

THE COUNCIL OF THE CITY OF NEW YORK

Speaker of the Council
Christine C. Quinn



Hon. Gale A. Brewer, Chair, Governmental
Operations Committee

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

Department of Citywide Administrative Services

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Agency Overview

The Department of Citywide Administrative Services (DCAS) 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 the Department of Citywide Administrative Services Fiscal 2013 Preliminary Budget. In the first section the highlights of the Fiscal 2013 expense budget are presented, along with a discussion of the City's heat, light and power expenditures, the Department's miscellaneous revenue and the 21st Century Civic Center plan. The report then presents the Department's budget by program area and provides analysis of significant program areas, discusses actions included in the November and February Financial Plans and reviews relevant sections of the Preliminary Mayor's Management Report for Fiscal 2012. Finally, a review of the proposed capital budget for the Department with a discussion of significant changes proposed to the Capital Plan is presented.

Fiscal 2013 Preliminary Plan Highlights

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<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
Personal Services	\$143,277	\$142,023	\$143,537	\$145,387	\$3,364
Other Than Personal Services	974,327	973,396	1,035,678	976,668	3,272
Agency Total	\$1,117,604	\$1,115,419	\$1,179,215	\$1,122,055	\$6,636

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

- Citywide Heat Light and Power Spending.** The City has budgeted \$798.6 million for heat, light, and power expenditures for all City agencies in Fiscal 2013, \$9 million less than the current Fiscal 2012 forecast of \$807 million. An analysis of heat, light and power expenditures is provided on page 4.
- Energy Savings.** Included in the 2011 November Plan is a proposal to generate additional savings of \$1.5 million in Fiscal 2013, with savings increasing to \$2.4 million in Fiscal 2014 and in the outyears from various energy efficiency projects. A review of those projects is on page 8.
- Elimination of 22 positions.** As part of DCAS' Fiscal 2013 Program to Eliminate the Gap (PEG), the Department will eliminate: 8 positions in the Division of Facilities Management and Construction; 11 positions in the Executive and Support Services Division; and 3 positions in the Division of Municipal Supply Services Division. Details of those headcount reductions are outlined in the appropriate program area.
- Revenues.** DCAS anticipates a total of \$109.6 million in revenues for Fiscal 2012 and \$83.9 in Fiscal 2013. Of the Fiscal 2012 amount, 60.7 percent is scheduled to come from the collection of commercial rent. A chart of DCAS' miscellaneous revenues and their changes in the Financial Plan appears on page 5.
- 21st Century Civic Center Plan.** The 21st Century Civic Center Plan is the City's plan to sell three city-owned buildings, while consolidating and renovating leased and existing city-owned space. A discussion of the City's plan is on page 6.
- Energy Efficiency Performance Measures.** A review of energy efficiency performance measures is available on page 15.

DCAS Financial Summary

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
Budget by Program Area					
Facilities Mgmt & Construction	\$942,058	\$966,806	\$982,564	\$973,991	\$7,185
Municipal Supply Services	43,579	38,221	43,404	38,416	195
Energy Conservation	32,782	19,867	59,531	21,628	1,761
Exec. & Fin. Admin. Services	30,897	25,870	27,243	25,635	(235)
Personnel Services	29,039	27,641	28,774	25,465	(2,176)
Admin & Security	20,679	17,135	16,957	17,041	(94)
Real Estate Services	13,188	14,869	14,570	14,869	0
Communications	3,198	2,746	3,909	2,746	0
Board of Standards & Appeals	2,185	2,265	2,265	2,265	0
TOTAL	\$1,117,604	\$1,115,419	\$1,179,215	\$1,122,055	\$6,636
Funding					
<i>City Funds</i>	NA	\$193,710	\$200,015	\$203,690	\$9,980
<i>Other Categorical</i>	NA	91,642	92,048	91,642	0
<i>Capital- IFA</i>	NA	10,784	10,784	8,928	(1,856)
<i>State</i>	NA	44,877	48,621	44,877	0
<i>Federal - Other</i>	NA	3,200	43,483	2,000	(1,200)
<i>Intra City</i>	NA	771,205	784,265	770,918	(287)
TOTAL	\$1,117,604	\$1,115,419	\$1,179,215	\$1,122,055	\$6,636
Headcount					
Facilities Mgmt & Construction	1,108	1,184	1,190	1,195	11
Municipal Supply Services	137	116	117	123	7
Energy Conservation	24	23	32	23	0
Exec. & Fin. Admin. Services	229	218	202	204	-14
Personnel Services	249	241	241	222	-19
Admin & Security	93	102	102	102	0
Real Estate Services	99	101	101	101	0
Communications	18	18	18	18	0
Board of Standards & Appeals	17	17	17	17	0
Total	1,974	2,020	2,020	2,005	(15)

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

In the Fiscal 2013 Preliminary Budget, funding for the Division of Facilities Management and Construction accounts for 86.8 percent of DCAS’ entire budget. The majority of this funding is dedicated to paying the heat, light and power bills for all City agencies, most of which are funded through intra-city transfers. In Fiscal 2011, the City’s heat, light and power expenditures totaled \$769.7 million.

As demonstrated in the chart above, federal funding in the February Plan, including a \$41.4 million Energy Efficiency Block Grant that was part of the American Recovery and Reinvestment Act,

accounts for the spike in the Department's current Fiscal 2012 budget (2012 Feb. Plan column). Any unused federal funds in the current fiscal year will most likely be rolled into Fiscal 2013.

Budgeted headcount for Fiscal 2013 is impacted by multiple financial plan actions, most notably the Department's Program to Eliminate the Gap (PEG) that would eliminate 22 positions through both attrition and lay-offs. Variances in the Department's headcount can be attributed to not only PEGs, but also inter-fund agreements; functional transfers; and other technical adjustments to headcount.

Citywide Heat, Light and Power

Funding for citywide heat, light and power expenditures is managed in the Department's Facilities Management and Construction Division OTPS budget. The chart below breaks out the various funding sources that comprises the City's heat, light and power budget. Other Categorical funds, approximately \$89 million, represent reimbursements from the Health and Hospitals Corporation for heat, light and power expenses. Intra-city funds, which account for 84.9 percent of the entire heat, light and power budget for Fiscal 2012, represent transfers from other agencies. City funds go toward paying expenditures related to city-owned facilities managed directly by DCAS. A chart of these transfers by agency can be found on page 21.

HEAT, LIGHT, AND POWER FIVE-YEAR FUNDING ANALYSIS						
Funding Source	Actual FY 2008	Actual FY 2009	Actual FY 2010	Actual FY 2011	Current Mod FY 2012	Prelim FY 2013
City	\$31,881,508	\$36,694,767	\$32,153,089	\$25,364,347	\$34,294,423	\$34,294,423
Other Categorical	\$84,049,148	\$91,464,798	\$86,730,987	\$89,196,928	\$88,984,633	\$88,984,633
State	\$368,580	\$366,759	\$422,896	\$423,348	\$435,979	\$435,979
Intra-City	\$577,154,313	\$639,321,674	\$634,208,075	\$654,734,876	\$685,091,493	\$685,091,493
Energy Adjustment					(\$1,634,251)	(\$10,170,971)
Agency Total	\$693,453,549	\$767,847,998	\$753,515,047	\$769,719,499	\$807,172,277	\$798,635,557

Total spending on heat, light and power has fluctuated over the last several years. When compared to Fiscal 2008 actual expenditures, the Fiscal 2013 Preliminary Budget for heat, light, and power has increased by approximately \$105.1 million (15.1 percent). In the February Plan, the Heat, Light and Power Budget is reduced by \$1.6 million in Fiscal 2012 and \$10.2 million in Fiscal 2013 to adjust for projected energy costs.

The Council supports efforts that seek savings through alternative energy utilization and programs aimed at reducing energy consumption. Such programs include the ENCORE program and those associated with PlaNYC 2030.

ENCORE Program

The ENCORE (ENergy COSt REDuction) program is a major part of the City's efforts to control energy costs and to improve air quality. The ENCORE agreement with the New York Power

Authority allows for energy efficiency and clean energy technology projects, which are paid for by the City of New York and administered by the Office of Energy Conservation (OEC). Projects carried out through this program save energy dollars and reduce greenhouse gas emissions by increasing the energy efficiency of city buildings or switching them to cleaner fuels. Here are some examples of ENCORE projects:

- Installation of high efficient lighting systems, including automatic lighting;
- Replacement of coal and heavy-oil fired boilers with clean dual fuel light-oil or natural gas burners;
- Elimination of chillers (large air conditioners) that use ozone-depleting refrigerants; and
- Installation of fuel cells, for clean, on-site generation of electricity where there are special fuel sources that would otherwise be underutilized.

PlaNYC 2030

PlaNYC 2030 is Mayor Bloomberg's sustainability plan for New York City over the next 25 years. The plan sets priorities for the refurbishment of the city's infrastructure and calls for more City control over large-scale projects with the creation of a new authority composed of both City and State employees. The plan has three major components.

- **OpeNYC.** Comprises of initiatives in preparation for an explosion in New York City's population, which is expected to increase by more than one million over the next two decades.
- **MaintaiNYC.** Projects aimed at repairing aging infrastructure, including city bridges, water mains, mass transit, building codes and power plants.
- **GreeNYC.** Projects aimed at conserving New York City resources, with a goal of reducing the City's carbon emissions by 30 percent.

Miscellaneous Revenue

The Department generates revenue from a wide-range of sources that include license and service fees, equipment and property sales, commercial rent and reimbursement payments. The chart below shows the Department's major miscellaneous revenue sources. Sale of city-owned property is included in the Other Miscellaneous category.

DCAS Misc. Rev. Sources	Actual		Planned			
	2010	2011	2012	2013	2014	2015
Plumber & Elec. Licenses	\$227,845	187,761	\$16,000	\$0	\$0	\$0
Civil Service Exam Fees	3,301,980	2,962,201	4,100,000	3,500,000	3,500,000	3,500,000
Third Party Gas and Electric	4,462,144	3,333,004	3,800,000	3,800,000	3,800,000	3,800,000
BSA Filing fees	1,602,052	1,494,839	1,705,000	1,809,000	1,809,000	1,809,000
Other Charges for Services	91,712	67,150	53,000	53,000	53,000	53,000
Commercial Rent	63,337,040	65,553,123	66,496,000	65,859,000	65,859,000	65,859,000
Salvage Sales	12,538,109	13,312,253	9,751,000	6,211,000	6,211,000	6,211,000
City Publishing Center	1,230,027	1,207,272	999,000	999,000	999,000	999,000
State Court Reimbursement	4,794,896	3,928,802	12,658,000	0	0	0
*Other Misc.	4,219,757	2,286,696	10,051,000	1,651,000	1,651,000	1,651,000
TOTAL	\$95,807,572	\$94,335,112	\$109,631,012	\$83,884,013	\$83,884,014	\$83,884,015

*Includes Property Sales.

In the February Plan, commercial rent is projected to account for 60.7 percent of the Department's total miscellaneous revenue for Fiscal 2012. The significant increase in projected revenues for Fiscal 2012 compared to prior years is due, in large part, to the following actions:

- **Additional Revenues from Salvage Sales.** Due to an increase in salvage sales of Department of Sanitation heavy equipment, DCAS will generate additional auction revenue of \$3.5 million in Fiscal 2012.
- **Additional Court Reimbursement.** DCAS will collect an additional State reimbursement of \$5.7 million in Fiscal 2012 for court maintenance fees. An additional \$6.96 million for Fiscal 2012 was recognized in the 2010 November Plan.
- **Property Sales.** DCAS will realize \$6.5 million in Fiscal 2012 from the sale of two city-owned properties in the Bronx and Manhattan.
- **Additional Board of Standards and Appeals (BSA) Filing Fees.** Based on current application activity, it is projected that the BSA will generate additional filing revenue of \$51,000 in Fiscal 2012 and \$155,000 in Fiscal 2013 and in the outyears.

21st Century Civic Center Plan

The 21st Century Civic Center Plan is the City's plan to sell city-owned buildings, while consolidating and renovating leased and existing city-owned space. Currently, there are three properties to be sold and the City anticipates more than \$100 million for the capital budget, \$100 million in private sector tax revenue and cost savings over the next 20 years by converting the public buildings to private buildings.

Buildings To Be Sold (EDC sale through RFP on behalf of DCAS)

- **22 Reade Street** - Estimated Value: \$8 million
- **49-51 Chambers Street** - Estimated Value: \$44 million
- **346 Broadway** - Estimated Value: \$73 million

City Agency Office Relocations

- 11 office relocations to City-owned space
- 5 office relocations to leased space
- 2 office relocations to be determined

Program Areas

Division of Facilities Management and Construction

The Division of Facilities Management and Construction supports construction and maintenance services for city-owned public buildings, including court facilities. This Division oversees the management of the Americans with Disabilities Act (ADA) compliance programs and performs graffiti removal on public buildings. 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.

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
Spending					
Personal Services	\$71,965	\$76,684	\$77,292	\$81,719	\$5,035
Other Than Personal Services	870,093	890,122	905,272	892,272	2,150
TOTAL	\$942,058	\$966,806	\$982,564	\$973,991	\$7,185
Funding					
City Funds	NA	\$81,473	\$85,470	\$88,660	\$7,187
Federal – Other	NA	0	537	0	0
Capital -IFA	NA	4,488	4,488	4,488	0
Intra-City	NA	744,326	751,806	744,324	(2)
Other Cat.	NA	91,642	91,642	91,642	0
State	NA	44,877	48,621	44,877	0
TOTAL	\$942,058	\$966,806	\$982,564	\$973,991	\$7,185
Headcount					
Full-time Positions	1,108	1,184	1,190	1,195	11

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

Because the Division of Facilities Management and Construction pays energy bills for most of the City’s agencies, intra-city funding makes up approximately 76.5 percent of the Division’s total funding for Fiscal 2012.

Performance Measures

	FY 09	FY 10	FY 11	4-Month Actual FY 11	4-Month Actual FY 12	Target FY 13
Average building cleanliness and condition rating for DCAS-managed office buildings (non-court) (%)	NA	77%	67%	NA	NA	*
Avg. days to complete in-house trade shops work orders	8.9	6.4	8.2	7.3	6.8	*
In-house trade shop work orders received	66,001	76,327	71,125	24,057	23,900	*
Construction projects completed early or on time (%)	100%	100%	100%	NA	NA	*
Design projects completed early or on time (%)	100%	100%	100%	NA	NA	*

According to the Preliminary Mayor’s Management Report (PMMR), the average number of days for DCAS to complete an in-house trade shop work order decreased 7 percent during the first four

months of Fiscal 2012, despite a 5 percent increase in work orders received. However, the percentage of in-house work orders completed within 30 days dropped to 73 percent from 84 percent.

Financial Plan Actions

- **Elimination of 8 Positions via Attrition.** DCAS will not fill 8 positions in the Division of Facilities Management and Construction expected to be vacated in the upcoming fiscal year through attrition. This action will generate savings of \$440,445 beginning in Fiscal 2013, with savings increasing to \$606,460 by Fiscal 2015. DCAS does not anticipate any negative impact as a result of this action.
- **Energy Savings.** Included in the 2011 November Plan was a proposal to generate additional savings of \$1.5 million in Fiscal 2013, with savings increasing to \$2.4 million in Fiscal 2014 and in the outyears, from various energy efficiency projects, including steam trap and thermostat replacements, installment of lighting occupancy sensors, and other Energy Cost Reduction Effort (ENCORE) related projects.
- **Firefighter Exam Consultant New Need.** Due to the high volume of applicants, additional funding totaling \$4.2 million is needed in Fiscal 2012 for consultants who will administer the FDNY Exam.

Division of Municipal Supply Services

The Division of Municipal Supply Services 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 inspection of purchased items, including laboratory testing and analyses; and disposes of surplus city goods by auction.

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
Spending					
Personal Services	\$9,167	\$9,519	\$9,639	\$9,612	\$93
Other Than Personal Services	34,411	28,703	33,765	28,804	102
TOTAL	\$43,579	\$38,221	\$43,404	\$38,416	\$195
Funding					
City Funds	NA	\$15,580	\$16,032	\$15,957	\$377
Federal – Other	NA	0	28	0	0
Capital-IFA	NA	177	177	177	0
Intra-City	NA	22,463	27,067	22,281	(182)
Other Categorical	NA	0	100	0	0
TOTAL	\$43,579	\$38,221	\$43,404	\$38,416	\$195
Headcount					
Full-time Positions	137	116	117	123	7

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

Performance Measure

	FY 09	FY 10	FY 11	4-Month Actual FY 11	4-Month Actual FY 12	Target FY13
Average time to process a purchase order (days)	3.0	2.9	1.4	1.9	.08	*

According to the PMMR, the average time for DCAS to process a purchase order decreased 58 percent to less than one day. This is due to an increase in the number of purchase orders processed online through the Direct Order System.

Financial Plan Actions

- Reduce Third Party Trucking Service at Storehouse.** As outlined in the 2011 November Plan, DCAS plans to reduce the use of third-party trucking services, generating a baseline savings of \$132,000 beginning in Fiscal 2013. Reductions will be achieved through a combination of more effective and logical truck routes to agency delivery locations and improved coordination of delivery schedules with agencies. DCAS has received PEG credit for this action, but the savings will be achieved in the budgets of other agencies who utilize trucking services.
- Administrative Staff Sharing.** As outlined in the 2011 November Plan, DCAS will expand the duties of administrative personnel and lay off three current provisional staff. This action would generate savings of \$158,658 in Fiscal 2013, with savings increasing to \$197,448 by Fiscal 2015.

Executive and Support Services

The Division of Executive and Support Services supports 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 Administration, which provides technical support to City agencies regarding the acquisition, use and maintenance of more than 22,000 vehicles.

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
Spending					
Personal Services	\$19,960	\$15,109	\$15,033	\$15,170	\$61
Other Than Personal Services	10,937	10,761	12,210	10,465	(296)
TOTAL	\$30,897	\$25,870	\$27,243	\$25,635	(\$235)
Funding					
City Funds	NA	\$21,469	\$22,048	\$21,330	(\$139)
Federal – Other	NA	0	55	0	0
Capital-IFA	NA	1,503	1,503	1,503	0
Intra-City	NA	2,897	3,580	2,802	(95)
Other Categorical	NA	0	56	0	0
TOTAL	\$30,897	\$25,870	\$27,243	\$25,635	(\$235)
Headcount					
Full-time Positions	229	218	202	204	(14)

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

Performance Measures

	FY 09	FY 10	FY 11	4-Month Actual FY 11	4-Month Actual FY 12	Target FY 13
Vehicles with the highest emission ratings purchased pursuant to Local Law 38 (%)	95%	92%	93%	NA	NA	*
% of citywide fleet that is hybrid or alternative fuel vehicle	22.3%	24.1%	26.9%	24.8%	28.0%	*

The City continues to convert its fleet to more environmentally friendly vehicles.

Financial Plan Actions

- **Agency Broad Banding of Managerial Vacancies.** As outlined in the 2011 November Plan, DCAS has assigned the duties of three vacant positions to existing executive staff. The elimination of these positions will generate savings of \$484,983 in Fiscal 2013, with savings increasing to \$492,183 by Fiscal 2015.
- **Elimination of 8 Positions via Attrition.** DCAS will not fill 8 Executive and Support Services Division positions expected to be vacated in the upcoming fiscal year through attrition. This

action will generate savings of \$440,445 beginning in Fiscal 2013, with savings increasing to \$606,460 by Fiscal 2015.

- **Mayor's Youth Leadership Council.** Included in the 2011 November Plan is a proposal to extend funding of \$166,376 for the Mayor's Youth Leadership Council (MYLC) through Fiscal 2014. As part of the Mayor's Young Men's Initiative, this program is a partnership with CORO, the Mayor's Office and the Department of Education to prepare a diverse group of young people to serve as a critical advisory resource to City Hall while developing their leadership skills.

Division of Citywide Personnel Services

This Division 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.

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
Spending					
Personal Services	\$22,084	\$20,950	\$21,116	\$19,095	(\$1,855)
Other Than Personal Services	6,955	6,691	7,657	6,370	(321)
TOTAL	\$29,039	\$27,641	\$28,774	\$25,465	(\$2,176)
Funding					
<i>City Funds</i>	NA	\$22,566	\$23,155	\$22,254	(\$312)
<i>Federal – Other</i>	NA	2,000	2,000	2,000	0
<i>Capital-IFA</i>	NA	2,082	2,082	226	(1,856)
<i>Intra-City</i>	NA	994	1,287	986	(8)
<i>Other Categorical</i>	NA	0	250	0	0
TOTAL	\$29,039	\$27,641	\$28,774	\$25,465	(\$2,176)
Headcount					
Full-time Positions	249	241	241	222	(19)

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

The decrease in budgeted headcount between the Fiscal 2012 Adopted Budget and the February Plan for Fiscal 2013 is due primarily to a reduction of \$1.8 million in capital inter-fund agreement (IFA) funding which supports positions associated with specific capital projects. Generally, IFA positions are evaluated on a year-to-year basis and it is anticipated that headcount associated with IFAs will be adjusted in the Fiscal 2013 Executive Budget.

Performance Measures

	FY 09	FY 10	FY 11	4-Month Actual FY 11	4-Month Actual FY 12	Target FY 13
Applications received by open & competitive civil service exams	214,689	111,316	80,400	35,353	81,396	*
Exams administered on Schedule (%)	95%	100%	100%	100%	100%	100%
Avg. rating for pro. development training sessions(%)	NA	NA	90%	90%	88%	*
Median days from exam admin. to list establishment	228	295	326	298	438	*

According to the PMMR, during the first four months of Fiscal 2012, the number of applications for open competitive civil service exams more than doubled compared to the same period in Fiscal 2011 due to firefighter exam applications, as well as an increase in the number of exams offered at the City’s computerized testing centers.

The time between the administration of a test and the establishment of the resulting lists of eligible candidates has increased 47 percent during the first four months of the fiscal year. Part of the delay is due to the practice of publishing the lists at least 60 days prior to officially establishing them, giving agencies adequate time to evaluate how they will use the lists.

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.

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
Spending					
Personal Services	\$6,912	\$5,946	\$5,946	\$5,946	0
Other Than Personal Services	13,768	11,189	11,011	11,095	(94)
TOTAL	\$20,679	\$17,135	\$16,957	\$17,041	(\$94)
Funding					
City Funds	NA	\$16,733	\$16,555	\$16,639	(\$94)
Capital-IFA	NA	152	152	152	0
Intra-City	NA	250	250	250	0
TOTAL	\$20,679	\$17,135	\$16,957	\$17,041	(\$94)
Headcount					
Full-time Positions	93	102	102	102	0

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

Division of Real Estate Services

The Division of Real Estate Services supports the management of the City’s real estate portfolio of commercial, industrial and waterfront properties. The Division also manages residentially zoned

vacant lots acquired through foreclosure, and surplus property acquired through tax foreclosure or condemnation. It also manages surplus property formerly assigned to and managed by other City agencies. These properties are returned to the City’s tax rolls through sale at public auction or increase city revenues through lease agreements. The Division maintains a citywide real property database and conducts related research and analyses. The Division also locates, leases and designs privately-owned space for use by City agencies.

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
Spending					
Personal Services	\$8,192	\$8,877	\$8,877	\$8,877	0
Other Than Personal Services	4,996	5,992	5,692	5,992	0
TOTAL	\$13,188	\$14,869	\$14,570	\$14,869	\$0
Funding					
City Funds	NA	\$12,664	\$12,364	\$12,664	0
Capital-IFA	NA	1,930	1,930	1,930	0
Intra-City	NA	275	275	275	0
TOTAL	\$13,188	\$14,869	\$14,570	\$14,869	\$0
Headcount					
Full-time Positions	99	101	101	101	0

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

Performance Measures

	FY 09	FY 10	FY 11	4-Month Actual FY 11	4-Month Actual FY 12	Target FY 13
Lease revenue generated (\$000)	\$64,920	\$63,339	\$65,561	\$28,770	\$17,228	\$65,859
Rev. generated from sale of surplus goods (\$000)	\$12,824	\$12,576	\$13,300	\$7,202	\$4,466	\$9,500
Number of tax lots managed by DCAS	2,260	2,260	2,157	2,181	2,092	*
Rents collected as a % of rents billed	100%	99%	97%	102%	118%	96%

As outlines in the PMMR, during the first four months of the current fiscal year, revenue generated from the sale of surplus goods decreased by 38 percent; the number of vehicles sold at auction and auto auction revenue decreased by 34 percent; the number of heavy equipment sales decreased from three sales to one sale resulting in a 47 percent drop in associated revenue; and lease revenue decreased 40 percent as a result of two payments received earlier than expected.

Communications

The Division of Communications 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 the agency and other City agencies.

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
Spending					
Personal Services	\$1,304	\$1,478	\$1,478	\$1,478	0
Other Than Personal Services	1,894	1,268	2,431	1,268	0
TOTAL	\$3,198	\$2,746	\$3,909	\$2,746	\$0
Funding					
<i>City Funds</i>	3,198	\$2,746	\$3,909	\$2,746	0
TOTAL	\$3,198	\$2,746	\$3,909	\$2,746	\$0
Headcount					
Full-time Positions	18	18	18	18	0

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

Financial Plan Actions

- City Record Printing PEG Restoration.** The Fiscal 2011 Adopted Budget included a PEG in which DCAS would generate savings by publishing the City Record exclusively online. This would have required a change in State law which states that portions of the City Record must be published in print. This PEG was not achieved and \$1.1 million was restored to the Department’s Fiscal 2012 Budget.

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. Although the budget for the Board is housed within DCAS’ budget, the BSA is an independent entity and the Commissioner of DCAS has limited authority over its proceedings.

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
Spending					
Personal Services	\$1,727	\$1,702	\$1,732	\$1,732	30
Other Than Personal Services	458	562	532	532	(30)
TOTAL	\$2,185	\$2,265	\$2,265	\$2,265	\$0
Funding					
<i>City</i>	2,185	\$2,265	\$2,265	\$2,265	0
TOTAL	\$2,185	\$2,265	\$2,265	\$2,265	\$0
Headcount					
Full-time Positions	17	17	17	17	0

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

Division of Energy Conservation

The Division of Energy Conservation manages energy efficiency projects and programs, and develops the City’s annual energy budget. It also monitors energy usage and costs to City agencies.

<i>Dollars in Thousands</i>	2011 Actual	2012 Adopted	2012 Feb. Plan	2013 Feb. Plan	*Difference 2012 - 2013
Spending					
Personal Services	\$1,966	\$1,758	\$2,424	\$1,758	0
Other Than Personal Services	30,816	18,109	57,107	19,870	1,761
TOTAL	\$32,782	\$19,867	\$59,531	\$21,628	\$1,761
Funding					
City Funds		\$18,216	\$18,216	\$21,177	\$2,961
Federal Other		1,200	40,864	0	(1,200)
Capital-IFA		451	451	451	0
TOTAL	\$32,782	\$19,867	\$59,531	\$21,628	\$1,761
Headcount					
Full-time Positions	24	23	32	23	0

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

In the February Plan, the Division’s Fiscal 2012 budget is considerably higher when compared to its projected Fiscal 2013 budget as a result of the recognition of a \$40.9 million Energy Efficiency Block Grant that was part of the American Recovery and Reinvestment Act. Any unused federal funds in the current fiscal year will most likely be rolled into Fiscal 2013.

Performance Measures

	FY 09	FY 10	FY 11	4-Month Actual FY 11	4-Month Actual FY 12	Target FY 13
Estimated annual cost savings from energy conservation projects (\$ millions)	\$1.36	\$1.83	\$0.87	NA	NA	\$2.04
Estimated reduction in greenhouse gas emissions due to energy conservation projects (metric tons)	5,119	6,884	2,583	NA	NA	7,500
Total energy purchased (British Thermal Units in trillions)	29.6	28.0	29.2	NA	NA	*
Total electricity purchased (kilowatt hours in billions)	4.3	4.3	4.3	NA	NA	*

Performance measures that estimated annual cost savings and estimated reductions in greenhouse gas emissions due to energy conservation projects, showed a steep decline in Fiscal 2011. Information on the decline was not readily available at the time of this report.

Capital Program

Capital Budget Summary

The February 2012 Capital Commitment Plan includes \$2.2 billion in Fiscal 2012-2015 for DCAS (including City and non-City funds). This represents 6.3 percent of the City's total \$35.07 billion Preliminary Plan for Fiscal 2012-2015. The agency's Executive Commitment Plan for Fiscal 2012-2015 is 15.4 percent more than the \$1.9 billion scheduled in the September Commitment Plan, an increase of \$293.7 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. It is assumed that a significant portion of the agency'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.

2012-2015 Commitment Plan: Adopted and Preliminary Budget

Dollars in Thousands

	FY12	FY13	FY14	FY15	Total
Adopted					
Total Capital Plan	\$1,247,276	\$350,018	\$168,889	\$142,747	\$1,908,930
Prelim					
Total Capital Plan	\$1,123,527	\$715,932	\$204,308	\$158,883	\$2,202,650
Change					
Level	(\$123,749)	\$365,914	\$35,419	\$16,136	\$293,720
Percentage	-9.9%	104.5%	21.0%	11.3%	15.4%

Note: DCAS's Capital Program includes the budgets of Citywide Equipment and Financing (PU), Public Buildings (PW), Courts (CO), and Real Estate Services (RE). Although the funding is in DCAS' Capital Program, many projects are managed by other City agencies. The chart below breaks out the capital budgets that comprise DCAS' Capital Program.

February Capital Commitment Plan for Fiscal 2012-2015

Dollars in Thousands

	2012	2013	2014	2015	2012-2015
Citywide Equip. & Financing (PU)	\$527,039	\$344,834	\$128,840	\$80,840	\$1,081,553
Public Buildings (PW)	479,496	303,012	45,487	36,055	864,050
Courts (CO)	111,897	65,820	28,376	38,746	244,839
Real Estate Services (RE)	5,095	2,266	1,605	3,242	12,208
TOTAL	\$1,123,527	\$715,932	\$204,308	\$158,883	\$2,202,650

Preliminary Budget Highlights

Planned Commitments for Fiscal 2011-2014

In the February Capital Plan, planned commitments for DCAS's combined capital budget (PW,PW,CO,RE) for Fiscal 2012-2015 increase by \$ 293.7 million.

Significant changes in the February Plan that lead to this increase include:

- An increase of \$72.1 million for Citywide Administrative Systems. This funding resides in a lump sum project line that operates as a holding code. Funding is transferred from this line as needs are identified. Planned commitments totaling approximately \$213 million are allocated for Citywide Administrative Systems. (PU)
- An increase of approximately \$83 million for projects associated with the Administration's 21st Century Civic Center plan in which the City intends to sell three city-owned buildings, while consolidating and renovating leased and existing city-owned space. (PW)
- A net increase of \$57.8 million for Citywide Electronic Data Processing (EDP) equipment. This funding resides in two lump sum project lines (current year, out year). Planned commitments totaling approximately \$149.6 million are allocated for EDP equipment and infrastructure. (PU)
- A net increase of \$30.8 million for FISA EDP projects. This funding also resides in two project lines (current year, out year). Planned commitments totaling approximately \$77.8 million are allocated for FISA EDP equipment and infrastructure. (PU)
- An increase of approximately \$33.3 million for the reconstruction and rehabilitation of Court Facilities. The February Capital Plan includes planned commitments totaling approximately \$250.8 million for Court Facilities. (CO)

Funding for other large-scale DCAS projects in the February Capital Plan for Fiscal 2012-2015 include:

- Planned commitments totaling approximately \$372.3 million for energy efficiency capital projects citywide remain in the Plan. The majority of this funding (\$236.7 million) resides in a lump sum project line. (PU)
- Planned commitments totaling approximately \$129.1 million for over 140 Council-supported projects, with a large portion allocated for non-City owned facilities. (PW)
- Planned commitments of approximately \$100 million for DoITT's backup facility and Data Center build-out related to its new consolidated Data Center that will house technology infrastructure for more than 40 City agencies, and which is projected to reduce City expenditures by \$100 million over the next five years. (PW) Additional capital funding of approximately \$45 million for project-related equipment is in DoITT's capital budget.
- Planned commitments totaling approximately \$43 million for CityTime, a secure web-based time and attendance system for over 80 City agencies. (PU)

- Planned commitments totaling approximately \$25.7 million for the Financial Management System (FMS). (PU)
- Planned commitments totaling approximately \$23.3 million for NYCAPS, employee self-service software that allows instant access to human resources, payroll, tax and benefits data. (PU)
- Planned commitments totaling approximately \$16.5 million for City Hall renovations. (PW)
- Planned commitments totaling approximately \$12.2 million for the rehabilitation of DCAS-managed properties, the majority of which goes toward pier and bulkhead reconstruction. (RE)

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
Agency Budget as of June 2011 Plan	\$193,711	\$921,709	\$1,115,420	\$206,216	\$918,410	\$1,124,626
<u>Program to Eliminate the Gap (PEGs)</u>						
Energy Savings from Retrofit Projects			0	(1,461)		(1,461)
Photocopier Cost Containment	(523)		(523)	(122)		(122)
Reduce 3rd Party Trucking Service @ Storehouse			0	(132)		(132)
Lease Audit Payment Recoveries	(750)		(750)			0
OCME Training Reduction			0		(10)	(10)
Agency Broad banding of Managerial Vacancies			0	(485)		(485)
Administrative Staff Sharing			0	(159)		(159)
Elimination of 16 Positions via Attrition			0	(881)		(881)
TOTAL, PEGs	(\$1,273)	\$0	(\$1,273)	(\$3,240)	(\$10)	(\$3,250)
<u>New Needs</u>						
Firefighter Exam Consultant	4,190		4,190			0
DEC Consent Order	216		216			0
MCMS Maintenance & Support	772		772			0
Hurricane Irene needs	84		84			0
Mayor's Youth Leadership Council			0	166		166
Family Justice Center - Mn			0	14		14
PEG Restoration: City Record Printing	1,100		1,100			0
TOTAL, New Needs	\$6,362	\$0	\$6,362	\$180	\$0	\$180
<u>Other Adjustments</u>						
Misc City Adjustments	1,215		1,215	534		534
Other Categorical Grants and Adjustments		406	406			0
Federal Funding		40,284	40,284			0
Intra-City Adjustments		13,059	13,059			0
State Adjustments		3,743	3,743		(34)	(34)
TOTAL, Other Adjustments	\$1,215	\$57,492	\$58,707	\$534	(\$34)	\$500
TOTAL, All Changes	\$6,304	\$57,492	\$63,796	(\$2,526)	(\$44)	(\$2,570)
Agency Budget as of February 2012 Plan	\$200,015	\$979,201	\$1,179,216	\$203,690	\$918,366	\$1,122,056

Appendix B: DCAS Fiscal 2013 Contract Budget

Category	Number	Budgeted	Pct of DCAS Total	Pct of City Total
Contractual Services General	13	\$6,682,592	18.3%	1.5%
Telecommunications Maintenance	7	\$7,600	0.0%	0.0%
Maintenance and Rep. Motor Vehicle Equip.	39	\$2,167,431	6.0%	15.4%
Maint & Repair, General	121	\$8,874,159	24.4%	7.5%
Office Equipment Maintenance	27	\$172,707	0.5%	1.2%
Data Processing Equipment	14	\$914,071	2.5%	0.6%
Printing Contracts	10	\$741,692	2.0%	2.4%
Security Services	10	\$10,913,793	30.0%	13.6%
Temporary Services	10	\$372,186	1.0%	1.1%
Cleaning Services	8	\$108,115	0.3%	0.5%
Transportation Expenditures	4	\$116,129	0.3%	0.9%
Training Programs for City Employees	16	\$557,873	1.5%	3.7%
Maint. and Operations of Infrastructure	3	\$3,210,422	8.8%	2.2%
Professional Services Accting and Auditing	1	\$1,000	0.0%	0.0%
Professional Services: Computer Services	3	\$416,594	1.1%	0.4%
Professional Services: Other	30	\$1,166,469	3.2%	0.8%
Fiscal 2013 Preliminary Budget	316	\$36,422,833	100%	0.35%

DCAS' Fiscal 2013 Contract Budget totals \$36.4 million for 316 contracts accounting for less than one percent of the City's total contract budget. Contracts for security service and general maintenance and repair is more than half of the Department's contract budget as DCAS is responsible for the maintenance and protection of city-owned infrastructure.

Appendix C: Heat Light and Power Expenditures by Agency

Agency Name	FY 2010 Actuals	FY 2011 Actuals	FY 2012 Current Mod.	FY11 vs FY12
Mayoralty	\$894,398	\$932,542	\$812,375	(\$120,167)
Board of Elections	\$730,440	\$787,592	\$830,807	\$43,215
Office of Actuary	\$49,831	\$54,236	\$52,027	(\$2,209)
Borough President - Manhattan	\$112,109	\$117,326	\$81,110	(\$36,216)
Borough President - Bronx	\$209,115	\$218,849	\$149,276	(\$69,573)
Borough President - Brooklyn	\$184,479	\$193,064	\$195,871	\$2,807
Borough President - Queens	\$111,215	\$116,391	\$163,513	\$47,122
Borough President - Staten Island	\$122,945	\$122,994	\$75,501	(\$47,493)
Office of the Comptroller	\$1,014,736	\$1,061,957	\$756,304	(\$305,653)
Department of Emergency Management	\$511,867	\$501,483	\$507,615	\$6,132
Law Department	\$492,565	\$498,630	\$516,355	\$17,725
Department of City Planning	\$377,775	\$390,700	\$316,553	(\$74,147)
Department of Investigation	\$188,200	\$190,304	\$109,564	(\$80,740)
New York Research Libraries	\$2,634,394	\$2,872,203	\$2,781,750	(\$90,453)
New York Public Library	\$6,146,917	\$6,701,807	\$6,490,749	(\$211,058)
Brooklyn Public Library	\$3,135,003	\$3,229,070	\$3,123,666	(\$105,404)
Queens Borough Public Library	\$3,543,412	\$3,283,687	\$3,153,435	(\$130,252)
Department of Education	\$223,790,025	\$242,833,459	\$239,991,756	(\$2,841,703)
City University of New York	\$19,330,439	\$22,082,885	\$22,122,148	\$39,263
Police Department	\$20,409,519	\$21,841,158	\$21,881,028	\$39,870
Fire Department	\$11,414,387	\$12,184,718	\$11,207,566	(\$977,152)
Administration for Children's Services	\$13,242,701	\$14,099,159	\$13,421,965	(\$677,194)
Department of Social Services	\$14,415,931	\$14,922,858	\$14,938,883	\$16,025
Department of Homeless Services	\$9,020,489	\$9,721,110	\$9,797,208	\$76,098
Department of Correction	\$30,036,174	\$30,434,013	\$32,215,172	\$1,781,159
Public Advocate	\$42,130	\$44,091	\$45,301	\$1,210
City Clerk	\$309,982	\$324,407	\$73,344	(\$251,063)
Department for the Aging	\$1,897,295	\$2,071,700	\$2,072,580	\$880
Department of Cultural Affairs	\$36,247,724	\$41,009,359	\$44,030,281	\$3,020,922
Financial Information Services Agency	\$1,359,321	\$1,463,640	\$1,487,175	\$23,535
Dept. of Juvenile Justice (transferred to ACS)	\$1,119,420	\$611,730	NA	NA
Office of Payroll Administration	\$57,677	\$60,362	\$121,664	\$61,302
Independent Budget Office	\$11,382	\$12,349	\$12,276	(\$73)
Landmarks Preservation Commission	\$115,809	\$122,520	\$91,859	(\$30,661)
NYC Taxi and Limousine Commission	\$376,688	\$423,825	\$415,149	(\$8,676)
Commission on Human Rights	\$17,600	\$17,512	\$30,110	\$12,598
Conflicts of Interest Board	\$15,909	\$16,651	\$35,378	\$18,727
Community Boards	\$188,069	\$208,839	\$161,318	(\$47,521)
Department of Probation	\$702,856	\$736,394	\$502,787	(\$233,607)
Department of Small Business Services	\$3,511,874	\$4,268,305	\$3,644,512	(\$623,793)
Housing Preservation and Development	\$663,343	\$591,987	\$2,469,667	\$1,877,680
Department of Buildings	\$825,670	\$864,094	\$849,925	(\$14,169)
Department of Health and Mental Hygiene	\$12,578,048	\$13,507,169	\$14,772,957	\$1,265,788
Department of Environmental Protection	\$81,051,427	\$78,625,483	\$103,113,585	\$24,488,102
Department of Sanitation	\$23,545,580	\$24,498,897	\$26,513,131	\$2,014,234
Department of Finance	\$3,738,346	\$3,933,189	\$3,056,191	(\$876,998)
Department of Transportation	\$66,304,137	\$64,590,312	\$72,856,635	\$8,266,323
Department of Parks and Recreation	\$15,873,597	\$16,178,343	\$16,207,645	\$29,302
Department of Design and Construction	\$515,406	\$560,886	\$547,684	(\$13,202)
Department of Information Technology	\$3,299,419	\$3,521,650	\$4,008,464	\$486,814
Department of Consumer Affairs	\$26,390	\$43,255	\$51,214	\$7,959
District Attorney - New York County	\$1,072,297	\$1,127,782	\$1,104,054	(\$23,728)
District Attorney - Bronx County	\$13,394	\$14,017	\$11,649	(\$2,368)
District Attorney - Kings County	\$869,686	\$825,508	\$820,070	(\$5,438)
District Attorney - Queens County	\$173,201	\$205,519	\$257,314	\$51,795
District Attorney - Richmond County	\$15,260	\$15,971	\$10,354	(\$5,617)
Public Administrator (MN)	NA	NA	\$25,023	NA
Totals	\$618,658,003	\$649,887,941	\$685,091,493	\$35,790,259