

THE COUNCIL OF THE CITY OF NEW YORK

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Speaker of the Council

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Chair, Committee on Governmental Operations



Report of the Finance Division on the
Fiscal 2018 Preliminary Budget and the
Fiscal 2017 Preliminary Mayor's Management Report for the
Department of Citywide Administrative Services

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Department of Citywide Administrative Services Overview

The Department of Citywide Administrative Services (DCAS or the Department) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public. DCAS supports City agencies' workforce needs in recruiting, hiring and training City employees; establishes and enforces uniform procedures to ensure equal employment opportunity for employees and job candidates at City agencies; provides overall facilities management, including security, maintenance and construction services for tenants in 55 public buildings; purchases, sells and leases non-residential real property; purchases goods and select services; inspects and distributes supplies and equipment; disposes of all surplus and obsolete goods; monitors City agency fleets and the City's overall compliance with fleet purchasing laws and environmental goals; establishes, audits and pays utility accounts that serve 80 agencies and more than 4,000 buildings; and implements energy conservation programs throughout City facilities.

This report provides a review of DCAS' Fiscal 2018 Preliminary Budget. In the first section, the highlights of the Fiscal 2018 expense budget are presented, along with a discussion of the Department's miscellaneous revenue, contract budget and the City's heat, light and power expenditures. The report then presents an analysis of DCAS' budget by program area, discusses actions included in the November and Preliminary Financial Plans and reviews relevant sections of the Preliminary Mayor's Management Report for Fiscal 2017. This is followed by a review of the proposed capital budget for the Department with a discussion of significant changes proposed to its Capital Plan for Fiscal 2017-2020. The report will also provide a summary of the Department's Ten-Year Capital Strategy for Fiscal 2018-2027. Finally, Appendix A highlights the budget actions in the November and Preliminary Plans.

Fiscal 2018 Preliminary Budget Highlights

DCAS' Fiscal 2018 Preliminary Budget totals \$1.13 billion, including \$706.8 million for citywide heat, light and power expenditures which comprises 64 percent of the total budget. The Department's Personal Services funding for Fiscal 2018 totals \$190 million which supports 2,346 full-time positions.

DCAS' Fiscal 2018 Preliminary Budget is \$47 million less than the Fiscal 2017 Adopted Budget of \$1.18 billion. However, it is expected that the Department will receive additional funding in the Executive Budget, notably funding for the private school security initiative which is not yet included in the Fiscal 2018 budget.

DCAS Expense Budget

| <i>Dollars in Thousands</i> | 2015 Actual | 2016 Actual | 2017 Adopted | 2017 Prelim. Plan | 2018 Prelim. Plan | *Difference 2017 - 2018 |
|------------------------------|--------------------|--------------------|--------------------|----------------------|----------------------|----------------------------|
| Personal Services | \$152,465 | \$171,131 | \$178,625 | \$182,833 | \$190,360 | \$11,735 |
| Other Than Personal Services | 1,005,317 | 946,647 | 1,002,038 | 1,023,874 | 943,235 | (58,802) |
| Agency Total | \$1,157,782 | \$1,117,778 | \$1,180,663 | \$1,206,708 | \$1,133,596 | (\$47,067) |

*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

Highlights of DCAS' Fiscal 2018 Preliminary Budget

- **New Needs.** Since the Adoption of the Fiscal 2017 Budget, DCAS has identified \$5.3 million in new needs for Fiscal 2018, including \$2.6 million to expand efforts to reduce the number of provisional city employees and an additional \$1.3 million to provide job training programs for city employees.
- **Citywide Savings Program.** DCAS will generate budget savings of \$1.7 million in Fiscal 2017 and \$2.4 million in Fiscal 2018, as part of the Citywide Savings Program introduced since Adoption. The savings come primarily from the elimination of surplus funding for leased properties and a reduction in energy expenditures resulting from energy efficiency projects at DCAS-managed buildings. DCAS has also identified additional revenue of \$1.6 million in Fiscal 2017 from vehicle auctions as part of the Savings Program.
- **Miscellaneous Revenue.** The Financial Plan projects that DCAS will generate Miscellaneous Revenue totaling \$68.4 million in Fiscal 2018, including \$48 million from commercial rent, which represents 70 percent of the total.
- **Citywide Heat Light and Power Expenditures.** The Fiscal 2018 Preliminary Budget includes \$706.8 million for heat, light and power expenditures. This is 4.6 percent lower than the five-year average of \$739 million. In Fiscal 2016, the City's heat, light and power expenditures totaled \$652 million.
- **Preliminary Mayor's Management Report (PMMR) Highlights.** Notable performance metrics reported by DCAS in the 2017 PMMR include the following.
 - ✓ Median time from exam administration to exam results completion continues to trend upward, increasing by 37percent in the first four months of Fiscal 2017 as compared to the same period last year.
 - ✓ The number of bidders for city contracts has increased by 26 percent in the first four months of the fiscal year.
 - ✓ Collisions involving city vehicles continues to trend upward, increasing by six percent in the first four months of fiscal year.
 - ✓ Reported workplace injuries have increased by 47 percent in the first four months of Fiscal 2017.
- **Energy Efficiency and Sustainability Capital Projects.** The Preliminary Capital Plan for Fiscal 2017- 2020 includes \$1.1 billion for energy efficiency and sustainability measures and building retrofits citywide. These projects seek to achieve the citywide greenhouse gas reduction goals of reducing the City's greenhouse gas emissions by 80 percent by the year 2050.

Financial Plan Summary

| DCAS Financial Summary | | | | | | |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| <i>Dollars in Thousands</i> | 2015 | 2016 | 2017 | 2017 | 2018 | *Difference |
| | Actual | Actual | Adopted | Prelim Plan | Prelim Plan | 2017 - 2018 |
| Budget by Program Area | | | | | | |
| Asset Mgmt-Public Facilities | \$966,935 | \$901,030 | \$245,861 | \$252,650 | \$237,940 | (\$7,921) |
| Citywide Purchasing | 39,287 | 40,275 | 38,706 | 41,235 | 38,749 | 44 |
| Energy Conservation | 29,649 | 43,456 | 763,679 | 762,129 | 745,482 | (18,197) |
| Exec. & Operations Support | 28,516 | 29,577 | 27,288 | 27,455 | 27,785 | 497 |
| Human Capital | 28,343 | 26,997 | 31,701 | 35,212 | 32,983 | 1,282 |
| Admin & Security | 24,154 | 25,430 | 47,536 | 48,199 | 28,588 | (18,948) |
| Citywide Fleet Services | 36,425 | 46,071 | 20,300 | 34,232 | 16,359 | (3,942) |
| External Publications and Retail | 2,481 | 2,562 | 2,594 | 2,596 | 2,652 | 58 |
| Board of Standards & Appeals | 1,993 | 2,379 | 2,999 | 3,000 | 3,059 | 60 |
| TOTAL | \$1,157,783 | \$1,117,778 | \$1,180,663 | \$1,206,708 | \$1,133,596 | (\$47,067) |
| Funding | | | | | | |
| <i>City Funds</i> | | | \$325,140 | \$328,628 | \$279,598 | (\$45,542) |
| <i>Other Categorical</i> | | | 79,313 | 80,217 | 79,314 | 1 |
| <i>Capital- IFA</i> | | | 1,607 | 1,607 | 1,614 | 7 |
| <i>State</i> | | | 54,706 | 57,607 | 55,071 | 365 |
| <i>Federal - CD</i> | | | 1,681 | 1,845 | 1,598 | (82) |
| <i>Federal - Other</i> | | | 2,109 | 2,582 | 2,120 | 12 |
| <i>Intra City</i> | | | 716,108 | 734,222 | 714,280 | (1,828) |
| TOTAL | \$1,157,783 | \$1,117,778 | \$1,180,663 | \$1,206,708 | \$1,133,596 | (\$47,067) |
| Headcount | | | | | | |
| Fulltime Positions | 1,914 | 2,119 | 2,277 | 2,332 | 2,346 | 69 |

*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

Funding for the Energy Management Division accounts for 65.7 percent of DCAS' total Fiscal 2018 budget. The majority of this funding is dedicated to paying the heat, light and power costs for all City agencies, most of which are funded through intra-city transfers. In Fiscal 2016, the City's heat, light and power expenditures totaled \$652.7 million. This funding, which was previously held in the Asset Management Division's budget, was transferred to the Division of Energy Management beginning in Fiscal 2017.

The Fiscal 2018 Preliminary budget has yet to provide funding for private security guards at non-public schools which results in the reduction in funding for the Division of Administration and Security. In Fiscal 2017, private school security is budgeted at \$19.8 million. The decrease in Fiscal 2018 funding for the Energy Conservation division can be attributed to a planned decrease in funding for the One City, Built to Last Program as non-recurring implementation costs are no longer reflected in the budget.

The recognition of intra-city payments contribute to the spike in the Department's current Fiscal 2017 budget (2017 Prelim Plan column). DCAS purchases various goods and services on behalf of the vast majority of agencies and a significant portion of intra-city funding has yet to be fully identified in DCAS' Fiscal 2018 budget.

DCAS' Fiscal 2018 Preliminary Budget provides for 2,346 full-time positions across its nine divisions. As of December 2016, DCAS was operating with a nine percent staff vacancy rate. The Asset Management-Public Buildings Division is the largest with 1,285 budgeted

positions which comprise 55 percent of DCAS' entire staff. The increase in DCAS' Fiscal 2018 headcount is attributed to 21 new positions for the Provisional Employee Reduction Program and 44 additional security positions, most of which are the result of converting contracted positions to city employees.

Miscellaneous Revenue

DCAS generates revenue from a wide range of sources that include license and service fees, equipment, commercial rent reimbursement payments, and occasional property sales. The chart below shows the Department's major miscellaneous revenue sources. Miscellaneous revenue generated by DCAS contributes to the City's General Fund and therefore is not a dedicated funding source for the Department.

| DCAS Miscellaneous Revenue Budget Overview | | | | | |
|---|-----------------|-----------------|------------------|------------------|-----------------|
| <i>Dollars in Thousands</i> | | | | | |
| Revenue Sources | 2014 | 2015 | 2016 | Preliminary Plan | |
| | Actual | Actual | Actual | 2017 | 2018 |
| BSA filing fees | \$1,958 | \$1,881 | \$1,193 | \$1,696 | \$1,696 |
| City publishing center | 983 | 1,204 | 943 | 743 | 743 |
| Civil service exam fees | 4,709 | 10,707 | 5,730 | 3,760 | 3,760 |
| Claims for damage to vehicles | 559 | 636 | 409 | 735 | 735 |
| Commercial rents | 64,957 | 55,468 | 52,410 | 48,077 | 42,077 |
| Down payment for property sale | 0 | 446 | 19,166 | 0 | 0 |
| Mortgage payment non inrem | 1,550 | 912 | 9,408 | 500 | 450 |
| Salvage (autos, equip) | 9,892 | 10,406 | 11,026 | 8,693 | 6,893 |
| Third party gas and electric | 4,215 | 3,971 | 5,339 | 3,800 | 3,800 |
| Procurement Card Rebates | 182 | 460 | 553 | 400 | 93 |
| All Other Misc Revenue | 45 | 38 | 23 | 40 | 40 |
| TOTAL | \$89,050 | \$86,129 | \$106,200 | \$68,444 | \$60,287 |

The Preliminary Plan projects that DCAS will generate Miscellaneous Revenue totaling \$68.4 million in Fiscal 2018. Because DCAS regularly generates non-reoccurring revenue such as property and equipment sales, real estate and other prepayments, revenue for DCAS can vary significantly from year to year. In Fiscal 2016, DCAS generated \$19.2 million from property related sales, including \$16 million for a change in the terms of a deed restriction for 45 Rivington Street in Manhattan. Additionally, Mohawk Housing Industries prepaid \$8.8 million in Fiscal 2016 to satisfy its mortgage with the City. Excluding property sales, which can vary greatly from year to year, commercial rent accounts for the majority of DCAS' annual Miscellaneous Revenue. In the Preliminary Plan, commercial rent is projected to account for 70 percent of the Department's total miscellaneous revenue for Fiscal 2018.

The decrease in commercial rent from Fiscal 2014 to Fiscal 2015 can be attributed to the sale of a city-owned property in Times Square occupied by the Marriott Marquis. Because the Marriott now owns the property, the City no longer collects commercial rent on it. However, the Marriott now pays the City a similar amount in property taxes and the City is no longer responsible for maintenance of the property.

Additional Salvage Auction Revenue. As part of the Citywide Savings Program, DCAS will generate an additional \$1.57 million in Fiscal 2017 from the sale of city-owned vehicles due to a sustained high rate of relinquishment by agencies. DCAS is projected to generate a total of \$8.7 million from salvage sales in Fiscal 2017.

Contract Budget

The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant or personnel service provided to the City by means of a contract. The Contract Budget is actually a subset of the OTPS portion of the City's Expense Budget. The Administration prepares a Contract Budget twice each fiscal year. The Fiscal 2018 Preliminary Contract Budget totals \$14.4 billion for procurement expenditures across all agencies.

| DCAS Fiscal 2018 Preliminary Contract Budget | | | | |
|---|----------------------------|----------------------------|--------------------------------|----------------------------|
| <i>Dollars in Thousands</i> | | | | |
| Category | Fiscal 2017 Adopted | Number of Contracts | Fiscal 2018 Preliminary | Number of Contracts |
| Contractual Services General | \$24,773 | 12 | \$12,023 | 11 |
| Telecommunications Maintenance | 8 | 5 | 8 | 5 |
| Maintenance and Repair of Motor Vehicle Equipment | 2,691 | 8 | 2,642 | 8 |
| Maintenance & Repair, General | 11,123 | 50 | 10,831 | 49 |
| Office Equipment Maintenance | 86 | 7 | 94 | 7 |
| Data Processing Equipment | 484 | 9 | 181 | 8 |
| Printing Contracts | 613 | 6 | 613 | 6 |
| Security Services | 21,790 | 12 | 20,181 | 10 |
| Temporary Services | 401 | 8 | 366 | 7 |
| Cleaning Services | 108 | 9 | 108 | 9 |
| Transportation Expenditures | 116 | 3 | 116 | 3 |
| Training Programs for City Employees | 971 | 11 | 1,149 | 11 |
| Maintenance and Operations of Infrastructure | 8,368 | 4 | 4,418 | 2 |
| Professional Services Accounting and Auditing | 1 | 1 | 1 | 1 |
| Professional Services: Computer Services | 1,644 | 8 | 1,505 | 8 |
| Professional Services: Other | 4,050 | 15 | 1,150 | 12 |
| | 20 | 1 | 20 | 1 |
| TOTAL | \$77,247 | 169 | \$55,406 | 158 |

DCAS' Fiscal 2018 Contract Budget totals \$55.4 million for 158 contracts accounting for 5.9 percent of the Department's OTPS budget. Contracts for security service and general maintenance and repair comprise more than half (56 percent) of the Department's contract budget, as DCAS is responsible for the maintenance and protection of city-owned infrastructure. The decrease in funding when compared to Fiscal 2017, is largely explained by a planned reduction in contract funding for the Energy Conservation Division, as non-reoccurring implementation expenditures for the One City, Built to Last program are no longer reflected in the budget. The reduction in Fiscal 2018 funding for Maintenance and Operations of Infrastructure contracts is related to DCAS Storehouse expenditures which varies from year to year. A significant portion of funding for the DCAS Storehouse is provided by intra-city payments from agencies for whom DCAS procures services.

Citywide Heat, Light and Power (HLP)

Funding for citywide HLP expenditures is a part of the Department's Energy Conservation Division OTPS budget. The chart below breaks out the various funding sources that comprise the City's HLP budget. Other categorical funds, \$75.6 million in Fiscal 2018, represent reimbursements from the Health and Hospitals Corporation for HLP expenses. Intra-city funds, which account for 85 percent of the entire HLP budget for Fiscal 2018, represent transfers from other agencies. City funds go toward paying expenditures related to city-owned facilities managed directly by DCAS.

| CITYWIDE HEAT, LIGHT, AND POWER FIVE-YEAR FUNDING ANALYSIS | | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <i>(Dollars in thousands)</i> Funding Source | Actual | Actual | Actual | Actual | Actual | Preliminary Plan | |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
| City | \$24,250 | \$32,892 | \$29,024 | \$28,852 | \$24,690 | \$26,399 | \$26,399 |
| Other Categorical | 86,220 | 84,978 | 86,972 | 81,834 | 70,344 | 75,609 | 75,609 |
| State | 435 | 438 | 439 | 421 | 394 | 450 | 450 |
| Intra-City | 625,918 | 641,996 | 684,317 | 633,972 | 557,293 | 604,317 | 604,317 |
| Total | \$736,823 | \$760,304 | \$800,751 | \$745,079 | \$652,722 | \$706,776 | \$706,776 |

Total spending on heat, light and power decreased significantly in Fiscal 2016 when compared to previous years. The decrease can be attributed in large part to lower costs for energy, as well as the efforts to make the City more energy efficient. The \$706.8 million budgeted for heat, light and power in Fiscal 2018 is 4.6 percent lower than the five-year average of \$739 million. The City's heat, light and power budget is often impacted by variables outside of the City's control, including weather patterns and the price of oil.

Program Areas

Division of Asset Management – Public Facilities

The Division of Asset Management is responsible for providing safe, clean and efficient office space for the City’s workforce. The Division also manages facilities and city-owned buildings, including courts, and administers private real estate leases for use by various City agencies and revenue-generating leases and licenses at several city-owned properties.

| Asset Management-Public Facilities | | | | | | |
|---|------------------|------------------|------------------|-------------------------|------------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | 2015 | 2016 | 2017 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2017 | 2018 | 2017 - 2018 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried | \$62,818 | \$69,588 | \$81,919 | \$78,894 | \$82,982 | \$1,062 |
| Other Salaried and Unsalaries | 429 | 392 | 1,370 | 2,319 | 2,578 | 1,208 |
| Additional Gross Pay | 4,492 | 8,456 | 1,365 | 1,365 | 1,365 | 0 |
| Overtime - Civilian | 15,982 | 19,883 | 13,662 | 16,620 | 16,636 | 2,973 |
| Fringe Benefits | 0 | 0 | 174 | 174 | 174 | 0 |
| Subtotal | \$83,721 | \$98,319 | \$98,491 | \$99,372 | \$103,735 | \$5,244 |
| Other Than Personal Services | | | | | | |
| Supplies and Materials | \$6,240 | \$5,828 | \$4,898 | \$7,555 | \$4,898 | \$0 |
| Fixed and Misc Charges | 13,967 | 14,268 | 1,587 | 2,972 | 202 | (1,385) |
| Property and Equipment | 1,142 | 2,771 | 2,085 | 1,634 | 1,379 | (706) |
| Other Services and Charges | 835,185 | 747,909 | 111,563 | 108,627 | 105,886 | (5,677) |
| Contractual Services | 26,679 | 31,935 | 27,236 | 32,490 | 21,840 | (5,397) |
| Subtotal | \$883,213 | \$802,712 | \$147,370 | \$153,278 | \$134,205 | (\$13,165) |
| TOTAL | \$966,935 | \$901,030 | \$245,861 | \$252,650 | \$237,940 | (\$7,921) |
| Funding | | | | | | |
| City Funds | | | \$109,917 | \$112,232 | \$100,645 | (\$9,272) |
| Other Categorical | | | 2,449 | 2,449 | 2,449 | 0 |
| Capital- IFA | | | 752 | 752 | 752 | 0 |
| State | | | 54,008 | 56,909 | 54,373 | 365 |
| Federal - Community Development | | | 1,681 | 1,845 | 1,598 | (82) |
| Intra City | | | 77,053 | 78,463 | 78,122 | 1,069 |
| TOTAL | \$966,935 | \$901,030 | \$245,861 | \$252,650 | \$237,940 | (\$7,921) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions | 1,106 | 1,203 | 1,286 | 1,285 | 1,285 | (1) |

*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

The Division’s proposed budget for Fiscal 2018 totals \$237.9 million, and includes \$103.7 million in Personal Services funding to support 1,285 full-time positions. Asset Management-Public Facilities is DCAS’ largest division accounting for more than half of DCAS’ entire staff. In Fiscal 2017, the Division’s headcount increased by 94 full-time positions, most of which are building maintenance positions at PASC II.

The decrease of \$7.9 million in Fiscal 2018 when compared to the Fiscal 2017 Adopted Budget is in large part related to the transfer of resources dedicated to the administration of the City’s Heat, Light, and Power Budget to the Division of Energy Management which occurred in the Fiscal 2017 Executive Budget.

Financial Plan Actions

- **DCAS Office Space Construction.** The Fiscal 2018 Preliminary Plan includes one-time funding of \$1.6 million in Fiscal 2017 to reconstruct office space on the 18th floor of 1 Centre Street to accommodate additional staff.
- **Lease Savings.** DCAS will realize baseline savings of \$1.2 million by eliminating surplus lease funds budgeted for 141 Livingston Street and the Civic Center.

Performance Measures

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|--|----------|----------|----------|----------|----------|----------------|----------|
| | FY14 | FY15 | FY16 | FY17 | FY18 | FY16 | FY17 |
| Ave. building cleanliness & cond. rating for DCAS-managed office buildings (%) | 70% | 69% | 70% | 70% | 70% | NA | NA |
| CORE customer experience rating of facilities (0-100) | 96 | 94 | 100 | 90 | 95 | NA | NA |
| Ave. time to complete in-house trade shop work orders (days) | 4.3 | 4.2 | 3.6 | 7 | 7 | 3.6 | 3.5 |
| In-house trade shop work orders completed within 30 days (%) | 69% | 70% | 70% | 75% | 75% | 72% | 67% |
| Sq/ft. assoc. with lease-in agreements | 1,957 | 1,712 | 3,011 | * | * | NA | NA |
| Lease revenue generated (\$000) | \$64,979 | \$55,484 | \$52,419 | \$42,078 | \$42,078 | \$16,506 | \$21,205 |
| Rev generated from auto auctions (\$000) | \$7,785 | \$7,617 | \$6,254 | \$7,992 | \$4,692 | \$2,366 | \$2,931 |

DCAS continues to consistently outperform the seven-day target for average time to complete in-house trade shop work orders. Lease revenue increased by 28 percent during the reporting period due to a rent pre-payment of approximately \$9.4 million that was received in July 2016.

Office of Citywide Purchasing

The Office of Citywide Purchasing supports the purchase of goods and materials for all City agencies. The Division establishes citywide requirements for contracts, open market orders, and agency-specific orders, develops bids, prepares purchase orders, maintains purchase specifications, evaluates vendor bids, maintains a central storehouse and supplies commodities to all City agencies, performs quality inspections of purchased items, including laboratory testing and analyses and disposes of surplus city goods by auction.

| Office of Citywide Purchasing | | | | | | |
|--------------------------------------|-----------------|-----------------|-----------------|-------------------------|-----------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | 2015 | 2016 | 2017 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2017 | 2018 | 2017 - 2018 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried | \$9,283 | \$9,412 | \$9,601 | \$9,602 | \$10,009 | \$408 |
| Other Salaried and Unsalared | 254 | 221 | 698 | 698 | 701 | 3 |
| Additional Gross Pay | 300 | 170 | 193 | 193 | 193 | 0 |
| Overtime – Civilian | 233 | 214 | 188 | 188 | 194 | 6 |
| Subtotal | \$10,070 | \$10,018 | \$10,681 | \$10,682 | \$11,098 | \$417 |
| Other Than Personal Services | | | | | | |
| Supplies and Materials | \$21,566 | \$22,229 | \$19,819 | \$21,847 | \$19,770 | (\$49) |
| Property and Equipment | 174 | 226 | 37 | 91 | 46 | 9 |
| Other Services and Charges | 6,835 | 6,917 | 7,229 | 6,930 | 6,717 | (512) |
| Contractual Services | 642 | 885 | 939 | 1,685 | 1,118 | 179 |
| Subtotal | \$29,217 | \$30,257 | \$28,024 | \$30,553 | \$27,652 | (\$373) |
| TOTAL | \$39,287 | \$40,275 | \$38,706 | \$41,235 | \$38,749 | \$44 |
| Funding | | | | | | |
| City Funds | | | \$15,957 | \$15,958 | \$15,627 | (\$331) |
| Other Categorical | | | 0 | 100 | 0 | 0 |
| Intra City | | | 22,748 | 25,177 | 23,123 | 374 |
| TOTAL | \$39,287 | \$40,275 | \$38,706 | \$41,235 | \$38,749 | \$44 |
| Budgeted Headcount | | | | | | |
| TOTAL | 142 | 155 | 160 | 160 | 160 | 0 |

*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

The Division's proposed budget for Fiscal 2018 includes Personal Services funding of \$11.1 million to support 160 full-time positions. Because the Division provides services and supplies for many other agencies, Intra-city funding represents 60 percent of its total Fiscal 2018 budget.

Performance Measures

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|--|----------|----------|----------|---------|---------|----------------|---------|
| | FY14 | FY15 | FY16 | FY17 | FY18 | FY16 | FY17 |
| Revenue generated from the sale of surplus goods (\$000) | \$9,892 | \$10,406 | \$11,026 | \$8,693 | \$6,893 | \$3,269 | \$2,917 |
| Average number of bidders per bid | 3.3 | 3.3 | 3.0 | 3.4 | 3.4 | 2.7 | 3.4 |
| Agency spending against DCAS master contracts(%) | NA | 41% | 55% | * | * | 50% | 61% |
| Value of goods & services purchased (\$000,000) | \$1,191 | \$1,169 | \$1,353 | * | * | \$502 | \$635 |
| - Value of Central Storehouse inventory (\$000) | \$24,000 | \$23,370 | \$22,600 | * | * | \$8,500 | \$8,440 |

The number of bidders for city contracts has increased by 26 percent in the first four months of the fiscal year. During the reporting period, there was an 11 percent increase in agency spending against DCAS' master contracts, reflecting City agencies' increased use of DCAS requirements contracts.

Division of Energy Management

The Division of Energy Management manages energy efficiency projects and programs, develops the City's energy budget, and monitors energy usage and costs to City agencies. Funding for energy bills for all Mayoral agencies, the Health and Hospitals Corporation, the City University of New York, and 34 cultural institutions are reflected in this program area.

| Energy Conservation | | | | | | |
|-------------------------------------|-----------------|-----------------|------------------|-------------------------|------------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | 2015 | 2016 | 2017 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2017 | 2018 | 2017 - 2018 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried | \$2,785 | \$3,343 | \$4,595 | \$4,595 | \$4,704 | \$108 |
| Other Salaried and Unsalaries | 33 | 86 | 21 | 66 | 22 | 1 |
| Additional Gross Pay | 95 | 149 | 27 | 27 | 27 | 0 |
| Overtime - Civilian | 18 | 1 | 0 | 0 | 0 | 0 |
| Subtotal | \$2,931 | \$3,578 | \$4,643 | \$4,688 | \$4,752 | \$109 |
| Other Than Personal Services | | | | | | |
| Supplies and Materials | \$391 | \$915 | \$4 | \$1,060 | \$4 | \$0 |
| Fixed and Misc Charges | 0 | 584 | 1 | 2,699 | 1 | 0 |
| Property and Equipment | 246 | 13 | 9 | 51 | 9 | 0 |
| Other Services and Charges | 19,676 | 33,160 | 733,527 | 734,916 | 730,068 | (3,460) |
| Contractual Services | 6,406 | 5,206 | 25,495 | 18,715 | 10,648 | (14,847) |
| Subtotal | \$26,718 | \$39,878 | \$759,036 | \$757,441 | \$740,730 | (\$18,307) |
| TOTAL | \$29,649 | \$43,456 | \$763,679 | \$762,129 | \$745,482 | (\$18,197) |
| Funding | | | | | | |
| City Funds | | | \$82,692 | \$80,735 | \$64,490 | (\$18,202) |
| Other Categorical | | | 75,695 | 76,102 | 75,696 | 1 |
| Capital- IFA | | | 525 | 525 | 528 | 4 |
| State | | | 450 | 450 | 450 | 0 |
| Intra City | | | 604,317 | 604,317 | 604,317 | 0 |
| TOTAL | \$29,649 | \$43,456 | \$763,679 | \$762,129 | \$745,482 | (\$18,197) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions | 33 | 37 | 60 | 58 | 58 | (2) |

**The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

Beginning in Fiscal 2017, the Energy Management Division will be responsible for managing the City's Heat, Light and Power payments which totals \$706.8 million in Fiscal 2018. The decrease in the Division's Fiscal 2018 budget when compared to the Fiscal 2017 Adopted Budget, is largely the result of a planned decrease in funding for the One City, Built to Last Program, as non-recurring start-up costs are no longer reflected in the budget. The program seeks to achieve an 80 percent reduction in GHG emissions from 2005 levels by 2050.

Financial Plan Actions

- Energy Savings.** As part of the Citywide Savings Program, the Division of Energy Conservation will generate \$661,000 in annual savings associated with energy efficiency measures and building retrofits at DCAS buildings. Additionally, the Fiscal 2018 Preliminary Plan recognizes performance-based payments of \$500,000 in Fiscal 2017-2019 from the New York State Energy Research and Development Authority incentive program which promotes energy efficiency and the use of renewable energy sources.

Performance Measures

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|--|--------|---------|---------|---------|---------|----------------|------|
| | FY14 | FY15 | FY16 | FY17 | FY18 | FY16 | FY17 |
| Total energy purchased (trillions of BTUs) | 28.9 | 29.5 | 28.4 | * | * | NA | NA |
| Electricity purchased (kilowatt hours) (billions) | 4.3 | 4.3 | 4.2 | * | * | NA | NA |
| Annual Est. avoided energy cost from energy projects (\$000,000) | \$2.79 | \$12.46 | \$6.56 | \$1.14 | \$8.70 | NA | NA |
| Cumulative Est. avoided energy cost from energy projects (\$000,000) | \$7.06 | \$19.52 | \$26.08 | \$27.22 | \$35.92 | NA | NA |
| Annual Est. reduction in GHGs from energy projects (metric tons) | 7,893 | 40,984 | 14,459 | 4,269 | 28,000 | NA | NA |
| Cumulative Est. reduction in GHGs from energy projects (metric tons) | 19,739 | 60,723 | 75,182 | 79,451 | 10,7451 | NA | NA |
| Annual Energy retrofit/conservation projects completed | 37 | 109 | 158 | * | * | NA | NA |
| Cumulative installed solar capacity (kilowatts) | 428 | 2759 | 7996 | ^ | ^ | NA | NA |

Total energy purchased by the City has remained relatively flat over the last three years. The spike in the annual estimated avoided energy costs in Fiscal 2015 was largely due to the completion of the cogeneration plant on Rikers Island which reduced more than 24,000 metric tons of green house gases.

Division of Executive Operations Support

The Division of Executive and Operations Support includes the Office of the Commissioner, the Office of the General Counsel, and the Division of Fiscal Management and Operations. Also included are Internal Audit, Engineering Audit, Central Messenger Service, the Office of Special Projects, Management and Information Systems, and the Office of Fleet Transportation.

| Executive and Operations Support | | | | | | |
|---|-----------------|-----------------|-----------------|-------------------------|-----------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | 2015 | 2016 | 2017 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2017 | 2018 | 2017 - 2018 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried | \$15,339 | \$18,619 | \$19,475 | \$19,911 | \$21,095 | \$1,620 |
| Other Salaried and Unsalared | 648 | 659 | 627 | 678 | 634 | 7 |
| Additional Gross Pay | 677 | 682 | 151 | 151 | 151 | 0 |
| Overtime - Civilian | 295 | 195 | 397 | 397 | 399 | 2 |
| P.S. Other | 15 | 16 | 1 | 1 | 1 | 0 |
| Fringe Benefits SWB | 1,810 | 1,720 | 1,754 | 1,754 | 1,754 | 0 |
| Subtotal | \$18,784 | \$21,890 | \$22,406 | \$22,893 | \$24,034 | \$1,628 |
| Other Than Personal Services | | | | | | |
| Supplies and Materials | \$194 | \$259 | \$521 | \$983 | \$521 | \$0 |
| Fixed and Misc Charges | 10 | 10 | 2 | 1 | 2 | 0 |
| Property and Equipment | 913 | 317 | 206 | 249 | 206 | 0 |
| Other Services and Charges | 5,821 | 5,185 | 2,691 | 1,143 | 1,834 | (857) |
| Contractual Services | 2,795 | 1,917 | 1,462 | 2,187 | 1,188 | (274) |
| Subtotal | \$9,733 | \$7,688 | \$4,882 | \$4,563 | \$3,751 | (\$1,131) |
| TOTAL | \$28,516 | \$29,577 | \$27,288 | \$27,455 | \$27,785 | \$497 |
| Funding | | | | | | |
| City Funds | | | \$26,493 | \$26,571 | \$27,034 | \$541 |
| Other Categorical | | | 0 | 137 | 0 | 0 |
| Capital- IFA | | | 331 | 331 | 334 | 4 |
| State | | | 247 | 247 | 247 | 0 |
| Intra City | | | 217 | 169 | 169 | (48) |
| TOTAL | \$28,516 | \$29,577 | \$27,288 | \$27,455 | \$27,785 | \$497 |
| Budgeted Headcount | | | | | | |
| Full-Time Positions | 207 | 229 | 237 | 246 | 246 | 9 |

**The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The Division's increase in Fiscal 2018 funding results from nine additional positions, including three administrative positions for the provisional reduction program. Other changes to headcount result from adjustments that transfer positions from other divisions.

Division of Human Capital

The Division of Human Capital manages the City's central personnel agency responsible for attracting the most qualified candidates for employment, consistent with the State Constitution, civil service law, and equal employment laws. The agency administers open and competitive examinations; conducts background investigations of prospective employees; classifies positions and certifies lists of eligible applicants for positions; provides citywide recruitment and training; and administers the City's Equal Employment Opportunity (EEO) programs.

| Human Capital | | | | | | |
|-------------------------------------|-----------------|-----------------|-----------------|-------------------------|-----------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | 2015 | 2016 | 2017 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2017 | 2018 | 2017 - 2018 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried | \$15,226 | \$16,466 | \$16,666 | \$17,348 | \$18,861 | \$2,195 |
| Other Salaried and Unsalared | 5,276 | 3,735 | 5,674 | 6,005 | 5,331 | (343) |
| Additional Gross Pay | 782 | 699 | 200 | 200 | 200 | 0 |
| Overtime - Civilian | 937 | 481 | 918 | 1,398 | 919 | 1 |
| Amounts to be Scheduled | 0 | 0 | 1,408 | 1,408 | 1,442 | 33 |
| Subtotal | \$22,221 | \$21,381 | \$24,867 | \$26,359 | \$26,753 | \$1,886 |
| Other Than Personal Services | | | | | | |
| Supplies and Materials | \$83 | \$271 | \$163 | \$286 | \$148 | (\$15) |
| Fixed and Misc Charges | 0 | 0 | 3 | 3 | 3 | 0 |
| Property and Equipment | 102 | 405 | 236 | 293 | 149 | (88) |
| Other Services and Charges | 2,371 | 1,616 | 4,957 | 4,805 | 4,292 | (665) |
| Contractual Services | 3,566 | 3,324 | 1,475 | 3,465 | 1,639 | 164 |
| Subtotal | \$6,122 | \$5,615 | \$6,834 | \$8,853 | \$6,230 | (\$604) |
| TOTAL | \$28,343 | \$26,997 | \$31,701 | \$35,212 | \$32,983 | \$1,282 |
| Funding | | | | | | |
| City Funds | | | \$28,104 | \$30,226 | \$29,117 | \$1,013 |
| Other Categorical | | | 0 | 250 | 0 | 0 |
| Federal - Other | | | 2,109 | 2,109 | 2,120 | 12 |
| Intra City | | | 1,488 | 2,629 | 1,746 | 258 |
| TOTAL | \$28,343 | \$26,997 | \$31,701 | \$35,212 | \$32,983 | \$1,282 |
| Budgeted Headcount | | | | | | |
| Full-Time Positions | 233 | 271 | 290 | 310 | 310 | 20 |

*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

The Division's proposed budget for Fiscal 2018 totals \$33 million and includes an increase of \$1.3 million when compared to the Fiscal 2017 Adopted Budget. The growth in the Division's Personal Services budget results from the expansion of the Provisional Employee Reduction Program.

Financial Plan Actions

- Expansion of the Provisional Employee Reduction Program.** The November Plan included a new need of \$2.6 million in Fiscal 2018 and \$2.1 million in Fiscal 2019 and in the outyears to expand efforts to reduce the number of the City's over 23,000 provisional employees. This action increase DCAS' headcount by 21 positions, including 18 positions for the Division of Human Capital and three positions for the Executive Operations Support. DCAS will expand its Computerized Exam Testing and Application Centers beyond the current locations in Brooklyn and Manhattan to include locations in all boroughs. A particular focus will be put on efforts to make civil service exams more accessible to those with disabilities.

Performance Measures

| | Actual | | | Target | | 4-Month Actual | |
|---|--------|---------|--------|--------|--------|----------------|--------|
| | FY14 | FY15 | FY16 | FY17 | FY18 | FY16 | FY17 |
| Apps. received for open competitive civil service exams | 74,700 | 184,849 | 79,878 | * | * | 21,774 | 33,866 |
| New hires - White (%) | 23.2% | 23.9% | 23.0% | * | * | 28.7% | 23.0% |
| New hires - Black (%) | 38.8% | 40.8% | 36.8% | * | * | 38.0% | 43.8% |
| New hires - Hispanic (%) | 19.4% | 19.8% | 19.5% | * | * | 22.2% | 21.4% |
| New hires - Asian/Pacific Islander (%) | 6.8% | 7.2% | 7.5% | * | * | 8.7% | 8.7% |
| New hires - Native American (%) | 0.4% | 0.4% | 0.4% | * | * | 0.4% | 0.4% |
| New hires - Unspecified (%) | 11.5% | 7.9% | 12.9% | * | * | 2.2% | 2.7% |
| New hires - Male (%) | 57.2% | 53.7% | 59.3% | * | * | 57.8% | 51.3% |
| New hires - Female (%) | 42.8% | 46.3% | 40.7% | * | * | 42.2% | 48.7% |
| Exams administered on schedule (%) | 100% | 100% | | 100% | 100% | 100% | |
| Median time from exam admin. to exam results completion (days) | 251 | 209 | 343 | * | * | 310 | 426 |
| Average rating for professional development training sessions (%) | 88% | 88% | 90% | 88% | 88% | 91% | 89% |
| City employees attending trainings | 20,252 | 25,989 | 40,586 | 25,000 | 25,000 | 8,053 | 8,493 |

The number of applications received vary from year to year based on the examination schedule. In the first four months of Fiscal 2017 DCAS experienced a 55 percent increase in the number of applications received for open competitive civil service exams when compared to the same period in Fiscal 2016. This increase is attributed to a rise in the number of exams offered, including information technology titles such as computer associate and computer programmer analyst. The sanitation worker exam in Fiscal 2015 resulted in the Division receiving over 90,000 applications. The number of City employees attending trainings increased significantly in Fiscal 2016 to a total of 40,586.

The median time from exam administration to exam results completion increased 37 percent to 426 days due, in part, to examinations containing multiple parts/sessions that take additional time to administer and score, as well as a decrease in the number of examiners at DCAS, which resulted in a backlog of exams. Since the close of the reporting period DCAS has hired six out of the seven vacant examiner positions and plans to implement more strategic exam scheduling going forward.

In the first four months of Fiscal 2017 DCAS offered 405 classes, covering 168 unique course titles across seven portfolios that included managerial, professional, technical and city-specific courses. The number of City employees/participants attending training sessions increased by five percent.

Division of Administration and Security

The Division of Administration and Security supports payroll and timekeeping, general administrative functions, and the agency's personnel and disciplinary units. In addition, the Division is charged with affirmative claims, which seeks compensation for automobile accidents involving city-owned vehicles. The Division also oversees security at various city-owned buildings.

| Administration and Security | | | | | | |
|-------------------------------------|-----------------|-----------------|-----------------|-------------------------|-----------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | 2015 | 2016 | 2017 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2017 | 2018 | 2017 - 2018 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried | \$7,398 | \$8,018 | \$9,236 | \$10,489 | \$11,424 | \$2,188 |
| Other Salaried and Unsalaries | 338 | 276 | 580 | 580 | 582 | 2 |
| Additional Gross Pay | 361 | 245 | 102 | 102 | 102 | 0 |
| Overtime - Civilian | 995 | 1,377 | 1,018 | 1,117 | 1,125 | 107 |
| P.S. Other | 15 | 24 | 8 | 8 | 9 | 1 |
| Subtotal | \$9,109 | \$9,941 | \$10,945 | \$12,297 | \$13,242 | \$2,297 |
| Other Than Personal Services | | | | | | |
| Supplies and Materials | \$162 | \$169 | \$124 | \$119 | \$124 | \$0 |
| Fixed and Misc Charges | 3 | 6 | 7 | 5 | 7 | 0 |
| Property and Equipment | 157 | 303 | 142 | 189 | 47 | (95) |
| Other Services and Charges | 286 | 669 | 19,979 | 20,030 | 179 | (19,800) |
| Contractual Services | 14,438 | 14,342 | 16,339 | 15,558 | 14,989 | (1,350) |
| Subtotal | \$15,046 | \$15,489 | \$36,591 | \$35,902 | \$15,346 | (\$21,245) |
| TOTAL | \$24,154 | \$25,430 | \$47,536 | \$48,199 | \$28,588 | (\$18,948) |
| Funding | | | | | | |
| City Funds | | | \$47,102 | \$47,754 | \$28,154 | (\$18,948) |
| Intra City | | | 433 | 444 | 433 | 0 |
| TOTAL | \$24,154 | \$25,430 | \$47,536 | \$48,199 | \$28,588 | (\$18,948) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions | 131 | 150 | 166 | 196 | 210 | 44 |

**The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The Division's proposed Fiscal 2018 Budget totals \$28.6 million, a decrease of \$19 million when compared to its Fiscal 2017 Adopted Budget as funding for private school security has yet to be included in the Fiscal 2018 Budget. Since Adoption, DCAS has identified new needs that would increase the Division of Administration and Security headcount by 44 positions.

Financial Plan Actions

- Additional Security Staffing.** Since Adoption, DCAS has identified new needs that would increase the Division of Administration and Security headcount by 44 security personnel. Of the total, 35 positions result from the conversion of contracted positions to full-time staff, the majority of which will be assigned to the Public Safety Answering Center II in the Bronx. The additional PS costs are offset by a reduction in the contract budget. Additionally, DCAS plans to hire six full-time security personnel for 22 Reade Street and three for the new Computerized Testing and Applications Center (CTAC) in Queens.

Performance Measures

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|---|--------|------|------|--------|------|----------------|------|
| | FY14 | FY15 | FY16 | FY17 | FY18 | FY16 | FY17 |
| Accidents involving the public in DCAS-managed properties | 18 | 18 | 21 | * | * | 9 | 6 |

When compared to the same period last year, accidents involving the public across the 50 city-owned properties that DCAS manages, are down by three incidents.

Division of Citywide Fleet Services

The Division of Citywide Fleet Service manages the acquisition, maintenance and disposition of New York City's municipal fleet.

| Citywide Fleet Services | | | | | | |
|-------------------------------------|-----------------|-----------------|-----------------|------------------|-----------------|------------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | 2015 | 2016 | 2017 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2017 | 2018 | 2017 - 2018 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried | \$2,310 | \$2,415 | \$2,565 | \$2,511 | \$2,591 | \$26 |
| Other Salaried and Unsalariad | 50 | 35 | 199 | 199 | 199 | 0 |
| Additional Gross Pay | 91 | 94 | 0 | 0 | 0 | 0 |
| Overtime | 97 | 50 | 0 | 0 | 0 | 0 |
| Subtotal | \$2,548 | \$2,595 | \$2,763 | \$2,710 | \$2,790 | \$27 |
| Other Than Personal Services | | | | | | |
| Supplies and Materials | \$24,736 | \$30,691 | \$8,695 | \$19,693 | \$5,228 | (\$3,467) |
| Property and Equipment | 653 | 3,543 | 3,983 | 3,187 | 3,699 | (285) |
| Other Services and Charges | 697 | 1,402 | 973 | 1,559 | 1,072 | 99 |
| Contractual Services | 7,790 | 7,840 | 3,887 | 7,082 | 3,571 | (316) |
| Subtotal | \$33,877 | \$43,476 | \$17,537 | \$31,522 | \$13,569 | (\$3,969) |
| TOTAL | \$36,425 | \$46,071 | \$20,300 | \$34,232 | \$16,359 | (\$3,942) |
| Funding | | | | | | |
| City Funds | | | \$9,281 | \$9,557 | \$8,820 | (\$461) |
| Other Categorical | | | 1,169 | 1,180 | 1,169 | 0 |
| Federal | | | | 473 | | |
| Intra City | | | 9,851 | 23,022 | 6,369 | (3,481) |
| TOTAL | \$36,425 | \$46,071 | \$20,300 | \$34,232 | \$16,359 | (\$3,942) |
| Budgeted Headcount | | | | | | |
| Full-Time Positions | 29 | 33 | 32 | 31 | 31 | (1) |

*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

A large portion of the Division's budget is funded through payments from other agencies. In Fiscal 2017, the Division is expected to receive \$23 million in intra-city payments from agencies to provide fuel, parts, maintenance and other fleet related services.

Performance Measures

| Performance Indicators | Actual | | | Target | | 4-Month Actual | |
|---|--------|-------|-------|--------|------|----------------|-------|
| | FY14 | FY15 | FY16 | FY17 | FY18 | FY16 | FY17 |
| Hybrid or alternative fuel vehicles in the citywide fleet (%) | 57% | 57% | 59% | 62% | 63% | 60% | 59% |
| Hybrid or alt. fuel vehicles in the DCAS-managed fleet (%) | 56% | 66% | 74% | 75% | 76% | 71% | 75% |
| Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%) | 99% | 98% | 98% | 95% | 95% | NA | NA |
| - Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%) | 99% | 96% | 100% | 95% | 95% | NA | NA |
| Fleet in-service rate citywide (%) | 90% | 90% | 91% | 90% | 90% | 90% | 92% |
| - Fleet in-service rate for DCAS-managed fleet (%) | 98% | 98% | 98% | 97% | 97% | 99% | 99% |
| Collisions involving City vehicles citywide | 5,886 | 5,726 | 6,344 | * | * | 18,76 | 1,995 |
| Collisions involving City vehicles in DCAS-managed fleet | 402 | 449 | 400 | * | * | 151 | 131 |

Collisions involving city vehicles continues to trend upward. There is an increase of six percent in first quarter of Fiscal 2017 when compared to the same period last year. The percentage of hybrid or alternative fuel vehicles in the DCAS-managed fleet continue to increase over the last three fiscal years.

Division of External Publications and Retail

The Division of External Publications and Retail publishes the City Record, the Green Book, the City Building Code, the City Charter, and other City publications. It designs, typesets, and prepares graphic art for the City Record publications, citywide newsletters, and projects for DCAS and other City agencies.

| External Publications and Retail Operations | | | | | | |
|---|----------------|----------------|----------------|------------------|----------------|-------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | 2015 | 2016 | 2017 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2017 | 2018 | 2017 - 2018 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried | \$1,193 | \$1,173 | \$1,152 | \$1,153 | \$1,208 | \$56 |
| Other Salaried and Unsalariad | 112 | 119 | 41 | 41 | 41 | 0 |
| Additional Gross Pay | 60 | 117 | 8 | 8 | 8 | 0 |
| Overtime | 38 | 37 | 53 | 53 | 53 | 0 |
| Amounts to be Scheduled | 0 | 0 | 343 | 343 | 344 | 1 |
| Subtotal | \$1,403 | \$1,445 | \$1,597 | \$1,599 | \$1,655 | \$58 |
| Other Than Personal Services | | | | | | |
| Supplies and Materials | \$540 | \$471 | \$532 | \$517 | \$532 | \$0 |
| Property and Equipment | 122 | 201 | 32 | 32 | 32 | 0 |
| Other Services and Charges | 303 | 56 | 42 | 23 | 42 | 0 |
| Contractual Services | 112 | 388 | 391 | 425 | 391 | 0 |
| Subtotal | \$1,077 | \$1,116 | \$997 | \$997 | \$997 | \$0 |
| TOTAL | \$2,481 | \$2,561 | \$2,594 | \$2,596 | \$2,652 | \$58 |
| Funding | | | | | | |
| City Funds | | | \$2,594 | \$2,596 | \$2,652 | \$58 |
| TOTAL | \$2,481 | \$2,561 | \$2,594 | \$2,596 | \$2,652 | \$58 |
| Budgeted Headcount | | | | | | |
| Full-Time Positions | 19 | 21 | 22 | 22 | 22 | 0 |

*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

The Division's Fiscal 2018 budget totals \$2.7 million, including \$1.7 million in Personal Service funding to support 22 full-time positions. The Division Generates revenue through the sale at cost of city publications most notably the City Record.

Board of Standards and Appeals

The Board of Standards and Appeals (BSA) processes applications, and conducts hearings on appeals for zoning variances and loft conversions. While the BSA's budget is in DCAS' budget, it is an independent entity.

| Board of Standards and Appeals | | | | | | |
|---------------------------------------|----------------|----------------|----------------|------------------|----------------|---------------|
| <i>Dollars in Thousands</i> | | | | | | |
| | 2015 | 2016 | 2017 | Preliminary Plan | | *Difference |
| | Actual | Actual | Adopted | 2017 | 2018 | 2017 - 2018 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried | \$1,433 | \$1,712 | \$2,134 | \$2,135 | \$2,201 | \$68 |
| Other Salaried and Unsalared | 158 | 131 | 91 | 91 | 93 | 2 |
| Additional Gross Pay | 82 | 120 | 8 | 8 | 8 | 0 |
| Overtime - Civilian | 0 | 0 | 1 | 1 | 1 | 0 |
| Subtotal | \$1,672 | \$1,963 | \$2,233 | \$2,234 | \$2,302 | \$69 |
| Other Than Personal Services | | | | | | |
| Supplies and Materials | \$8 | \$10 | \$30 | \$27 | \$30 | \$0 |
| Property and Equipment | 42 | 16 | 15 | 21 | 15 | 0 |
| Other Services and Charges | 263 | 384 | 698 | 700 | 688 | (10) |
| Contractual Services | 8 | 6 | 23 | 18 | 23 | 0 |
| Subtotal | \$320 | \$416 | \$767 | \$767 | \$757 | (\$10) |
| TOTAL | \$1,993 | \$2,379 | \$2,999 | \$3,000 | \$3,059 | \$60 |
| Funding | | | | | | |
| City Funds | | | \$2,999 | \$3,000 | \$3,059 | \$60 |
| TOTAL | \$1,993 | \$2,379 | \$2,999 | \$3,000 | \$3,059 | \$60 |
| Budgeted Headcount | | | | | | |
| Full-Time Positions | 14 | 20 | 24 | 24 | 24 | 0 |

**The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The BSA's Fiscal 2018 budget totals \$3 million including \$2.3 million of PS funding to support 24 positions. The slight increase in funding for the BSA in Fiscal 2018 results from collective bargaining adjustments.

BSA Filing Fees Revenue. The BSA generates revenue by charging filing fees for various applications related to property zoning variances, special permits, waivers and other zoning related issues. Fees range from \$400 to \$11,000. In Fiscal 2016, the BSA generated \$1.9 million in filing fees.

Capital Program

Capital Budget Summary

The Fiscal 2018 Preliminary Capital Commitment Plan includes \$2.46 billion in Fiscal 2017-2020 for capital programs administered by the Department of Citywide Administrative Services, including \$9.6 million in Non-City funds. This represents approximately 3.8 percent of the City's total \$64 billion Preliminary Plan for Fiscal 2017-2020. The agency's Preliminary Commitment Plan for Fiscal 2017-2020 is 23.7 percent more than the \$981 million scheduled in the Adopted Commitment Plan, an increase of \$232.9 million. Since adoption last June, the citywide total Capital Commitment Plan for Fiscal 2017 has increased from \$19.2 billion in the Adopted Capital Commitment Plan to \$20 billion in the Preliminary Capital Commitment Plan, an increase of \$785 million or 4.1 percent. In addition, the Preliminary Ten-Year Capital Strategy for the Department totals \$4 billion over ten years (2018-2027), including \$2.7 billion for energy efficiency and sustainability projects.

The majority of the capital projects span multiple fiscal years and it is therefore common practice for an agency to roll unspent capital funds into future fiscal years. In Fiscal 2016, the Department of Citywide Administrative Services committed \$216.7 million or 66.8 percent of its annual capital plan. Consequently, it is assumed that a significant portion of the agency's Fiscal 2017 Capital Plan will be rolled into Fiscal 2018, thus increasing the size of the Fiscal 2018-2021 Capital Plan and the Ten-Year Capital Strategy.

DCAS administers the capital programs of Real Estate Services (RE) and the majority of projects in the Public Buildings (PW) as well as the majority of funding for Energy Efficiency and Sustainability projects. The section below breaks out the capital budgets of DCAS' program areas and presents budget highlights.

Public Buildings

| Public Buildings 2017-2020 Capital Commitment Plan: Adopted and Preliminary Budget | | | | | |
|---|-------------|-------------|-------------|-------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | |
| | FY17 | FY18 | FY19 | FY20 | Total |
| Adopted | | | | | |
| Total Capital Plan | \$320,931 | \$380,865 | \$179,545 | \$100,137 | \$981,478 |
| Preliminary Plan | | | | | |
| Total Capital Plan | \$340,222 | \$492,864 | \$236,758 | \$144,529 | \$1,214,373 |
| Change | | | | | |
| Level | \$19,291 | \$111,999 | \$57,213 | \$44,392 | \$232,895 |
| Percentage Change | 6% | 29% | 32% | 44% | 24% |

The Public Buildings capital program for Fiscal 2017-2020 totals \$1.2 billion, an increase of 24 percent when compared to the Fiscal 2017 Adopted Plan. The increase can largely be attributed to additional funding for legally mandated projects, including additional funding of \$150 million for fuel tank replacement and remediation. In Fiscal Year 2016, the Public Buildings capital budget committed \$180.3 million, or 67 percent of its annual capital plan.

The majority of funding in this program area resides in lump sum project lines as specific projects have yet to be identified.

Large scale funding in Fiscal 2017-2020 for this program area include the following.

- **Legally Mandated Work.** Planned commitments for legally mandated work include, \$141 million for work related to fire/life safety upgrades to ensure Local Law 5 compliance and \$200 million for fuel tank replacement and remediation.
- **Reconstruction of 345 Adams Street, Brooklyn.** Planned commitments totaling \$102 million for reconstruction of 345 Adams Street, Brooklyn whose tenants include the Department of Finance, the Department of Probation, the Board of Elections, the Administration for Children's Services and various other agencies.
- **Renovation of Leased Space.** Planned Commitments of \$227 million for the renovation of leased space. Major projects include the renovation of space for the Department of Finance and the Department of City Planning, the establishment of a Computerized Testing and Applications Center in Staten Island, and an infrastructure equipment upgrade at 11 MetroTech.

Energy Efficiency and Sustainability

| Energy Efficiency and Sustainability 2017-2020 Capital Commitment Plan: Adopted and Preliminary Budget | | | | | |
|---|-------------|-------------|-------------|-------------|--------------------|
| <i>Dollars in Thousands</i> | | | | | |
| | FY17 | FY18 | FY19 | FY20 | Total |
| Adopted | | | | | |
| Total Capital Plan | \$224,569 | \$259,869 | \$261,486 | \$371,914 | \$1,117,838 |
| Preliminary Plan | | | | | |
| Total Capital Plan | \$224,569 | \$259,869 | \$261,486 | \$371,914 | \$1,117,838 |
| Change | | | | | |
| Level | \$0 | \$0 | \$0 | \$0 | \$0 |
| Percentage Change | 0% | 0% | 0% | 0% | 0% |

DCAS' Capital Program for Fiscal 2017-2020 includes \$1.12 billion to purchase equipment and services and fund energy efficiency and sustainability projects. The majority of this funding resides in lump sum project lines and funding is transferred from these lines as needs are identified. In Fiscal 2016, the Energy Efficiency and Sustainability capital budget committed \$93.2 million or 68 percent of its annual capital plan.

Real Property

| Real Property 2017-2020 Capital Commitment Plan: Adopted and Preliminary Budget | | | | | |
|--|-------------|-------------|-------------|-------------|------------------|
| <i>Dollars in Thousands</i> | | | | | |
| | FY17 | FY18 | FY19 | FY20 | Total |
| Adopted | | | | | |
| Total Capital Plan | \$25,907 | \$33,668 | \$33,415 | \$30,769 | \$123,759 |
| Preliminary Plan | | | | | |
| Total Capital Plan | \$25,907 | \$33,668 | \$33,415 | \$30,769 | \$123,759 |
| Change | | | | | |
| Level | \$0 | \$0 | \$0 | \$0 | \$0 |
| Percentage Change | 0% | 0% | 0% | 0% | 0% |

The Preliminary Capital Commitment Plan includes \$124 million in Fiscal 2017-2020 for the City's Real Property capital program. Funding in this budget area remains unchanged since Adoption. The overwhelming majority of this funding is allocated for pier and bulkhead

reconstruction. In Fiscal 2016, the Real Property capital budget committed \$3 million, or 37 percent of its annual capital plan.

Preliminary Ten-Year Capital Strategy

The City's Ten-Year Capital Strategy for Fiscal 2018-2027 totals \$89.6 billion in all funds. For the Department of Citywide Administrative Services, the Preliminary Ten-Year Capital Strategy provides \$4.1 billion, including \$2.6 billion for Energy Efficiency and Sustainability projects. The Department's capital funding is divided into nine categories of need as illustrated by the chart below.

Note: Not included in the Preliminary Ten-Year Capital Strategy is funding for the current fiscal year. It is expected that a significant percentage of current year capital planned commitments will be rolled into Fiscal 2018.

DCAS Ten-Year Capital Strategy by Category

(Dollars in thousands)

| Fiscal 2018-2027 Preliminary Ten-Year Capital Strategy | | | | | | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Dollars in Thousands | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
| Legal Mandates / Correction of Unsafe Conditions | \$122,363 | \$125,236 | \$106,598 | \$28,103 | \$19,322 | \$17,574 | \$24,475 | \$23,696 | \$24,431 | \$25,188 | \$516,986 |
| Rehabilitation City-owned Office Space | 182,306 | 89,083 | 27,846 | 24,404 | 9,406 | 11,327 | 7,539 | 10,189 | 11,071 | 11,023 | 384,194 |
| Renovation of Leased Space | 112,522 | 6,628 | 4,129 | 1,874 | 30,087 | 15,880 | 14,880 | 14,491 | 14,940 | 15,403 | 230,834 |
| Renovation of Other City-owned Facilities | 37,698 | - | - | - | - | - | - | - | 769 | 793 | 39,260 |
| Equip & Interagency Services | 33,781 | 6,970 | 3,755 | 4,075 | 25,185 | 6,282 | 6,465 | 6,653 | 6,090 | 6,670 | 105,926 |
| Bd of Elections Modernization | - | - | - | 707 | 1,955 | 6,225 | 1,164 | 549 | - | - | 10,600 |
| Miscellaneous Construction | 4,194 | 8,841 | 2,201 | - | - | - | - | - | - | - | 15,236 |
| Rehabilitation to Real Property | 33,668 | 33,415 | 30,769 | 2,260 | 3,835 | 3,921 | 4,050 | 4,184 | 4,314 | 4,447 | 124,863 |
| Energy Efficiency & Sustainability | 259,869 | 261,486 | 371,914 | 304,649 | 306,713 | 242,713 | 217,713 | 217,713 | 224,462 | 231,420 | 2,638,652 |
| Total | \$786,401 | \$531,659 | \$547,212 | \$366,072 | \$396,503 | \$303,922 | \$276,286 | \$277,475 | \$286,077 | \$294,944 | \$4,066,551 |

Legal Mandates and Correction of Unsafe Conditions. The correction of code violations and compliance with legal mandates represents \$517 million of the Preliminary Ten-Year Capital Strategy. This includes \$284 million to ensure compliance with fire and safety law, \$180 million for fuel tank replacement and remediation, and \$23 million for projects related to compliance with the Americans with Disabilities Act.

Rehabilitation and Renovation of City-owned Office Space. Capital funding for the rehabilitation and renovation of city-owned office space totals \$384 million, including \$95 million for projects at 345 Adams Street Brooklyn, \$39 million for the Brooklyn Municipal building, and \$13 million for a Computerized Testing and Applications Center in the Bronx.

Renovation of Leased Space. The Preliminary Ten-Year Capital Strategy includes \$231 million for leased space renovations. Of the total, \$85 million is for the expansion of the Department of Emergency Management space in Brooklyn, \$12 million is for the Department of Finance spaces in Manhattan and Staten Island, and \$17 million is for infrastructure

equipment upgrades of the Department of Information Technology and Telecommunications space in Brooklyn.

Equipment and Interagency Services. Capital funding for equipment and interagency services in the Preliminary Ten-Year Capital Strategy totals \$106 million and includes \$14 million for upgrades to DCAS' inventory management system and \$5 million for the installation of security cameras in public buildings.

Renovation of Other City-Owned Facilities. Capital funding for other city-owned facilities in the Preliminary Ten-Year Capital Strategy totals \$39 million, most of which is for facility remediation and construction for the Taxi and Limousine Commission in Woodside, Queens.

Miscellaneous Construction. The Preliminary Ten-Year Capital Strategy includes \$15 million for construction on non-City facilities and properties.

Board of Elections Modernization. The Preliminary Ten-Year Capital Strategy includes \$11 million to modernize Board of Elections equipment of which \$6 million is for the purchase and installation of electronic voting systems.

Rehabilitation of Real Property. The Preliminary Ten-Year Capital Strategy includes \$125 million for Capital funding for the rehabilitation of the waterfront properties.

Energy Efficiency and Sustainability. The Preliminary Ten-Year Capital Strategy includes \$2.6 billion for expanded solar power on City rooftops, cogeneration heat and power systems, deep retrofits to comply with local laws, and installation of efficient lighting fixtures expected to both generate savings and reduce Green House Gas emissions.

Appendix A: Budget Actions in the November and the Preliminary Plans

| <i>Dollars in Thousands</i> | FY 2017 | | | FY 2018 | | |
|---|------------------|------------------|--------------------|------------------|------------------|--------------------|
| | City | Non-City | Total | City | Non-City | Total |
| DCAS Budget as of the Adpt 2017 Budget | \$325,140 | \$855,524 | \$1,180,664 | \$277,983 | \$851,630 | \$1,129,613 |
| New Needs | | | | | | |
| Lease Appraisals - 3 Positions | \$161 | \$0 | \$161 | \$422 | \$0 | \$422 |
| Provisional Reduction Prgm-21 Positions | 2,235 | 0 | 2,235 | 2,579 | 0 | 2,579 |
| One Centre Street Fire Safety | 357 | 0 | 357 | 244 | 0 | 244 |
| DCAS Security Services | 650 | 0 | 650 | 473 | 0 | 473 |
| Grant Diversion for Subsidized Jobs | 0 | 165 | 165 | 0 | 198 | 198 |
| Job Training Program | 0 | 1,058 | 1,058 | 0 | 1,366 | 1,366 |
| Office Space Construction | 1,575 | 0 | 1,575 | 0 | 0 | 0 |
| Portable Boiler Rental | 825 | 0 | 825 | 0 | 0 | 0 |
| Property Manager for Leasing Unit | 17 | 0 | 17 | 67 | 0 | 67 |
| Renov. of Training Rm (2 Lafayette St.) | 119 | 0 | 119 | 0 | 0 | 0 |
| Auto Parts Study | 100 | 0 | 100 | 0 | 0 | 0 |
| Subtotal, New Needs | \$6,039 | \$1,223 | \$7,262 | \$3,785 | \$1,564 | \$5,349 |
| Other Adjustments | | | | | | |
| Other City Adjustments | (\$2,551) | \$0 | (\$2,551) | (\$2,170) | \$0 | (\$2,170) |
| State Adjustments | 0 | 2,900 | 2,900 | 0 | 0 | 0 |
| CDBG | 0 | 164 | 164 | 0 | 0 | 0 |
| Other Federal Adjustments | 0 | 473 | 473 | 0 | 0 | 0 |
| Other Categorical Adjustments | 0 | 904 | 904 | 0 | 0 | 0 |
| Inter-City Adjustments | 0 | 16,891 | 16,891 | 0 | 803 | 803 |
| Subtotal, Other Adjustments | (\$2,551) | \$21,333 | \$18,782 | (\$2,170) | \$803 | (\$1,367) |
| TOTAL, All Changes | \$3,488 | \$22,556 | \$26,044 | \$1,615 | \$2,367 | \$3,982 |
| DCAS Budget as of the Prelim 2018 Budget | \$328,628 | \$878,080 | \$1,206,708 | \$279,598 | \$853,997 | \$1,133,596 |