

THE COUNCIL OF THE CITY OF NEW YORK

Speaker of the Council  
Christine C. Quinn



Hon. Peter F. Vallone, Jr., Chair, Public Safety Committee

## Hearing on the Mayor's Fiscal 2013 Preliminary Budget & the Fiscal 2012 Preliminary Mayor's Management Report

Police Department

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## NYPD Overview

The New York City Police Department (NYPD) is charged with protecting lives and property, responding to emergency calls, investigating reported crimes, making arrests and addressing conditions that affect the quality of life in the City. Subsequent to the April 1995 merger of the Transit and Housing Police Departments into the NYPD, the Department conducts all City policing efforts, including those in the subways and public housing projects. Additionally, the NYPD is responsible for enforcing traffic rules and regulations and, since December 1998, for providing security services in public schools.

## Introduction

This report provides a review of the Police Department's Preliminary Budget for Fiscal 2013. In the first section, the highlights of the Fiscal 2013 expense budget are presented, along with a summary of changes to the Department's 2013 Preliminary Budget. In the following section, there is an analysis of the current status and long-term trends of the Department's overtime budget expense. Next, we take a look at the Miscellaneous Revenues that directly impact the Department's budget, both actual expenditures and the outyear plan. Then we come to the Program Budget area where we take a closer look at five of the Department's 20 programs: the Chief of Department, Patrol Services, Administration, Reimbursable Overtime and Security/Counter-Terrorism. Folded into the "Patrol Services" program section is a discussion of the NYPD's looming structural deficit and staffing issues. And finally, we review the NYPD's proposed Capital Budget Plan.

## Fiscal 2013 Preliminary Plan Highlights

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
Personal Services	\$4,405,184	\$4,180,849	\$4,424,736	\$4,328,427	\$147,578
Other Than Personal Services	399,576	368,937	515,013	284,263	(84,674)
<b>NYPD Total</b>	<b>\$4,804,760</b>	<b>\$4,549,786</b>	<b>\$4,939,749</b>	<b>\$4,612,690</b>	<b>\$62,904</b>

\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan funding.

- PS Structural Deficit.** The November 2011 Financial Plan added \$111.8 million in Fiscal 2012 and \$127.5 million in Fiscal 2013 to the NYPD's budget to cover structural, baseline budget shortfalls associated with failed Programs to Eliminate the Gap (PEG) programs and lower than anticipated attrition. These funds account for savings from eliminated vacancies and the turnover savings associated with the retirement of higher paid senior officers and the hiring of lower paid rookies that never materialized.
- PEG Restorations.** The November Financial Plan added \$102 million in Fiscal 2012 and \$112 million in Fiscal 2013 to cover a series of prior-year failed PEGs.
- Operating Efficiencies - Overtime Savings.** Various measures will be undertaken in conjunction with the District Attorneys to reduce overtime spending by \$50 million beginning in Fiscal 2013. The details of these measures are still a subject of discussion between the Department, OMB and the DA's.

## Police Overtime

Until July 31, 2010, the Department’s starting salary of \$25,100 for police officers made recruiting and hiring to its authorized headcount difficult. In conjunction with the retirement of a large cohort of officers hired in the late 1980’s, this made understaffing a persistent problem for the Department. The agreement that raised the starting salary to \$41,975 per year (retroactive to January 1<sup>st</sup>, 2006) made reaching the Department’s authorized peak headcount more feasible. However, the Department has used overtime assignments in order to maintain staffing levels across tours. For at least the past five years, these overtime assignments have usually been funded by PS accruals generated by the Department’s chronic understaffing as well as turnover savings that result when newer, lower-paid officers replace more experienced, higher-paid ones as they retire.

NYPD Overtime Plan vs. Actual (\$ In Millions)								
Category	Fiscal 2007	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012*	Fiscal 2013	Fiscal 2014
<b>Plan</b>								
Uniform	\$279	\$272	\$291	\$328	\$441	\$482	\$418	\$415
Civilian	\$16	\$40	\$40	\$45	\$51	\$80	\$78	\$78
<b>Total</b>	<b>\$295</b>	<b>\$312</b>	<b>\$331</b>	<b>\$373</b>	<b>\$491</b>	<b>\$561</b>	<b>\$496</b>	<b>\$493</b>
<b>Actual</b>								
Uniform	\$366	\$406	\$431	\$462	\$470	\$336	n/a	n/a
Civilian	\$60	\$69	\$74	\$77	\$80	\$53	n/a	n/a
<b>Total</b>	<b>\$426</b>	<b>\$476</b>	<b>\$505</b>	<b>\$538</b>	<b>\$549</b>	<b>\$389</b>	<b>n/a</b>	<b>n/a</b>
<b>Difference+</b>	<b>(\$131)</b>	<b>(\$164)</b>	<b>(\$173)</b>	<b>(\$165)</b>	<b>(\$58)</b>	<b>\$172</b>	<b>n/a</b>	<b>n/a</b>

\*Fiscal 2012 Actual is YTD as of 2/28/12

+Difference between Final or Current Modified appropriation and current expenditures according to FMS.

NYPD Uniform Overtime as a Percentage of Uniform Full-Time Normal Gross (\$ in Millions)								
Category	Fiscal 2007	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014
	<b>Actual</b>					<b>Planned*</b>		
<b>FT Normal Gross</b>	\$2,616	\$2,641	\$3,132	\$1,991	\$2,695	\$2,711	\$2,698	\$2,695
<b>Overtime</b>	\$279	\$272	\$291	\$328	\$470	\$482	\$418	\$415
<b>OT as % of FTNG</b>	10.7%	10.3%	9.3%	16.5%	12.0%	12.4%	12.3%	12.3%

\*As of February 2012 Plan

The Department generally under-budgets for its planned overtime spending and then moves accrued funds from the full-time normal gross codes into its overtime codes. Also, as discussed later in this report, the bulk of uniform overtime within the Department is initially scheduled in the “Chief of Department Program” and subsequently spent in whichever program incurs overtime expenses.

The first chart above, “NYPD Overtime Plan vs. Actual,” shows the difference between actual overtime spending and the current modified overtime budget between Fiscal 2007 and Fiscal 2012 as well as the projected overtime spending for Fiscal 2013 and Fiscal 2014. The second chart, “NYPD Uniform Overtime as a Percentage of Uniform Full-Time Normal Gross,” compares the Department’s actual overtime expenditures between Fiscal 2007 and Fiscal 2011, as well as its

planned overtime expenditures between Fiscal 2012 and Fiscal 2014, to its full-time normal gross planned expenditures (as of the current financial plan) for that same period, with the overtime shown as a percentage of the planned full-time normal gross.

The November 2011 Plan proposed, simultaneously, to reduce future overtime expense within the Department through the implementation of efficiency measures totaling \$50 million per year beginning in Fiscal 2013 and to supplement its current-year overtime budget to pay for overtime related to emergency responses to recent unplanned events. The “NYPD Overtime Related November 2011 Plan Actions” lists all budget changes related to overtime introduced since Fiscal 2012 budget adoption.

**NYPD Overtime Related November 2011 Plan Actions**  
(In 000's)

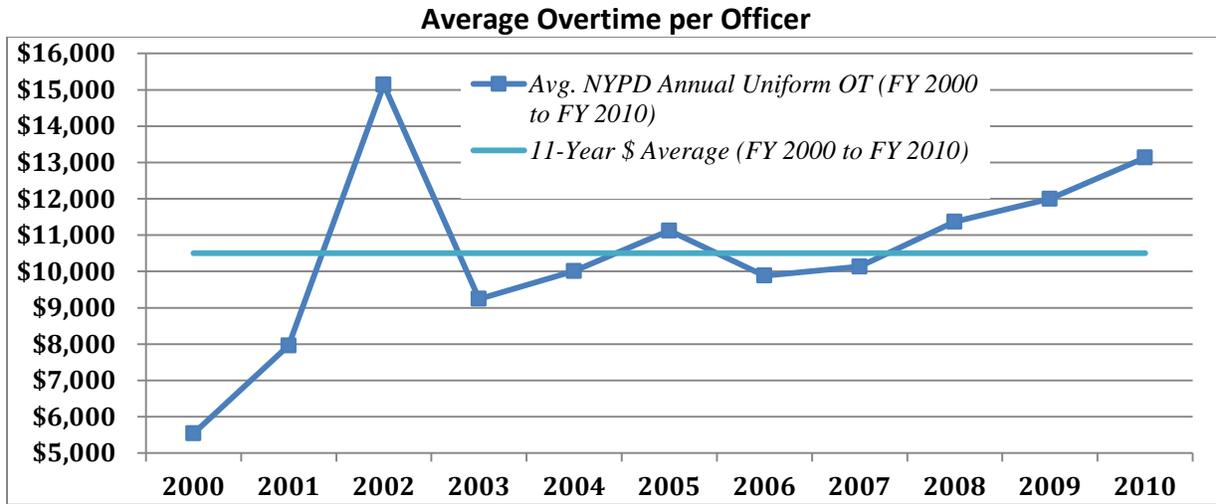
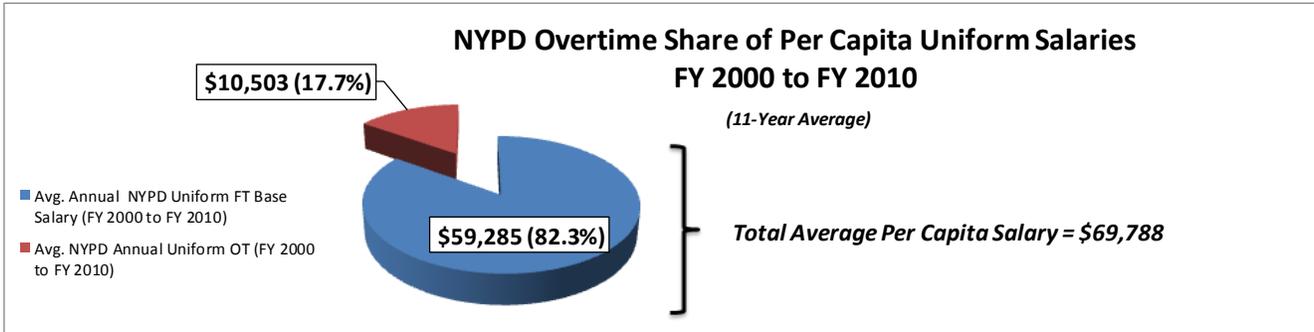
Item Category	Item Name	Item Value		
		Fiscal 2012	Fiscal 2013	Fiscal 2014
PEG (Expense)	Operating Efficiencies - OT Savings	-	(\$50,000)	(\$50,000)
PEG (Revenue)	Adjusted Athletic Fee Schedule	399	4,385	-
PRS	Restoration of Agencywide OT Savings	6,459	6,459	6,459
PRS	Restoration of Uniform Overtime Reduction PEG	50,000	50,000	50,000
New Need	Hurricane Irene Related Overtime	998	-	-
New Need	Occupy Wall Street Related Overtime	6,283	-	-
Other Adjustments	Restoration of Agencywide OT Savings - Fringe	(459)	(459)	(459)
Other Adjustments	Operating Efficiencies - OT Savings Fringe	-	3,553	3,553
<b>Total Net Change to NYPD Budget</b>		<b><u>\$63,680</u></b>	<b><u>\$13,938</u></b>	<b><u>\$9,553</u></b>

The chart, “NYPD Uniformed Overtime History,” shows the Department’s adopted overtime plan for both civilian and uniform overtime between Fiscal 2000 and Fiscal 2011, along with the final modified appropriations and the projected or actual year ending balances. It also shows the overall 12-year average as well as the average year-over-year growth for each of the relevant indicators. In short, the chart indicates that, over the 12-year period, the Department’s expenditures grew by an average of \$20.7 million per year with the highest percentage growth between the adopted and modified budgets occurring just after 9/11.

**NYPD UNIFORMED OVERTIME HISTORY**

FY	Adopted	Final Modified	Plan Change	Plan Change as % of Adp. Budget	Expenditures	Surplus/(Deficit)
2011	\$ 367,787,282	\$ 458,970,780	\$ 91,183,498	25%	\$ 469,833,395	\$ (10,862,615)
2010	\$ 328,099,765	\$ 458,219,254	\$ 130,119,489	40%	\$ 461,708,872	\$ (3,489,618)
2009	\$ 291,267,765	\$ 369,809,835	\$ 78,542,070	27%	\$ 431,162,052	\$ (61,352,217)
2008	\$ 271,848,682	\$ 306,305,097	\$ 34,456,415	13%	\$ 406,471,046	\$ (100,165,949)
2007	\$ 279,230,253	\$ 366,412,996	\$ 87,182,743	31%	\$ 365,697,594	\$ 715,402
2006	\$ 245,327,053	\$ 299,570,058	\$ 54,243,005	22%	\$ 358,582,494	\$ (59,012,436)
2005	\$ 270,618,713	\$ 441,642,917	\$ 171,024,204	63%	\$ 400,985,794	\$ 40,657,123
2004	\$ 173,820,513	\$ 363,230,030	\$ 189,409,517	109%	\$ 363,044,257	\$ 185,773
2003	\$ 215,518,287	\$ 266,079,453	\$ 50,561,166	23%	\$ 345,494,565	\$ (79,415,112)
2002	\$ 211,333,787	\$ 603,417,860	\$ 392,084,073	186%	\$ 582,925,006	\$ 20,492,854
2001	\$ 144,994,122	\$ 261,817,959	\$ 116,823,837	81%	\$ 316,884,345	\$ (55,066,386)
2000	\$ 102,011,464	\$ 212,278,417	\$ 110,266,953	108%	\$ 221,206,722	\$ (8,928,305)
<b>12 Yr. Mean</b>	<b>\$ 241,821,474</b>	<b>\$ 367,312,888</b>	<b>\$ 125,491,414</b>	<b>61%</b>	<b>\$ 393,666,345</b>	<b>\$ (26,353,457)</b>
<b>Average Year over Year Growth</b>	<b>\$ 22,147,985</b>	<b>\$ 20,557,697</b>	<b>\$ (1,590,288)</b>	<b>N/A</b>	<b>\$ 20,718,889</b>	<b>\$ (161,192)</b>

Since about Fiscal 2005, the difference between the adopted and modified overtime budgets stabilized somewhat. This indicates that the adopted appropriations have tended to more closely reflect the Department’s actual overtime need except that the ultimate overages in those years seems not to have been brought much under control. It appears as though the Department continues to under-appropriate for its overtime spending requirements.



The charts “NYPD Overtime Share of Per Capita Uniform Salaries: FY 2000 to FY 2010” and “Average Overtime per Officer” illustrate the share (17.7%) of the average total uniform salary (\$69,788 = *base plus overtime*) in the 11-year period between 2000 and 2010 and the year-by-year fluctuation around that average for uniform overtime expense. Once again, they show that overtime spending peaks following 9/11 when overtime assignments were at an all-time high for the Department and only exceeding the 11-year average in Fiscal 2005. They fluctuate only slightly between Fiscal 2003 and 2007 but, beginning in Fiscal 2007, they begin a sharp incline to levels approaching those of Fiscal 2002 when they peaked.

**Police Overtime by Category  
Fiscal 2004-2011**

(\$'s in Thousands)	Fiscal Years								Average Year-Over-Year
	2004	2005	2006	2007	2008	2009	2010	2011	
<b>OT Categories</b>									
Events	\$ 90,700	\$ 115,100	\$ 86,600	\$ 67,200	\$ 80,300	\$ 80,200	\$ 87,900	\$ 99,500	\$ 1,257
New Arrests	\$ 70,700	\$ 73,700	\$ 74,400	\$ 75,800	\$ 75,900	\$ 80,100	\$ 82,600	\$ 85,200	\$ 2,071
Investigations	\$ 38,800	\$ 44,000	\$ 52,400	\$ 61,300	\$ 72,600	\$ 83,200	\$ 91,700	\$ 94,400	\$ 7,943
Civilian	\$ 35,700	\$ 43,500	\$ 54,400	\$ 61,000	\$ 69,800	\$ 75,000	\$ 76,400	\$ 79,600	\$ 6,271
Operation Atlas	\$ 73,500	\$ 46,600	\$ 45,500	\$ 54,700	\$ 50,800	\$ 61,800	\$ 67,600	\$ 52,000	\$ (3,071)
Operational	\$ 30,300	\$ 32,100	\$ 31,500	\$ 35,600	\$ 41,900	\$ 50,200	\$ 54,900	\$ 61,200	\$ 4,414
Special Programs	\$ 23,600	\$ 24,900	\$ 27,700	\$ 28,300	\$ 29,800	\$ 27,900	\$ 28,200	\$ 29,000	\$ 771
Reimbursable Programs	\$ 19,900	\$ 28,800	\$ 25,500	\$ 21,500	\$ 17,400	\$ 22,800	\$ 27,600	\$ 29,100	\$ 1,314
Adjourned Cases	\$ 9,200	\$ 8,800	\$ 8,200	\$ 8,100	\$ 8,500	\$ 8,800	\$ 9,700	\$ 9,100	\$ (14)
Other Programs	\$ 2,300	\$ 4,600	\$ 3,200	\$ 9,000	\$ 10,300	\$ 11,600	\$ 6,800	\$ 7,300	\$ 714
Revenue Programs	\$ 3,700	\$ 3,800	\$ 4,100	\$ 4,100	\$ 4,300	\$ 4,200	\$ 4,400	\$ 4,200	\$ 71
Collective Bargaining Adjustment	\$ -	\$ -	\$ -	\$ -	\$ 15,500	\$ -	\$ -	\$ -	N/A
<b>Totals</b>	<b>\$ 398,400</b>	<b>\$ 425,900</b>	<b>\$ 413,500</b>	<b>\$ 426,600</b>	<b>\$ 477,100</b>	<b>\$ 505,800</b>	<b>\$ 537,800</b>	<b>\$ 550,600</b>	<b>\$ 21,743</b>

The final chart above shows the Department’s overtime spending by category from Fiscal 2004 to Fiscal 2011 as identified by the Department in its quarterly overtime reports to the Council. These reports include both uniform and civilian overtime spending and are a good indicator of which areas and activities generate the greatest overtime spending within the Department.

The areas that generate the most overtime spending are “Events”, which includes major events such as parades and athletic events, “New Arrests” and the “Civilian” category which includes program areas such as “Traffic Enforcement” and “School Safety.” Traffic Enforcement and School Safety contain the largest numbers of civilian employees within the Department and include the only civilian titles with enforcement duties (Traffic Enforcement Agents and School Safety Agents).

This chart also shows the average year-over-year change in spending within these categories. The most surprising year-over-year change is that for Operation Atlas. Operation Atlas stations recent police academy graduates in one of seven impact zones across the city where criminal activity is especially high. According to the quarterly reports, Operation Atlas has, on average, generated \$3.1 million less in overtime spending every year between Fiscal 2004 and Fiscal 2011. This contrasts with the Department as a whole where average year-over-year growth is \$21.7 million. Operation Atlas is one of only two categories with average negative growth. What appears to be driving this negative growth in overtime spending (at least in part) are two downward trends evident in the period covered by the chart: one drop of \$28 million between Fiscal 2004 and Fiscal 2006 and another of \$15.6 million between Fiscal 2010 and Fiscal 2011.

## Miscellaneous Revenues

The chart below shows the four broad categories of Miscellaneous Revenue credited directly to the Department's budget\* and reports revenue for Fiscal 2010 through Fiscal 2014. The first category includes fees from licenses for pistols. The second includes fees from permits for long guns. The third category contains fees charged by the Department for accident reports, stolen property reports, fingerprinting fees, the Paid Detail Program, reimbursement for certain departmental overtime expenditures and towing operations. The final category, "Other", includes surcharges for Enhanced 911 service, as well as wireless and cellular phone service, proceeds from sales of unclaimed property, and cash and fees for vendor storage.

The figures for "Actual" revenues for Fiscal Years 2010 and 2011 are sourced from the Comptroller's Annual Financial Report for Fiscal 2011. OMB derives its plan numbers from historical patterns of actual revenues recognized in previous Fiscal Years. There are, however, occasional variations on this methodology. The sizable dip in the plan numbers for Pistol Licenses in Fiscal 2013 (\$1.8 million), for example, is caused chiefly by the cyclical nature of the Department's licensing process. According to OMB, each license is good for a period of three years and must then be renewed. There appears to have been a three-year cycle ending in that fiscal year during which a lower-than-normal number of permits were projected by OMB to be renewed. This led OMB to forecast a corresponding decrease in anticipated license fee revenues for that year.

OMB expects that, with the current slowdown in economic activity, fewer licenses than originally projected will be renewed and it plans to revise its projections to be consistent with this analysis. OMB also plans to begin to base its revenue projects on actual license applications received by the Department in order to produce more accurate revenue forecasts in the future.

Revenues	Actual		Planned		
	2010	2011	2012	2013	2014
Licenses - Pistol Licenses	\$1,740,008	\$3,156,292	\$3,000,000	\$1,800,000	\$3,400,000
Permits - Long Gun Permits	989,333	970,710	825,000	825,000	825,000
Charges for Services	29,645,192	27,398,554	28,702,000	32,077,000	27,692,000
Miscellaneous	67,776,302	68,389,427	68,352,000	68,352,000	68,352,000
<b>TOTAL</b>	<b>\$100,150,835</b>	<b>\$99,914,983</b>	<b>\$100,879,000</b>	<b>\$103,054,000</b>	<b>\$100,269,000</b>

*The largest Miscellaneous Revenue source associated with the NYPD, "Parking Violations Fines" (estimated for Fiscal 2013 at \$518.2 million), is recognized within the budget of the Department of Finance, which is responsible for collecting these revenues.*

## Police Department Financial Summary

<i>Dollars in Thousands</i>	2011	2012	2012	2013	*Difference
	Actual	Adopted	Feb. Plan	Feb. Plan	2012 - 2013
<b>Budget by Program Area</b>					
Patrol	\$1,451,160	\$1,368,161	\$1,426,616	\$1,392,636	\$24,475
Chief of Department	728,868	684,128	831,086	803,781	119,652
Administration	450,034	449,053	452,260	444,509	(4,544)
Counter-Terrorism	33,511	29,517	42,592	47,411	17,894
Security/Counter-Terrorism Grants	107,310	98,744	204,839	4,895	(93,849)
Communications	110,678	112,232	127,340	102,232	(10,000)
Reimbursable Overtime	77,372	28,566	43,974	23,660	(4,905)
School Safety	251,519	250,454	250,454	247,925	(2,529)
Organized Crime Control Bureau	190,790	184,463	181,718	182,273	(2,190)
Criminal Justice Bureau	59,043	71,983	57,633	57,406	(14,577)
Detective Bureau	332,557	285,295	311,807	307,645	22,350
Housing Bureau	168,719	164,321	164,417	164,328	7
Intelligence Division	64,562	63,244	64,444	64,044	800
Internal Affairs	67,549	60,743	70,226	67,865	7,122
Community Affairs	11,310	10,177	13,354	13,343	3,166
Special Operations	73,806	63,854	68,659	63,854	0
Support Services	135,985	132,668	132,231	143,155	10,487
Training	77,137	94,761	100,620	100,087	5,326
Transit	223,174	225,728	210,228	210,284	(15,444)
Transportation	189,675	171,694	185,250	171,357	(337)
<b>TOTAL</b>	<b>\$2,624,732</b>	<b>\$4,549,786</b>	<b>\$4,939,749</b>	<b>\$4,612,690</b>	<b>\$62,904</b>
<b>Funding</b>					
City Funds	N/A	\$4,109,903	\$4,329,662	\$4,278,414	\$168,512
Other Categorical	N/A	69,082	91,281	69,082	0
State	N/A	5,124	15,993	4,936	(188)
Federal - Other	N/A	133,693	269,530	30,673	(103,019)
Intra City	N/A	231,984	233,283	229,584	(2,400)
<b>TOTAL</b>	<b>\$2,624,732</b>	<b>\$4,549,786</b>	<b>\$4,939,749</b>	<b>\$4,612,690</b>	<b>\$62,904</b>
<b>Positions</b>					
Full-Time Positions - Uniform	33,777	34,413	34,413	34,413	0
Full-Time Positions - Civilian	14,527	14,138	14,411	14,107	(31)
<b>TOTAL</b>	<b>48,304</b>	<b>48,551</b>	<b>48,824</b>	<b>48,520</b>	<b>(31)</b>

\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan funding.

The Department's overall \$4.6 billion Fiscal 2013 Preliminary Budget reflects a modest \$62.9-million, or 1.4 percent increase when compared to its Fiscal 2012 Adopted Budget. This change results from an increase in city funds of \$168.5 million or 3.9 percent and a decrease in non-city funds, especially federal funds, of \$105.6 million or 24 percent. This reduction in federal funds

simply reflects the Administration's practice of recognizing non-city grants in the budget only once grants are actually awarded. At this stage, only a few of the grants that the NYPD actually expects to receive in Fiscal 2013 are scheduled in the Preliminary Budget.

Most of the growth in City funds is attributable to a \$119-million city funds increase in the budget for Chief of Department. This consists mostly of steep increases in both uniformed and civilian overtime as well as an appreciable increase in uniformed fulltime normal gross in that program (see the "Chief of Department" program area section). Department-wide, these changes to uniform fulltime normal gross and uniform overtime comprise a total increase between the Fiscal 2012 Adopted Budget and the Preliminary Budget for Fiscal 2013 of \$158.5 million.

The Department's PS budget has changed significantly since adoption of the Fiscal 2012 Budget. The November Plan introduced a series of PEG restorations totaling \$102 million in Fiscal 2012 and \$112 million in Fiscal 2013 as well as a needs adjustment of \$111.8 million for Fiscal 2012 and \$127.5 million in Fiscal 2013. Combined with previously scheduled PS changes, the NYPD's PS budget will fall to \$4.33 billion in Fiscal 2013. (for a more detailed analysis of this issue, please see the "Structural Deficit" section of this report).

## Police Department Program Areas

### Chief of Department

	2011	2012	2012	2013	*Difference
<i>Dollars in Thousands</i>	Actual	Adopted	Feb. Plan	Feb. Plan	2012 - 2013
<b>Spending</b>					
Full-Time Salaried - Uniformed	\$21,450	\$23,013	\$19,913	\$38,622	\$15,609
Full-Time Salaried - Civilian	2,200	14,091	3,091	3,091	(11,000)
Overtime - Uniformed	393,485	301,356	439,008	393,478	92,121
Overtime - Civilian	36,637	10,713	43,061	43,143	32,430
All Other PS	271,804	332,626	322,796	323,118	(9,508)
<b>Personal Services Subtotal</b>	<b>\$725,575</b>	<b>\$681,800</b>	<b>\$827,870</b>	<b>\$801,452</b>	<b>\$119,652</b>
Contractual Services	\$92	\$62	\$202	\$62	\$0
All Other OTPS	3,201	2,267	3,015	2,267	0
<b>Other Than Personal Services Subtotal</b>	<b>\$3,293</b>	<b>\$2,329</b>	<b>\$3,216</b>	<b>\$2,329</b>	<b>0</b>
<b>TOTAL</b>	<b>\$728,868</b>	<b>\$684,128</b>	<b>\$831,086</b>	<b>\$803,781</b>	<b>\$119,652</b>
<b>Funding</b>					
City Funds	N/A	\$684,128	\$829,544	\$803,781	\$119,652
Intra City	N/A	0	654	0	0
Other Categorical	N/A	0	300	0	0
State	N/A	0	588	0	0
<b>TOTAL</b>	<b>\$728,868</b>	<b>\$684,128</b>	<b>\$831,086</b>	<b>\$803,781</b>	<b>\$119,652</b>
<b>Positions</b>					
Full-Time Positions - Uniform	224	899	899	899	0
Full-Time Positions - Civilian	42	49	49	49	0
<b>TOTAL</b>	<b>266</b>	<b>948</b>	<b>948</b>	<b>948</b>	<b>0</b>

*\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan Funding.*

The Chief of Department oversees the activities of the five field bureaus: Patrol Services Bureau, Detective Bureau, Transit Bureau, Housing Bureau, and Organized Crime Control Bureau. In addition, a number of units are not part of any Bureau, but report directly to the Chief of Department. Among these are the "CompStat" Unit, Disorder Control Unit, Domestic Violence Unit, Operations Division, and the Anti-Graffiti Initiative.

Increases in appropriation levels within the "Chief of Department" program area do not necessarily indicate associated increases in personnel activities related to activity within the "Chief of Department" itself. Rather, the "Chief of Department" program is where changes to the Department's appropriation are often initially scheduled before being moved to the appropriate program area. This practice often makes it difficult to identify the areas within the Department whose activities are driving the increases in overtime spending (for a fuller explanation, please see "Police Overtime Issues" section of this report).

**November and February Plan Actions:**

- **Overtime New Needs Supplements.** The November Plan included funding for overtime associated with the Department's response to Hurricane Irene and the Occupy Wall Street demonstrations. These supplements totaled \$7.3 million in city funds and another \$7 million in federal funds from FEMA scheduled in Fiscal 2012 only.
- **Operating Efficiencies - Overtime Savings.** Various efficiency measures will be undertaken in conjunction with the District Attorneys to reduce the cost of overtime by \$50 million beginning in Fiscal 2013 and into the outyears. The details of these measures are still a subject of discussion between the Department, OMB and the DA's. However, most of the proposed measures under discussion appear to involve the expanded use of the expedited affidavit program (EAP) which significantly reduces the time it takes to go from an arrest to a completed screening and helps to reduce overall arrest-to-arraignment time. EAP's offered the greatest opportunity to reduce processing time and, as a result, reduce the use of police overtime that is normally a part of that process. They are also seen as an excellent way of diverting low-level cases from the system and releasing defendants from pre-trial detention. Though some part of these efficiency savings will be reflected in the budgets of the DA's, the bulk of the savings will accrue to the Police Department's overtime budget.
- **Adjusted Athletic Fee Schedule.** The November 2011 Plan included a proposal to recover the cost of providing traffic and crowd management costs for athletic events for which the City is not currently being made whole by the chief sponsors of those events. Typically, these events charge a fee for participation. The fee is scheduled to be applied beginning in January of 2012. This initiative is projected to generate \$399,000 in Fiscal 2012 and \$4.4 million in Fiscal 2013 (see chart below):

**\*Other Events Include (partial list) :**

- Coogan's Run
- Road Runners Benefit Run
- Bronx Biathlon
- NYRR More Fitness Women's Half Marathon
- Brooklyn Half Marathon
- Tour De Brooklyn
- NYRR NY Mini 10K Road Race
- Manhattan Island Marathon Swim
- Flat as a Pancake Triathlon
- JP Morgan Chase Corporate Challenge
- Tour De Queens Bicycle Ride
- NYRR Triathlon
- Bronx Half Marathon
- NYC Bike Tour
- Fifth Avenue Mile Run
- Staten Island Half Marathon
- Tour De Bronx Bicycle Ride
- International Friendship Run

<b>Non-Charitable Athletic Events</b>		
<i>(To Cover Costs for Traffic Control Associated with Events)</i>		
Event Name	FY 2012+	FY 2013
<b>NYC Marathon</b>	\$ -	\$ 2,379,222
<b>Five-Borough Bike Tour</b>	\$ 564,422	\$ 806,547
<b>NYC Half-Marathon</b>	\$ 297,949	\$ 425,641
<b>NYC Triathlon</b>	\$ -	\$ 167,066
<b><u>Subtotal</u></b>	<b>\$ 862,371</b>	<b>\$ 3,778,476</b>
<b>Other Events*</b>	\$ 147,705	\$ 606,678
<b>Total</b>	<b>\$1,010,076</b>	<b>\$ 4,385,154</b>

The Non-Charitable Athletic Event Fee will be imposed in the following manner: The first year it is implemented for any individual event, only 70% of the estimated cost of providing the traffic and crowd control for the event will be charged. During the second year, the entire cost of providing these measures will be charged so that the fee will be gradually imposed over the first two years it is in effect. It is not until the third year (Fiscal 2014) that the full revenue potential for the initiative will be realized. The projected value of the fee revenue is based on the cost to provide traffic management for each of these events during calendar year 2010, the most recent for which complete data is available.

+ The PEG value for this item is given as \$399,551 because it represents only the incremental difference in value between the Fiscal 2011 estimated value and the Fiscal 2012 projected value.

## Patrol Services

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
<b>Spending</b>					
Full-Time Salaried - Uniformed	\$1,315,838	\$1,266,593	\$1,332,390	\$1,298,282	\$31,688
Full-Time Salaried - Civilian	57,497	70,377	62,477	63,377	(7,000)
Overtime - Uniformed	(5)	0	0	0	0
All Other PS	76,131	29,616	29,438	29,347	(269)
<b>Personal Services Subtotal</b>	<b>\$1,449,461</b>	<b>\$1,366,587</b>	<b>\$1,424,305</b>	<b>\$1,391,006</b>	<b>\$24,419</b>
Contractual Services	\$574	\$495	\$652	\$578	83
All Other OTPS	1,124	1,079	1,659	1,052	(28)
<b>Other Than Personal Services Subtotal</b>	<b>\$1,699</b>	<b>\$1,574</b>	<b>\$2,312</b>	<b>\$1,630</b>	<b>56</b>
<b>TOTAL</b>	<b>\$1,451,160</b>	<b>\$1,368,161</b>	<b>\$1,426,616</b>	<b>\$1,392,636</b>	<b>\$24,475</b>
<b>Funding</b>					
City Funds	N/A	\$1,368,161	\$1,426,255	\$1,392,636	\$24,475
Federal - Other	N/A	0	7	0	0
Other Categorical	N/A	0	110	0	0
State	N/A	0	244	0	0
<b>TOTAL</b>	<b>\$1,451,160</b>	<b>\$1,368,161</b>	<b>\$1,426,616</b>	<b>\$1,392,636</b>	<b>\$24,475</b>
<b>Positions</b>					
Full-Time Positions - Uniform	18,160	17,626	17,626	17,626	0
Full-Time Positions - Civilian	1,545	839	839	841	2
<b>TOTAL</b>	<b>19,705</b>	<b>18,465</b>	<b>18,465</b>	<b>18,467</b>	<b>2</b>

\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan Funding.

Patrol Services includes the Department's precinct operations as well as the Headquarters Security Unit, Gun Amnesty Program and the Street Crime Unit.

### November and February Plan Actions:

- PS Structural Deficit.** Over the past several years, the Department has been unable to achieve its attrition-based PEG savings. This is due to the fact that the rate of attrition has slowed. This has meant that reducing uniform headcount by eliminating vacated lines has proven rather unsuccessful and left the Department's headcount at relatively high levels even as their financial plan has been reduced to reflect the proposed PEG reductions. This has resulted in a PS structural deficit which OMB addressed, in part, in the November 2011 Plan by supplementing the Department's budget with funds totaling \$111.8 million in Fiscal 2012, and \$127.5 million in Fiscal 2013 and the outyears.
- PEG Restorations.** The November 2011 Plan included the restoration of five PEG programs that were expected to generate savings totaling \$102 million in Fiscal 2012 and \$112.1 million in Fiscal 2013 and the outyears based on uniform attrition. With the Department's rate of attrition at extremely low levels, however, this has proven to be

unsuccessful and the proposed PEGs have failed. These PEG restorations include the following five actions:

1. **Restoration of “Maintain Operating Strength” PEG.** This would restore proposed savings associated with a PEG item from the Fiscal 2009 Executive Budget. Originally, this PEG was meant to delay the reinstatement of 1,000 uniform vacancies (first proposed in the Fiscal 2009 Preliminary Budget) from Fiscal 2009 to 2010, thereby saving the associated base salaries in Fiscal 2010 along with the increment of salary increases totaling approximately \$5.6 million per annum, in the outyears.
2. **Restoration of July 2008 Academy of 1,000 PEG.** This action would restore, beginning in Fiscal 2013 and into the outyears, \$10 million in proposed savings associated with a PEG item originally proposed in the Fiscal 2009 Executive Budget. This PEG was intended to generate baselined savings by reducing the size of the July 2008 Academy class from 1,600 to 1,000. However, subsequent classes have been larger than originally planned and have, therefore, absorbed the anticipated outyear accruals in the original proposal.
3. **Restoration of Historical Uniform Attrition PEG.** Beginning in Fiscal 2012 and into the outyears, this action would restore \$40 million in proposed savings associated with a PEG item from the Fiscal 2009 Executive Budget. It was designed to generate savings by taking attrition vis-à-vis historic Department attrition patterns. However, in recent fiscal years, attrition rates have fallen well below historic patterns thereby negating most of the anticipated savings from this action.
4. **Restoration of Agency-wide Overtime Savings PEG.** This PEG was originally proposed in the Fiscal 2010 Adopted Budget and is now being fully restored as the proposed savings have proved more difficult to realize than first anticipated with greater than anticipated need for overtime assignments. This action would restore \$6.5 million to the Department’s budget each year beginning in Fiscal 2012.
5. **Restoration of Uniform Overtime Reduction PEG.** The original PEG program, proposed during the Fiscal 2011 Preliminary Budget, was intended to reduce overtime spending through various overtime reduction management strategies. However, due to a delay in implementation, its full savings were not expected to materialize until this year. However, due to lower than anticipated attrition, those savings are no longer expected to be realized at the levels initially projected. This action would restore \$50 million to the Department’s budget beginning in Fiscal 2012 and into the outyears.

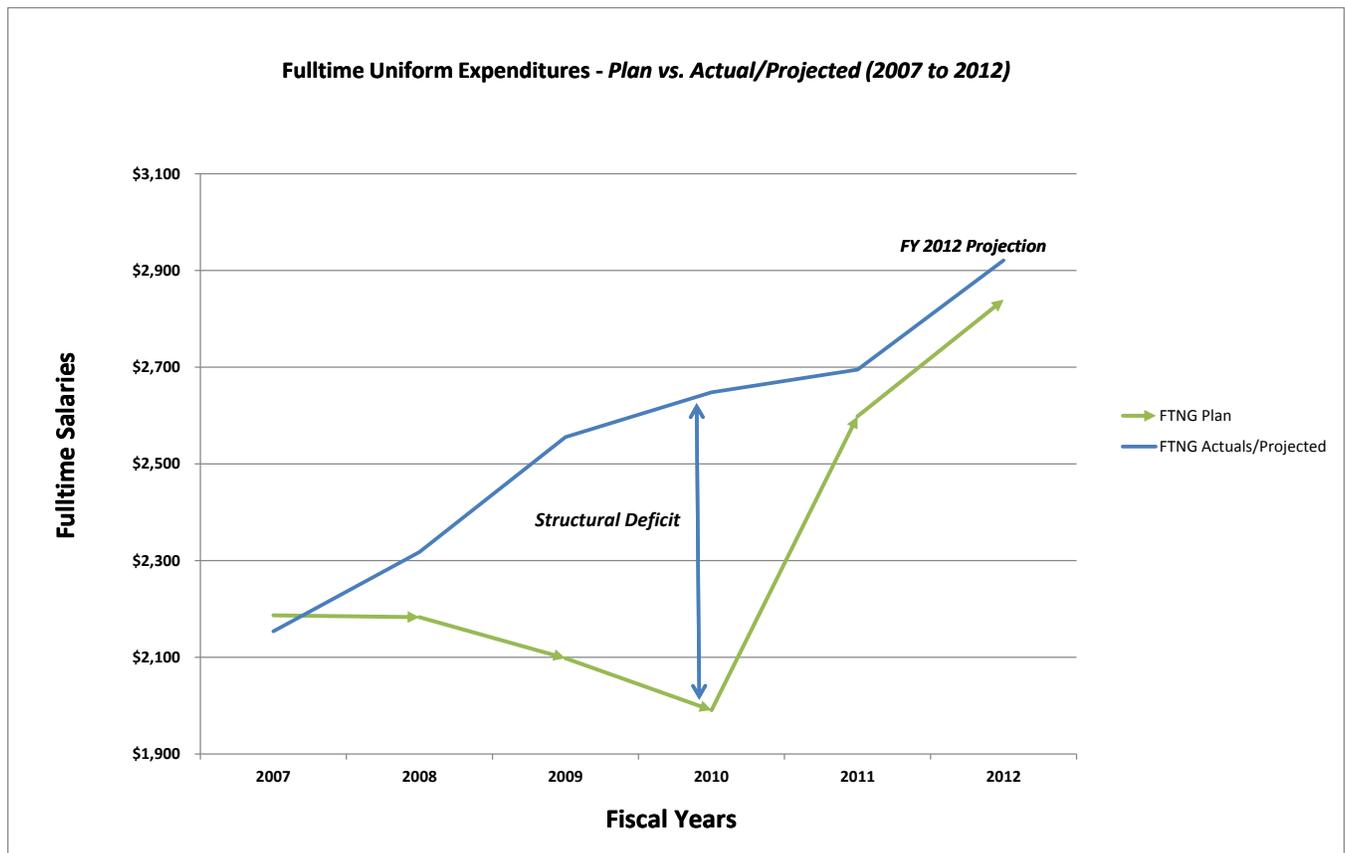
## Attrition Rates

Of the approximately 34,000 uniformed officers, more than half (almost 18,000) work in Patrol Services. Among other areas, Patrol Services includes all precinct operations and the bulk of the Department’s uniform staffing. As such, Patrol Services is the best program to gain an understanding of staffing and headcount issues at the Department. Currently, one of the most pressing issues related to uniform staffing is the Department’s low rate of attrition and its impact on the Department’s budget.

Various factors (some of which overlapped) have impacted attrition rates over the past decade. These altered attrition rates have, in turn, altered the size of Police Academy classes, which serve as vehicles for attrition replacement. These altered rates have also led to instances in which the NYPD was either significantly higher or lower than its planned headcount for long periods of time. The most significant of these factors are:

- **Academy Class Cohorts Reaching 20 Years of Service.** By contract, officers who reach 20 years of service are eligible for retirement. Traditionally, about 80 percent of such officers choose to retire. It has been the case, therefore, that 20 years after periods of large-scale hiring, large-scale retirements have occurred. An example of such an instance is the large-scale retirements that occurred 20 years after the hiring boom that occurred when the City's 1970's fiscal crisis finally ended. A similar large-scale exodus is expected to begin shortly as the cohort of Safe Street/Safe City hires starts to become eligible for retirement.
- **Economic Conditions.** Simply put, when the economy is booming, attrition increases as officers choose to separate from the Department (either prior to or at retirement eligibility) to seek more lucrative job opportunities. Conversely, when the economy is depressed, NYPD employment is relatively more attractive and attrition decreases dramatically as is the case currently.
- **Salary Rates.** When salaries either stagnate or decrease (as when the starting salary for an officer fell to \$25,100 per year), attrition increases. Conversely, when salaries increase (as was the case when starting salaries rose to \$41,975) attrition decreases.
- **9/11 Overtime Earnings.** Police officer pension calculations are based on total earnings in their last year of service. In the wake of massive overtime earnings stemming from 9/11, an enormous cohort of officers retired from the force.

Another consequence of low attrition is the retention of higher-salaried uniform officers in lieu of lower-salaried rookies. The turnover savings normally accrued from attrition are absent when attrition falls below a certain level. As detailed above in the narrative on the "PEG Restorations", though PEG credit was given to the Department, in conjunction with previous reduction programs and with the associated funds removed from its financial plan, the lack of attrition has meant that those anticipated savings have simply not materialized and the Department's payroll has simply not moved in tandem with its financial plan. This has caused the structural deficit detailed in the "Highlights" section on page 14. The chart below illustrates what this issue looks like graphically:

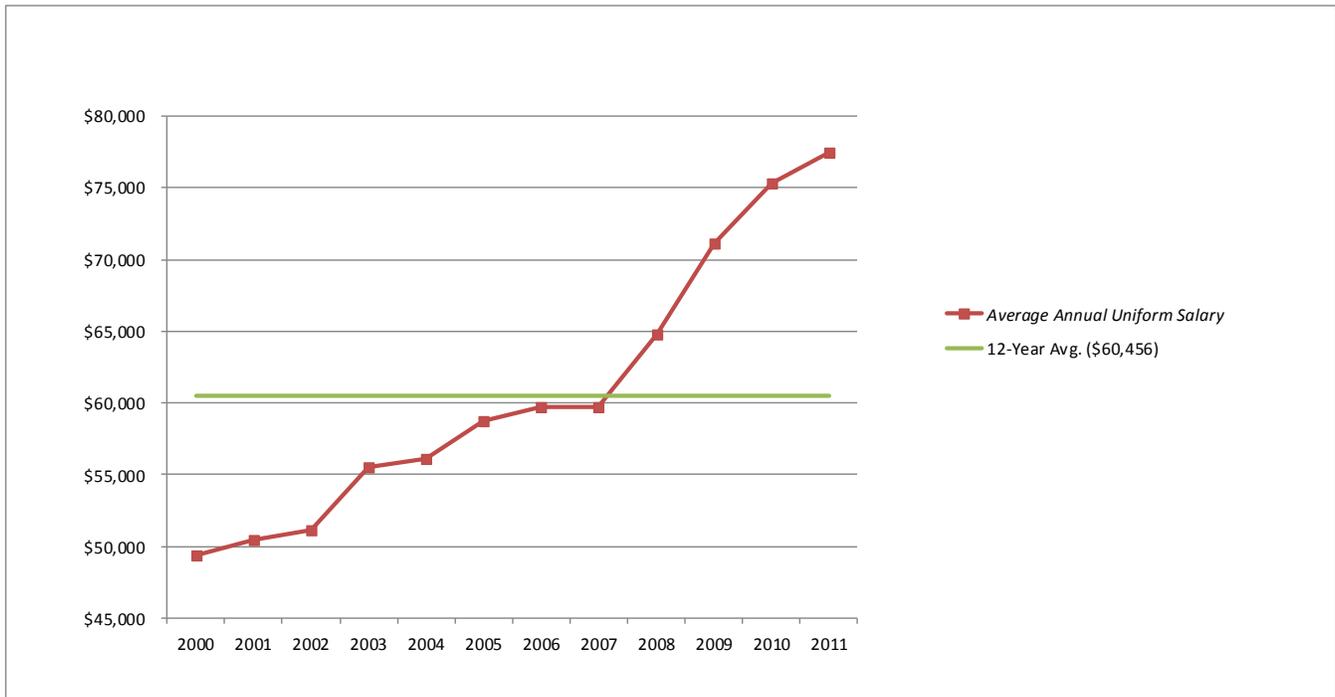


The chart shows the trend of fulltime salaries at the Department since Fiscal 2007 when the deficit began to form (top line) juxtaposed with the trend in the financial plan during that same period (bottom line). The gap opening between the two lines and peaking in Fiscal 2010 (the arrow) is the aforementioned structural deficit. In dollar terms, this gap represents an adopted financial plan for fulltime salaries in Fiscal 2010 of \$1.9 billion and a fulltime payroll for that fiscal year of approximately \$2.7 billion – a gap of \$800 million. The trend starting in Fiscal 2010 where the gap begins to close represents the impact of PEG restorations and a slight reduction in uniform headcount during that same period.

A second chart below, “Increase in Uniform Fulltime Average Salary”, shows a rather explosive growth in fulltime uniform salaries between Fiscal 2000 and Fiscal 2011. The 12-year average for per capita base uniform salaries during that period came to about \$60,456. Beginning in about Fiscal 2007 (the same year that the structural deficit gap begins to form), salary levels begin to accelerate at an ever-increasing pace. This trend is also being driven by the slow attrition rate and is, in-turn, driving the structural deficit as well.

**Increase in Uniform Fulltime Average Salary (2000 to 2011)**

*(\$'s in 000's)*



**Civilianization**

According to the Department’s most recent enumeration of uniformed officers acting in civilian functions within the Department (“Quarterly Update of Patrol Commands”, December 31, 2011), 519 uniformed officers continue to function in capacities that could be performed by civilians. The number of civilians funded continues to have a substantial impact on the number of officers that can be properly deployed to enforcement functions. Through strong advocacy by the City Council, \$15 million was restored to the NYPD’s baseline budget in June of 2010 to prevent the elimination of more than 300 civilian positions.

Previous attempts at civilianization have been short-lived. The Fiscal 2011 Preliminary Budget proposed to civilianize 400 positions by replacing uniformed officers in designated administrative and support commands with newly hired civilians. This investment in civilians was designed to allow the Department to maximize its enforcement strength during a period of fiscal retrenchment. In the November 2010 Plan, The Department almost entirely eliminated this program by eliminating 350 civilians through attrition beginning in Fiscal 2011. Recently, questions have also been raised about the fact that other civilian employees who hold enforcement-type duties (School Safety Agents and Traffic Enforcement Agents) have been called upon to perform the type of clerical tasks typically performed by PAAs (Police Administrative Associates). This fact could create the risk of “out of title” grievances being filed against the Department by employees who feel that they are being inappropriately utilized in addition to taking uniformed officers “off the street” or out of enforcement functions.

## Police Academy Classes

Police Academy Classes are designed to replace attrition and allow the NYPD to reach its funded peak headcount. The January 2010 graduating class included 112 officers solely funded by the Transit Security Federal Grant. The Department projects that in the July 2012 hiring class will consist of 895 officers while the January 2013 class will have 1,125. The actual sizes of these hiring classes (assuming they occur at all), and any other potential classes after next January, will depend on attrition.

**Impact of Hiring on NYPD Headcount - January 2010 to January 2013**  
*(as per 2013 February Plan)*



### Academy Classes

Compiled by New York City Council Finance Division

**Administration**

	2011	2012	2012	2013	*Difference
<i>Dollars in Thousands</i>	Actual	Adopted	Feb. Plan	Feb. Plan	2012 - 2013
<b>Spending</b>					
Full-Time Salaried - Uniformed	\$119,006	\$141,115	\$141,657	\$140,324	(\$791)
Full-Time Salaried - Civilian	84,834	85,683	78,966	82,901	(2,781)
Overtime - Uniformed	(0)	0	0	0	0
Overtime - Civilian	4	0	0	0	0
All Other PS	112,042	107,058	109,317	109,254	2,196
<b>Personal Services Subtotal</b>	<b>\$315,885</b>	<b>\$333,857</b>	<b>\$329,940</b>	<b>\$332,480</b>	<b>(\$1,377)</b>
Contractual Services	\$29,426	\$34,225	\$35,832	\$32,308	(\$1,917)
All Other OTPS	104,723	80,971	86,488	79,843	(1,129)
<b>Other Than Personal Services Subtotal</b>	<b>\$134,148</b>	<b>\$115,196</b>	<b>\$122,320</b>	<b>\$112,151</b>	<b>(\$3,045)</b>
<b>TOTAL</b>	<b>\$450,034</b>	<b>\$449,053</b>	<b>\$452,260</b>	<b>\$444,631</b>	<b>(\$4,422)</b>
<b>Funding</b>					
City Funds	N/A	\$444,821	\$446,131	\$444,231	(\$590)
Federal - Other	N/A	3,831	1,785	0	(3,831)
Intra City	N/A	400	400	400	0
Other Categorical	N/A	0	2,410	0	0
State	N/A	0	1,534	0	0
<b>TOTAL</b>	<b>\$450,034</b>	<b>\$449,053</b>	<b>\$452,260</b>	<b>\$444,631</b>	<b>(\$4,422)</b>
<b>Positions</b>					
Full-Time Positions - Uniform	1,290	1,179	1,179	1,179	0
Full-Time Positions - Civilian	1,398	1,463	1,426	1,425	(38)
<b>TOTAL</b>	<b>2,688</b>	<b>2,642</b>	<b>2,605</b>	<b>2,604</b>	<b>(38)</b>

\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan Funding.

The Administration Program includes such Department functions as Facilities Maintenance, Human Resources, Legal Affairs, Management and Budget, Management Information Systems (MIS), Public Affairs and the Quartermaster.

**November and February Plan Actions:**

- **Police Cadet Headcount Reduction.** The Department has been phasing-out its cadet program for college students. These funds are mostly used for part-time salaries for cadets and administrative staff as well as for scholarships for the cadets as well. The Department indicates that it may decide to revisit this proposed reduction as the Cadet Program is one of its priorities. This measure is projected to save the Department \$231,000 in Fiscal 2012, \$347,000 in Fiscal 2013, \$886,000 in Fiscal 2014, \$1.4 million in Fiscal 2015 and \$1.5 million in Fiscal 2016.
- **Property and Evidence Tracking System (PETS).** The Department will receive funding for maintenance costs associated with the recent development of a database designed to track property and evidence within the Department. These funds will total \$2.4 million in Fiscal 2012, \$1.2 million in Fiscal 2013 and Fiscal 2014, and \$1.3 million in Fiscal 2015 and Fiscal 2016.

## Reimbursable Overtime

	2011	2012	2012	2013	*Difference
<i>Dollars in Thousands</i>	Actual	Adopted	Feb. Plan	Feb. Plan	2012 - 2013
<b>Spending</b>					
Full-Time Salaried - Uniformed	\$207	\$0	\$0	\$0	\$0
Overtime - Uniformed	71,633	28,566	42,250	23,660	(4,905)
Overtime - Civilian	5,512	0	1,724	0	0
All Other PS	19	0	0	0	0
<b>Personal Services Subtotal</b>	<b>\$77,372</b>	<b>\$28,566</b>	<b>\$43,974</b>	<b>\$23,660</b>	<b>(\$4,905)</b>
<b>TOTAL</b>	<b>\$77,372</b>	<b>\$28,566</b>	<b>\$43,974</b>	<b>\$23,660</b>	<b>(\$4,905)</b>
<b>Funding</b>					
<b>City Funds</b>	N/A	\$0	\$998	\$0	\$0
<b>Federal - Other</b>	N/A	\$28,566	\$40,138	\$23,660	(\$4,905)
- Domestic Preparedness Equipment Support	N/A	0	13	0	0
- Enforcement Overtime	N/A	703	703	703	0
- FEMA Hurricane Irene	N/A	0	6,988	0	0
- Port Security	N/A	110	880	620	0
- Public Safety Partnership & Community Policing	N/A	200	200	0	0
- Rail and Transit Security	N/A	7,053	4,217	0	0
- United Nations & Consulate	N/A	19,000	22,338	22,338	0
- Urban Areas Security Initiative	N/A	1,500	4,800	0	0
<b>Intra City</b>	N/A	\$0	\$589	\$0	\$0
- Administrative Services/ Fees	N/A	0	8	0	0
- Other Services/ Fees	N/A	0	169	0	0
- UCT Project – DOITT	N/A	0	412	0	0
<b>Other Categorical</b>	N/A	\$0	\$1,620	\$0	\$0
- Community Oriented Policing	N/A	0	55	0	0
- Ford Warranty Program	N/A	0	140	0	0
- Private Grants	N/A	0	544	0	0
- TA-Fare Evasion Overtime	N/A	0	881	0	0
<b>State</b>	N/A	\$0	\$629	\$0	\$0
- Buckle Up New York Program	N/A	0	300	0	0
- Combat Aggressive Driving Program	N/A	0	74	0	0
- Motor Vehicle Theft Insurance Fraud	N/A	0	130	0	0
- North Brooklyn Youth Community Center	N/A	0	29	0	0
- Pedestrian and Cyclist Safety	N/A	0	96	0	0
<b>TOTAL</b>	<b>\$77,372</b>	<b>\$28,566</b>	<b>\$43,975</b>	<b>\$23,660</b>	<b>(\$4,905)</b>
<b>Positions</b>					
Full-Time Positions - Uniform	5	0	0	0	0
<b>TOTAL</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan Funding.

Reimbursable overtime funds include private, state and federal grants that reimburse the Department for overtime expenses mostly related to counter-terrorism and homeland security programs. These include the Urban Areas Security Initiative (UASI) Grant, 25-percent of which may be used to reimburse the Department for overtime costs.

## Security/Counter-Terrorism Grants

Security/Counter-Terrorism Grants					
	2011	2012	2012	2013	*Difference
<i>Dollars in Thousands</i>	Actual	Adopted	Feb. Plan	Feb. Plan	2012 - 2013
<b>Spending</b>					
Full-Time Salaried - Uniformed	\$4,413	\$4,539	\$4,539	\$2,537	(\$2,002)
Full-Time Salaried - Civilian	0	90	5,580	0	(90)
Overtime - Uniformed	716	0	0	0	0
All Other PS	451	1,090	1,583	597	(492)
<b>Personal Services Subtotal</b>	<b>\$5,581</b>	<b>\$5,719</b>	<b>\$11,702</b>	<b>\$3,134</b>	<b>(2,585)</b>
Contractual Services	\$21,441	\$2,470	\$16,264	\$40	(2,430)
All Other OTPS	80,288	90,556	180,848	1,722	(88,834)
<b>Other Than Personal Services Subtotal</b>	<b>\$101,729</b>	<b>\$93,026</b>	<b>\$197,112</b>	<b>\$1,762</b>	<b>(\$91,264)</b>
<b>TOTAL</b>	<b>\$107,310</b>	<b>\$98,744</b>	<b>\$208,814</b>	<b>\$4,895</b>	<b>(\$93,849)</b>
<b>Funding</b>					
<b>Federal - Other</b>	<b>N/A</b>	<b>\$98,744</b>	<b>\$208,814</b>	<b>\$4,895</b>	<b>(\$93,849)</b>
- ARRA TRANSIT SECURITY-LAW ENFORCEMENT	N/A	6,720	6,720	3,134	(3,586)
- Buffer Zone Protection Plan (BZPP)	N/A	0	4,607	0	0
- Domestic Preparedness Equipment Support	N/A	6,000	26,848	0	(6,000)
- FY09 BOMB SQUAD INITIATIVE	N/A	4	4	0	(4)
- Law Enforcement Terrorism Prevention Program	N/A	3,420	21,424	399	(3,021)
- Port Security	N/A	0	36,023	1,363	1,363
- Rail and Transit Security	N/A	13,703	14,682	0	(13,703)
- Securing the Cities	N/A	27,100	31,747	0	(27,100)
- Urban Areas Security Initiative	N/A	41,798	66,760	0	(41,798)
<b>TOTAL</b>	<b>N/A</b>	<b>\$98,744</b>	<b>\$208,814</b>	<b>\$4,895</b>	<b>(93,849)</b>
<b>Positions</b>					
Full-Time Positions - Uniform	105	104	104	104	0
Full-Time Positions - Civilian	0	1	66	0	(1)
<b>TOTAL</b>	<b>105</b>	<b>105</b>	<b>170</b>	<b>104</b>	<b>(1)</b>

\*The difference of Fiscal 2012 Adopted compared to Fiscal 2013 February Plan Funding.

The Security and Counter-Terrorism Grants Program includes federal funds appropriated for the purpose of aiding the Department's efforts to protect the city and its residents from possible terrorist activities. These grants include the Urban Areas Security Initiative (UASI), State Homeland Security Block Grant (SHSG), Law Enforcement Terrorism Prevention Program (LETPP), COPS Homeland Security Overtime Program, COPS Interoperable Communications Program and the Citizens Corp. and MMRS grants.

The Security and Counter-Terrorism Grants Program shows a total reduction to its Fiscal 2013 Preliminary Budget appropriation of \$93.9 million less than its Fiscal 2012 Adopted Budget. This program, however, as its name suggests, contains only federal grant funds so there is no city funding impact related to this change.

In addition, each grant award may have a different timetable for approval and disbursement of funds. This means that each award will be recognized over the course of the city fiscal year as it is approved and the funding is received. Total anticipated grant funding may, therefore, not initially be reflected as part of the financial plan in-time for the release of the Preliminary Budget. That is why the total grant funding for the program currently totals only \$4.9 million thus far for Fiscal 2013. Between now and Adoption, this figure will change significantly as the Department receives additional grant funding approvals.

# Capital Program

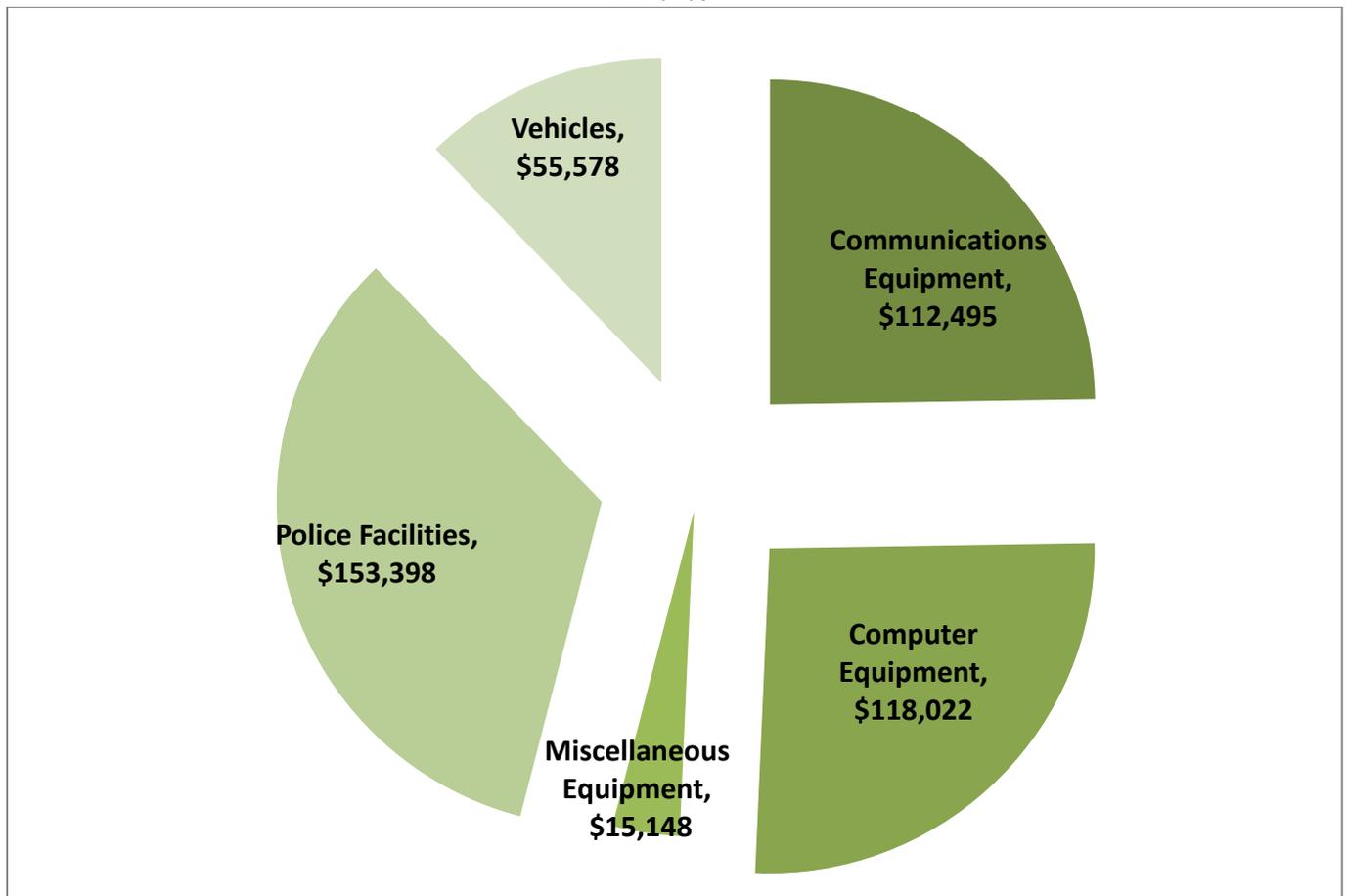
## Capital Budget Summary

The February 2012 Capital Commitment Plan includes \$454.6 million in Fiscal 2012-2015 for the Police Department. This represents 1.3 percent of the City’s total \$35.07 billion Preliminary Plan for Fiscal 2012-2015. The agency’s Preliminary Commitment Plan for Fiscal 2012-2015 is 4.2 percent more than the \$436.5 million scheduled in the September Commitment Plan, an increase of \$18.1 million.

The majority of 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 2011 the NYPD committed \$80.1 million or 24.8 percent of its annual capital plan. Therefore, it is assumed that a significant portion of the Department’s Fiscal 2012 Capital Plan will be rolled into Fiscal 2013, thus increasing the size of the Fiscal 2013-2016 Capital Plan. Since adoption last June, the total Capital Commitment Plan for Fiscal 2013 has increased from \$7.35 billion to \$8.69 billion, an increase of \$1.33 billion or 24.9 percent.

**NYPD Preliminary Capital Commitment Plan by Ten Year Plan Category**

(\$'s in 000's)  
All Funds



**Capital Program Goals**

- ✓ Complete construction of new police academy and tow pound facility.
- ✓ Maintain lifecycle replacements for all communications equipment.
- ✓ Replace and upgrade computer equipment.
- ✓ Maintain and replace operational and support vehicles.
- ✓ Purchase of various types of equipment such as diesel marine engines, forensic imaging equipment and other equipment essential to preserving public safety.

**Preliminary Budget Highlights**

The major focus of the Department’s Capital Program remains the new Police Academy in College Point and the Tow Pound which has been sited near JFK. The budget for each project is included in the chart below:

**NYPD Major Capital Projects**

*(in 000's)*

	<b><u>FY 2007</u></b>	<b><u>FY 2008</u></b>	<b><u>FY 2009</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b><u>FY 2013</u></b>	<b><u>Totals</u></b>
<b><u>Police Academy</u></b>								
Design	\$0	\$50,241	\$2,291	\$642	\$966	\$21,184	\$0	<b>\$75,324</b>
Construction	0	0	0	656,000	1,029	10,284	0	<b>667,313</b>
Furniture & Equipment	0	0	0	0	0	0	8,419	<b>8,419</b>
Inter-Funding Agreement	400	0	30	104,810	500	1,000	0	<b>106,740</b>
Contingencies	0	0	0	25,000	0	0	0	<b>25,000</b>
<b>Project Annual Totals</b>	<b>\$400</b>	<b>\$50,241</b>	<b>\$2,321</b>	<b>\$786,452</b>	<b>\$2,495</b>	<b>\$32,468</b>	<b>\$8,419</b>	<b>\$882,796</b>
<b><u>JFK Site "A" Tow Pound</u></b>								
Construction	\$0	\$0	\$883	\$1,521	\$20,519	\$5,355	\$0	<b>\$28,278</b>
Furniture & Equipment	0	0	0	0	0	305	0	<b>305</b>
<b>Project Annual Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$883</b>	<b>\$1,521</b>	<b>\$20,519</b>	<b>\$5,660</b>	<b>\$0</b>	<b>\$28,583</b>

## Appendix A: Budget Actions in the November and February Plans

<i>Dollars in Thousands</i>	FY 2012			FY 2013		
	City	Non-City	Total	City	Non-City	Total
<b>NYPD Budget as of June 2011 Plan</b>	<b>\$4,109,902</b>	<b>\$439,882</b>	<b>\$4,549,784</b>	<b>\$4,105,409</b>	<b>\$316,552</b>	<b>\$4,421,961</b>
<b>Program to Eliminate the Gap (PEGs)</b>						
UN Reimbursement	(\$3,338)	\$0	(\$3,338)	(\$15,338)	\$0	(\$15,338)
Hiring Freeze Savings	(4,328)	0	(4,328)	0	0	0
Recruitment Advertising Budget Reduction	0	0	0	(4,544)	0	(4,544)
Police Cadet Headcount Reduction	(231)	0	(231)	(347)	0	(347)
Operating Efficiencies - OT Savings	0	0	0	(50,000)	0	(50,000)
UN Reimbursement	0	3,338	3,338	0	15,338	15,338
<b>TOTAL, PEGs</b>	<b>(\$7,897)</b>	<b>\$3,338</b>	<b>(\$4,559)</b>	<b>(\$70,229)</b>	<b>\$15,338</b>	<b>(\$54,891)</b>
<b>PEG Restorations (PRsS)</b>						
Restoration of "Maintain Operating Strength" PEG	\$5,595	\$0	\$5,595	\$5,595	\$0	\$5,595
Restoration of July 2008 Academy of 1,000 PEG	0	0	0	10,035	0	10,035
Restoration of Historical Uniform Attrition PEG	40,000	0	40,000	40,000	0	40,000
Restoration of Agencywide OT Savings PEG	6,459	0	6,459	6,459	0	6,459
Restoration of Uniform Overtime Reduction PEG	50,000	0	50,000	50,000	0	50,000
<b>TOTAL, PRsS</b>	<b>\$102,054</b>	<b>\$0</b>	<b>\$102,054</b>	<b>\$112,089</b>	<b>\$0</b>	<b>\$112,089</b>
<b>New Needs</b>						
Property and Evidence Tracking System (PETS) Maintenance	\$2,395	\$0	\$2,395	\$1,210	\$0	\$1,210
WTC Substation Funding	862	0	862	155	0	155
Security Cameras	400	0	400	0	0	0
911 Verizon Contract Delays	3,136	0	3,136	0	0	0
PS Structural Deficit	111,765	0	111,765	127,476	0	127,476
Sprint 911 Headcount	250	0	250	250	0	250
Hurricane Irene Related Overtime	998	0	998	0	0	0
Occupy Wall Street Related Overtime	6,283	0	6,283	0	0	0
Hurricane Irene Related Overtime	0	6,988	6,988	0	0	0
<b>TOTAL, New Needs</b>	<b>\$126,089</b>	<b>\$6,988</b>	<b>\$133,077</b>	<b>\$129,091</b>	<b>\$0</b>	<b>\$129,091</b>
<b>Other Adjustments</b>						
Member Item Reallocation	(\$1)	\$0	(\$1)	\$0	\$0	\$0
Police Cadet Headcount Reduction - Fringe	14	0	14	21	0	21
Hiring Freeze Savings - Fringe	308	0	308	0	0	0
Restoration of "Maintain Operating Strength" PEG Fringe	(398)	0	(398)	(398)	0	(398)
Restoration of Agency-wide OT Savings PEG Fringe	(459)	0	(459)	(459)	0	(459)
Operating Efficiencies - OT Savings Fringe	0	0	0	3,553	0	3,553
Restoration of July 2008 Academy of 1,000 PEG Fringe	0	0	0	(713)	0	(713)
Total Other Categorical Adjustments	0	22,198	22,198	0	0	0
Total State Funds	0	10,870	10,870	0	4	0
Total Federal Funds	0	125,510	125,510	0	2,382	2,382
Total Intra-City Sales Adjustments	0	1,301	1,301	0	0	0
Funding for Criminal Court Summonses	50	0	50	50	0	50
<b>TOTAL, Other Adjustments</b>	<b>(\$486)</b>	<b>\$159,880</b>	<b>\$159,394</b>	<b>\$2,054</b>	<b>\$2,386</b>	<b>\$4,436</b>
<b>TOTAL, All Changes</b>	<b>\$219,760</b>	<b>\$170,206</b>	<b>\$389,966</b>	<b>\$173,005</b>	<b>\$17,724</b>	<b>\$190,725</b>
<b>NYPD Budget as of February 2012 Plan</b>	<b>\$4,329,662</b>	<b>\$610,088</b>	<b>\$4,939,750</b>	<b>\$4,278,415</b>	<b>\$334,275</b>	<b>\$4,612,690</b>

## Appendix B: NYPD Contract Budget

Contract Category	Number	Budgeted	Percent of NYPD Total	Percent of City Total
Contractual Services General	23	\$2,385	5.4%	0.5%
Telecommunications Maintenance	11	\$1,789	4.0%	3.0%
Maintenance & Rep Motor Vehicle Equip	178	\$1,719	3.9%	12.2%
Maintenance & Rep General	24	\$3,142	7.1%	2.7%
Office Equipment Maintenance	32	\$609	1.4%	4.4%
Data Processing Equipment	17	\$19,333	43.6%	11.9%
Printing Contracts	5	\$356	0.80%	1.2%
Security Service	3	\$1,946	4.4%	2.4%
Temporary Services	3	\$309	0.70%	0.91%
Cleaning Services	4	\$764	1.7%	3.7%
Transportation Expenditures	1	\$60	0.14%	0.46%
Training Program City Employees	11	\$1,519	3.4%	10.2%
Maintenance & Operation Of Infrastructure	57	\$1,573	3.5%	1.1%
Prof Services Computer Services	2	\$6,011	13.6%	5.4%
Prof Services Other	59	\$2,771	6.3%	1.9%
Education & Recreation For Youth Program	1	\$35	0.08%	0.03%
<b>Preliminary Budget</b>	<b>431</b>	<b>\$44,320</b>	<b>100%</b>	<b>0.42%</b>

## Appendix C: Fiscal 2012 PMMR Performance Measures

	Actuals			Updated Plan			
	FY 09	FY 10	FY 11	FY 12	FY 13	FY 11 4-Month Actual	FY 12 4-Month Actual
<b>Average response times - Citywide (all categories) (minutes)</b>	<b>7.3</b>	<b>7.5</b>	<b>8.4</b>	*	*	<b>8.2</b>	<b>9.4</b>
- Average response times - Critical (minutes)	4.3	4.4	4.6	*	*	4.6	<b>4.7</b>
- Average response times - Serious (minutes)	5.7	5.8	6.2	*	*	6.3	<b>6.6</b>
- Average response times - Non-Critical (minutes)	12.3	12.1	12.9	*	*	13.7	<b>14.1</b>
Average Arrest to Complaint Sworn Time (Hours) - Citywide	10.4	10.2	10.5	*	*	10.5	<b>10.4</b>
<b>Major felony crime</b>	<b>110,828</b>	<b>105,702</b>	<b>105,496</b>	*	*	<b>37,597</b>	<b>38,125</b>
- Burglary	19,584	19,617	18,423	*	*	6,697	<b>6,732</b>
- Felony assault	16,112	16,906	17,743	*	*	6,009	<b>6,465</b>
- Forcible rape	762	860	1,138	*	*	362	<b>380</b>
- Grand larceny	41,468	38,295	38,193	*	*	13,440	<b>13,603</b>
- Grand larceny auto	11,788	10,736	9,647	*	*	3,733	<b>3,520</b>
- Robbery	20,641	18,794	19,495	*	*	7,139	<b>7,226</b>
- Murder and non-negligent manslaughter	473	494	526	*	*	217	<b>199</b>
Narcotics arrests	107,294	106,655	106,840	*	*	36,386	<b>34,521</b>
Gun Arrests	6,335	6,097	5,881	*	*	2,208	<b>2,142</b>
<b>Quality-of-life summonses</b>	<b>544,213</b>	<b>556,637</b>	<b>538,024</b>	*	*	<b>199,058</b>	<b>169,889</b>
- Unreasonable noise summonses	13,660	17,056	14,030	*	*	4,394	<b>4,154</b>
Total civilian complaints against members of the service	7,661	6,984	6,259	*	*	2,293	<b>1,972</b>

### Appendix D: Reconciliation of Program Areas to Units of Appropriation

<i>Dollars in Thousands</i>	Personal Services								Other Than Personal Services						Grand Total
	001	002	003	004	006	007	008	009	100	200	300	400	600	700	
Administration	\$50	\$111,427	\$0	\$221,003	\$0	\$0	\$0	\$0	(\$10,297)	\$508	\$0	\$121,892	\$48	\$0	\$444,631
Chief of Department	797,802	3,650	0	0	0	0	0	0	1,283	1,046	0	0	0	0	803,781
Communications	67,452	0	0	0	0	0	0	0	32,945	1,835	0	0	0	0	102,232
Community Affairs	0	12,789	0	0	0	0	0	0	0	554	0	0	0	0	13,343
Counter-Terrorism	0	45,591	0	0	0	0	0	0	0	0	0	1,820	0	0	47,411
Criminal Justice Bureau	0	0	0	0	57,050	0	0	0	0	0	0	0	356	0	57,406
Detective Bureau	276,013	0	0	0	29,912	0	0	0	1,720	0	0	0	0	0	307,645
Housing Bureau	870	0	0	0	0	0	0	163,415	42	0	0	0	0	0	164,328
Intelligence Division	0	60,598	0	0	0	0	0	0	204	3,243	0	0	0	0	64,044
Internal Affairs	0	67,427	0	0	0	0	0	0	0	317	0	0	0	0	67,743
Organized Crime Control Bureau	174,164	0	0	0	0	0	0	0	8,109	0	0	0	0	0	182,273
Patrol	1,391,006	0	0	0	0	0	0	0	1,630	0	0	0	0	0	1,392,636
Reimbursable Overtime	23,660	0	0	0	0	0	0	0	0	0	0	0	0	0	23,660
School Safety	0	0	243,021	0	0	0	0	0	0	0	4,904	0	0	0	247,925
Security/Counter-Terrorism Grants	0	0	0	0	0	0	3,134	0	1,762	0	0	0	0	0	4,895
Special Operations	58,933	0	0	0	0	0	0	0	4,642	0	0	0	0	279	63,854
Support Services	52,876	0	0	0	0	0	0	0	10,997	79	0	79,202	0	0	143,155
Training	0	92,859	0	0	0	0	0	0	0	4,023	0	3,205	0	0	100,087
Transit	0	0	0	0	0	0	210,284	0	0	0	0	0	0	0	210,284
Transportation	49,462	0	0	0	0	113,980	0	0	4	0	0	195	0	7,717	171,357
<b>Grand Total</b>	<b>\$2,892,289</b>	<b>\$394,340</b>	<b>\$243,021</b>	<b>\$221,003</b>	<b>\$86,961</b>	<b>\$113,980</b>	<b>\$213,418</b>	<b>\$163,415</b>	<b>\$53,040</b>	<b>\$11,604</b>	<b>\$4,904</b>	<b>\$206,314</b>	<b>\$405</b>	<b>\$7,996</b>	<b>\$4,612,690</b>