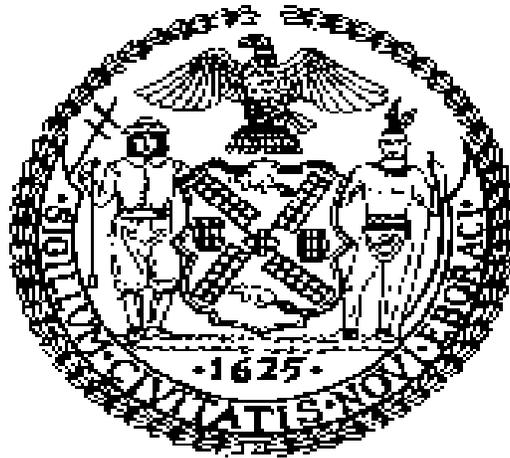


THE COUNCIL OF THE CITY OF NEW YORK

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Speaker of the Council

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Chair, Committee on Finance



Report to the Committee on Finance

Fiscal 2018-2022 Financial Plan Overview

March 5, 2018

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Introduction

On March 5, 2018 the New York City Council will begin its review of the Mayor’s proposed budget for the coming year with the Committee on Finance’s hearing on the Preliminary Budget for Fiscal 2019 (“Preliminary Budget”). As is the tradition, the first testimony offered to the Council will be from the director of the Office of Management and Budget (OMB). While the Financial Plan for Fiscal 2018-2022 (“the Preliminary Plan” or “the Plan”) and the Preliminary Budget present the Administration’s proposals for new spending and estimates of expected revenues and are available for the review, this hearing is the Council’s first opportunity to publicly examine the budget plan.

At the hearing, the Council will seek to understand not only the programmatic changes introduced in the Preliminary Budget, but also will begin its assessment of those changes and the overall, or baseline budget. Oversight of the budget plan will examine both how well the City is preparing for the future and how effectively and efficiently the City delivers services. The Council’s review will assess the priorities presented in the budget plan and how well they align with the needs and interests of New Yorkers. Holding the Administration accountable will ensure that the budget process for Fiscal 2019 concludes with a budget that is reasonable, affordable, and aligned with the public service goals and needs of the City.

This report, one of two prepared for this hearing of the Committee on Finance, provides a historical overview of City spending, reviews a breakdown of the Fiscal 2019 Preliminary Budget, and describes how the City proposes to balance this budget. The report then reviews major components of the City’s budget and describes how the City’s budget is structured. Additionally, the report summarizes significant changes including new spending, headcount changes, and the City’s savings program. Finally, the report concludes with a review of the Miscellaneous Budget. The second report of the Finance Division prepared for today’s hearing, “Economic and Revenue Forecast for the Fiscal 2019 Preliminary Budget,” discusses the City Council Finance Division’s economic and tax revenue forecast and provides a quick snapshot of the City’s economy and the Preliminary Revenue Budget for Fiscal 2019. The Preliminary Capital Budget for Fiscal 2019 and the Preliminary Commitment Plan for Fiscal 2018-2022 will be addressed in a later hearing held jointly with the Subcommittee on Capital Budget.

Preliminary Financial Plan Overview

On February 1, 2018, Mayor de Blasio proposed the first budget of his second term: the \$88.67 billion Fiscal 2019 Preliminary Budget. In his presentation to the City Council, the Mayor outlined a budget that aims to strike a balance between ensuring that New York City is a fair city for all and preparing for real budgetary threats from both the federal government and the State. The Preliminary Budget

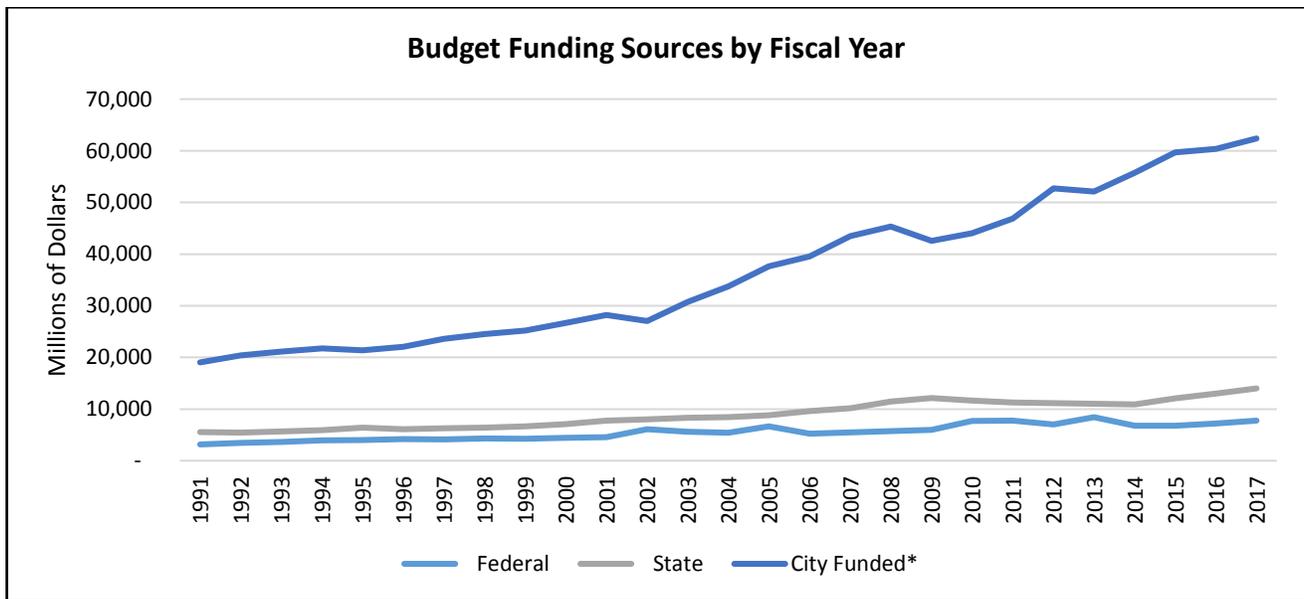


continues the “wait-and-see” practice whereby the City’s Financial Plan is adjusted to match State and federal budgetary and policy changes only once they are enacted. Therefore, the Preliminary Plan reflects neither the Governor’s budget proposals nor the President’s, many of which will eventually affect New York City’s budget. The Plan, however, does show a sensitivity to the City’s anticipated economic position and possible State and federal funding cuts. New spending proposals are modest and are largely offset by savings initiatives.

The Preliminary Budget is \$1.23 billion, or just 1.4 percent, greater than the budget for the current year. However, comparing the City-funded portions of the Preliminary Budget and the Fiscal 2018 Adopted Budget shows a larger \$2.7 billion, or 4.3 percent, increase, meaning that the City will be funding a larger portion of next year’s budget than this year. The budgetary growth proposed for Fiscal 2019 is modest in comparison to the spending increases recorded during the prior four years. In the chart on page 1, the City’s budget has grown each year during the de Blasio Administration, increasing by 20 percent in Fiscal 2019 when compared to Fiscal 2015. The Preliminary Plan projects that the City’s budget will hit \$95.2 billion by Fiscal 2022; \$25.1 billion or 26 percent greater than Fiscal 2015.

Long-Term Budget Trends

As populations increase, so do government budgets. This is certainly the case in New York City, which has seen its budget increase from roughly \$28 billion when Mayor Dinkins negotiated the Fiscal 1991 budget, to the \$88.67 billion planned for Fiscal 2019. Over that same time period, the City’s population increased by more than a million people. However, the City budget has not grown faster than the economy. As a percentage of Gross City Product, the City’s budget has averaged roughly 9.3 percent growth annually since Fiscal 1991, with minimal fluctuation throughout that time.

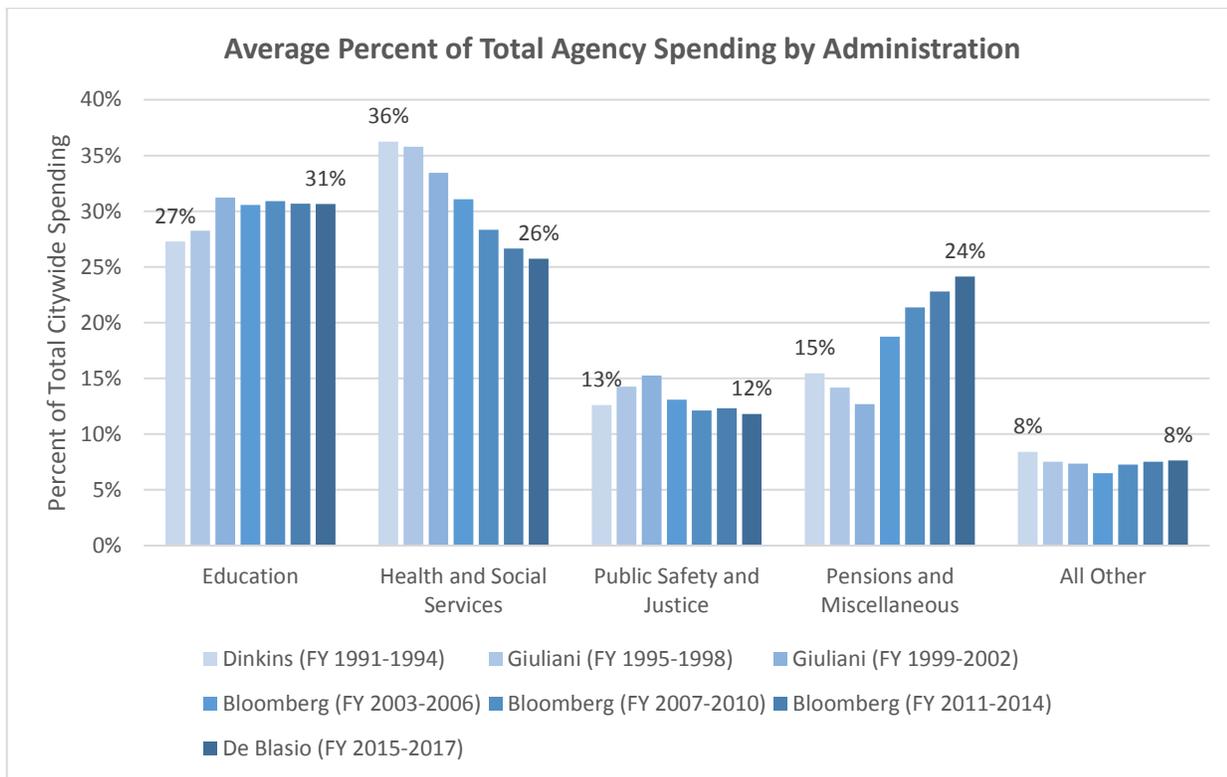


*Includes other categorical grants

Although the City’s overall budget has increased, the mix of City, State, and federal funds that support City operations has changed. The share of funding coming from the State and federal governments has not increased at the same rate as City funds. In Fiscal 1991, the City received more than \$3.1 billion in federal categorical grants and \$5.5 billion in State categorical grants, or 11 percent and 20 percent of the total budget, respectively. By Fiscal 2017, federal categorical grants totaled \$7.7 billion (only nine percent of the total budget) and State categorical grants totaled almost \$14 billion (only

17 percent of the total budget). Thus, the portion of the budget funded directly by the City has increased, from over \$19 billion (69 percent of the total) in Fiscal 1991 to over \$62 billion (74 percent of the total) in Fiscal 2017, as shown above.

As the mix of funding sources supporting City operations has changed over time, so has the allocation of budget resources across City programs. As illustrated in the figure below, as a percentage of the whole budget, City expenditures on social services have been declining for decades. When looking only at total agency spending – total expenditures not including debt service – the changes through time are quite dramatic. The change in the distribution of City spending across functional areas may reflect the different priorities of Mayors, and may also indicate changes in federal and State priorities.¹



Education spending has grown to encompass a much larger share of the City’s budget since Fiscal 1991. Despite the focus on education initiatives, such as universal pre-Kindergarten, community schools, and the “Equity and Excellence” initiatives by the current Administration, the proportion of the City’s budget dedicated to education spending is not higher than that of the administrations in office during the periods of Fiscal 2007-2010 or Fiscal 2011-2014. The proportional growth in education spending occurred through the 1990s and during Mayor Bloomberg’s first term. Just as education spending has grown, the share of the City’s budget reserved for health and social service programs has dropped to just over one-quarter of the budget. Federal policy changes and economic improvements both contributed to the decline. The level of spending on public safety shows more consistency overtime; increases across the Dinkins and Giuliani Administrations reflect the Safe Streets Safe City initiative and the small drop during the last four years is explained by a changed mix of priorities, not by a funding reduction.

¹ For the purpose of this analysis, Total Agency Spending includes all agency expenditures with the exception of debt service.

One of the most significant drivers of the changed mix of City spending is the rising cost of the City's pension obligations. Despite some modifications to the terms of City pensions for employees hired across the time period displayed, mandated pension spending has grown over the years. This is largely due to considerable financial losses during the recessions of 2001 and 2008-2009, which necessitated increased employer contributions.

Financial Plan Overview

Turning to the Preliminary Plan, the Fiscal 2019 Preliminary Budget totals \$88.67 billion. This includes \$64.9 billion in City funds, up four percent from the Fiscal 2018 Adopted Budget. While the Preliminary Plan sees both expenses and revenues increasing steadily, total revenue grows at an average annual rate of 2.2 percent and total expenditures increase by 2.6 percent on average, resulting in outyear budget gaps. The Fiscal 2019 Preliminary Budget is balanced, as is the revised Fiscal 2018 Budget. The Financial Plan Summary table below shows anticipated revenues and expenditures for all years of the Plan as well as the average annual percentage changes in each category of revenue and expenditure.

Fiscal 2019 Preliminary Financial Plan Summary						
<i>Dollars in Millions</i>						
	FY18	FY19	FY20	FY21	FY22	Avg. Annual Change
REVENUES						
Taxes	\$57,294	\$59,999	\$62,223	\$64,582	\$65,623	3.5%
Misc. Revenues	6,995	6,712	6,932	6,964	6,793	(0.7%)
Unrestricted Intergovernmental Aid	-	-	-	-	-	
Less: Intra-City and Disallowances	(2,047)	(1,772)	(1,764)	(1,769)	(1,769)	(3.6%)
Subtotal, City Funds	\$62,242	\$64,939	\$67,391	\$69,777	\$70,647	3.2%
State Aid	14,776	14,968	15,463	15,838	16,251	2.4%
Federal Aid	8,650	7,219	6,973	6,955	6,939	(5.4%)
Other Categorical Grants	1,098	870	860	855	855	(6.1%)
Capital Funds (IFA)	674	670	606	605	605	(2.7%)
TOTAL REVENUES	\$87,440	\$88,666	\$91,293	\$94,030	\$95,297	2.2%
EXPENDITURES						
Personal Services	\$46,835	\$49,051	\$50,714	\$52,033	\$52,558	2.9%
Other Than Personal Services (OTPS)	37,621	35,617	35,599	35,842	36,173	(1.0%)
Debt Service	6,412	7,089	7,664	8,127	8,815	8.3%
General Reserve	300	1,000	1,000	1,000	1,000	35.1%
Capital Stabilization Reserve	-	250	250	250	250	
Less: Intra-City	(2,132)	(1,757)	1,749)	(1,754)	(1,754)	(4.8%)
Spending Before Adjustments	\$89,036	\$91,250	\$93,478	\$95,498	\$97,042	2.2%
Surplus Roll Adjustment (Net)	(1,596)	(2,584)				
TOTAL EXPENDITURES	\$87,440	\$88,666	\$93,478	\$95,498	\$97,042	2.6%
Gap to be Closed	-	-	(\$2,185)	(\$1,468)	(\$1,745)	

Source: OMB February 2018 Financial Plan for Fiscal Years 2018-2022

The November 2017 Financial Plan carried a \$3.18 billion budget gap for Fiscal 2019 and total expenditures of \$91.1 billion. In order to balance the budget in Fiscal 2019, the Preliminary Plan draws down the Fiscal 2018 General Reserve from \$1.2 billion to \$300 million and the Capital Stabilization Reserve from \$250 million to zero. Rather than commit this \$1.15 billion as reserves, the Preliminary Budget rolls these funds into Fiscal 2019 to reduce the Fiscal 2019 gap. Other adjustments to the Fiscal 2018 and Fiscal 2019 revenue and spending projections combine with the reserves takedown to eliminate the Fiscal 2019 budget gap.

Closing the Gap		
<i>Dollars in Millions</i>		
	FY18	FY19
Gap as of November 2017 Financial Plan	\$0	(\$3,176)
Revenue Budget Changes		
Tax Revenues, net of audits	\$252	\$105
Audits	\$449	\$335
Other Revenues	\$248	\$28
SUBTOTAL	\$949	\$468
Expense Budget Changes		
Agency Expense Changes	\$384	\$366
Pensions	\$3	\$54
Labor Reserves	(\$40)	(\$75)
Citywide Savings Program	(\$432)	(\$469)
Takedown of General Reserve	(\$900)	\$0
Takedown of Capital Stabilization Reserve	(\$250)	\$0
Re-estimate of Prior Years' Expenses & receivables	(\$400)	\$0
SUBTOTAL	(\$1,635)	(\$124)
TOTAL: Gap Before Prepayments	\$2,584	(\$2,584)
FY 2018 Prepayment of FY2019 Expenses	(\$2,584)	\$2,584
NEW GAP in Preliminary Financial Plan	\$0	\$0

Does not include intra-fund capital spending or intra-city revenues

While the November 2017 Financial Plan was balanced for Fiscal 2018, the Preliminary Plan estimates that the Fiscal 2018 Budget includes a surplus of \$2.58 billion and reallocates that excess to Fiscal 2019 to balance both years. It is common to see a surplus for the current year in a preliminary budget. However, the Fiscal 2018 surplus is \$1.3 billion² less than in the previous year, indicating a drawdown of end-of-year reserves to balance the budget.

Besides bringing down reserves, the budget is balanced in large part through the Citywide Savings Program and re-estimations of expenses and revenues. The table to the left, "Closing the Gap", shows the

breakdown among these items. Most of the change in taxes is due to the property tax alone, which is estimated to generate \$268 million more in Fiscal 2018, compared to the November Plan. Revenues from audits are now expected to be \$449 million greater than in the November Plan. The Citywide Savings Plan includes an array of initiatives across City agencies that both decrease expenses and increase revenue. These initiatives range from hiring delays and efficiencies, to new programs such as the "Property Image Capture" program by the Department of Finance, which is estimated to increase revenues over \$53 million a year each year after Fiscal 2018.

There are several ways of measuring the available total level of budgetary reserves.³ "Reserves in Plan" and "End-of-Year Reserves" are two measures often used in the discussions of the City budget:

Reserves in Plan = Current Year General Reserve + Current Year Capital Stabilization Reserve + Retiree Health Benefit Trust⁴ (RHBT) balance.

- Fiscal 2019 Reserves in Plan = \$5.5 billion

End-of-Year Reserves = End-of-year Budget Stabilization Account (Surplus Roll) + Bond defeasances + end-of-year RHBT balance.

- Fiscal 2017 End-of-Year Reserves = \$8.4 billion
- Fiscal 2018 End-of-Year Reserves = \$7.1 billion
- Reserves used to balance Fiscal 2018 = \$1.3 billion.

OMB prefers the Reserves in Plan measure. The \$5.5 billion figure derived from such measure came up in discussion during the Mayor's and Speaker's testimonies on Governor Cuomo's Fiscal 2019

² This number assumes the \$300 million in the General Reserve for Fiscal 2018 is rolled to the following year.

³ For a detailed discussion of the City's numerous reserves and a Finance Division analysis of the appropriateness of the total size of reserves, see the City Council Revenue Note, "Budget Reserves: How Much Does New York City Need?"

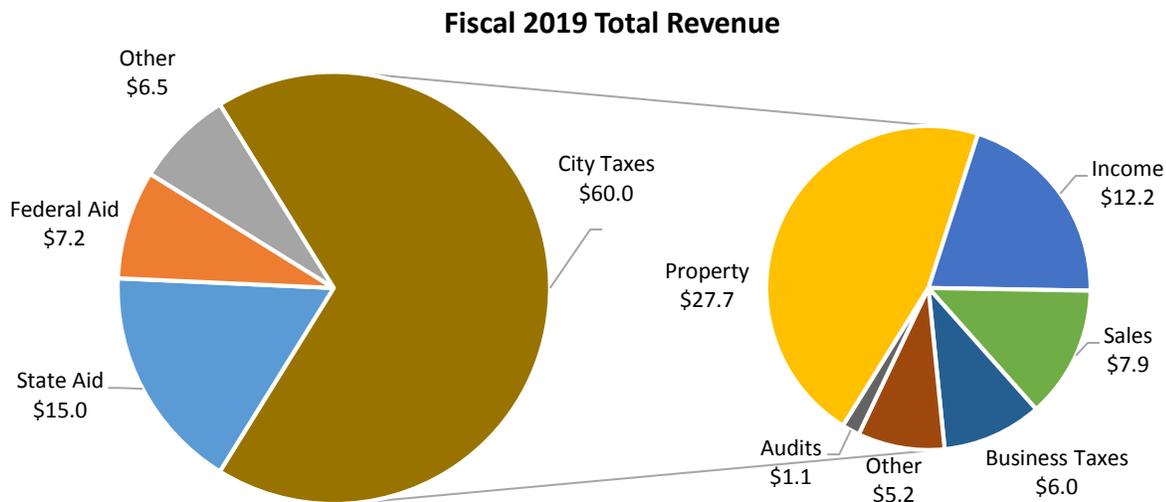
⁴ The Retirement Health Benefit Trust (RHBT) was created at the end of Fiscal 2006 with the intention of helping offset "Other Post-Employment Benefits" (OPEB) liabilities. The amount in the fund does not appear in the financial plan. However, it is reported in the Comprehensive Annual Financial Report. Appropriations to the plan are a part of the Miscellaneous Budget.

Executive Budget proposal. This measure is useful because it prepares for contingencies by leaving uncommitted funds in the financial plan. The Council’s Finance Division prefers to use the End-of-Year Reserves measure because it is more useful in understanding the way reserves were actually used over the past 20 years. By the Division’s measure, the City ended Fiscal 2017 with \$8.4 billion on hand and the Preliminary Financial Plan projects that the City will end Fiscal 2018 with \$7.1 billion. In other words, the City will use \$1.3 billion of its reserves, using the End-of Year Measure, to balance the budget in Fiscal 2018.

Fiscal 2019 Preliminary Budget

Revenue Budget

Revenue in Fiscal 2019 will total roughly \$88.67 billion, 2.2 percent higher than Fiscal 2018. Revenues come from a handful of sources, including local taxes, miscellaneous revenues, and State and federal categorical grants, as shown below.



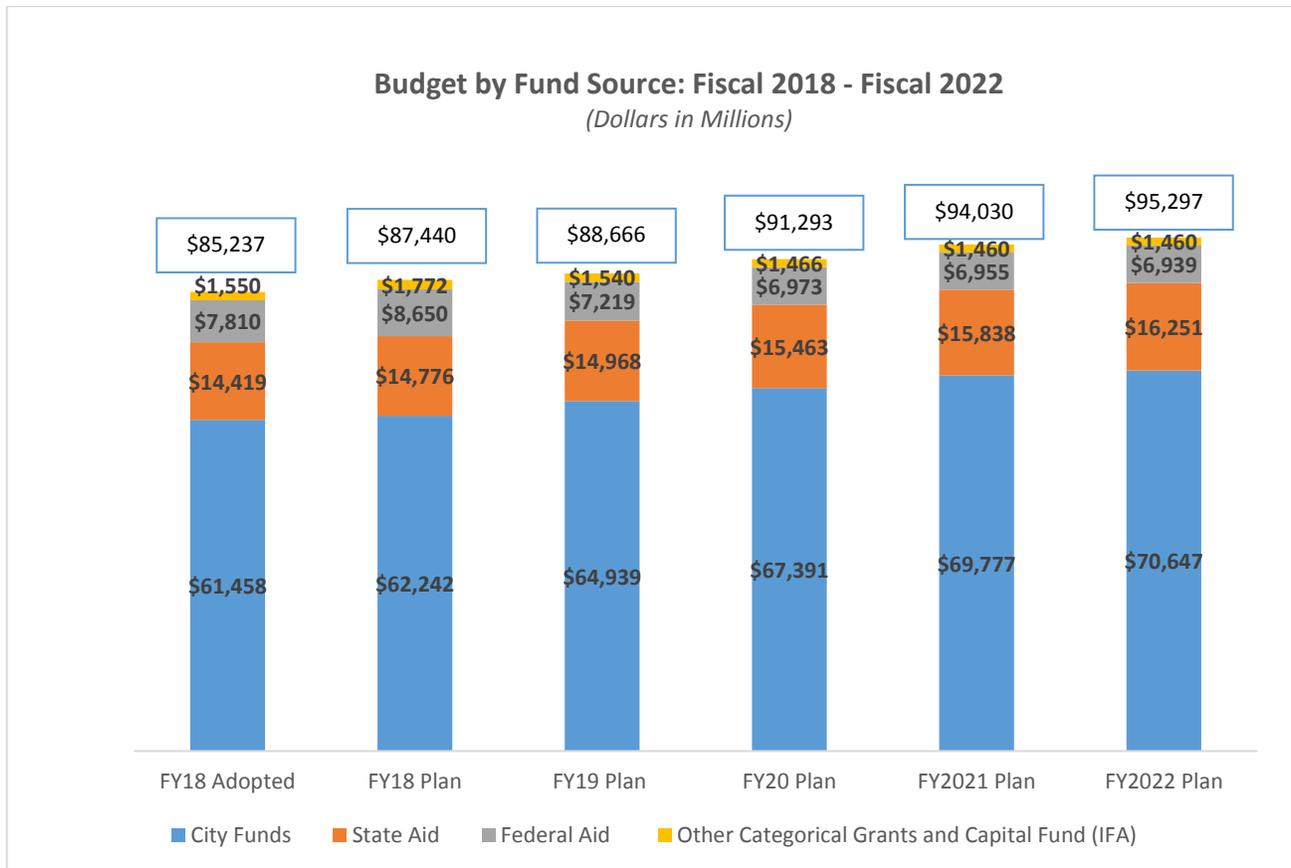
City taxes in Fiscal 2019 will total \$60 billion, up 3.5 percent from Fiscal 2018. The property tax is the largest share, approximately 46 percent, and the personal income tax is the second largest share at 20 percent. For a detailed discussion of the Revenue Budget, see the “Economic and Revenue Forecast for the Fiscal 2019 Preliminary Budget” report from the Finance Division, released simultaneously with this report.

Expense Budget

The City’s Fiscal 2019 Preliminary Budget also totals \$88.67 billion, an increase of \$3.4 billion when compared to the Fiscal 2018 Adopted Budget and \$1.2 billion when compared to the Fiscal 2018 Budget as of the Preliminary Plan. As displayed in the chart below, the planned spending growth is supported mostly by a City funds increase of \$2.6 billion from the current Fiscal 2018 Budget. The City funds increase totals \$3.4 billion from the Fiscal 2018 Adopted Budget to the Fiscal 2019 Preliminary Budget.

Aside from City funds, the projected changes in the levels of all other funding sources in the Fiscal 2019 Preliminary Budget from Fiscal 2018 are more modest. The 20 percent drop in federal revenue from the current Fiscal 2018 budget is largely attributable to the budgeting practice whereby OMB recognizes certain federal grants on a one-year basis during the course of the current fiscal year. The \$591 million drop in federal funding from the Fiscal 2018 Adopted Budget to Fiscal 2019 primarily is

due to federal funding to support the New York Police Department (NYPD) and the Department of Youth and Community Development (DYCD) Summer Youth Employment Program (SYEP) that has not yet been recognized for Fiscal 2019. The gradual increase projected for State aid during the course of the Plan is due mostly to the assumption that State school aid for the Department of Education (DOE) will grow.



Overall, the proposed increase in Fiscal 2019 spending is the net impact of personal service (PS) spending growing by \$2.5 billion, other than personal service (OTPS) decreasing by \$595 million, and debt service payments increasing by \$1.4 billion. A review of the City’s debt service plan is presented in the “Economic and Revenue Forecast for the Fiscal 2019 Preliminary Budget” report. The discussion of PS and OTPS spending that follows below excludes debt service as well as revenues and does not account for intra-City transfers.

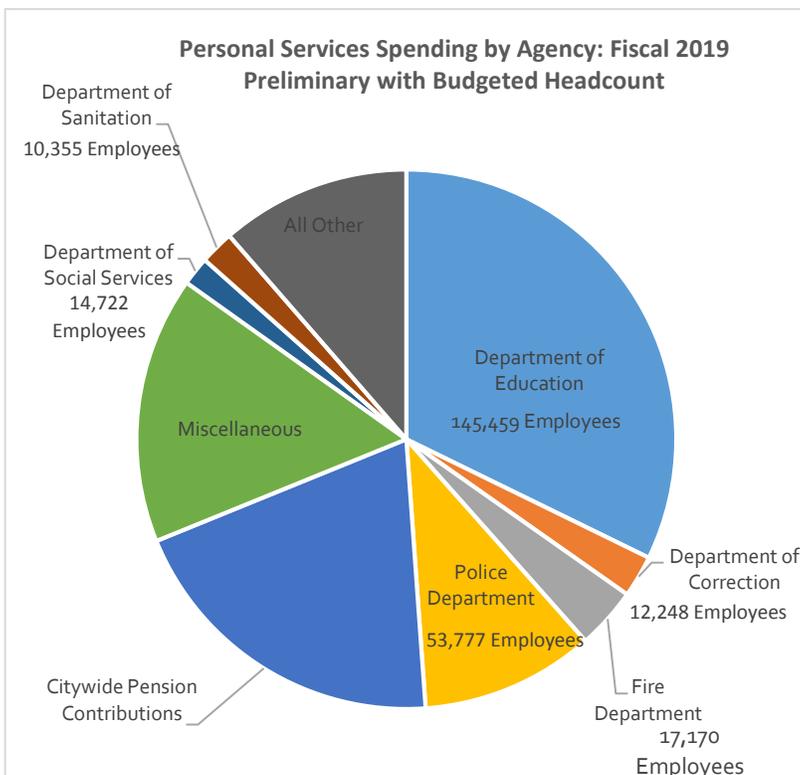
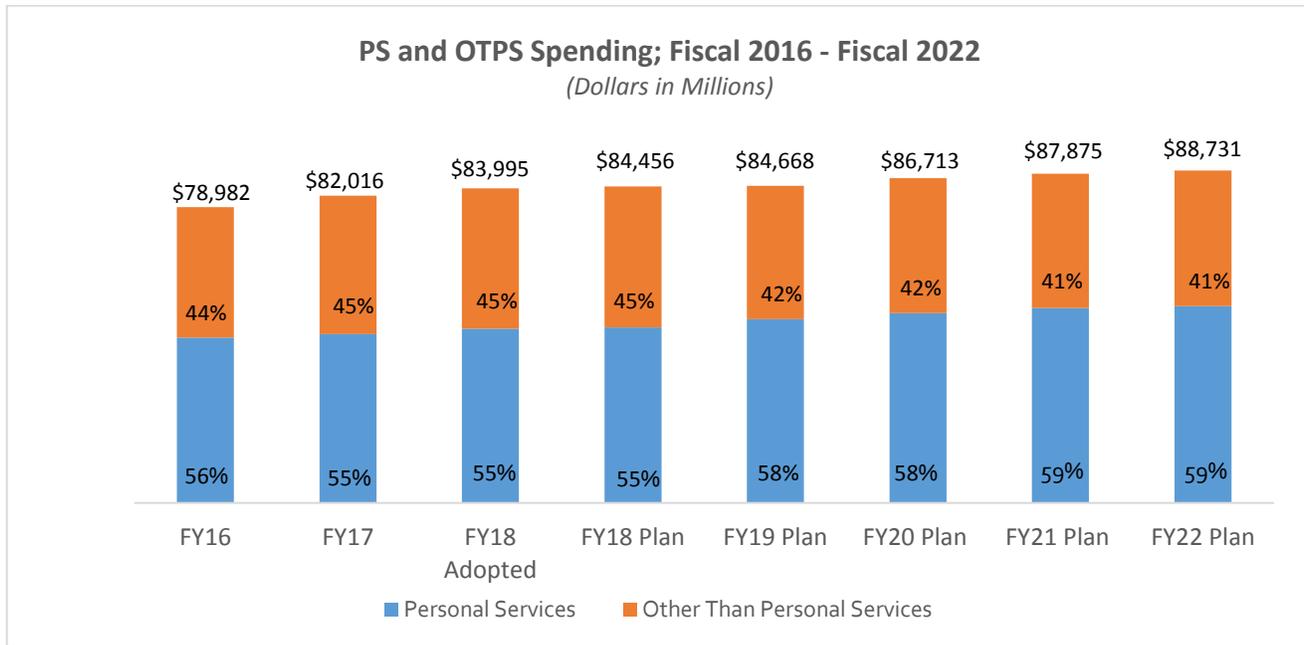
PS Spending

PS expenditures, which includes salaries, wages, and fringe benefits, and OTPS spending, which includes supplies, contracts, public assistance, medical assistance, and other non-PS related expenditures, continue to increase steadily year-over-year. The Fiscal 2019 Preliminary Budget for PS and OTPS totals \$85.9 billion,⁵ of which approximately 58 percent is for PS and 42 percent is for OTPS. As indicated by the graph below, PS spending has grown as a share of the City’s budget from approximately 56 percent in Fiscal 2016 to 58 percent in Fiscal 2019.

To show how the Preliminary Budget allocates the PS budget by service area, the chart and table below display PS spending and budgeted headcount by agency. The Fiscal 2019 Preliminary budgeted

⁵ This number was arrived at by subtracting debt service, the General Reserve, and the Capital Stabilization Reserve allocations, after adjusting for intra-City transfers, from the total \$88.67 billion Fiscal 2019 Preliminary Budget.

headcount, which is comprised of civilian, uniform, full-time equivalents (FTE) employees, and pedagogical positions, totals 330,224 employees. Of all the City agencies, DOE has the largest PS budget, totaling \$15.8 billion, as well as the largest workforce, with more than 145,000 employees, or 44 percent of the City’s entire workforce.



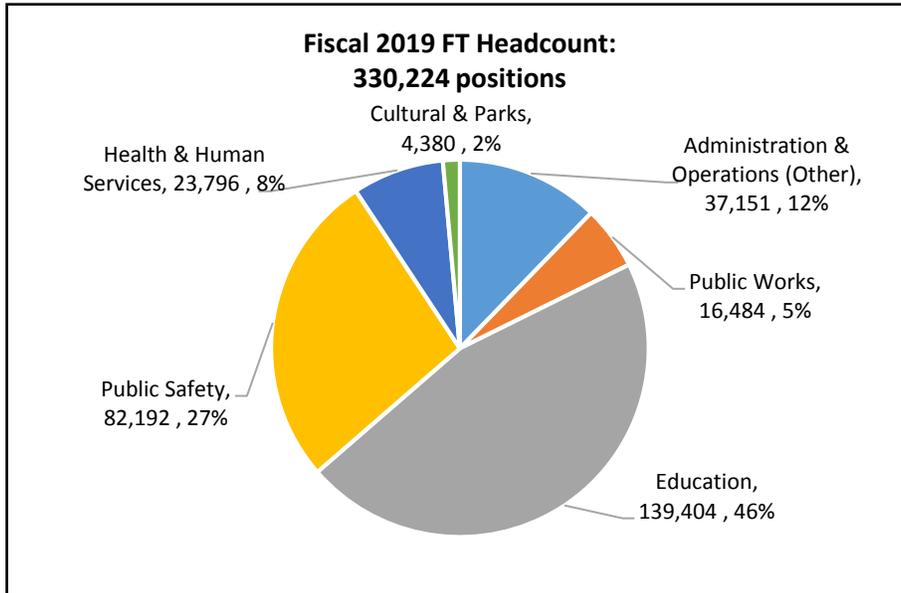
Fiscal 2019 PS Budget by Agency

Dollars in millions

Agency	Budget	Percent of City's Budget
Department of Education	\$15,813	32%
Citywide Pension Contributions	9,801	20
Miscellaneous	7,856	16
All Other	5,585	11
Police Department	5,106	10
Fire Department	1,811	4
Department of Correction	1,234	3
Department of Sanitation	998	2
Department of Social Services	841	2
TOTAL	\$49,051	

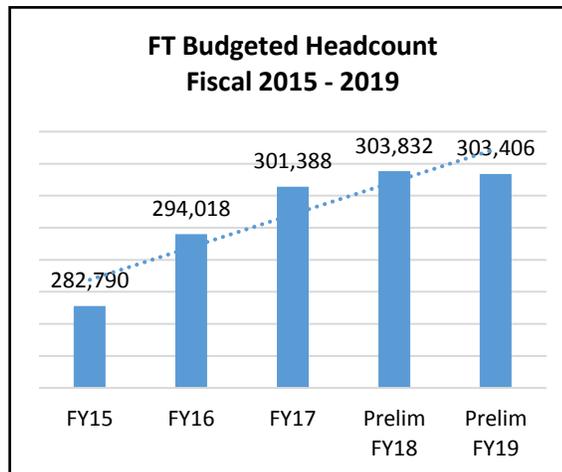
Citywide Budgeted Headcount

The City’s Fiscal 2019 PS Budget of \$46.4 billion supports 303,406 full-time budgeted positions and 26,818 FTE positions. Of these totals, 83.6 percent of the full time positions and 92.3 percent of the FTE’s are City funded. Education and public safety workers comprises 73 percent of the City’s workforce. The appendix “Budgeted Headcount” on page 22 provides a complete budgeted headcount list by agency.



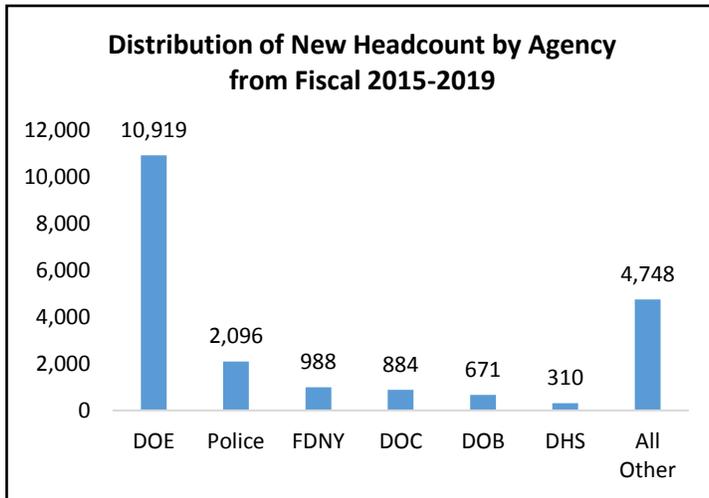
Since Fiscal 2015, the City’s headcount has increased by 20,616 full-time positions, or 7.3 percent. The number of budgeted FTE positions has increased by 269 positions during the same period, representing an increase of just one percent. The graph below shows the increase in full-time headcount since Fiscal 2015.

- Major Employee Groups**
- Education:
77,446 teachers
 - Public Safety:
35,941 police officers
10,946 firefighters
9,967 correction officers
 - Public Works:
7,634 sanitation workers
 - Human Services:
14,714 DSS workers.



Agencies with the Largest Headcount Growth

Although education and public safety agencies have seen the largest increase in raw totals since Fiscal 2015, this growth is proportional to the overall growth of the City’s headcount. Both sectors maintain the same overall percentage of the City’s workforce when compared to Fiscal 2015.



- Headcount Highlights**
- **Police:** Over 1,300 police officers added since the Council’s Patrol Enhancement Initiative in Fiscal 2016.
 - **DOC:** Increase largely attributed to the 14-Point Reform Plan.
 - **FDNY:** Firefighter hiring freeze lifted and Increased staff for Emergency Medical Services (EMS).
 - **DOB:** One City Built to Last Initiative – added building inspectors.
 - **DHS:** Added significant shelter staff and security to address increase in homelessness.
 - **DOE:** School funding increase and launch of Pre-K for All.

Headcount Changes since Adoption

Since adoption of the Fiscal 2018 budget, the Fiscal 2019 budgeted headcount has grown by 681 positions, which is the net effect of increases and decreases included in the November 2017 and Preliminary Financial Plans. In the November Plan, a net total of 333 positions were added, compared to the Preliminary Plan where a net total of 393 positions were added.

In the November Plan, the Department of Environmental Protection (DEP) saw the largest increase, adding 111 positions through a technical adjustment using existing funds. Also of note, the Department of Citywide Administrative Services’ (DCAS) headcount increased by 33 administrative positions related to exam proctoring.

In the Preliminary Plan, the largest headcount increase is for the Department of Correction (DOC), adding 236 positions, including 186 additional correction officers. The Department of Buildings (DOB) adds 221 positions, including 145 positions for the DOB Construction Site Safety and Training Compliance Program. The Fire Department (FDNY) adds 64 positions, including 36 positions for the joint Fire/Emergency Medical Services (EMS) dispatch Bureau of Communications. The Preliminary Plan also introduced a Rat Mitigation initiative to combat the rat infestation in the City, which adds 63 positions across several City agencies. The Plan includes a technical adjustment that recognizes Urban Areas Security Initiative (UASI) federal aid and adds 120 positions to the Department of Emergency Management (NYCEM). These increases are offset by headcount decreases introduced in the Preliminary Plan. The single largest decrease is the reduction of 698 positions at DOC associated with the closing of the George Motchan Detention Center on Rikers Island. The Plan also eliminates 12 vacant administrative positions in the NYPD.

Salaries, Wages, and Fringe Benefits

While the Financial Plan includes a modest increase in budgeted headcount for Fiscal 2019, the City anticipates spending over \$27 billion on salaries and wages in Fiscal 2019, an increase of 4.8 percent from Fiscal 2018. Spending on salaries and wages will increase by an average of 1.3 percent annually through Fiscal 2022. These projections include wage adjustments from previous rounds of collective

bargaining that have been implemented, as well as one percent annual wage increases for employees in the years beyond the current rounds of collective bargaining.⁶

Total appropriations for various fringe benefits are not easy to decipher from the Financial Plan as they are listed in numerous places. For example, determining what the City contributes towards Social Security benefits for its employee requires looking at the budgets of DOE and the City University of New York (CUNY), as well as the Miscellaneous Budget, which contains fringe benefit expenditures for employees and retirees of mayoral agencies. Determining total appropriations for other fringe benefits – such as supplemental employee welfare benefits – can be even more of a challenge.

Besides pension contributions, total spending on fringe benefits will reach \$10.7 billion in Fiscal 2019, an increase of 12 percent from this year. Costs vary depending on the benefit and the Financial Plan shows considerable cost increases for many of these benefits, as outlined below.

Fringe Benefit Expenditures as of the Preliminary Plan (Excluding Pensions)

<i>Dollars in Millions</i>	Fiscal 2018	Fiscal 2019	Percent Change
Health Insurance	\$5,900	\$6,830	16%
Social Security	1,949	2,050	5%
Supplemental Welfare Benefits	1,108	1,163	5%
Worker's Compensation	317	343	8%
Annuity Contributions	119	119	0%
Allowance for Uniforms	73	72	(2%)
Worker's Compensation - Uniformed	37	41	12%
Unemployment Insurance	36	36	2%
Other Fringe Benefits	22	12	(45%)
Faculty Welfare Benefits	12	12	0%
Disability Insurance	1	1	0%
Total	\$9,572	\$10,678	12%

Health Insurance costs will reach \$6.8 billion in Fiscal 2019, an increase of 15.8 percent from the current year. The City's Miscellaneous Budget will see health insurance expenses increase by 21.4 percent, from \$3.6 billion in Fiscal 2018 to roughly \$4.3 billion in Fiscal 2019. Health insurance expenditures for employees and retirees of DOE will approach \$2.5 billion in Fiscal 2019, an increase of 7.4 percent.

One area of concern in the Financial Plan is Other Post-Employment Benefits (OPEB), the program for retirees and their dependents that provides current year health insurance, Medicare Part B premium reimbursements, and welfare fund contributions. Strikingly, from Fiscal 2018 to Fiscal 2019, the City contribution for retiree health insurance at mayoral agencies is expected to increase 40 percent, from approximately \$1.2 billion to nearly \$1.7 billion.

Pensions

Pension expenses in the Plan reflect the impact of Fiscal 2017 investment returns of 12.95 percent (net of investment fees) – higher than the assumed actuarial rate of seven percent. This resulted in reductions in the City's required contribution of \$140 million, \$280 million, \$420 million, and \$560 million in Fiscal 2019 through 2022, respectively.

Other adjustments included in the Plan include \$50 million annually in Fiscal 2019 through 2022 reflecting the prefunding cost of the Tax-Deferred Annuity (TDA) Fixed Funds Program for which certain members of the Teachers Retirement System and Board of Education Retirement System are eligible. Smaller adjustments have also been made for changes in wage growth assumptions,

⁶ 90 percent of contracts for the city's unionized workforce will expire by the end of the calendar year.

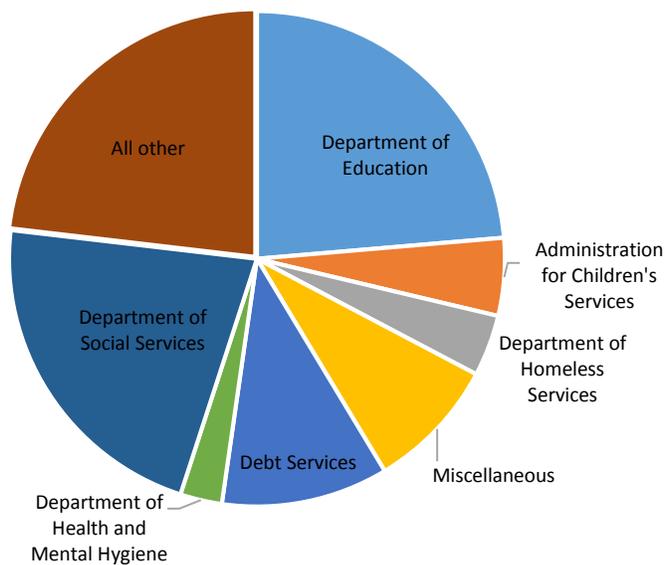
administrative expenses, and headcount changes. Total projected pension expenses are shown below.

Total Pension Contributions					
<i>Dollars in Millions</i>	FY18	FY19	FY20	FY21	FY22
Pension Expenses	\$9,590	\$9,802	\$9,764	\$9,678	\$9,882
Percent of City Funds	15.4%	15.1%	14.5%	13.9%	14.0%
Percent of Total Revenue	11.0%	11.1%	10.7%	10.3%	10.4%

OTPS Spending

OTPS spending in Fiscal 2019 Preliminary totals \$35.6 billion. Like overall PS spending for Fiscal 2019, DOE has the largest proportion of the City’s total OTPS budget, totaling \$9.7 billion, or 27 percent. After DOE, the Department of Social Services (DSS)/Human Resources Administration (HRA) has the second largest OTPS budget, totaling \$9 billion, or 25 percent. The largest overall component of OTPS spending is contractual services, and DOE and the human services agencies – Department of Social Services/Human Resources Administration, the Department of Homeless Services (DHS), and the Administration for Children’s Services (ACS) – drive this spending.

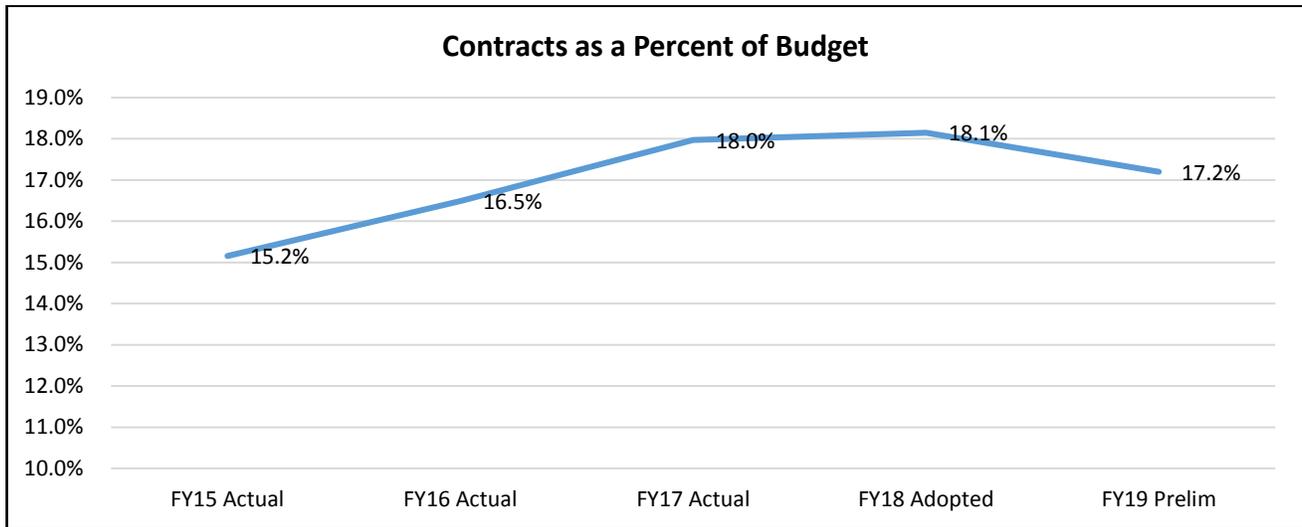
OTPS Spending by Agency - Fiscal 2019 Preliminary Budget



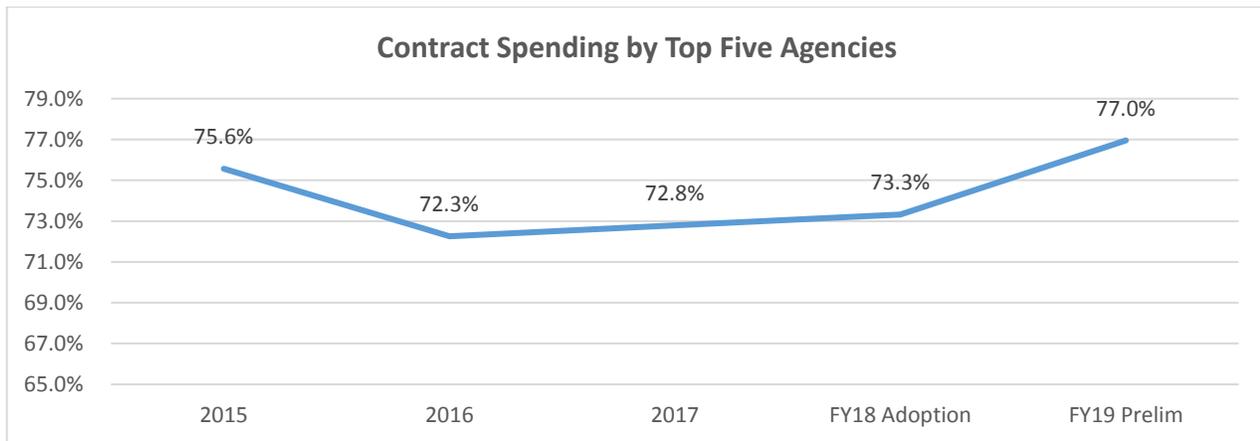
OTPS Spending by Agency Dollars in millions		
Agency	FY 19 Budget - OTPS (\$ in millions)	Percent of City's Overall Fiscal 2019 OTPS Budget
Department of Education	\$9,781	27%
Department of Social Services	9,041	25
All other	3,823	23
Miscellaneous	3,582	10
Administration for Children's Services	2,095	6
Department of Homeless Services	1,659	5
Department of Health and Mental Hygiene	1,128	3
TOTAL	\$35,617	

Contract Budget

The contract budget is a subset of the City’s OTPS Budget and represents the outsourcing of the delivery of public services such as student instruction, child care, and employment training, and contractual services used to support the operation of the City government, such as information technology services, cleaning, and legal services. The Preliminary Fiscal 2019 Contract Budget is approximately \$15.6 billion, representing 17 percent of the City’s total budget. Over the last five years, the contract budget has increased from less than 15 percent, to more than 18 percent, of the total budget, which is where it stands now.



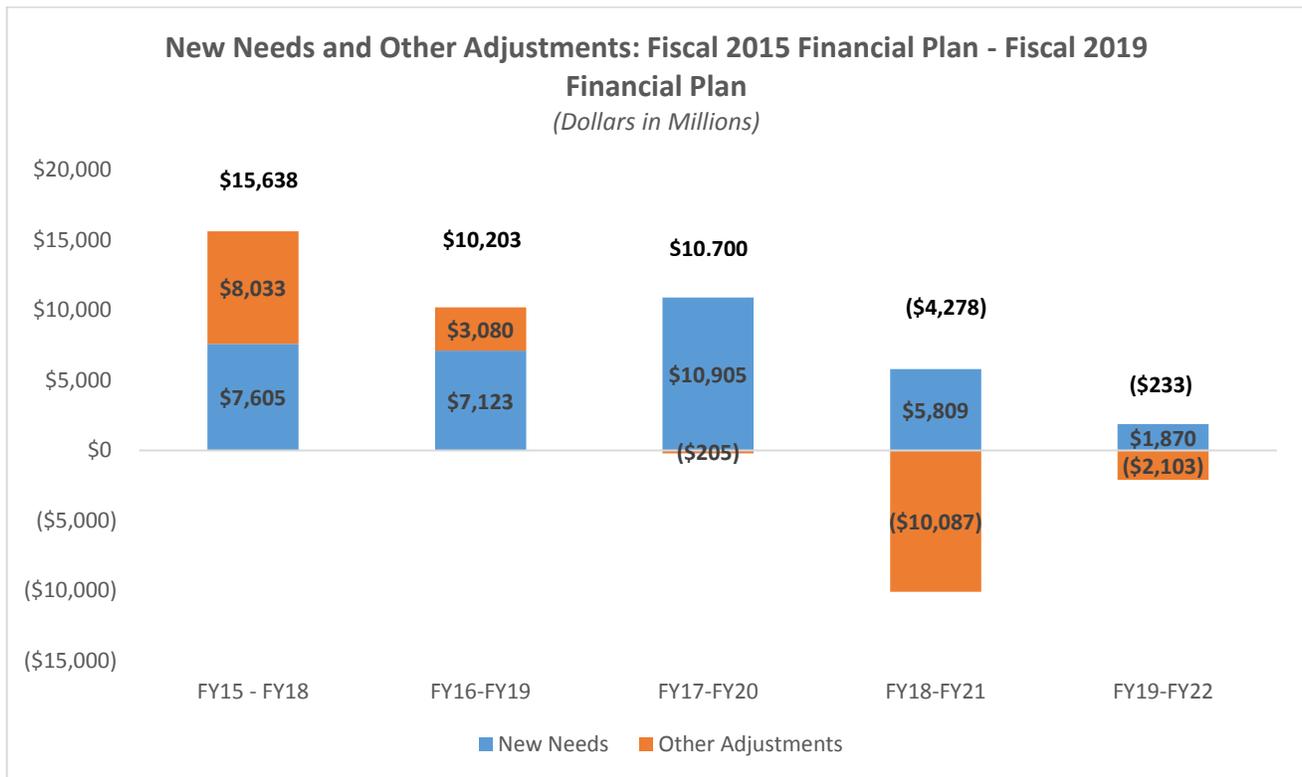
Five agencies comprise the majority of the City’s total contract budget, providing either human services or education services, demonstrating the City’s reliance on outsourcing to deliver these services effectively to the public. The five agencies that house the largest contract budgets are the DOE, DHS, ACS, the Department of Health and Mental Hygiene (DOHMH), and DSS/HRA. Collectively their contract budgets represent approximately 77 percent of the total Fiscal 2019 Preliminary Contract Budget.



The growth of the share of the contract spending attributable to the top-five agencies reflects both a growth in spending and in costs paid to human service vendors. During the first term of the de Blasio Administration, with the support of the Council, funding for the City’s human services providers has increased significantly in order to increase wages, right-size contracts, and adequately cover vendors’ overhead costs. Beginning in Fiscal 2016, the budget has included additional annual funding of \$54 million to ensure workers for the City’s human services vendors receive a fair and living wage. The Fiscal 2018 Adopted Budget included an additional \$21 million in Fiscal 2018, increasing to \$84 million by 2021, for human services providers to address increases in non-personnel operating costs. Additionally, the Adopted Budget included baseline funding of \$45 million to develop and implement operating principles to use as a model for developing a schedule to adjust provider budgets. One of the largest single contract types that has pushed spending upward is charter schools. Funding for such schools has grown from \$1.3 billion in Fiscal 2015 to \$2 billion in Fiscal 2019.

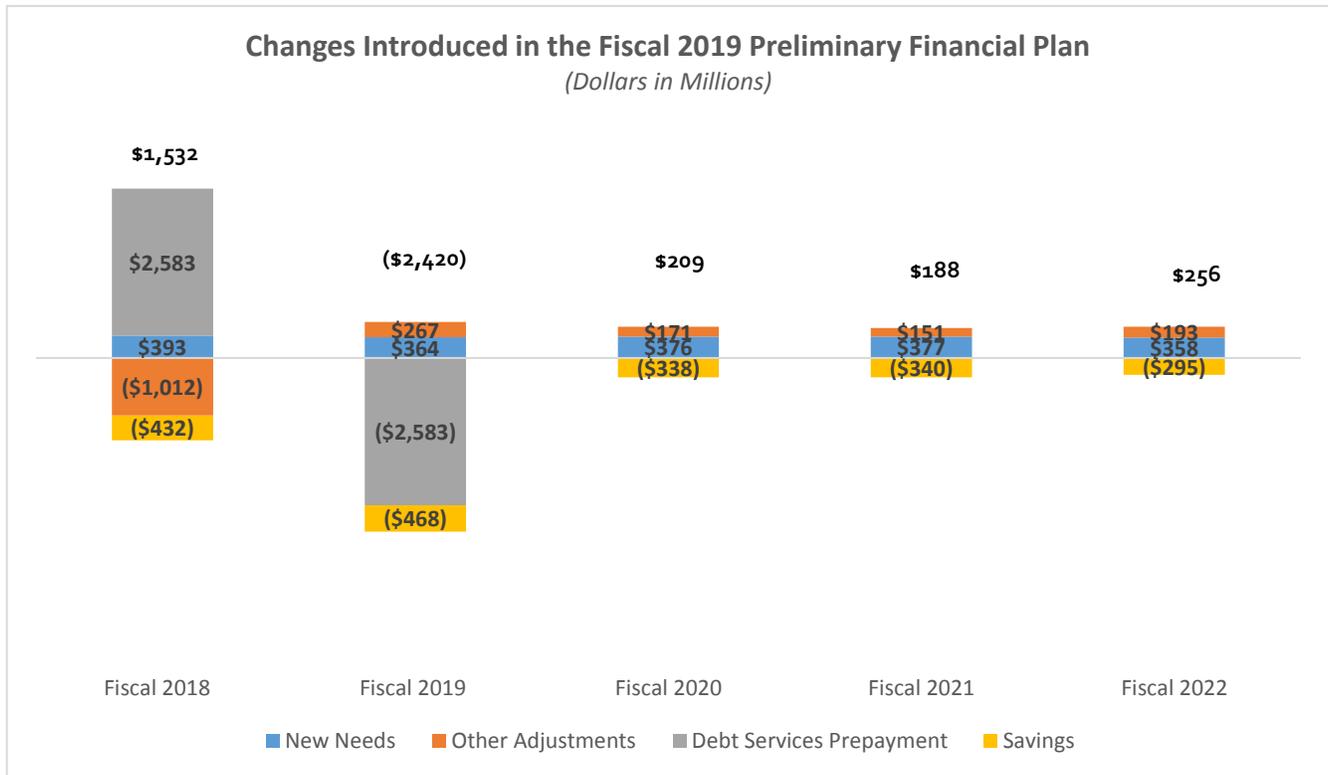
Preliminary Financial Plan Actions

The City’s budget, reflecting shifting priorities and public service needs, has changed significantly during the past four years. Over \$33.3 billion in new need spending has been added to the City’s budget since the Mayor de Blasio’s first financial plan released in February 2014, which introduced the Fiscal 2015 Preliminary Budget. About 30 percent of this new spending was introduced in the Fiscal 2017 Financial Plans (February 2016 through November 2016), which span Fiscal 2017 to Fiscal 2020, to support the DOE, DSS/HRA, DHS, and DOC. The cumulative value of all new needs and other adjustments (which includes savings) for each fiscal year introduced since the Fiscal 2015 Preliminary Budget to this Preliminary Plan are displayed in the next graph. This shows the relatively modest size of the changes introduced in the Fiscal 2019 Preliminary Budget.



As the graph above shows, overall, the Preliminary Financial Plan introduces minimal changes to the Fiscal 2019-2022 budgets compared to previous financial plans. Total new need funding across the five years totals \$1.9 billion, while other adjustments account for an overall decrease in spending of \$230 million, and the Citywide Savings Program further adjusts spending by \$1.8 billion.

Compared to previous fiscal years, new needs spending introduced in Fiscal 2019 and spanning across the five-year plan is relatively modest. The economic outlook and the federal and State funding uncertainties have encouraged a more cautious Financial Plan. The single largest new need in Fiscal 2019 and in the outyears is for homeless shelter, totaling \$804.5 million across the five-year plan, or 43 percent of the \$1.9 billion in new needs from Fiscal 2019 to Fiscal 2022.



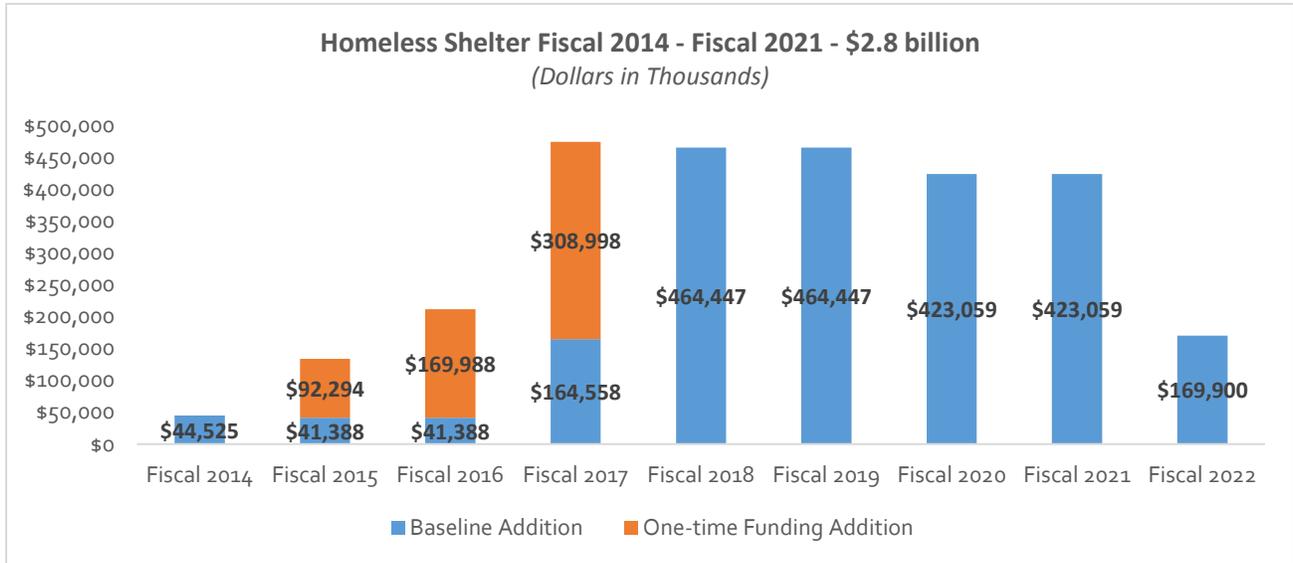
For Fiscal 2018 the Plan introduces a modest \$393 million package of new needs, which is offset by reduced spending of \$1 billion due to other adjustments, as well as \$432 million in savings. In Fiscal 2019, new needs total \$364 million while other adjustments and savings reduce spending by \$267 million and \$468 million respectively. As previously mentioned, the largest new need is the DHS shelter re-estimate totaling \$169 million in baseline funding, while the increase in other adjustments is the net impact of various budget adjustments across agencies. Debt service spending totaling \$2.5 billion in Fiscal 2018 is rolled over to Fiscal 2019 in order to close the budget gap for the upcoming fiscal year. This funding is shown as an expenditure in Fiscal 2018, but as a negative number in Fiscal 2019 as this was taken down from the General Reserve.

Significant New Needs

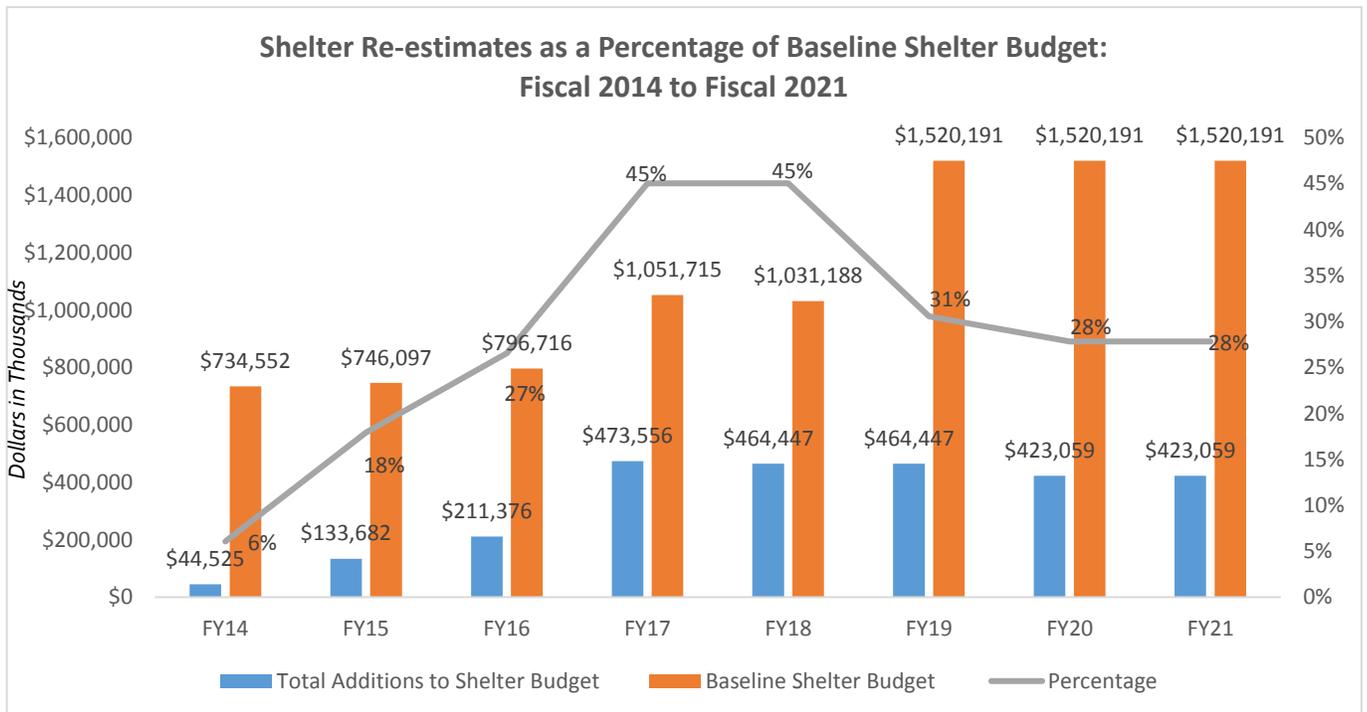
Homeless Services

The largest new need introduced in the Fiscal 2019 Preliminary Budget is \$169 million in baselined funding for the homeless shelter spending re-estimate, of which \$150 million are City funds. This accounts for 44 percent of all new needs for the upcoming fiscal year. New needs spending in Fiscal 2019 for DHS is disproportional to the agency’s portion of the City’s overall budget. DHS’ Fiscal 2019 Preliminary Budget totals \$1.8 billion and is only two percent of the total Fiscal 2019 Preliminary Budget of \$88.67 billion.

As indicated by the graph below, it has been the City’s budgeting practice to modify DHS’ shelter budget for the current fiscal year and in the outyears to accommodate the growing shelter census. Since the beginning of the de Blasio Administration, over \$2.8 billion in new needs have been added for homeless shelters. When analyzing all the new needs added to the City’s budget across the Fiscal 2015 to Fiscal 2019 Financial Plans, which totals \$33.3 billion, \$1.7 billion or five percent is for homeless shelter re-estimates during this time period.



The chart below shows the shelter re-estimates additions from Fiscal 2014-2021 as a percentage of the overall shelter budget by fiscal year. Since Fiscal 2014, the baseline and one-time funding additions comprise on average 28 percent of DHS baselined shelter budget, with the peak in Fiscal 2017 and Fiscal 2018.



Given the large year-over-year increases to DHS’ shelter budget, either one-year additions or baseline increases, more transparency is needed in how shelter need is calculated for the current fiscal year and in the outyears so that the DHS budget adopted by the Council is an accurate reflection of projected need and spending for shelter.

Education

Spending for education continues to grow in Fiscal 2019 and in the outyears. Of the \$1.9 billion in new needs across the Preliminary Financial Plan, 13 percent, or \$242 million, supports education-related programming. Although this amount is small when compared to DOE's overall budget of \$24 billion, it is a large portion of the total new needs introduced in the Financial Plan.

The expansion of early childhood education continues to be a priority of this Administration. The majority of new needs spending at the DOE is for the expansion of 3-K for All to four more community school districts over the next three years for a total \$128.4 million. These funds are added beginning in Fiscal 2020. Of the four additional districts – Community School Districts 5, 16, 27, and 29 – two of these districts will be supported by the excess funding originally budgeted for the first two 3-K districts in Fiscal 2018.

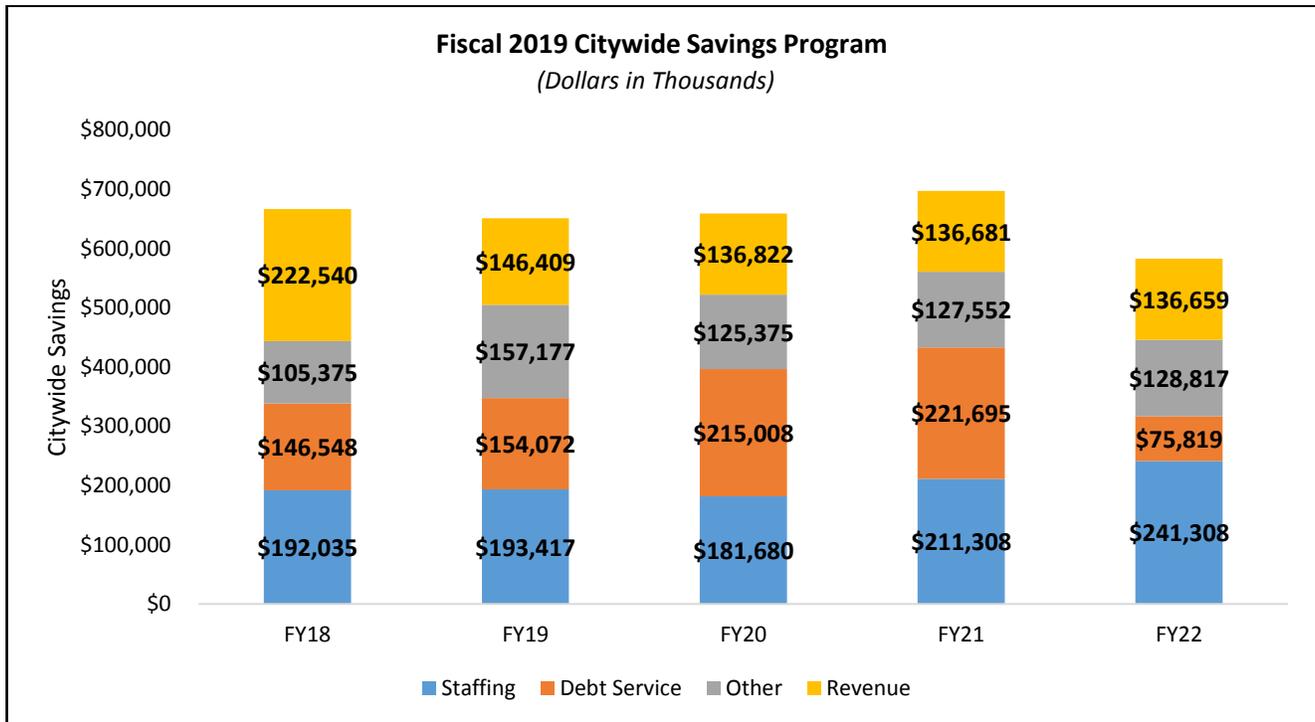
In addition, the Fiscal 2019 Preliminary Budget includes \$30.4 million in Fiscal 2018 for New York City School Support Services (NYCSSS), which is a non-profit entity that provides custodial support to DOE schools. NYCSSS was established for the 2016-2017 school year and promised to improve efficiency in custodial operations. The Fiscal 2017 budget included \$42 million in start-up costs for Fiscal 2017 to Fiscal 2019 and \$36 million in Fiscal 2020, with the expectation that long-term savings generated in the outyears would offset the start-up costs.

The \$30 million included in the Preliminary Budget for NYCSSS is in addition to the \$42 million initially budgeted for Fiscal 2019. Of the \$30 million added in the Preliminary Budget, \$17 million is for fringe costs, which DOE realized were higher than expected in Fiscal 2017. The other \$13 million is for the cost of custodial services at new schools that opened in Fall 2016 and Fall 2017. The \$30 million in additional funding for NYCSSS was not baselined, however, and these costs may continue in the outyears. OMB, DOE, and NYCSSS are still evaluating how much funding needs to be added in the outyears and are looking for efficiencies.

Lastly, \$41.8 million is added in Fiscal 2018 for the Department of Small Business Services' (SBS) school bus program. This program is an extension of that established by Local Law 44 of 2014 which established a voluntary grant program for certain private bus companies with DOE contracts. The grants allow the companies to supplement their employees' wages. Only one company, Reliant Transportation, participates in the program. OMB has reflected the costs of this program on a one-year basis mid-year. It is not funded in the Fiscal 2019 Preliminary Budget.

Citywide Savings Program

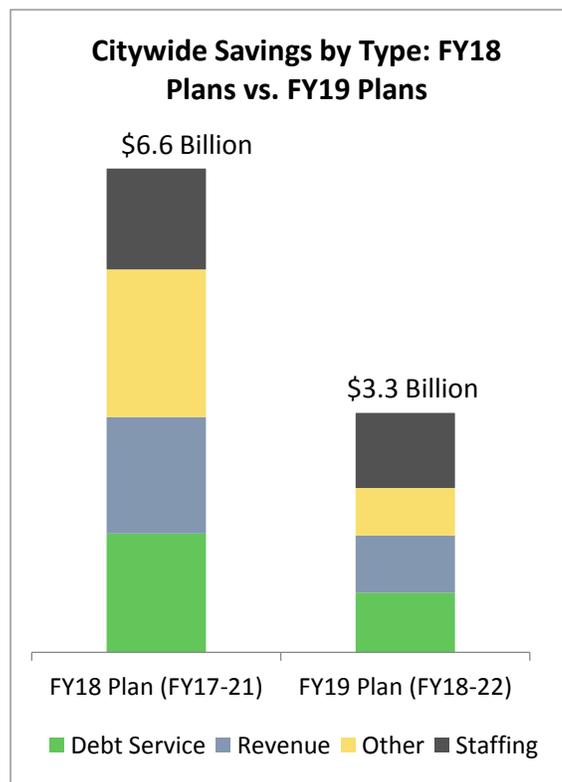
The Preliminary Financial Plan again includes a Citywide Savings Program. The savings are a mix of efficiency savings and cost and revenue re-estimates. The Preliminary Plan introduces \$1.9 billion in budget savings over Fiscal 2018-2022. When combined with the November 2017 Financial Plan Savings Program, the Fiscal 2019 Savings Plan totals \$3.3 billion across the same five-year period. Lower than expected debt service payments and lower costs for staffing represent the majority of savings in the November 2017 and Preliminary Financial Plans, constituting 25 percent and 31.3 percent of the Citywide Savings Program, respectively. The savings program also includes \$779.1 million in additional revenue over the five-year period, stemming from increased revenue generation from City operations, as well as expansions in federal, State and other categorical funding for City operations. This increase in revenue represents 23.9 percent of the combined November 2017 and Preliminary Citywide Savings Program.



In past years the program would identify a significantly higher proportion of savings in the first two years of the plan, as agencies were reluctant to take permanent budget reductions. The current-year program provides for a more balanced distribution of savings across the five years. The table below highlights the Fiscal 2019 November and Preliminary Citywide Savings Program in comparison to the Fiscal 2018 program across all four plans (November, Preliminary, Executive and Adopted).

To date, the Fiscal 2019 Savings Program is half the size of the Fiscal 2018 program. In comparison, the Fiscal 2018 Citywide Savings Program totaled \$6.6 billion over five fiscal years (2017-2021). However, the majority of savings (87.3 percent) introduced in the Fiscal 2019 Financial Plan are long-term savings that have been baselined across the outyears. This is a higher share than in the Fiscal 2018 Citywide Savings Program, in which 75.1 percent of savings were long-term.

The \$3.3 billion savings in the Fiscal 2019 program represents a reduction in City funds spending of just one percent over the five-year plan. The Fiscal 2018 program cut City funds spending by slightly more than two percent. By comparison, the Bloomberg Administration asked agencies to find savings equal to five percent of their City-funds budgets at the peak of the Program to Eliminate the Gap (PEG).



Citywide Savings Program						
FY 19 Program						
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY18	FY19	FY20	FY21	FY22	5-yr Total
Citywide Savings	\$666	\$707	\$659	\$697	\$583	\$3,312
% Reduction of City Funds	1.10%	1.10%	1.00%	1.00%	0.80%	0.99%
FY 18 Program						
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY17	FY18	FY19	FY20	FY21	5-yr Total
Citywide Savings	\$1,815	\$1,366	\$1,096	\$1,168	\$1,136	\$6,581
% Reduction of City Funds	3.00%	2.20%	1.70%	1.70%	1.60%	2.04%

Savings Initiatives

The Citywide Savings Program includes several programmatic initiatives expected to produce savings, or to avoid anticipated spending, by changing agency practices and procedures and introducing innovative ways of operating. When first recognized in a financial plan, these initiatives are typically budgeted below the line and some include a gradual ramp-up period before significant savings are achieved. As City agencies develop savings implementation plans in consultation with OMB, more definitive savings estimates are moved into agency budgets. Of the savings introduced in the Preliminary Plan, \$53.5 million are carried outside of agency budgets, with \$9.5 million scheduled for Fiscal 2019. In addition to these citywide savings initiatives, the Preliminary Plan introduces savings of \$55.5 million related to procurement for Fiscal 2019 only. This procurement savings, which is a perennial component of the budget, is more accurately labeled a “takedown” of the inflation reserve.

Last year the Citywide Savings Program introduced several citywide initiatives that were expected to generate combined annual savings of \$105 million once fully implemented. These initiatives included improved space and personnel management, caps on overtime, fleet optimization and procurement efficiencies.

The \$53.5 million citywide savings introduced in the Preliminary Plan include:

- Fleet Legal Coordination, which aims to lower City legal expenses by increasing information exchange between DCAS (which manages the City Fleet) and the Law Department;
- Agency Phone Plan Review, in which the Department of Information Technology and Telecommunications (DoITT) will re-evaluate City phone plans to reduce costs; and
- Reduced fuel and maintenance costs for the City fleet through increased purchases of electric vehicles.

All of the saving initiatives introduced in the November 2017 and Preliminary Financial Plans are listed in the appendix “Citywide Savings Program: Savings by Agency” on page 25. Some of the significant initiatives are described below.

Savings Initiatives Highlights

- **DOC George Motchan Detention Center Closure.** The Administration has announced its plan to shutter this facility by this summer and thereby reduce DOC budget by \$10.2 million in Fiscal

2018 and \$55.2 million in Fiscal 2019 and in the outyears. The DOC budgeted headcount will decrease by 698 uniform positions beginning in Fiscal 2019. The closure is made possible by the decline in the inmate population overall. The George Motchan Detention Center is a male detention center with a total capacity of 1,571 and a census of 634 inmates as of December 1, 2017.

- **DOE Savings.** Savings expected from DOE total \$105.7 million in Fiscal 2019, \$100 million of which is baselined. Significant baseline savings for DOE include \$30.5 million related to the Absent Teacher Reserve (ATR), \$38 million in savings for central administration, and \$17 million related to sixth period coverage staffing efficiencies.
- **Campaign Finance Board (CFB) Matching Funds Surplus.** The CFB registered a one-time savings of \$13 million in Fiscal 2018, lowering the public matching campaign funds budget from \$29 to \$17 million. Matching funds payments to candidates in the 2017 primary and general city elections were lower than expected.
- **Extension of the Hiring Freeze.** The Preliminary Plan includes a savings proposal that would extend a partial hiring freeze into Fiscal 2019, generating \$125 million. The savings accrue from a hiring authorization process for certain positions that significantly extend the time it take to bring on staff and discourage agencies from filling non-essential positions.
- **Fringe Benefits Adjustment.** Projected spending in the November 2017 Plan “right-sizes” spending on fringe benefits to better match actual headcount and PS spending. The reduction totaled \$93 million in Fiscal 2018, increasing to \$155 million by Fiscal 2021.
- **Fringe Benefit Reimbursement.** The federally negotiated fringe reimbursement rate will result in additional ACS, DSS/HRA, and DHS baseline revenue of \$55.9 million beginning in Fiscal 2019. These additional revenues will offset City costs for these three agencies.

Miscellaneous Budget Overview

The City’s Miscellaneous Budget contains numerous appropriations which do not fit within agency budgets. It contains the Labor Reserve and fringe benefit appropriations for employees and retirees of the mayoral agencies discussed above in the “Salaries, Wages, and Fringe Benefits” section. It also contains various OTPS appropriations for subsidy payments to certain covered organizations, payments for judgments and claims, payments for contractual obligations, mandated reserves, and other citywide costs. Some important highlights are outlines below.

Collectively, the November 2017 and Preliminary Plans reflect a reduction in the Miscellaneous Budget by over \$1.1 billion in Fiscal 2018, from \$10.8 billion to \$9.7 billion. In Fiscal 2019, 2020, 2021, and 2022 the Miscellaneous Budget totals \$12.4 billion, \$13.2 billion, \$14.2 billion, and \$14.1 billion, respectively. There are various changes reflected in the Miscellaneous Budget from the November Plan to the Preliminary Plan.

The General Reserve – which provides protection in the event of an economic downturn – has been drawn down by \$900 million in Fiscal 2018, from \$1.2 billion in the November Plan, to \$300 million in the Preliminary Budget. The General Reserve then grows to \$1.0 billion in Fiscal 2019, a level that is allocated annually through 2022. Similarly, the Capital Stabilization Reserve has been drawn by \$250 million this fiscal year, and there is \$250 million budgeted annually in Fiscal 2019 through 2022.

The Labor Reserve has been drawn down as well by \$45 million since the November Plan, and there is roughly \$586 million still available for this fiscal year. Recent drawdowns include a \$40 million

adjustment reflecting the City's anticipated need for contract negotiations going forward, \$2.5 million to cover unionized City employees whose wages will increase to \$13.50 per hour⁷, and \$2.5 million for a recent collective bargaining agreement with elevator mechanics at the Housing Authority (Local 237). The Reserve will grow to \$1.5 billion in Fiscal 2019, \$1.8 billion in Fiscal 2020, \$2.3 billion in Fiscal 2021, and then drops to \$1.7 billion in Fiscal 2022.

Appropriations for Indigent Defense Services have increased by almost \$9 million in Fiscal 2018 and 2019 due to a contract increase to provide indigent family court defense services for Article 10 (neglect and abuse) cases. The City will spend \$173.3 million on Indigent Defense Services in Fiscal 2019.

⁷ Impacted titles are all represented by DC37 and include School Crossing Guards, City Seasonal Aides, and Field Supervisors for Summer Youth Employment Programs.

Appendices

Budgeted Headcount

Budgeted Headcount by Agency			
	Full-Time Budgeted Headcount	Fiscal 2018	Fiscal 2019
Agency #	Agency	Total Headcount (ALL FUNDS)	Total Headcount (ALL FUNDS)
002	Mayoralty	1,282	1,198
003	Board of Elections	505	505
004	Campaign Finance Board	103	103
008	Office of the Actuary	46	46
010	BP - Manhattan	56	56
011	BP - Bronx	69	69
012	BP - Brooklyn	62	62
013	BP - Queens	54	54
014	BP - Staten Island	45	45
015	Comptroller	774	774
017	Office of Emergency Management	213	188
021	Tax	46	46
025	Law	1,709	1,706
030	City Planning	359	340
032	Investigation	415	395
040	Department of Education - Peds	119,613	120,626
040	Department of Education - Civilian	12,259	12,395
042	C.U.N.Y. - Peds	4,441	4,441
042	C.U.N.Y. - Civilian	1,927	1,942
054	Civilian Complaint Review Board	187	187
056	Police - Civilian	16,065	15,815
056	Police - Uniform	35,918	35,941
057	Fire - Civilian	6,230	6,224
057	Fire - Uniform	10,914	10,946
063	Department of Veterans' Services	41	41
068	Admin. for Children's Svces	7,157	6,972
069	Department of Social Services	14,713	14,714
071	Department of Homeless Services	2,613	2,577
072	Correction - Civilian	2,195	2,202
072	Correction - Uniform	10,427	9,967
073	Board of Correction	39	39
101	Public Advocate	45	45
102	City Council	338	329
103	City Clerk	70	70
125	Aging	337	337
126	Cultural Affairs	59	59
127	FISA	458	460
131	Payroll Administration	179	183
132	Independent Budget Office	38	38
133	Equal Employment Practices	14	14
134	Civil Service Commission	8	8
136	Landmarks Preservation	73	77
156	Taxi & Limousine	690	690
226	Human Rights Commission	157	156
260	Youth & Community Development	528	519

	Full-Time Budgeted Headcount	Fiscal 2018	Fiscal 2019
Agency #	Agency	Total Headcount (ALL FUNDS)	Total Headcount (ALL FUNDS)
312	Conflicts of Interest Board	26	26
313	Collective Bargaining	17	17
499	Community Boards	155	155
781	Probation	1,120	1,058
801	SBS	362	362
806	HPD	2,545	2,488
810	Buildings	1,791	1,870
816	Health and Mental Hygiene	5,721	5,493
820	OATH	315	315
826	Environmental Protection	6,392	6,360
827	Sanitation - Civilian	2,268	2,302
827	Sanitation - Uniform	7,543	7,634
829	Business Integrity Commission	89	89
836	Finance	2,230	2,242
841	Transportation	5,358	5,205
846	Parks & Recreation	4,401	4,321
850	Design & Construction	1,570	1,453
856	Citywide Administrative Services	2,466	2,464
858	DoITT	1,787	1,748
860	DORIS	64	64
866	Consumer Affairs	439	439
901	DA - New York	989	989
902	DA - Bronx	880	880
903	DA - Brooklyn	910	910
904	DA - Queens	530	530
905	DA - Staten Island	133	133
906	Special Narcotics	213	213
941	PA - New York	12	12
942	PA - Bronx	8	8
943	PA - Brooklyn	13	13
944	PA - Queens	8	8
945	PA - Staten Island	5	5
	Subtotal	303,831	303,407

*Continuation from previous page

Citywide Savings Initiatives

Citywide Savings Initiatives – Fiscal 2018 Savings						
Saving Title	FY17	FY18	FY19	FY20	FY21	FY22
Paper Check Reform		(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)
Printing Reform		(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)
Reverse Auctions		(\$1,700)	(\$1,700)	(\$1,700)	(\$1,700)	(\$1,700)
Space Management		(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)
Civilian Overtime Cap Waivers		(\$4,000)	(\$4,000)	(\$4,000)	(\$4,000)	(\$4,000)
Centralized Skilled Trades Pool				(\$5,000)	(\$5,000)	(\$5,000)
Fleet Optimization		(\$10,000)	(\$10,000)	(\$10,000)	(\$10,000)	(\$10,000)
Skilled Trades Overtime		(\$10,000)	(\$10,000)	(\$10,000)	(\$10,000)	(\$10,000)
Redeploy			(\$2,000)	(\$5,000)	(\$10,000)	(\$10,000)
Enhanced Space Management			(\$10,000)	(\$15,000)	(\$20,000)	(\$20,000)
Procurement Reform			(\$20,000)	(\$30,000)	(\$40,000)	(\$40,000)
Subtotal		(\$30,700)	(\$62,700)	(\$85,700)	(\$105,700)	(\$105,700)
Citywide Savings Initiatives – Fiscal 2019 Savings						
Saving Title	FY17	FY18	FY19	FY20	FY21	FY22
Fleet Legal Coordination			(\$4,800)	(\$4,800)	(\$4,800)	(\$4,800)
Paper Reduction			(\$250)	(\$800)	(\$3,000)	(\$4,500)
Agency Phone Plan Review			(\$1,575)	(\$3,500)	(\$3,500)	(\$3,500)
Electric Vehicles			(\$1,938)	(\$2,263)	(\$2,589)	(\$2,914)
Standardize Travel Policies			(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)
Subtotal			(\$9,563)	(\$12,363)	(\$14,889)	(\$16,714)
TOTAL		(\$30,700)	(\$72,263)	(\$98,063)	(\$120,589)	(\$122,414)

Citywide Savings Program: Savings by Agency

November & Preliminary Plans Citywide Savings (\$ in thousands)					
Agency/Savings Category	FY18	FY19	FY20	FY21	FY22
Administration for Children's Services	\$50,719	\$36,725	\$36,725	\$36,725	\$36,725
Board of Correction	\$84	\$60	\$0	\$0	\$0
Business Integrity Commission	\$0	\$172	\$0	\$0	\$0
Campaign Finance Board	\$13,000	\$0	\$0	\$0	\$0
City Clerk	\$220	\$116	\$0	\$0	\$0
Civil Service Commission	\$33	\$33	\$0	\$0	\$0
Conflicts of Interest Board	\$11	\$11	\$0	\$0	\$0
Department for the Aging	\$1,000	\$0	\$0	\$0	\$0
Department of Buildings	\$5,544	\$4,938	\$4,963	\$4,822	\$4,822
Department of City Planning	\$828	\$263	\$256	\$256	\$256
DCAS	\$4,225	\$4,870	\$0	\$0	\$0
Department of Correction	\$10,176	\$55,186	\$55,186	\$55,186	\$55,186
Department of Cultural Affairs	\$2,173	\$107	\$1,107	\$1,107	\$1,107
Department of Education	\$116,664	\$117,054	\$111,413	\$111,413	\$111,413
DEP	\$28,654	\$24,259	\$747	\$747	\$747
Department of Finance	\$2,260	\$53,210	\$53,139	\$53,139	\$53,117
DOHMH	\$64,607	\$1,707	\$1,707	\$1,707	\$1,707
Department of Homeless Services	\$1,994	\$1,481	\$1,481	\$1,481	\$1,481
DoITT	\$9,258	\$10,023	\$5,653	\$5,653	\$5,653
Department of Investigation	\$315	\$324	\$0	\$0	\$0
Department of Parks & Recreation	\$7,000	\$6,000	\$0	\$0	\$0
Department of Probation	\$2,090	\$895	\$697	\$400	\$400
DoRIS	\$232	\$212	\$0	\$0	\$0
Department of Sanitation	\$6,823	\$5,516	\$0	\$0	\$0
SBS	\$2,460	\$1,559	\$1,219	\$957	\$957
Department of Social Services	\$39,310	\$22,715	\$22,715	\$22,715	\$22,715
Department of Transportation	\$14,952	\$11,615	\$4,608	\$4,421	\$3,861
DYCD	\$8,000	\$0	\$0	\$0	\$0
FISA	\$1,297	\$600	\$0	\$0	\$0
Fire Department	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Housing Preservation & Delevopment	\$476	\$595	\$595	\$595	\$595
Landmarks Preservation Commission	\$215	\$215	\$100	\$100	\$100
Law Department	\$6,225	\$5,897	\$0	\$0	\$0
NYC Emergency Management	\$331	\$0	\$0	\$0	\$0
NYC Taxi & Limousine Commission	\$1,553	\$1,612	\$1,100	\$1,100	\$1,100
Office of Administrative Tax Appeals	\$143	\$133	\$51	\$51	\$51
OATH	\$1,402	\$1,206	\$0	\$0	\$0
Office of Payroll Administration	\$205	\$145	\$25	\$25	\$25
Office of the Actuary	\$0	\$740	\$765	\$790	\$790
Mayoralty	\$2,751	\$889	\$0	\$0	\$0
Miscellaneous	\$93,264	\$95,000	\$125,000	\$155,000	\$185,000
Debt Service	\$144,288	\$153,572	\$215,008	\$221,695	\$75,819
Citywide Initiatives	\$0	\$9,563	\$12,363	\$14,889	\$16,714
Police Department	\$20,216	\$20,357	\$762	\$762	\$762
Total	\$666,498	\$651,075	\$658,885	\$697,236	\$582,603