

THE COUNCIL OF THE CITY OF NEW YORK

Hon. Christine C. Quinn
Speaker of the Council



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

Hearing on the Fiscal 2014 Preliminary Budget & the Fiscal 2013 Preliminary Mayor's Management Report

Department of Citywide Administrative Services

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Department of Citywide Administrative Services 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 2014 Preliminary Budget. In the first section the highlights of the Fiscal 2014 expense budget are presented, along with a discussion of the City's heat, light and power expenditures, and the Department's Program to Eliminate the Gap and miscellaneous revenue. The report then presents an analysis of DCAS' budget by program area, discusses actions included in the November and Preliminary Financial Plans and reviews relevant sections of the Preliminary Mayor's Management Report for Fiscal 2013. 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 2014 Preliminary Plan Highlights

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<i>Dollars in Thousands</i>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
Personal Services	\$140,630	\$145,182	\$143,139	\$141,979	(\$3,203)
Other Than Personal Services	950,615	1,049,047	1,098,375	1,057,269	8,222
Agency Total	\$1,091,245	\$1,194,229	\$1,241,514	\$1,199,248	\$5,018

**The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

- Citywide Heat Light and Power Spending.** The \$869.2 million budgeted for heat, light and power in Fiscal 2014 is significantly higher than the four-year average from Fiscal 2009-2012 of \$757 million. An analysis of heat, light and power expenditures is provided on page 4.
- Elimination of 19 Vacant Positions.** As part of DCAS' Fiscal 2014 Program to Eliminate the Gap (PEG), the Department will eliminate the following positions: two executive administrative positions, three asset management positions, one parking card sales position, seven personnel services positions, one internal audit position, three fleet services positions, and two citywide purchasing positions. Details of those headcount reductions are outlined in the appropriate program area.
- Revenues.** DCAS anticipates a total of \$98.6 million in revenues for Fiscal 2013 and \$93.8 in Fiscal 2014. Of the Fiscal 2013 amount, 70 percent is scheduled to come from the collection of commercial rent. A chart of DCAS' miscellaneous revenues and their changes in the Financial Plan appear on page 6.
- Funding for Superstorm Sandy.** DCAS' Fiscal 2013 budget includes \$24 million in FEMA funding for costs associated with Superstorm Sandy, the majority of which will cover victim assistance expenditures. (see page 9)
- Capital Funding for the 21st Century Civic Center Plan.** The Fiscal 2013-2016 Capital Plan includes planned commitments totaling \$116.8 million for the 21st Century Civic Center Plan, the City's plan to sell City-owned buildings, while consolidating and renovating leased and existing City-owned space. (see page 18)
- Energy Efficiency and Sustainability Capital Funding.** The Preliminary Ten-Year Capital Strategy includes \$653.3 million over the ten-year period to fund energy efficiency projects. (see page 18)

DCAS Financial Summary

<i>Dollars in Thousands</i>	2012	2013	2013	2014	*Difference
	Actual	Adopted	Prelim Plan	Prelim Plan	2013 - 2014
Budget by Program Area					
Asset Management-Public Facilities	\$914,357	\$1,038,740	\$1,043,074	\$1,058,199	\$19,458
Citywide Purchasing	39,667	40,776	70,833	39,359	(1,417)
Energy Conservation	43,758	22,652	30,568	22,386	(267)
Exec. & Operations Support	31,109	29,798	31,013	25,062	(4,736)
Human Capital	28,332	30,670	32,212	30,950	279
Admin & Security	17,011	14,112	15,247	14,591	479
External Publications and Retail	3,096	3,561	4,608	3,424	(137)
Board of Standards & Appeals	2,258	2,265	2,339	1,918	(347)
Citywide Fleet Services	0	0	0	3,361	3,361
Real Estate Services	11,656	11,655	11,620	0	(11,655)
TOTAL	\$1,091,245	\$1,194,229	\$1,241,514	\$1,199,248	\$5,018
Funding					
<i>City Funds</i>		\$211,361	\$211,657	\$217,690	\$6,328
<i>Other Categorical</i>		101,588	100,969	100,527	(1,061)
<i>Capital- IFA</i>		8,928	7,076	4,778	(4,151)
<i>State</i>		44,928	50,163	47,278	2,350
<i>Federal - Other</i>		2,000	36,890	2,000	0
<i>Intra City</i>		825,424	835,758	826,976	1,552
TOTAL	\$1,091,245	\$1,194,229	\$1,242,514	\$1,199,248	\$5,018
Headcount					
Fulltime Positions	1,919	2,034	1,926	1,954	(80)

**The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

In the Fiscal 2014 Preliminary Budget, funding for the Division of Asset Management-Public Facilities accounts for 88.2 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 2012, the City's heat, light and power expenditures totaled \$736.8 million.

As demonstrated in the chart above, federal funding in the Preliminary Plan, including \$24 million for expenses related to Superstorm Sandy, accounts for the spike in the Department's current Fiscal 2013 budget (2013 Prelim Plan column). Any unused federal funds in the current fiscal year will most likely be rolled into Fiscal 2014.

Variations in the Department's funding and headcount can be attributed to the restructuring of the budget. Resources budgeted for the Real Estate Division have been largely absorbed into the Asset Management Division, while Citywide Fleet Services is now recognized as a stand-alone division.

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 19 positions through attrition and the elimination of vacancies. 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.

DCAS’ Program to Eliminate the Gap (PEG)

Since Adoption, the financial plan for DCAS includes PEG actions that project increased revenues of approximately \$10.3 million and expense savings of approximately \$6.1 million for Fiscal 2014. The expense PEG includes the elimination of 19 positions mostly through attrition. Revenue PEGs for which DCAS is credited are realized in the City’s General Fund and do not directly impact the Agency’s budget. A portion of DCAS Fiscal 2014 PEG program is offset by approximately \$5 million in agency new needs included in the November and Preliminary financial plans. A summary of expense PEG’s and new needs can be found in Appendix A on page 22.

Other Highlights

Citywide Heat, Light and Power

Funding for citywide heat, light and power expenditures is housed in the Department’s Asset Management-Public Facilities 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 \$99 million, represent reimbursements from the Health and Hospitals Corporation for heat, light and power expenses. Intra-city funds, which account for 84.4 percent of the entire heat, light and power budget for Fiscal 2014, represent transfers from other agencies. City funds go toward paying expenditures related to city-owned facilities managed directly by DCAS.

HEAT, LIGHT, AND POWER FIVE-YEAR FUNDING ANALYSIS						
Funding Source <i>(In Thousands)</i>	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Current Mod 2013*	Fiscal 2014 Prelim
City	\$36,695	\$32,153	\$25,364	\$24,250	\$32,299	\$36,072
Other Cat.	91,465	86,731	89,197	86,220	98,931	98,931
State	367	423	423	435	436	436
Intra-City	639,322	634,208	654,735	625,918	732,822	733,733
Agency Total	\$767,848	\$753,515	\$769,719	\$736,823	\$864,488	\$869,171

Total spending on heat, light and power has fluctuated over the last several years. When compared to Fiscal 2009 actual expenditures, the Fiscal 2014 Preliminary Budget for heat, light, and power has increased by approximately \$101.3 million (13.2 percent). In Fiscal 2012, heat, light and power expenditures totaled \$736.8 million, which was significantly lower than the adopted budget due to an unusually warm winter which led to a reduction of the City’s energy consumption. However, the \$869.2 million budgeted for heat, light and power in Fiscal 2014 is significantly higher than the four-year average from Fiscal 2009-2012 of \$757 million.

In last year's Executive Plan, the heat, light and power budget was increased by \$61.6 million' with the majority of new funding allocated to the Department of Environmental Protection (\$41 million).

Although the City's heat, light and power budget continues to increase, it is often impacted by variables outside of the City's control including weather patterns and the price of oil. The City continues to seek savings through alternative energy utilization and programs aimed at reducing energy consumption through programs such as ENCORE and those associated with PlaNYC 2030.

ENCORE Program

The ENCORE (ENergy COst REduction) program administered by the Office of Energy Conservation is a major part of the City's efforts to control energy costs and to improve air quality. Examples of ENCORE projects currently underway include:

- 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 long-term sustainability plan. 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.
- **GreeneNYC.** 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.

	Actual		Planned			
	2011	2011	2013	2014	2015	2016
Civil Service Exam Fees	\$2,962,201	\$5,725,204	\$3,500,000	\$3,760,000	\$3,760,000	\$3,760,000
Third Party Gas and Electric	3,333,004	5,974,859	3,901,000	3,800,000	3,800,000	3,800,000
BSA Filing fees	1,494,839	2,162,315	1,809,000	1,809,000	1,809,000	1,809,000
Other Charges for Services	67,150	39,532	53,000	53,000	53,000	53,000
Commercial Rent	65,553,123	66,900,030	69,068,000	65,755,000	65,497,000	65,497,000
Salvage Sales	13,312,253	9,314,922	8,685,000	6,211,000	6,211,000	6,211,000
City Publishing Center	1,207,272	1,218,700	999,000	999,000	999,000	999,000
State Court reim	3,928,802	12,658,000	4,075,000	0	0	0
Property Sales	42,585	14,141,113	4,433,000	10,000,000	0	0
Procurement Card Rebates	0	87,308	293,000	93,000	93,000	93,000
Other Misc	2,244,111	2,661,639	1,813,000	1,258,000	1,258,000	1,258,000
TOTAL	\$94,145,340	\$120,883,622	\$98,629,000	\$93,738,000	\$83,480,000	\$83,480,000

In the Preliminary Plan, commercial rent is projected to account for 70 percent of the Department's total miscellaneous revenue for Fiscal 2014. Increases in projected revenues for future fiscal years identified in the Financial Plan as part of the Department's PEG are listed below.

- **Additional Revenues from Salvage Sales.** Due to an increase in salvage sales of heavy equipment, DCAS will generate additional auction revenue of \$1 million in Fiscal 2013.
- **Property Sales.** DCAS has roughly estimated that the City will realize \$10 million in Fiscal 2014 from the sale of city-owned properties.
- **One time Reimbursements.** DCAS has received a one-time rebate of \$601,000 for a three-year renewal of a required contract.
- **Elimination of the Discount for Civil Service Exam Filing Fee.** DCAS will eliminate the \$5 online civil service exam filing fee discount which will generate an additional \$260,000 in revenues per year starting in Fiscal 2014.
- **Additional Commercial Rent Revenue.** DCAS projects increased revenues of \$5.2 million in Fiscal 2013, and \$258,000 in Fiscal 2014 from hotel leases and various commercial agreements.

Program Areas

Asset Management – Public Facilities

The Division of Asset responsible for providing safe, clean and efficient office space for the City's workforce. The Division also manages facilities comprised of various city-owned buildings, which include courts, and administers private real estate leases for use by various City agencies, revenue-generating leases and licenses of several city-owned properties. 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>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
Spending					
Personal Services	\$73,022	\$77,969	\$76,298	\$82,278	\$4,309
Other Than Personal Services	841,335	960,771	966,776	975,919	15,149
TOTAL	\$914,357	\$1,038,740	\$1,043,074	\$1,058,198	\$19,458
Funding					
City Funds		\$88,481	\$86,873	\$106,724	\$18,242
Federal – Other		0	2,271	0	0
Capital -IFA		4,488	2,921	2,856	(1,632)
Intra-City		799,254	800,332	800,812	1,558
Other Cat.		101,588	100,589	100,527	(1,061)
State		44,928	50,088	47,278	2,350
TOTAL	\$914,357	\$1,038,740	\$1,043,074	\$1,058,198	\$19,458
Headcount					
Full-time Positions	1,087	1,211	1,130	1,237	26

*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan Funding.

Because the Division of Asset Management-Public Facilities pays energy bills for most of the City's agencies, intra-city funding makes up approximately 75.7 percent of the Division's total funding for Fiscal 2014.

The increase in Fiscal 2014 funding is largely the result of the restructuring of DCAS' budget, most notably the transfer of the Division of Real Estate into this division.

Performance Measures

	FY10	FY 11	FY 12	4-Month Actual FY 12	4-Month Actual FY 13	Target FY 14
Avg. days to complete in-house trade shops work orders	6.4	8.2	7.6	6.8	5.0	*
Construction projects completed within 30 days (%)	87%	80%	75%	73%	65%	*
Lease revenue generated (\$000)	\$63,339	\$65,561	\$66,900	\$17,213	\$15,175	\$65,755
Rev. generated from sale of surplus goods (\$000)	\$12,576	\$13,312	\$9,315	\$4,466	\$3,873	\$6,211
Rev. generated from auto auctions (\$000)	\$9,307	\$7,560	\$4,997	\$1,928	\$3,337	\$4,010

According to the Preliminary Mayor's Management Report (PMMR), the average time to complete in-house trade shop work orders decreased 26 percent to five days in the first four months of the Fiscal 2013 due in part to a decrease in work orders received. The percentage of all in-house trade shop work orders completed within 30 days decreased eight percentage points due to a back-log of open work orders.

During the first four months of the current fiscal year, lease revenue decreased by 12 percent due primarily to a \$1.56 million rent arrears payment in the prior fiscal year.

Revenue from the sale of surplus goods decreased by 13 percent because no heavy equipment was released for sale by the agencies during the first four months of Fiscal 2013. However, revenue generated from auto auctions increased by 73 percent during the reporting period.

The following are actions that will impact the Fiscal 2013 and 2014 budgets.

- **Elimination of Three Vacant Asset Management Position.** DCAS will not replace three vacant positions in the Division of Asset Management. This action will generate savings of \$240,000 in Fiscal 2014, increasing to \$245,000 by Fiscal 2016. DCAS does not anticipate any negative impact as a result of this action.
- **Funding Shift for 53 Positions.** DCAS will realize savings of \$1.8 million in City funds for Fiscal 2013 and 2014 through the transfer of 53 City-funded Court staff to State funds.
- **Lease Savings.** By performing audits on leases in which the City is the tenant, DCAS will recover \$1.5 million for overpayments in Fiscal 2014. Additionally, lease savings of \$347,000 in Fiscal 2014 and \$208,000 in Fiscal 2015 and the outyears from agency moves to city-owned properties will also be realized.
- **Building Code Compliance.** DCAS has identified new needs totaling \$982,000 in Fiscal 2014, \$892,000 in Fiscal 2015 and \$822,000 in Fiscal 2016 for various projects related to building code compliance.

Citywide Purchasing

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

<i>Dollars in Thousands</i>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
Spending					
Personal Services	\$8,648	\$10,007	\$10,080	\$9,991	(\$15)
Other Than Personal Services	31,019	30,769	60,753	29,367	(1,402)
TOTAL	\$39,667	\$40,776	\$70,833	\$39,359	(\$1,417)
Funding					
City Funds		\$18,595	\$18,761	\$16,978	(\$1,616)
Federal – Other		0	23,659	0	0
Capital-IFA		177	177	177	0
Intra-City		22,004	28,085	22,203	199
Other Categorical		0	150	0	0
TOTAL	\$39,667	\$40,776	\$70,833	\$39,359	(\$1,417)
Headcount					
Full-time Positions	128	127	126	126	(1)

**The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan Funding.*

Intra-city funding represents 56.3 percent of the division’s total Fiscal 2014 budget as it is makes purchases for many other agencies.

Performance Measure

	FY10	FY 11	FY 12	4-Month Actual FY 12	4-Month Actual FY 13	Target FY14
Average number of bidders per bid	4.9	4.6	3.2	2.8	3.1	3.4

During the first four months of Fiscal 2013, the average number of bidders per solicitation increased by nine percent during the reporting period. DCAS expects participation to continue to increase as the Department conducts outreach regarding new online solicitation procedures that are part of the citywide initiative to streamline procurement procedures.

Funding for Superstorm Sandy. DCAS’ Fiscal 2013 budget includes \$24 million in FEMA funding for costs associated with Superstorm Sandy, the majority of which will cover victim assistance expenditures. Other costs include debris removal, security needs and supply transportation.

The following action will impact the Fiscal 2014 budget.

- Elimination of Two Vacant Administrative Positions.** DCAS will not replace two vacant citywide purchasing positions. This action will generate savings of \$130,000 in Fiscal 2014 increasing to \$133,000 by Fiscal 2016.

Executive and Operations Support

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

<i>Dollars in Thousands</i>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
Spending					
Personal Services	\$20,367	\$19,408	\$18,605	\$15,941	(\$3,467)
Other Than Personal Services	10,741	10,389	12,408	9,121	(1,268)
TOTAL	\$31,109	\$29,798	\$31,013	\$25,062	(\$4,736)
Funding					
City Funds		\$25,639	\$25,589	\$21,572	(\$4,067)
Capital-IFA		1,503	1,218	915	(589)
Intra-City		2,655	3,995	2,575	(80)
Other Categorical		0	211	0	0
TOTAL	\$31,109	\$29,798	\$31,013	\$25,062	(\$4,736)
Headcount					
Full-time Positions	240	213	198	174	(39)

**The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan Funding.*

The following are actions that will impact the Fiscal 2014 budget.

- Elimination of Six Vacant Positions.** DCAS will eliminate six vacant positions in the Division of Executive and Operations Support, including two administrative positions, three fleet services positions and one internal audit position. This action will generate savings of \$655,000 in Fiscal 2014 increasing to \$670,000 by Fiscal 2016.
- Overtime Reduction.** DCAS will reduce the overtime IT budget by 50 percent, generating baseline savings of \$150,000 beginning in Fiscal 2014.
- Reduction of IT maintenance Support.** By eliminating the use of WebEx software and reducing discretionary OTPS funding, DCAS will generate a baseline savings of \$197,000 beginning in Fiscal 2014.

- Fleet Management System New Needs.** Maintenance costs for the City’s Fleet Management system will require funding totaling \$653,000 in Fiscal 2014, \$243,000 in Fiscal 2015 and \$156,000 in Fiscal 2016.

Division of Human Capital

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>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
Spending					
Personal Services Subtotal	\$20,612	\$23,946	\$24,633	\$24,146	\$0
Other Than Personal Services	7,720	6,725	7,578	6,803	79
Subtotal					
TOTAL	\$28,332	\$30,670	\$32,212	\$30,950	\$79
Funding					
<i>City Funds</i>		\$27,459	\$28,151	\$27,738	\$279
<i>Federal – Other</i>		2,000	2,000	2,000	0
<i>Capital-IFA</i>		226	226	226	0
<i>Intra-City</i>		986	1,766	986	0
<i>Other Categorical</i>		0	68	0	0
TOTAL	\$28,332	\$30,670	\$32,212	\$30,950	\$279
Headcount					
Full-time Positions	232	222	219	216	(6)

*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan Funding.

Performance Measures

	FY 10	FY 11	FY 12	4-Month Actual FY 12	4-Month Actual FY 13	Target FY 14
Applications received by open & competitive civil service exams	111,316	80,400	112,906	81,396	21,884	*
Exams administered on Schedule (%)	100%	100%	100%	100%	100%	100%
Median days from exam admin. to list establishment	295	326	489	438	523	500
Avg. rating for pro. development training sessions(%)	NA	90%	88%	88%	89%	88%
City Employees attending training sessions	17,420	13,207	15,177	2,886	4,246	15,000

During the first four months of Fiscal 2013, applications received for open competitive civil service exams decreased 73 percent because there was no large scale exam during the first four months of Fiscal 2013, and the firefighter exam was given during the first four months of Fiscal 2012.

The median time from exam administration to list establishment increased by 19 percent to an average of 523 days primarily due to the practice of publishing lists for at least 60 days prior to establishing them in order to give agencies time to evaluate their use of the lists. In addition, lists for the uniformed titles such as police officer are established as needed at the request of the agencies.

City employees attending training sessions increased by 47 percent at the Citywide Training Center due in part to coastal storm training.

The following are actions that will impact the Fiscal 2014 budget.

- **Firefighter Exam Consultant New Need.** The Preliminary Plan includes baseline funding totaling \$5.1 million beginning in Fiscal 2014 for consultants who will administer the FDNY Exam.
- **Elimination of seven Vacant Human Capital Positions.** DCAS will eliminate seven vacant Human Capital positions resulting in savings of \$501,000 in Fiscal 2014, increasing to \$520,000 by Fiscal 2016.

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>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
Spending					
Personal Services	\$11,370	\$11,296	\$12,490	\$11,871	\$575
Other Than Personal Services	5,641	2,816	2,757	2,720	(96)
TOTAL	\$17,011	\$14,112	\$15,247	\$14,591	\$479
Funding					
City Funds		\$13,710	\$14,238	\$14,189	\$479
Capital-IFA		152	152	152	0
Federal-Other		0	600	0	0
Intra-City		250	257	250	0
TOTAL	\$17,011	\$14,112	\$15,247	\$14,591	\$479
Headcount					
Full-time Positions	82	102	101	101	(1)

*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan Funding.

External Publications and Retail

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>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
Spending					
Personal Services	\$1,163	\$1,133	\$1,101	\$1,097	(\$37)
Other Than Personal Services	1,933	2,428	3,507	2,328	(100)
Subtotal					
TOTAL	\$3,096	\$3,561	\$4,608	\$3,424	(\$137)
Funding					
City Funds		\$3,561	\$4,608	\$3,424	(\$137)
TOTAL	\$3,096	\$3,561	\$4,608	\$3,424	(\$137)
Headcount					
Full-time Positions	16	18	17	17	(1)

**The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan Funding.*

The following are actions that will impact the Fiscal 2014 budget.

- 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 requires 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 for Fiscal 2013 and 2014.
- Elimination of One Vacant Parking Card Sales Position.** DCAS will not fill one vacant parking card sales position in the Division of Asset Management. This action will generate savings of \$55,000 in Fiscal 2014, increasing to \$57,000 by Fiscal 2016.

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>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
Spending					
Personal Services	\$1,742	\$1,732	\$1,732	\$1,702	(\$30)
Other Than Personal Services	516	532	607	215	(317)
TOTAL	\$2,258	\$2,265	\$2,339	\$1,918	(\$347)
Funding					
City		\$2,265	\$2,265	\$1,918	(\$347)
State		0	75	0	0
TOTAL	\$2,258	\$2,265	\$2,339	\$1,918	(\$347)
Headcount					
Full-time Positions	17	17	17	17	0

**The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary 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>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
Spending					
Personal Services	\$2,051	\$2,382	\$2,181	\$2,138	(\$244)
Other Than Personal Services	41,707	20,270	28,387	20,248	(22)
TOTAL	\$43,758	\$22,652	\$30,568	\$22,386	(\$267)
Funding					
City Funds		\$22,201	\$21,756	\$21,785	(\$417)
Federal Other		0	8,360	0	0
Intra City		0	0	150	150
Capital-IFA	\$43,758	451	451	451	0
TOTAL	\$0	\$22,652	\$30,568	\$22,386	(\$267)
Headcount					
Full-time Positions	27	23	20	43	20

**The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan Funding.*

In the Preliminary Plan, the Division's Fiscal 2013 budget is considerably higher when compared to its projected Fiscal 2014 budget as a result of remaining funds totaling \$8.1 million for the 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 10	FY 11	FY 12	4-Month Actual FY 12	4-Month Actual FY 13	Target FY 14
Estimated annual cost savings from energy conservation projects (\$ millions)	\$1.83	\$0.87	\$1.31	NA	NA	\$2.04
Estimated reduction in greenhouse gas emissions due to energy conservation projects (metric tons)	6,884	2,583	3,325	NA	NA	5,382
Total energy purchased (British Thermal Units in trillions)	28.0	29.2	24.3	NA	NA	*
Total electricity purchased (kilowatt hours in billions)	4.3	4.3	4.2			
Energy Audits completed	14	50	80	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.

The following action will impact the Fiscal 2014 budget.

- **Energy Management Savings.** City funds totaling \$200,000 allocated to support two positions responsible for the division's capital projects will be replaced with capital funding through an inter-fund agreement.

Division of Citywide Fleet Services

Citywide Fleet Service is managing the acquisition, maintenance and disposition of NYC's municipal fleet.

<i>Dollars in Thousands</i>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
Spending					
Personal Services	\$0	\$0	\$0	\$1,965	\$1,965
Other Than Personal Services	0	0	0	1,397	1,397
TOTAL	\$0	\$0	\$0	\$3,361	\$3,361
Funding					
City		\$0	\$0	\$3,211	\$3,211
Intra-City		0	0	150	150
TOTAL	\$0	\$0	\$0	\$3,361	\$3,361
Headcount					
Full-time Positions	0	0	0	23	23

*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan Funding.

The Citywide Fleet Division, led by the City's first Chief Fleet Management officer, is leading an effort to share and improve services, and achieve cost efficiencies across the City's ten major fleet operations. In total, an estimated \$700 million is spent annually on fleet repair, fueling and procurement. The Division is working on specific initiatives in fuel tracking, car share, parts contracting, assisting with improvements to auto auction and biodiesel use as part of this effort.

Performance Measures

	FY 10	FY 11	FY 12	4-Month Actual FY 12	4-Month Actual FY 13	Target FY 14
Vehicles with the highest emission ratings purchased pursuant to Local Law 38 (%)	92%	93%	98%	NA	NA	*
% of citywide fleet that is hybrid or alternative fuel vehicle	24%	27%	28%	28%	21%	*

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

Capital Program

Capital Budget Summary

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 2013 Capital Plan will be rolled into Fiscal 2014, thus increasing the size of the Fiscal 2014-2017 Capital Plan. The total Capital Commitment Plan (all agencies) for Fiscal 2013 has increased from \$17.9 billion in the September Capital Commitment Plan \$19 billion in the Preliminary Capital Commitment Plan, an increase of \$1.1 billion or 6.2 percent.

DCAS manages the capital programs of the Courts (CO), Real Estate Services (RE) and the majority of projects in the Public Buildings (PW) and the Citywide Equipment and Financing (PU) capital programs. A significant number of projects in both Public Buildings and Citywide Equipment and Financing are managed by other City agencies.

The section below breaks out the capital budgets of these program areas and presents budget highlights.

Public Buildings (PW)

2013-2016 Commitment Plan: Adopted and Preliminary Budget

Dollars in Thousands

	FY13	FY14	FY15	FY16	Total
Adopted					
Total Capital Plan	\$724,175	\$168,493	\$6,116	\$32,204	\$930,988
Prelim					
Total Capital Plan	\$685,905	\$198,791	\$9,316	\$37,486	\$931,498
Change					
Level	(\$38,270)	\$30,298	\$3,200	\$5,282	\$510

The Preliminary Capital Commitment Plan includes \$931.5 million in Fiscal 2013-2016 for the Public Buildings capital budget (including City and Non-City funds). Funding in this budget area remains relatively unchanged since Adoption. In Fiscal Year 2012, the Public Buildings capital budget committed \$195.5 million or 53.9 percent of its annual capital plan.

Capital Budget Highlights

Funding for large-scale capital projects in the Preliminary 2013-2016 Capital Plan include:

- Planned commitments totaling approximately \$104.2 million for over 149 Council-supported projects, with a large portion allocated for non-City owned facilities.
- Planned commitments of approximately \$75 million for DoITT’s backup facility. Additional capital funding of approximately \$7 million for project-related equipment is in DoITT’s capital budget.

- Planned commitments totaling \$116.8 million for the 21st Century Civic Center Plan, the City’s plan to sell City-owned buildings, while consolidating and renovating leased and existing City-owned space.

On March 5th, Mayor Bloomberg announced the sale of the Emigrant Industrial Savings Bank building at 49-51 Chambers St., and 346 Broadway for \$249 million. The buildings will be turned into high-end residential development.

Citywide Equipment and Financing (PU)

2013-2016 Commitment Plan: Adopted and Preliminary Budget

Dollars in Thousands

	FY13	FY14	FY15	FY16	Total
Adopted					
Total Capital Plan	\$771,358	\$162,129	\$80,840	\$63,840	\$1,078,167
Prelim					
Total Capital Plan	\$776,624	\$228,375	\$143,025	\$123,228	\$1,271,252
Change					
Level	\$5,266	\$66,246	\$62,185	\$59,388	\$193,085
Percentage	0.7%	40.9%	76.9%	93.0%	17.9%

The Preliminary Capital Commitment Plan includes \$1.27 billion in Fiscal 2013-2016 for the Citywide Equipment capital budget (including City and Non-City funds). The budget’s Preliminary Commitment Plan for Fiscal 2013-2016 is 17.9 percent more than the \$1.08 billion scheduled in the September Commitment Plan, an increase of \$193.1 million. In Fiscal Year 2012, the Citywide Equipment capital budget committed \$145.5 million or 35 percent of its annual capital plan.

Capital Budget Highlights

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

- A net increase of \$114.6 million for Citywide Electronic Data Processing (EDP) equipment. This funding resides in two lump sum project lines (current year, out year) that operate as a holding code. Funding is transferred from this line as needs are identified. Total Planned commitments of approximately \$260.6 million are allocated for EDP equipment and infrastructure.
- A net increase of \$18.8 million for FISA EDP projects. This funding also resides in two project lines (current year, out year). Planned commitments totaling approximately \$88.9 million are allocated for FISA EDP equipment and infrastructure.

Funding for large-scale capital projects in the Preliminary 2013-2016 Capital Plan include:

- Planned commitments totaling approximately \$459.2 million for energy efficiency and sustainability capital projects citywide remain in the Plan. The majority of this funding (\$273.9 million) resides in a lump sum project line.

- Planned commitments totaling approximately \$254 million for Citywide Administrative Systems. This funding resides in a lump sum project line.

Courts (CO)

2013-2016 Commitment Plan: Adopted and Preliminary Budget

Dollars in Thousands

	FY13	FY14	FY15	FY16	Total
Adopted					
Total Capital Plan	\$159,441	\$16,407	\$58,857	\$35,831	\$270,536
Prelim					
Total Capital Plan	\$132,959	\$23,174	\$75,521	\$38,882	\$270,536
Change					
Level	(\$26,482)	\$6,767	\$16,664	\$3,051	\$0
Percentage	-16.6%	41.2%	28.3%	8.5%	0.0%

The Preliminary Capital Commitment Plan includes \$931.5 million in Fiscal 2013-2016 for the City’s Courts capital program (including City and Non-City funds). Total funding for courts remains unchanged since Adoption. In Fiscal Year 2012, the Courts capital budget committed \$63.3 million or 62.8 percent of its annual capital plan.

The Courts program is managed in collaboration with The Dormitory Authority of New York State, a public benefit corporation serving the citizens of New York State through construction and financing programs. Pursuant to New York State Law, localities are responsible for the provision of adequate and sufficient court facilities. To comply with this mandate, New York City is required to submit a court facilities capital plan to the State for approval.

Real Property (RE)

2013-2016 Commitment Plan: Adopted and Preliminary Budget

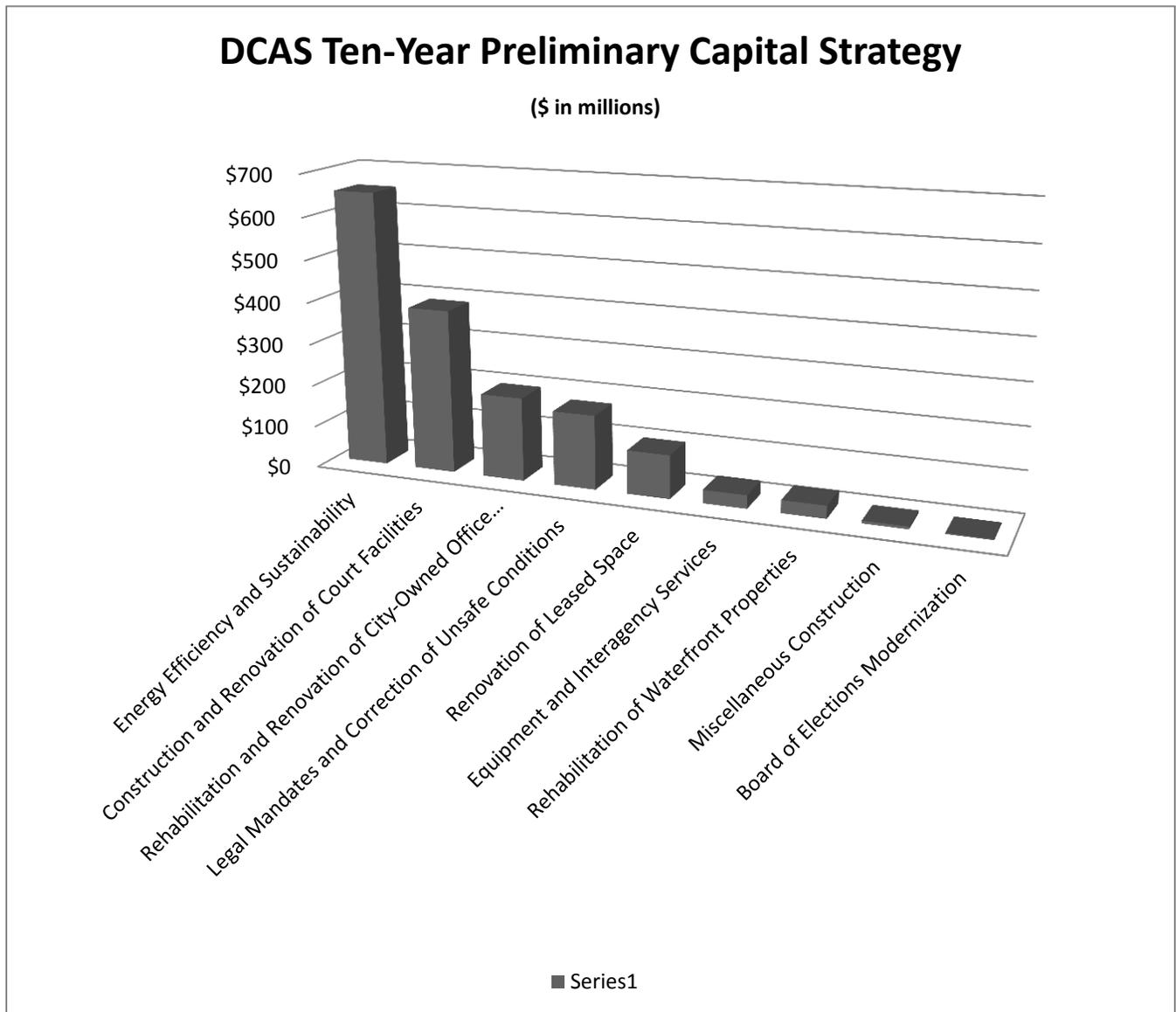
Dollars in Thousands

	FY13	FY14	FY15	FY16	Total
Adopted					
Total Capital Plan	\$10,831	\$5,105	\$3,242	\$3,336	\$22,514
Prelim					
Total Capital Plan	\$10,237	\$5,699	\$3,242	\$3,336	\$22,514
Change					
Level	(\$594)	\$594	\$0	\$0	\$0
Percentage	-5.5%	11.6%	0.0%	0.0%	0.0%

The Preliminary Capital Commitment Plan includes \$22.5 million in Fiscal 2013-2016 for the City’s Real Property capital program (including City and Non-City funds). Total capital funding for Real Property remains unchanged since Adoption. The overwhelming majority of this funding is allocated for pier and bulkhead reconstruction. In Fiscal Year 2012, the Real Property capital budget committed less than one percent of its annual capital plan.

Preliminary Ten-Year Strategy

The Preliminary Ten-Year Capital Strategy provides \$1.6 billion in Fiscal 2014 – 2023 in capital funding for projects overseen and managed by DCAS.



Note: Not included in the Preliminary Ten-Year Capital Strategy is funding for the current fiscal year. It is expected that a significant percentage of current year capital planned commitments will not be committed and will be rolled into Fiscal 2014.

The Department's Capital funding is divided into nine categories which are described below.

Construction and Renovation of Court Facilities

The Preliminary Ten-Year Capital Strategy provides \$389.3 million for the construction and renovation of various court facilities. This includes \$311.7 million for infrastructure, life safety and local law compliance work; \$26.5 million for heating upgrades; \$12.2 million for boiler upgrades; \$7.7 million for elevator upgrades; \$7.3 million for sidewalk reconstruction; \$6.1 million for American with Disabilities Act compliance; \$5.5 million for interior renovation; \$4.8 million for electrical upgrades; \$4.7 million for roof reconstruction; and \$2.9 million for exterior renovation.

Energy Efficiency and Sustainability

The Preliminary Ten-Year Capital Strategy includes \$653.3 million over the ten-year period to fund energy efficiency projects, including \$3.3 million for energy system upgrades at the NY Hall of Science and the Central Park Zoo.

Rehabilitation and Renovation of City-Owned Office Space

The Preliminary Ten-Year Capital Strategy provides \$198.6 million for the management of public buildings. Included are major rehabilitation projects for exterior stabilization; mechanical, plumbing, and electrical systems; heating, ventilation, and air conditioning (HVAC) systems; and boiler plant replacements at selected buildings, citywide. The Preliminary Ten-Year Capital Strategy provides \$17.3 million for the renovations of the Manhattan Municipal Building, \$19.8 million for the Brooklyn Municipal Building, \$4.3 million for the Queens Borough Hall, \$5.9 million for the Staten Island Borough Hall, and \$3.4 million for the Bergen Building in the Bronx.

Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates represents \$176.3 million of the Preliminary Ten-Year Capital Strategy. Legally mandated work will include \$89.5 million for projects that ensure compliance with Local Law 5 (fire and life safety), \$58.8 million for Local Law 11 facade upgrades, \$10.4 million for Americans with Disabilities Act projects, and \$2.5 million for asbestos and lead abatement.

Renovation of Leased Space

The Preliminary Ten-Year Capital Strategy provides \$103.3 million for leased space renovations. Funding is primarily for agency office consolidations and office space needs when city-owned facilities are not available. The Preliminary Ten-Year Capital Strategy provides \$9.0 million for agencies relocating from 346 Broadway to leased space as a result of the Civic Center Plan. The Preliminary Ten-Year Capital Strategy also provides \$9.6 million for renovations of warehouse space in Brooklyn used by Department of Youth and Community Development and Department of Investigation.

Equipment and Interagency Services

The Preliminary Ten-Year Capital Strategy provides \$31.7 million for the DCAS information systems infrastructure.

Miscellaneous Construction

The Preliminary Ten-Year Capital Strategy provides \$6.4 million for construction in non-City owned facilities, including \$2.4 million for renovations at space operated by Legal Services of New York City.

Board of Elections Modernization

The Preliminary Ten-Year Capital Strategy provides \$2.4 million for Board of Elections modernization.

Rehabilitation of Waterfront Properties

The Preliminary Ten-Year Capital Strategy includes the reconstruction of DCAS-managed waterfront properties. DCAS has \$30.5 million allocated for pier and bulkhead reconstruction over the ten-year period.

Appendix A: Budget Actions in the November and Preliminary Plans

<i>Dollars in Thousands</i>	FY 2013			FY 2014		
	City	Non-City	Total	City	Non-City	Total
DCAS Budget as of Adopted FY 2013 Plan	\$211,361	\$982,868	\$1,194,229	\$216,101	\$982,868	\$1,198,969
Program to Eliminate the Gap (PEGs)						
PS Funding Shift: 53 positions City to State	(1,802)	-	(1,802)	(1,802)	-	(1,802)
Elimination of 19 vacant or attrited positions	(1,061)	-	(1,061)	(1,577)	-	(1,577)
Lease Audit Savings	(1,500)	-	(1,500)	(1,500)	-	(1,500)
Lease Savings	0	-	0	(347)	-	(347)
Energy Management PS savings	(215)	-	(215)	(309)	-	(309)
Reduce IT Maintenance Support	(75)	-	(75)	(197)	-	(197)
Overtime Reduction	(100)	-	(100)	(150)	-	(150)
Reduction in Printing Expenses	(21)	-	(21)	(100)	-	(100)
Fleet-OTPS Reduction	(131)	-	(131)	(61)	-	(61)
Copier machine Reduction	(25)	-	(25)	(49)	-	(49)
PS Accrual Savings	(394)	-	(394)	0	-	0
330 Jay St Rent Savings	(499)	-	(499)	0	-	0
Funding Shift to ARRA	(430)	-	(430)	0	-	0
TOTAL, PEGs	(\$6,253)	\$0	(\$6,253)	(\$6,092)	\$0	(\$6,092)
New Needs						
Firefighter Exam Consultant	841	-	841	531	-	531
Fleet Mgmt System	832	-	832	653	-	653
Prevailing Wage Increase	820	-	820	820	-	820
Building Code Compliance	421	-	421	982	-	982
DDC to DCAS Transfer	145	-	145	580	-	580
DSNY Physical Exam	-	-	0	123	-	123
IT Maintenance	83	-	83	198	-	198
Civic Virtue Statue	200	-	200	-	-	0
Queens DA Move	256	-	256	-	-	0
PEG Restoration: City Record Printing	1,100	-	1,100	1,100	-	1,100
TOTAL, New Needs	\$4,698	\$0	\$4,698	\$4,987	\$0	\$4,987
Other Adjustments						
Misc City Adjustments	1,852	-	1,852	2,693	-	2,693
Other Categorical Grants and Adjustments	-	(619)	(619)	-	(1,061)	(1,061)
Federal Funding	-	34,890	34,890	-	-	0
Intra-City Adjustments	-	10,224	10,224	-	676	676
Capital IFA	-	(392)	(392)	-	(924)	(924)
State Adjustments	-	2,885	2,885	-	-	0
TOTAL, Other Adjustments	\$1,852	\$46,988	\$48,840	\$2,693	(\$1,309)	\$1,384
TOTAL, All Changes	\$297	\$46,988	\$47,285	\$1,588	(\$1,309)	\$279
DCAS Budget as of Preliminary FY 2014 Plan	\$211,658	\$1,029,856	\$1,241,514	\$217,689	\$981,559	\$1,199,248

Appendix B: DCAS Fiscal 2014 Contract Budget

Category	Number	Budgeted	Pct of DCAS Total	Pct of City Total
Contractual Services General	13	\$8,288,511	22.8%	1.8%
Telecommunications Maintenance	7	\$7,600	0.0%	0.0%
Maintenance and Rep. Motor Vehicle Equip.	40	\$2,214,431	6.1%	16.5%
Maint & Repair, General	105	\$9,286,895	25.5%	8.0%
Office Equipment Maintenance	26	\$172,707	0.5%	1.4%
Data Processing Equipment	15	\$626,908	1.7%	0.3%
Printing Contracts	8	\$622,692	1.7%	2.0%
Security Services	10	\$11,731,107	32.2%	13.1%
Temporary Services	9	\$372,186	1.0%	1.0%
Cleaning Services	7	\$108,115	0.3%	0.5%
Transportation Expenditures	4	\$116,129	0.3%	0.8%
Training Programs for City Employees	17	\$557,873	1.5%	3.6%
Maint. and Operations of Infrastructure	3	\$4,438,887	12.2%	2.4%
Professional Services Accounting and Auditing	1	\$1,000	0.0%	0.0%
Professional Services: Computer Services	6	\$1,025,630	2.8%	1.0%
Professional Services: Other	25	\$1,166,469	3.2%	0.7%
Fiscal 2014 Preliminary Budget	296	\$40,737,140	100%	NA

DCAS' Fiscal 2014 Contract Budget totals \$40.7 million for 296 contracts accounting for less than one percent of the City's total contract budget. Contracts for security service and general maintenance and repair comprise more than half of the Department's contract budget as DCAS is responsible for the maintenance and protection of city-owned infrastructure.