

# THE COUNCIL OF THE CITY OF NEW YORK

Hon. Corey Johnson  
Speaker of the Council

Hon. Costa Constantinides  
Chair, Committee on Environmental Protection



Report of the Finance Division on the  
Fiscal 2020 Preliminary Plan and the  
Fiscal 2019 Preliminary Mayor's Management Report for the  
**Department of Environmental Protection**

March 8, 2019

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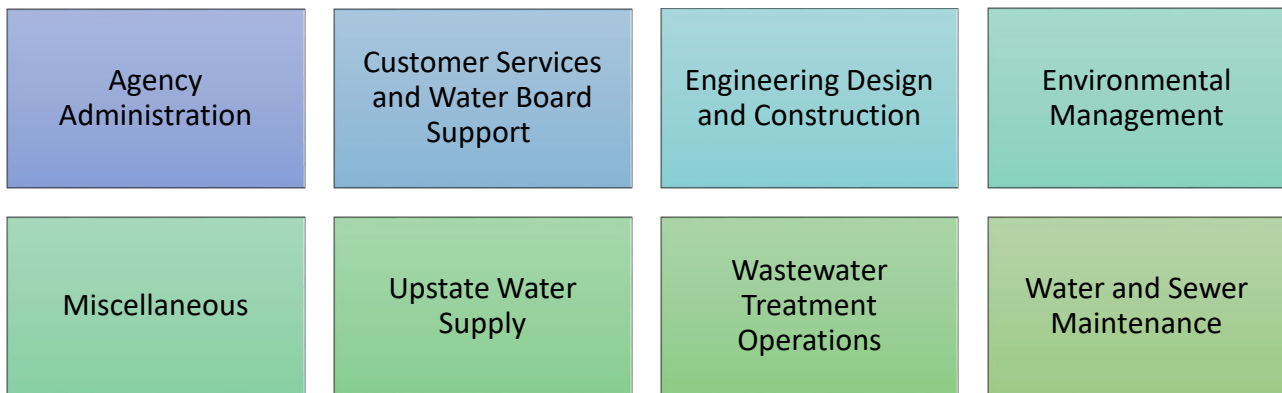
## Department of Environmental Protection

The New York City Department of Environmental Protection (DEP or the Department) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater, and reducing air, noise, and hazardous materials pollution.

### DEP’s activities include:

- Distributing more than one billion gallons of clean drinking water each day;
- Treating 1.3 billion gallons of wastewater each day; and
- Regulating air quality, hazardous waste, and critical quality of life issues, including noise.

### Program Areas

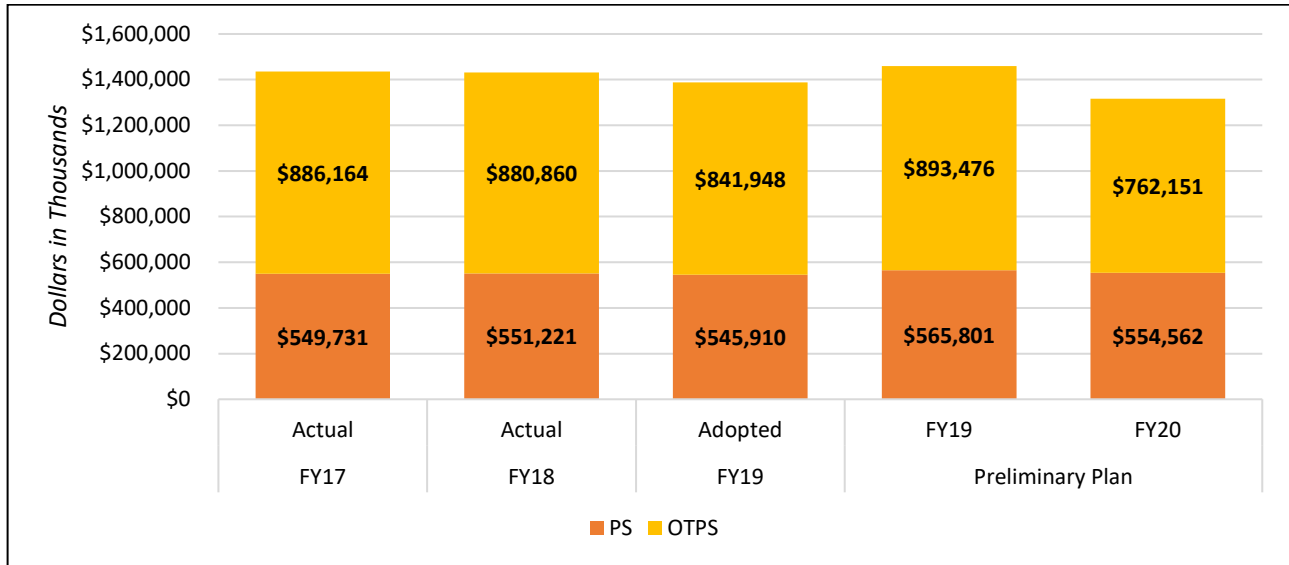


## Fiscal 2020 Preliminary Budget Highlights

The Department of Environmental Protection’s Fiscal 2020 Preliminary Budget totals \$1.32 billion (including City and non-City funds). DEP’s Fiscal 2020 Preliminary Budget is \$71.1 million, or 5.1 percent less than the Fiscal 2019 Adopted Budget of \$1.38 billion. The Department’s budget is divided into eight program areas, which reflect the agency’s major functions and operations.

For Fiscal 2020, DEP’s Personal Services (PS) budget totals \$554.6 million, or 42.1 percent of the total budget, and the Department’s Other Than Personal Services (OTPS) budget totals \$762.2 million, or 57.9 percent of the total budget. PS includes all full-time and part-time positions as well as overtime. OTPS includes property, equipment, supplies, and services contracted out to private corporations. Since the Fiscal 2019 Adopted Budget, PS spending increased by \$8.7 million or two percent, while OTPS decreased by \$79.8 million or 9.5 percent.

**Figure 1: DEP Budget Overview**



The key actions included in DEP’s Fiscal 2020 Preliminary Plan are as follows: \$2.6 million in other adjustments, and \$799,000 in re-estimates. All of the changes introduced in the Preliminary Plan are listed in Appendix A, as are the changes included in the Fiscal 2019 November Financial Plan.

Major changes introduced in the Preliminary Plan include the following actions.

*Other Adjustments*

- **Collective Bargaining.** The Fiscal 2020 Preliminary Plan includes \$2 million in Fiscal 2019 and \$2.34 million in the outyears for collective bargaining costs.

*Re-estimates*

- **Arterial Highway Catch Basin Cleaning Surplus.** The Department includes a re-estimate of \$799,000 in Fiscal 2020 as DEP realigned its spending forecast for highway catch basin cleaning.

## Financial Plan Summary

**Table 1: Department of Environmental Protection Financial Plan Summary**

<i>Dollars in Thousands</i>	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
<b>Spending</b>						
Personal Services	\$549,731	\$551,221	\$545,910	\$565,801	\$554,562	\$8,652
Other Than Personal Services	886,164	880,860	841,948	893,476	762,151	(79,797)
<b>TOTAL</b>	<b>\$1,435,894</b>	<b>\$1,432,081</b>	<b>\$1,387,858</b>	<b>\$1,459,277</b>	<b>\$1,316,713</b>	<b>(\$71,145)</b>
<b>Budget by Program Area</b>						
Agency Administration & Support	\$105,056	\$111,127	\$106,679	\$110,431	\$106,390	(\$289)
Customer Services & Water Board Support	50,936	47,480	56,673	60,363	58,429	1,756
Engineering Design and Construction	35,612	37,799	42,206	43,395	42,387	181
Environmental Management	28,899	29,917	29,378	29,793	21,155	(8,223)
Miscellaneous	199,722	191,368	80,877	122,796	(3,801)	(84,678)
Upstate Water Supply	365,122	365,860	407,338	406,559	406,408	(929)
Wastewater Treatment Operations	483,703	481,114	469,940	489,993	485,182	15,242
Water & Sewer Maintenance	166,820	167,414	194,767	195,948	200,562	5,795
<b>SUBTOTAL</b>	<b>\$1,435,894</b>	<b>\$1,432,081</b>	<b>\$1,387,858</b>	<b>\$1,459,277</b>	<b>\$1,316,713</b>	<b>(\$71,145)</b>
<b>Funding</b>						
City Funds			\$1,227,937	\$1,241,576	\$1,238,512	\$11
Other Categorical			0	8,094	0	0
Capital- IFA			66,641	68,608	70,020	3,379
State			0	1,127	5,161	5,161
Federal - Community Development			92,049	130,521	611	(91,438)
Federal - Other			151	7,083	1,329	1,178
Intra City			1,079	2,266	1,080	0
<b>TOTAL</b>	<b>\$1,435,894</b>	<b>\$1,432,081</b>	<b>\$1,387,858</b>	<b>\$1,459,277</b>	<b>\$1,316,713</b>	<b>(\$71,145)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	5,748	5,832	6,332	6,359	6,195	(137)
<b>TOTAL</b>	<b>5,748</b>	<b>5,832</b>	<b>6,332</b>	<b>6,359</b>	<b>6,195</b>	<b>(137)</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Generally, agency program areas can provide insight into which programs are priorities, as well as how the budget affects program outcomes. As illustrated in the chart above, DEP's functions can be broken down into more descriptive program areas. These programs are funded with a combination of City tax-levy funds and other sources. For Fiscal 2020, three of DEP's programs areas – Wastewater Treatment Operations (36.8 percent), Upstate Water Supply (30.9 percent), and Water & Sewer Maintenance (15.2 percent) – comprise over 82.9 percent of the agency's funding.

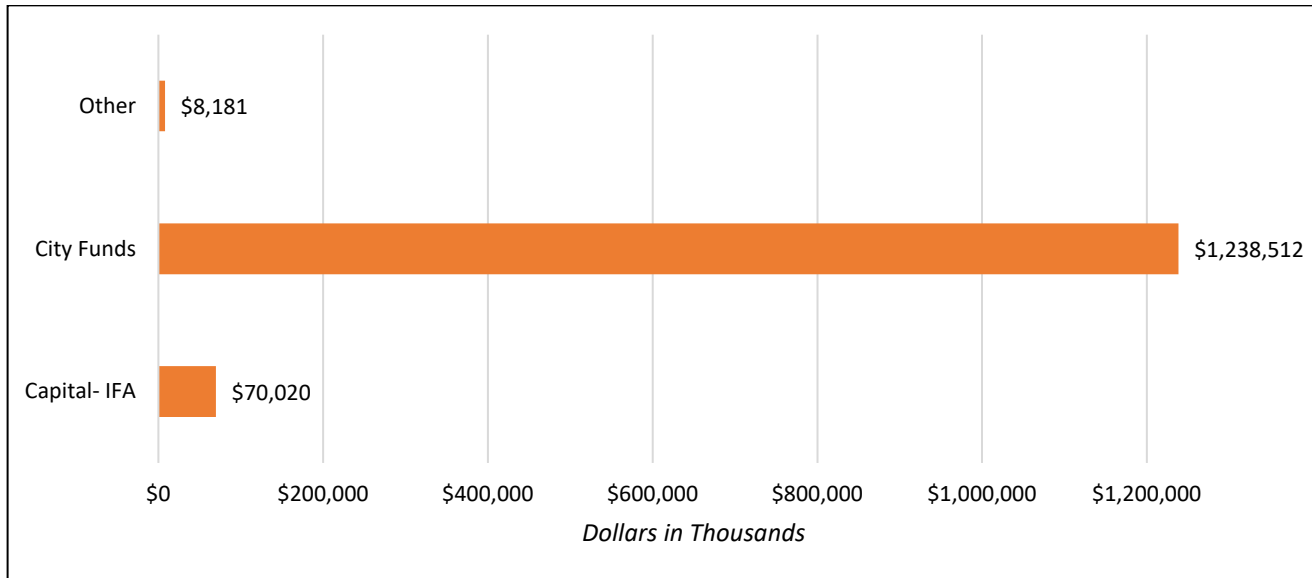
Since the Fiscal 2019 Adopted Budget, the Financial Plans have introduced several changes to DEP's Fiscal 2019 and Fiscal 2020 Budgets. For Fiscal 2019, this includes \$71.4 million in other adjustments, which is almost entirely due to a re-estimate for Housing Recovery Operations – Build It Back (BIB) funding, as well as various re-estimates. For Fiscal 2020, changes include \$10.3 million in other adjustments, of which \$5.2 million is for a State lead service line grant; and \$5.1 for collective bargaining costs. The above actions reconcile the DEP to its current budget of \$1.46 billion for Fiscal 2019 and \$1.32 billion for Fiscal 2020. See Appendix A, on page 23 for a complete breakdown of all actions.

The year-over-year comparison reflects decreased Fiscal 2020 funding, primarily due to a reduction of \$83.2 million in Community Block Development Grant – Disaster Recovery (CDBG-DR) funding, and \$10 million in Filtration Avoidance Determination (FAD) funding for upstate septic system replacement that is not included in the Fiscal 2020 Preliminary Budget. Funding for BIB is typically re-

estimated and restored in DEP’s Executive Budget; this amount is partially offset by \$16.2 million in Fiscal 2020 for collective bargaining costs.

### Funding Sources

**Figure 2: DEP Funding Sources**



The Department’s Fiscal 2020 Budget as of the Fiscal 2020 Preliminary Plan is \$1.32 billion. Of the \$1.32 billion, \$1.2 billion, or 94.1 percent, is funded by City tax-levy. The remaining \$78.2 million, or 5.9 percent, is divided up in the *other* category amongst federal funds, capital inter-fund agreements (IFA) and intra-city funding. The \$1.94 million of federal funding the Department receives is nearly all related to the Build It Back and various environmental programs.

Approximately \$70 million, or five percent, of the Department’s funding comes from capital inter-fund agreements (IFA); these amounts are transferred from the capital budget to DEP’s expense budget for costs related to capital planning and design work performed by agency staff. The \$1.1 million of intra-city funding the Department receives is reimbursement from the New York City Police Department for leasing space within a DEP building in Queens.

### Contract Budget

The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant or personnel service provided to the City by means of a contract. The Contract Budget is actually a subset of the OTPS portion of the City’s Expense Budget. The Administration prepares a Contract Budget twice each fiscal year. The Fiscal 2020 Preliminary Contract Budget totals \$15.9 billion for procurement expenditures across all agencies for over 17,655 contracts.

**Table 2: DEP's Contract Budget**

<b>Category (Dollars in Thousands)</b>	<b>FY19 Adopted</b>	<b>Number of Contracts</b>	<b>FY20 Preliminary</b>	<b>Number of Contracts</b>
Contractual Services General	\$176,402	42	\$133,116	39
Telecommunications Maintenance	1,739	8	1,738	8
Maintenance & Repair Motor Vehicle Equipment	563	25	663	25
Cleaning Services	508	18	849	18
Maintenance & Repair General	51,060	139	55,902	139
Office Equipment Maintenance	455	13	453	13
Professional Services Other	3,522	17	3,553	17
Data Processing Equipment	13,569	14	13,946	14
Printing Contracts	431	9	429	9
Community Consultant Contracts	14	2	14	2
Security Services	10,209	2	10,209	2
Temporary Services	19	6	19	6
Economic Development	5	1	5	1
Training Program for City Employees	1,496	41	1,494	41
Maintenance & Operations of Infrastructure	2,488	39	2,431	39
Professional Services Engineer & Architect	22	1	22	1
Professional Services Computer Services	4,913	5	4,913	5
<b>TOTAL</b>	<b>\$267,410</b>	<b>382</b>	<b>\$229,754</b>	<b>379</b>

DEP's Contract Budget for Fiscal 2020 is approximately \$229.8 million, or \$37.7 million less than Fiscal 2019, which is primarily driven by a re-estimate of daily maintenance and operational support at DEP facilities.

### Miscellaneous Revenue

DEP plans to collect approximately \$25.5 million from miscellaneous revenue sources in Fiscal 2020. This includes \$16.8 million from the issuance of asbestos and air quality permits, combined with collection of Superfund Amendments and Reauthorization Act of 1986 (SARA) fees, as well as \$5.9 million in revenue from upstate resources such as hydroelectric energy plants and easements. DEP's revenue budget for Fiscal 2020 is \$800,000 or three percent more than Fiscal 2019, which is due to an increase in the issuance of asbestos program permits. With an increase in the number of construction projects citywide – permit issuance has increased.

**Table 3: DEP's Miscellaneous Revenue Budget Overview**

<i>Dollars in Thousands</i>						
<b>Revenue Sources</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY19</b>	<b>FY20</b>	<b>FY19-FY20</b>
Asbestos Program	\$7,470	\$7,700	\$6,300	\$7,050	\$7,100	\$800
Air Quality Permits	5,900	5,900	5,900	5,900	5,900	0
SARA Fees	3,800	3,800	3,800	3,800	3,800	0
Brownfield Enrollment Fee	3,800	0	0	0	0	0
WS - Hydroelectric Program	3,200	6,800	5,942	5,942	5,942	0
Environmental Designation Fees	0	1,260	689	689	689	0
Bids and Specifications	30	40	40	40	40	0
Upstate Rentals	2,500	2,400	1,565	1,565	1,565	0
Misc. and Sundries	500	500	500	500	500	0
<b>TOTAL</b>	<b>\$27,200</b>	<b>\$28,400</b>	<b>\$24,736</b>	<b>\$25,486</b>	<b>\$25,536</b>	<b>\$800</b>

*\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

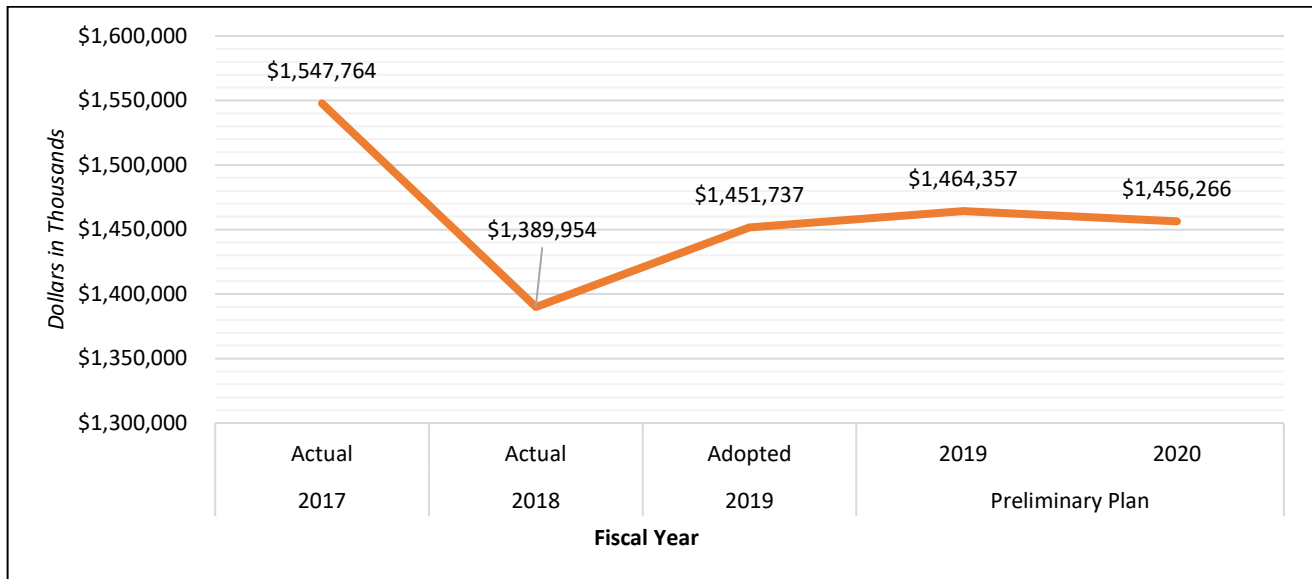
**Financing the Water and Sewer System**

The Department shares certain aspects of its financial management duties of the system with the NYC Water Board (Water Board) and the NYC Municipal Water Finance Authority (the Authority). This relationship is the result of the NYC Municipal Finance Authority Act of 1984, which made the water and sewer system financially self-sustaining.

The system is funded by revenue collected through water and sewer rates. The Water Board sets rates annually and is responsible for ensuring that the operating and capital needs of the system can be met. The Authority provides funding through the issuance of bonds and other debt instruments to finance the capital projects required to keep the system running. The Authority’s borrowing is backed by water and sewer charges. DEP bills and collects on the approximately 835,000 water accounts on behalf of the Water Board. As stated previously, DEP operates and maintains the water and sewer system.

Most of the City’s agency infrastructure is financed by general obligation (GO) bonds, and operating expenses are paid for by the City’s general fund with tax revenues. DEP is different because expenses for the water and sewer system, including the debt service owed on the bonds issued by the Authority, are paid for by user fees according to the rates set by the Water Board.

**Figure 3: Water and Sewer Charges**



**Operations and Maintenance (O&M) Payment**

The chart above reflects the Office of Management and Budget’s (OMB) reconciled and planned payments from the Water Board to the City’s general fund. The Operations and Maintenance (O&M) Payment reflects the cost of DEP operating and maintaining the water and sewer system. The Fiscal 2020 Preliminary Plan includes a proposed \$1.46 billion payment to the City in Fiscal 2020.

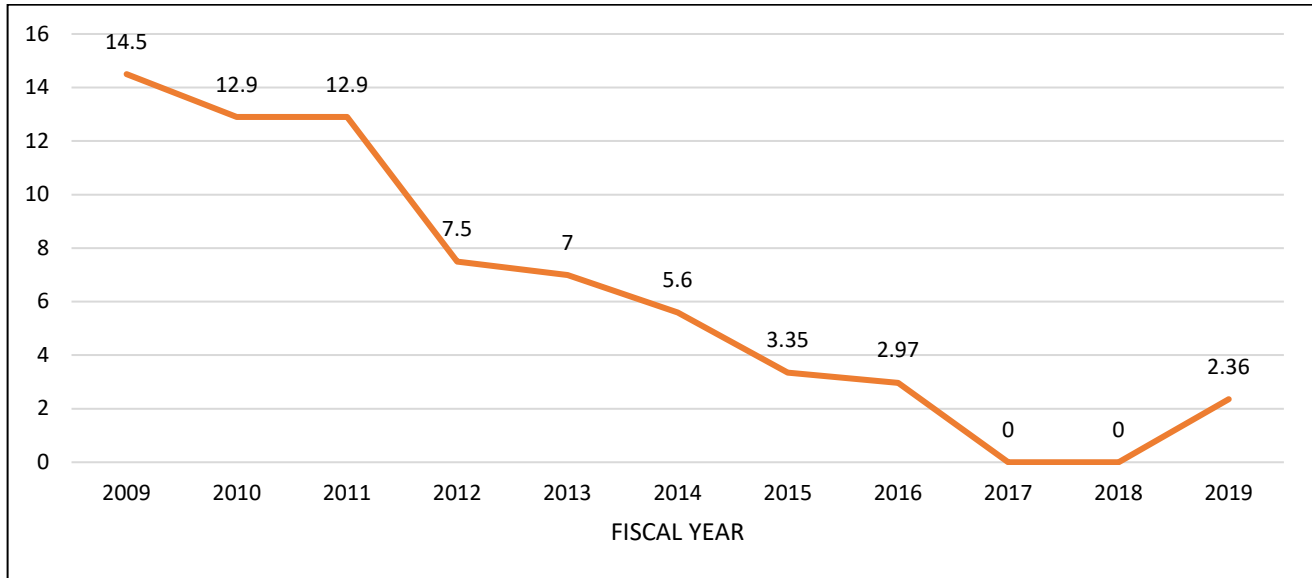
Costs associated with DEP’s work that is not related to the water and sewer system, such as air and noise monitoring, and hazardous material emergency response, are not funded by Water Board O&M payments, but are paid with City tax-levy funding.

**Rental Payment**

The Rental Payment was phased out as of the Fiscal 2017 Adopted Budget.



**Figure 4: Water Rate and Sewer Rate History – Percent Change**



**PMMR Performance Measures**

DEP Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Estimated bills (%)	3.0%	2.8%	3.0%	4.0%	4.0%	3.0%	3.2%
Total revenue collected (\$000,000)	\$3,852.60	\$3,852.00	\$3,602.3	\$3,773.8	\$3,837.7	\$1,677.0	\$1,823.1
Total Revenue as a percent of target (%)	104.5%	104.3%	99.8%	100.0%	100.0%	101.3%	100.4%
Account receivable – Total Balance (\$000,000)	\$1,666	\$1,633	\$1,709	*	*	\$930	\$882
Billed amount collected in 30 days (%)	63.1%	60.8%	60.5%	*	*	64.1%	59.8%

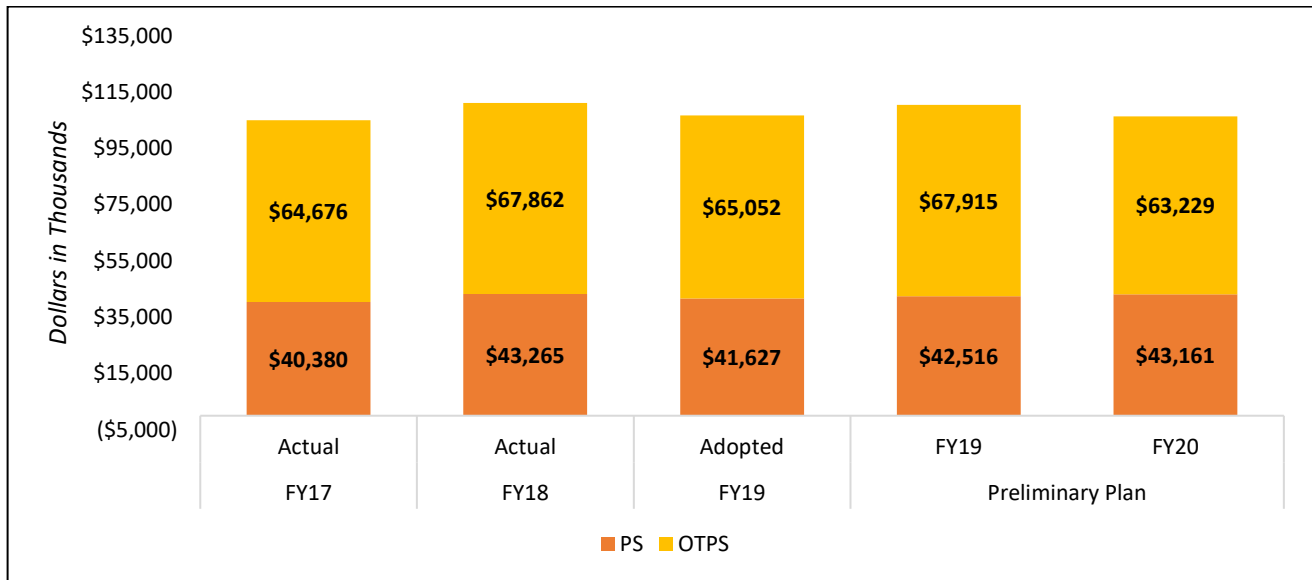
In the first four months of Fiscal 2019, the total revenue collected was \$1.8 billion, which was \$146.1 million more than the same period in Fiscal 2018. According to the Mayor’s Management Report (MMR) Indicator Definitions, the total revenue is the “total amount of money collected by DEP for water and sewer charges.” This number refers to the Water Board’s total operating revenues, including water and sewer user payments, upstate revenues, and miscellaneous revenue. Total revenue as a percent of the target is strong at 100.4 percent in the first quarter of Fiscal 2019.

Accounts receivable decreased by \$48 million, or five percent, in the first quarter of Fiscal 2019 when compared to the same period in Fiscal 2018. About 59.8 percent of bills were collected in 30 days or less in Fiscal 2019. This is a decrease of four percent when compared to Fiscal 2018.

## Program Areas

### Agency Administration and Support

**Figure 5: Agency Administration and Support Spending**



The Department’s Fiscal 2020 Preliminary Budget includes \$106.4 million for Agency Administration and Support. The Fiscal 2020 Preliminary Budget for this area is \$289,000, or one and a half percent less than the Fiscal 2019 Adopted Budget of \$106.7 million. The majority of this reduction is reflected in the following changes:

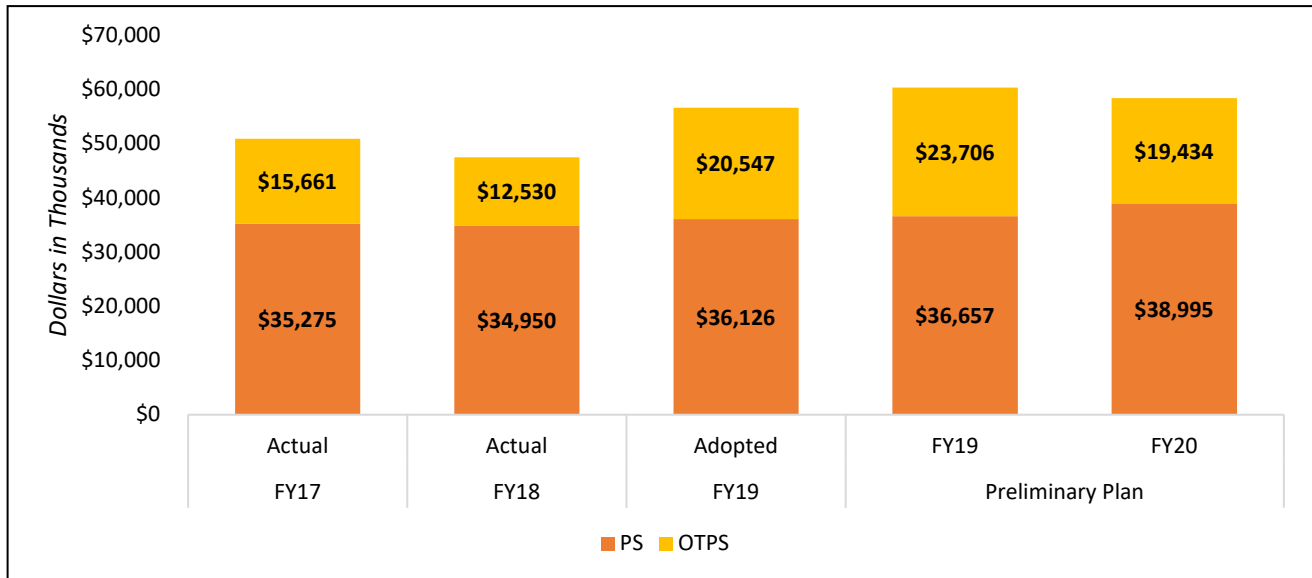
- A \$1.9 million reduction in one-time funding in Fiscal 2019 that does not carry over into Fiscal 2020 for an environmental review of Catskill Aqueduct water turbidity; and
- A \$1.5 million increase attributed to collective bargaining costs.

While natural condition and DEP’s watershed protection programs generally ensure the excellence of the City’s water supply, DEP must also manage episodic water quality events associated with turbidity in the water. Turbidity is cloudiness or haziness of fluid caused by a large number of individual particles. DEP has proposed modifications to its State Pollutant Discharge Elimination System (SPDES) permit for adding alum to the Catskill Aqueduct just prior to Kensico Reservoir for the purpose of controlling high turbidity.

### Customer Services and Water Board Support

This program area includes funding for the Bureau of Customer Services, which is responsible for all functions related to water and sewer billing for residents of NYC and certain upstate communities.

**Figure 6: Customer Services and Water Board Support**



The Department’s Fiscal 2020 Preliminary Budget includes \$58.4 million for Customer Services and Water Board Support, which is \$1.8 million or approximately one percent more than the Fiscal 2019 Adopted Budget of \$56.7 million. This overall increase is largely accounted for in the following changes:

- A \$1.6 million reduction in one-time funding in Fiscal 2019 that does not carry over in Fiscal 2020 related to the development of a new water and sewer billing system;
- A \$1.6 million increase for civilian overtime; and
- A \$164,000 increase is attributed to a minimum wage adjustment.

### PMMR Performance Measures

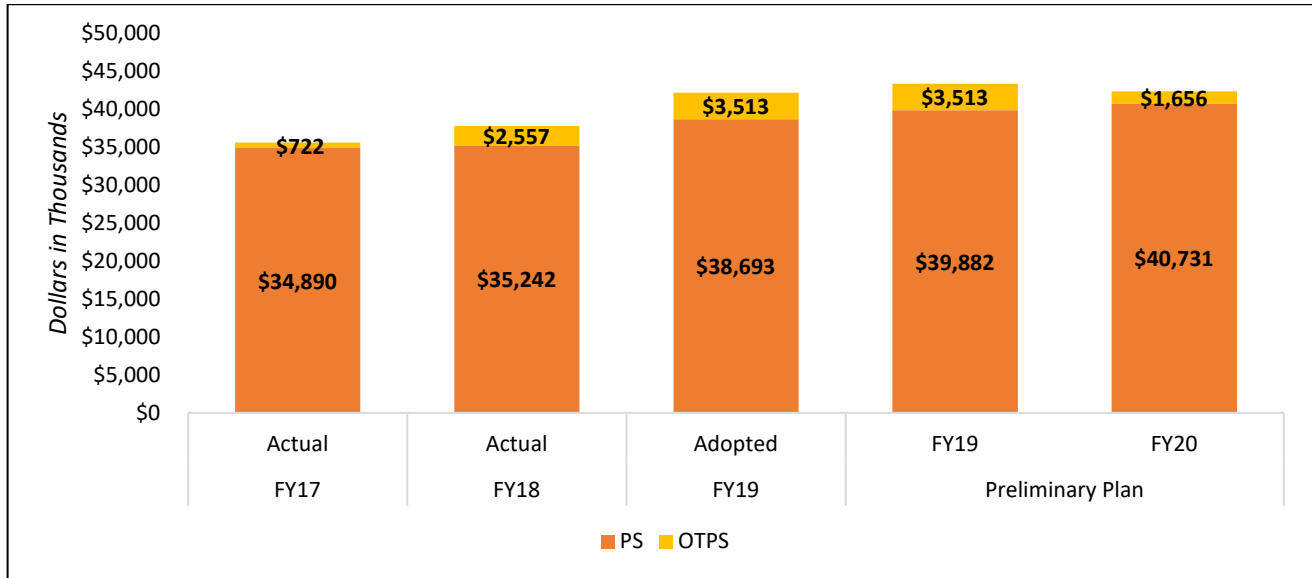
DEP Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
E-mails responded to in 14 days (%)	93%	100%	100%	95%	95%	100%	100%
Letters responded to in 14 days (%)	99%	99%	99%	95%	95%	99%	99%
Calls answered in 30 seconds (%)	73%	79%	72%	76%	76%	78%	78%
Average customer in-person wait time (minutes)	5	4	4	5	5	NA	NA
Completed customer requests for interpretation	13,685	13,783	18,848	*	*	NA	NA
Visitors rating customer service at borough centers as good or better (%)	95%	93%	95%	90%	90%	NA	NA
CORE customer experience rating (0-100)	100	97	95	90	90	NA	NA

In the first four months of Fiscal 2019, the percentage of emails responded to within 14 days remained at 100 percent when compared to the same period in Fiscal 2018. Additionally, the number of letters responded to in 14 days remained at 99 percent in Fiscal 2019 when compared to the same period in Fiscal 2018. Lastly, calls answered within 30 seconds remained at 78 percent in Fiscal 2019 when compared to the same period in Fiscal 2018.

### Engineering Design and Construction

This program area includes funding for the planning, design and construction of major water quality related capital projects. These projects focus on two important issues for the City – the continued delivery of high quality drinking water to the City and the continued improvement of water quality within the New York Harbor and estuaries.

**Figure 7: Engineering Design and Construction Spending**



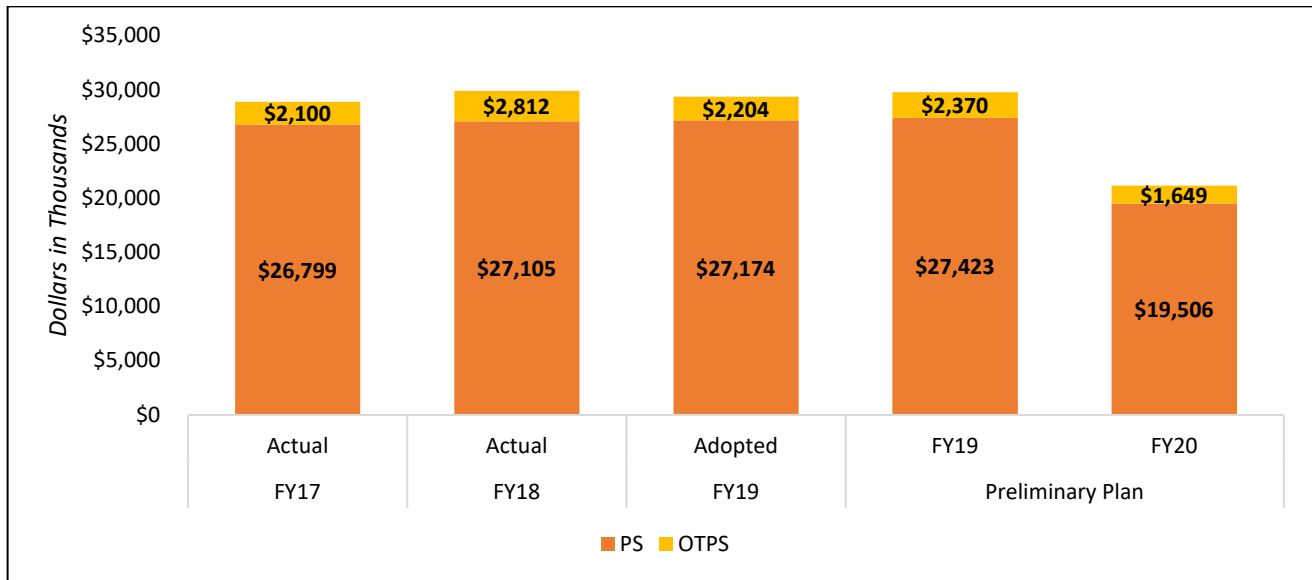
The Department’s Fiscal 2020 Preliminary Budget includes \$42.4 million for Engineering Design and Construction, which is \$181,000 or one and a half percent more than the Fiscal 2019 Adopted Budget of \$42.2 million. The overall increase is reflected the following changes:

- A \$1.2 million reduction in one-time funding in Fiscal 2019 that does not carry into Fiscal 2020 for environmental studies;
- A \$664,000 reduction in one-time funding in Fiscal 2019 that does not carry into Fiscal 2020 for computer software maintenance; and
- A \$2 million increase attributed to collective bargaining costs.

### Environmental Management

This program area includes funding for the Bureau of Environmental Management, which is responsible for responding to 1,360 hazardous material emergency incidents annually; maintaining a comprehensive database of 3,700 facilities containing hazardous and toxic materials; managing environmental investigations and assessments of contaminated sites; overseeing the remediation of four active hazardous waste municipal landfills; conducting 24,000 field inspections in response to 15,000 air and noise code complaints in a year; helping implement the requirements of the Clean Air

**Figure 8: Environmental Management Spending**



The Department’s Fiscal 2020 Preliminary Budget includes \$21.2 million for the Bureau of Environmental Compliance, which is \$8.2 million or 28 percent less than the Fiscal 2019 Adopted Budget of \$29.4 million. This change is mainly due a decrease of \$7.7 million in CDBG-DR funding allocated towards the BIB program in Fiscal 2019 that did not carry over into Fiscal 2020, as well as a \$540,000 reduction to purchase vehicles. CDBG-DR funding is typically re-estimated and restored in DEP’s Executive Budget. The Department’s headcount will decrease by 128 positions in Fiscal 2020 due to a technical headcount realignment for the CDBG-DR BIB program.

### PMMR Performance Measures

DEP Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Air complaints received	9,858	8,807	8,276	*	*	2,958	2,751
Air complaints responded to within seven days (%)	95%	96%	97%	85%	85%	98%	98%
Average days to close air quality complaints	4	2.5	4.2	9	9	4	4.5
Noise complaints received	61,784	58,892	61,342	*	*	20,592	19,594
Average days to close noise complaints	5.6	4.3	4.8	9	9	5.2	4.1
Asbestos complaints received	1,855	1,425	1,338	*	*	489	727
Average days to close asbestos complaints	0.34	0.34	0.74	1	1	0.78	1.01
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%

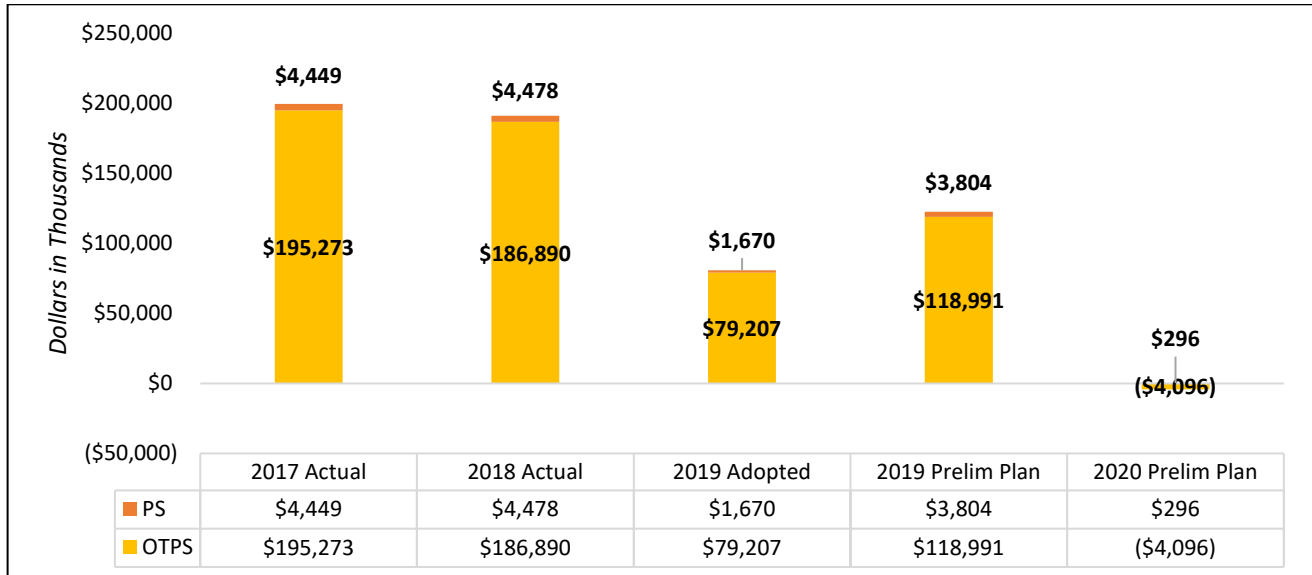
The average number of days to close air quality complaints is slightly up from the same period last year, while the average number of days to close noise complaints is slightly down when compared to the same period last year. For the first quarter of Fiscal 2019, 98 percent of air complaints were responded to within seven days. Noise and air violations can be difficult to enforce, as the inspector must be able to observe the activity whether it be loud music from a bar or a truck idling for too long.

Asbestos is a serious health hazard and DEP has an excellent response time for responding to complaints. All asbestos complaints made in the first quarter of Fiscal 2019 were responded to within three hours.

**Miscellaneous**

This program area includes funding for any PS or OTPS expenses that receive one-time funding. It also includes Homeland Security and brownfield grants.

**Figure 9: Miscellaneous Spending**

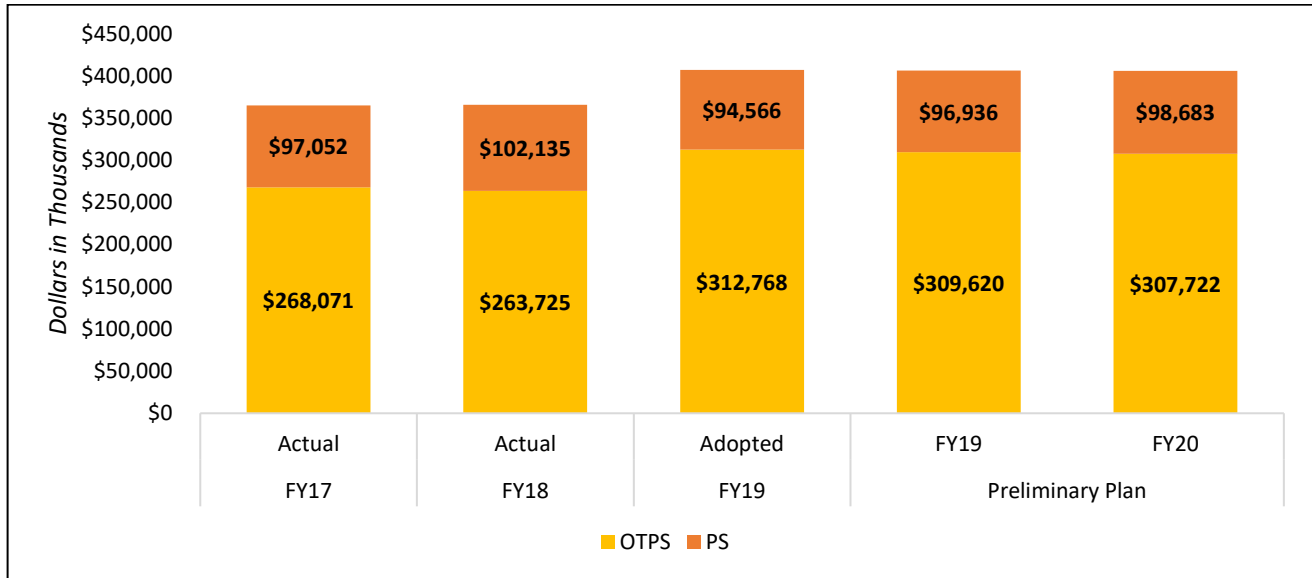


The Department’s Fiscal 2020 Preliminary Budget reflects (\$3.8 million) for miscellaneous expenses, which is \$84.7 million less than the Fiscal 2019 Adopted Budget of \$80.9 million. This change is due to a decrease of \$84.7 million in CDBG-DR funding for BIB. Funding is typically re-estimated and restored in DEP’s Executive Budget. Program areas that are funded, in part, with non-City funds might initially show a decrease in Fiscal 2020, but then eventually align with the Fiscal 2019 Adopted Budget once the agency confirms these federal allocations.

**Upstate Water Supply**

This program area includes funding for the Bureau of Water Supply to manage, operate and protect New York City's upstate water supply system to ensure the delivery of a sufficient quantity of high quality drinking water. The Bureau is also responsible for the overall management and implementation of the provisions of the City's \$1.5 billion Watershed Protection Program resulting from the Watershed Memorandum of Agreement (MOA) and for ensuring the City's compliance with the provisions of the Filtration Avoidance Determination.

**Figure 10: Upstate Water Supply Spending**



The Department’s Fiscal 2020 Preliminary Budget includes \$406.4 million for the Upstate Water Supply, which is \$929,000, or approximately two and a half percent less than the Fiscal 2019 Adopted Budget of \$407.3 million. A large part of this overall decrease is reflected in the following changes:

- A \$10 million reduction in one time funding in Fiscal 2019 that does not carry into Fiscal 2020 for the replacement of upstate sewer septic system;
- A \$4.1 million increase attributed to collective bargaining costs;
- A \$3.5 million increase for Catskill Aqueduct water treatment chemicals; and
- A \$1.7 million increase to procure a water quality modeling system.

**PMMR Performance Measures**

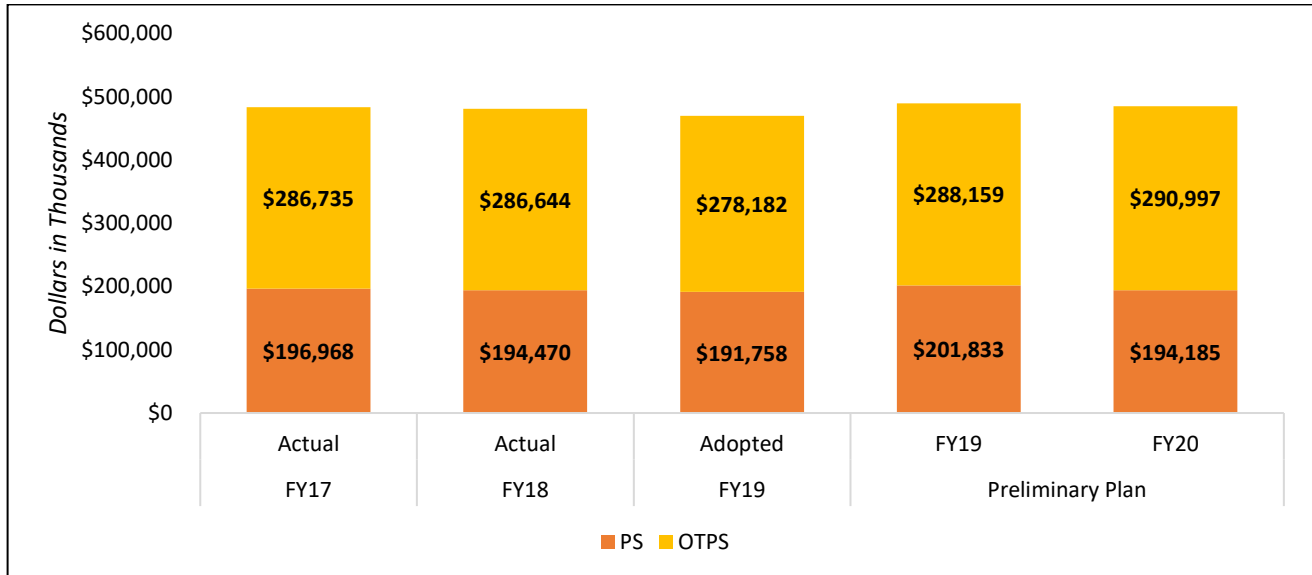
DEP Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Samples testing positive for coliform bacteria (%)	0.5%	0.3%	0.4%	*	*	0.6%	0.5%
In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%
Acres of land solicited in watershed area	45,569	34,475	20,613	*	*	7,819	8,261
Water supply - Critical equipment out of service (%)	1%	0.90%	0.7%	*	*	0.7%	0.7%
Facility security checks	293,199	286,589	270,831	275,000	275,000	89,606	98,921
Overall enforcement activity	1,658	1,893	1,377	*	*	818	638

The In-City samples of water meeting standards for coliform bacteria remained at 100 percent in the first four months of Fiscal 2019 when compared to the first four months of Fiscal 2018. The 98,921 facility security checks by DEP police in the first four months of Fiscal 2019 is ahead of schedule to meet the goal of 275,000 by the end of the fiscal year. Acres of land solicited in the watershed area increased by 442 acres, or six percent, when compared to the first four months of Fiscal 2018. Overall enforcement activity for the first four months of Fiscal 2019 reached 638 summonses, arrests, Notices of Violation and Notices of Warning issued. This is a decrease of 180 such issuances, or 22 percent, when compared to the first four months of Fiscal 2018.

### Water Treatment Operations

This program area includes funding for the Bureau of Wastewater Treatment to maintain the chemical and physical integrity of New York Harbor and other local water bodies. The Bureau sustains the continued use and viability of the New York water environment through the removal of organic and toxic pollutants from the City's wastewater; exercises control of discharges from Combined Sewer Overflows and dry weather bypassing; ensures optimum operation of treatment plant collections system; integrates watershed management concepts into facilities' planning and design; and enforces a city-wide industrial pre-treatment and pollution prevention program.

**Figure 11: Water Treatment Operations Spending**



The Department’s Fiscal 2020 Preliminary Budget includes \$485.2 million for Water Treatment Operations, which is \$15.2 million or approximately three percent more than the Fiscal 2019 Adopted Budget of \$469.9 million. The variance reflects the following changes:

- A \$13.3 million increase to procure treatment chemicals, including Glycerol and polymers;
- A \$2.4 million funding increase attributed to collective bargaining costs;
- A \$2.6 million increase for biosolid disposal; and
- A \$1.8 million reduction for interceptor cleaning on Wards Island, as most of the work for the project will be performed in Fiscal 2019.

### PMMR Performance Measures

DEP Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.5%	99.8%	99.7%	100%	100%	99.9%	99.7%
Harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen (%)	90%	92%	92%	89%	89%	80%	80%
WWTPs - Critical equipment out-of-service (% below minimum)	2.10%	1.80%	1.5%	5%	5%	1.4%	1.1%

In the first four months of Fiscal 2019, the percentage of harbor survey stations meeting the fishable standard for dissolved oxygen decreased remained the same at 80 percent when compared to the first four months of Fiscal 2018.

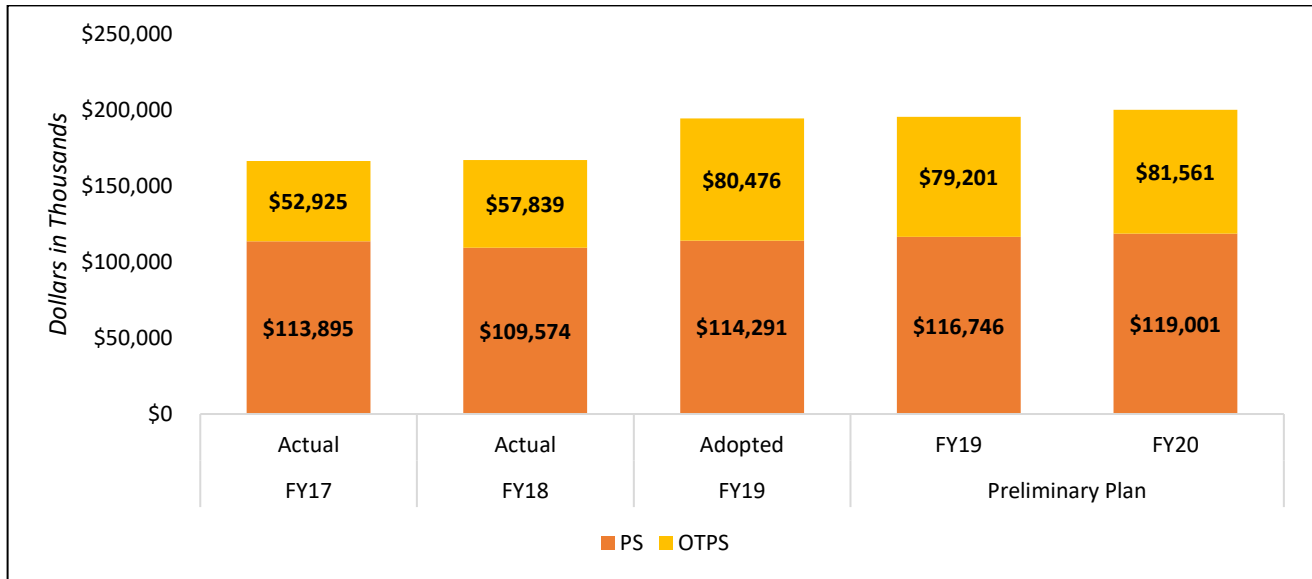


The percentage of wastewater treatment plant effluent meeting federal standards decreased slightly in the first four months of Fiscal 2019 to 99.7 percent when compared to the first four months of Fiscal 2018, in which 99.7 percent of treated wastewater achieved federal standards.

**Water and Sewer Maintenance Operations**

This program area includes funding for the Bureau of Water and Sewer Operations to operate, maintain and protect the City's drinking water and wastewater collection (sewer) systems; the protection of adjacent waterways; and the development and protection of the Capital Water and Sewer Design Program.

**Figure 12: Water and Sewer Maintenance Operations Spending**



The Department’s Fiscal 2020 Preliminary Budget includes approximately \$200.6 million for Water and Sewer Maintenance Operations, which is \$5.8 million or approximately three percent more than the Fiscal 2019 Adopted Budget of \$194.8 million. This variance is partially accounted for in the following changes:

- A \$4.1 million funding increase attributed to collective bargaining costs;
- A \$3 million increase for Municipal Separate Stormwater Sewer System (MS4) maintenance contracts; and
- A \$1 million reduction in one-time funding in Fiscal 2019 that does not carry over into Fiscal 2020 for vehicles purchases.

Improperly disposed wipes, grease and other debris impacts sewer system operations. DEP spends approximately \$19 million each year to clean clogged sewers, and repair damaged machinery. With the number of sewer backups hovering around 11,000 per fiscal year, DEP has increased its budget accordingly to reduce backups and other system needs.

**PMMR Performance Measures**

DEP Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Sewer backup complaints received	10,469	12,133	11,303	*	*	3,381	4,529
Sewer backup complaints resolved - Confirmed (on City infrastructure)	2,503	2,649	2,389	*	*	549	720
Unconfirmed (not on City Infrastructure or unfounded)	7,960	9,489	8,904	*	*	2,831	3,819
Sewer backup resolution time (hours)	3.7	3.8	3.7	7	7	3.3	4.1
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.1%	1.2%	1%	*	*	1.1%	1.1%
Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.3%	0.3%	0.3%	0.6%	0.6%	0.3%	0.3%
Street cave-in complaints received	4,174	3,847	3,769	*	*	1,440	1,712
Average time to respond to street cave-in complaints and make safe (days)	4.6	1.9	1.9	*	*	1.9	2.1
Water main breaks	397	425	521	*	*	94	102
Water main breaks per 100 miles of main in the last 12 months	5.7	6.1	7.4	*	*	6.1	7.6
Average time to restore water to customers after confirming breaks (hours)	4.2	4.4	4.5	6	6	6.2	5.1
Broken and inoperative hydrants (%)	0.52%	0.54%	0.40%	1%	1%	0.36%	0.46%
Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.9	2.5	2.9	7	7	2.9	2.5
Catch basin complaints received	8,020	8,943	7,673	*	*	2,685	3,968
Catch basin backup resolution time (days)	4	5	6.9	9	9	8.4	7.4
Catch basins surveyed/inspected (%) (cumulative)	31.7%	98.3%	99.3%	100%	100%	25.1%	26.4%
Catch basins cleaned	30,778	52,006	39,098	*	*	13,841	19,085
Backlog of catch basin repairs (% of system)	0.7%	1.8%	3.8%	1%	1%	3.1%	4.8%
Leak complaints received	3,642	3,673	4,367	*	*	1,104	1,127
Leak resolution time (days) (City infrastructure only)	10.2	10	10.2	12	12	10.3	11.1

The number of sewer backup complaints increased by 1,148 complaints in the first quarter of Fiscal 2019 when compared to the same period in Fiscal 2018, or a nearly 34 percent increase. Of the 4,529 sewer backup complaints received in this period in Fiscal 2019, only 720 were confirmed as sewer conditions emanating from City infrastructure, while the rest were related to private property or unfounded complaints.

Street cave-in complaints increased from 1,440 to 1,712 in the first four months of Fiscal 2019 when compared to the same period in Fiscal 2018, an increase of 272 complaints or 19 percent. The average time it took DEP to respond to the complaints increased from 1.9 days to 2.1 days.

Water main breaks can be particularly damaging to City and private infrastructure, and can cause entire residential block-fronts to lose water. In the first four months of Fiscal 2019, there were 102 water main breaks, and it took DEP an average of 5.1 hours to restore water to customers after confirming breaks.

## Capital Plan Overview

On February 7, 2019, the Administration released the Preliminary Ten-Year Capital Strategy for Fiscal Years 2020-2029 (the Ten-Year Strategy), the Fiscal 2020 Preliminary Capital Budget (the Capital Budget) and the Capital Commitment Plan for Fiscal 2019-2023 (the Commitment Plan).

This section will provide an overview of the Preliminary Ten-Year Strategy, Capital Budget and Commitment Plan for DEP. Each one of these documents should support and be well integrated with one another to properly execute the City's capital projects as well as meet its infrastructure goals. We will examine to what extent this is occurring, where improvements need to be made, and the overall feasibility of DEP's capital program.

### Preliminary Ten-Year Capital Strategy Fiscal 2020-2029

The Ten-Year Strategy is the City's long term capital planning document which provides a framework for capital spending by agency. The Strategy is released every two years as mandated by the City Charter.

#### Strategy Guiding Principles

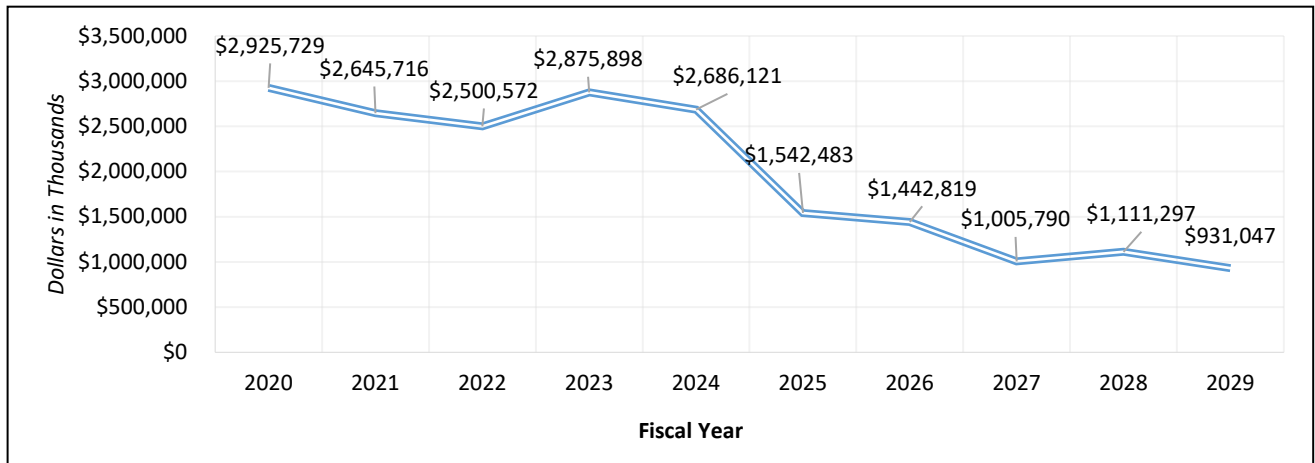
By its own description the Ten-Year Strategy document: "provides a venue for the City to demonstrate the comprehensive infrastructure planning that the City undertakes as part of its responsibility to all New Yorkers, across all neighborhoods, and explain the connections between capital investment and strategic priorities." It strives to do this through four guiding principles:

1. Maintain New York City's financial responsibility;
2. Promote forward-looking, holistic capital planning that anticipates neighborhood needs of tomorrow;
3. Advance a more equitable New York City through capital investment; and
4. Consider community perspectives in capital planning and decision-making.

Using these principles we will assess DEP's Strategy, and how well it is integrated with DEP's Capital Commitment Plan and Capital Budget.

The City's Ten-Year Strategy totals \$104.1 billion (all funds), which is \$14.5 billion larger than the \$89.6 billion Fiscal 2018-2028 Ten-Year Strategy. DEP's Preliminary Ten-Year Capital Strategy totals \$19.7 billion or 18.9 percent of the City's total Ten-Year Strategy. Included in the \$19.7 billion is: \$8.2 billion for water pollution control; \$4.3 billion for water mains; \$4.3 billion for sewers; \$2.3 billion for water supply; and \$662.2 million for equipment purchases.

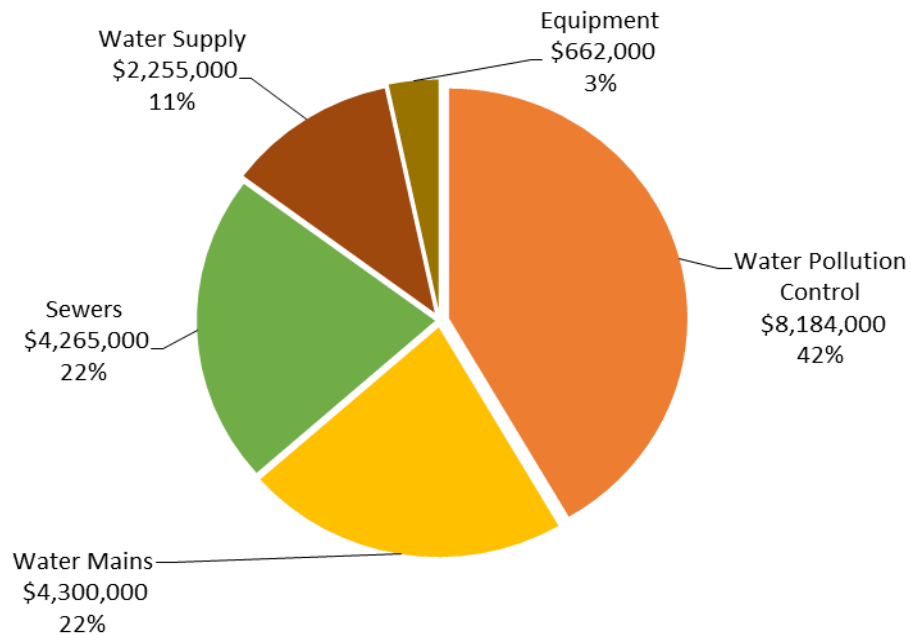
**Figure 13: FY20-29 Preliminary Ten-Year Capital Strategy by Year**



Each agency’s Ten-Year Strategy is broken down into Ten-Year Plan Categories which describe the general type of capital work being done therein. The chart below shows how DEP’s Ten-Year Strategy is distributed among these categories.

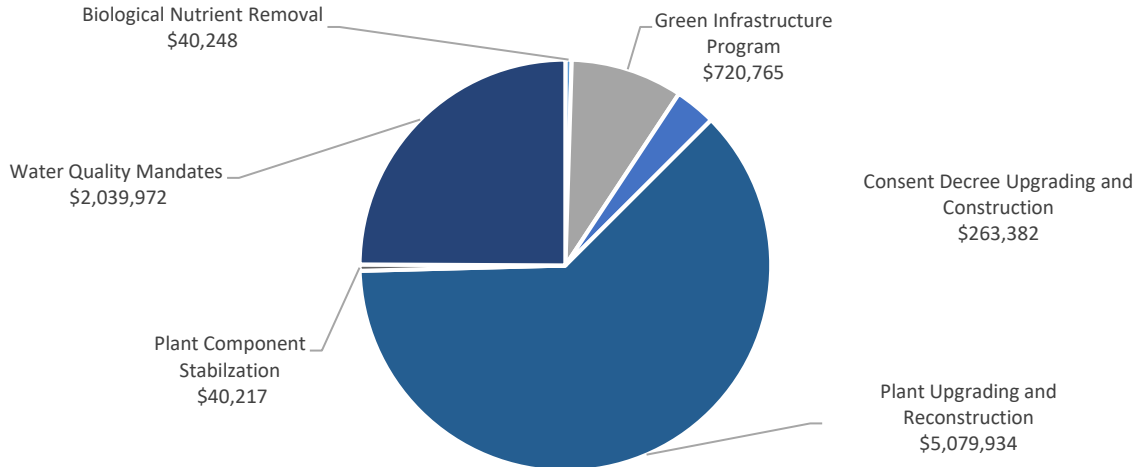
Following this chart, the individual categories within the agency’s Ten-Year Strategy categories are broken down by project type.

**Figure 14: Ten-Year Capital Strategy by Category (000s)**



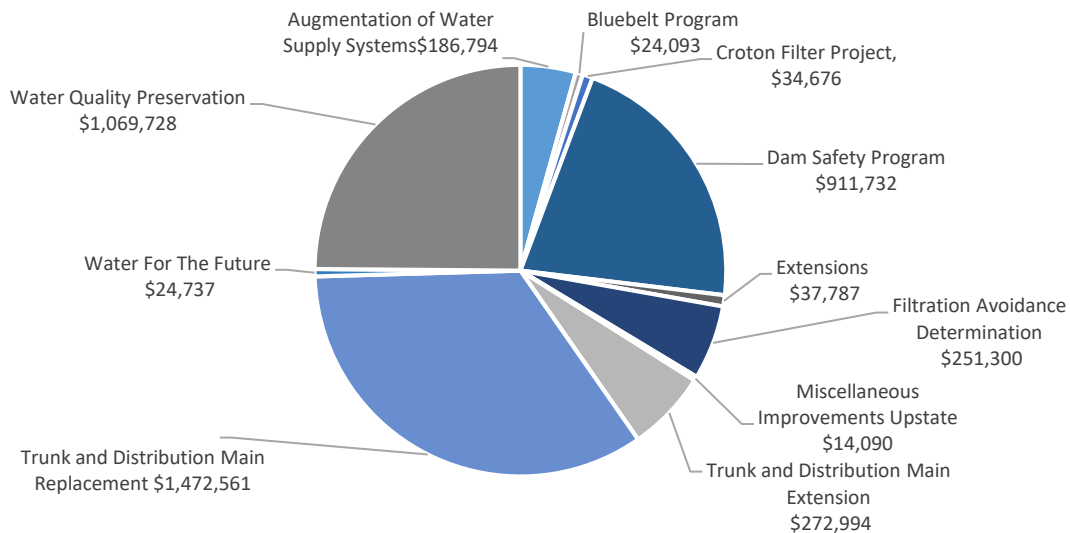
**Water Pollution Control.** The Preliminary Ten-Year Capital Strategy includes \$8.2 billion for water pollution control. Of this amount, \$5.1 billion is for plant upgrades and reconstruction; \$2.1 billion is for water quality mandates; \$720.8 million is for construction of green infrastructure systems; \$40.2 million to stabilize wastewater treatment plant facilities to remain compliant with State permit requirements; and \$40.2 million is for biological nutrient removal systems.

**Figure 15: Ten-Year Capital Strategy for Water Pollution Control (000s)**



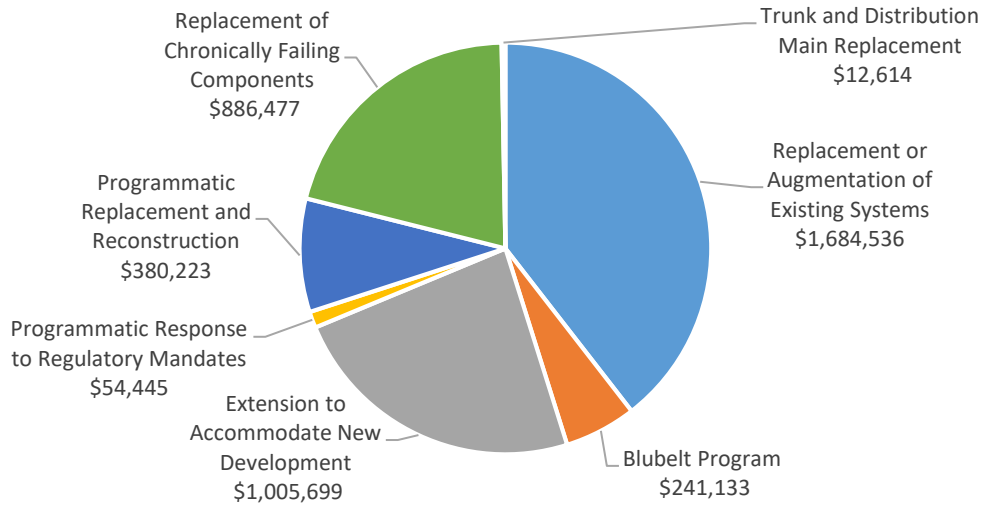
**Water Mains.** The Preliminary Ten-Year Capital Strategy includes \$4.3 billion for the protection and upkeep of the City’s source water supply and water distribution systems. Of this amount, \$1.5 billion is for trunk and distribution main replacement; \$1.1 billion is for water quality preservation; \$911.1 million is the dam safety program; \$273 million is for trunk and distribution main extension/replacement; \$251.3 million is for filtration avoidance determination; \$186.8 million is for augmentation of water supply systems; \$37.8 million is for extensions; \$34.7 million is for the Croton Filter project; \$24.7 million is for the Water for the Future project; \$24.1 million is for the Bluebelt program; and \$14.1 million for miscellaneous improvements upstate.

**Figure 16: Ten-Year Capital Strategy for Water Mains (000s)**



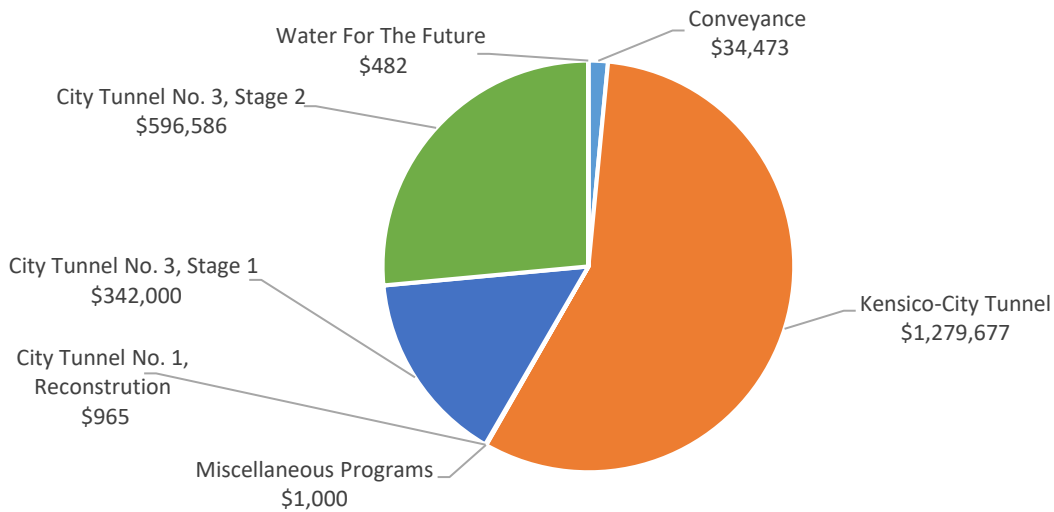
**Sewers.** The Preliminary Ten-Year Capital Strategy includes \$4.3 billion is for sewer systems. Of this amount, \$1.7 billion is for replacement and augmentation of existing sewer systems; \$1 billion is for extensions to accommodate new development; \$866.5 million is for the replacement of chronically failing components of the sewer system; \$380.2 million is for program replacement and reconstruction of sewers; \$241.1 million is for the Bluebelt program; \$54.4 million is for regulatory mandates; and \$12.6 million is for trunk and distribution main replacement.

**Figure 17: Ten-Year Capital Strategy for Sewers (000s)**



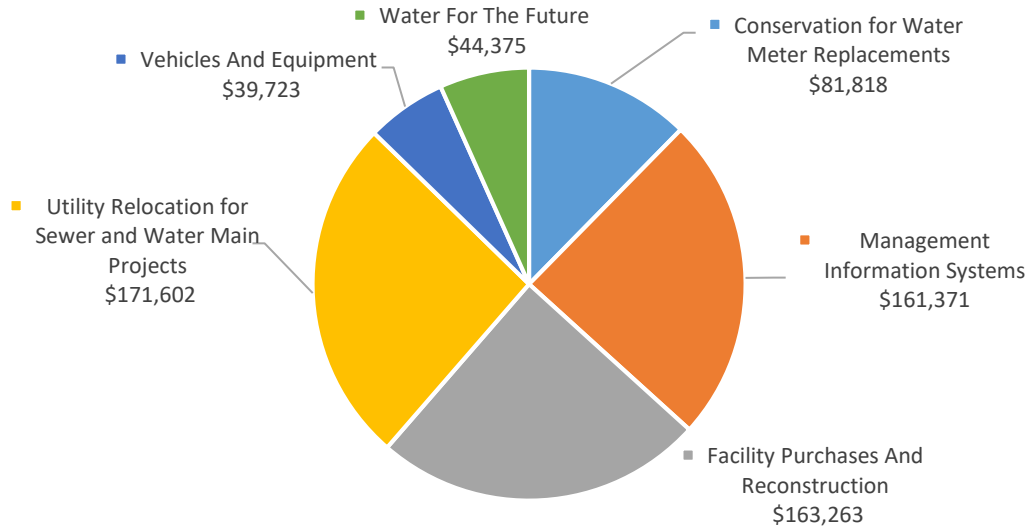
**Water Supply.** The Preliminary Ten-Year Capital Strategy includes \$2.3 billion systems. Of which, \$1.3 billion is for the Kensico-City Tunnel; \$596.6 million is for Tunnel No. 3 - Stage 2; \$342 million is for Tunnel No. 3 – Stage 1; \$34.5 million is for conveyance systems; \$1 million is for miscellaneous water supply programs; \$965,000 for City Tunnel No. 1 reconstruction; and \$500,000 for the Water for the Future program.

**Figure 18: Ten-Year Capital Strategy for Water Supply (000s)**



**Equipment.** The Preliminary Ten-Year Capital Strategy includes \$662.2 million for various equipment. Of which, \$171.6 million is for utility relocation for sewer and water main projects; \$163.3 million is for facility purchases and reconstruction; \$161.4 million is for management information systems; \$81.8 million is for conservation for water meter replacements; \$44.4 million is for the Water for the Future program; and \$39.7 million is for vehicles and equipment.

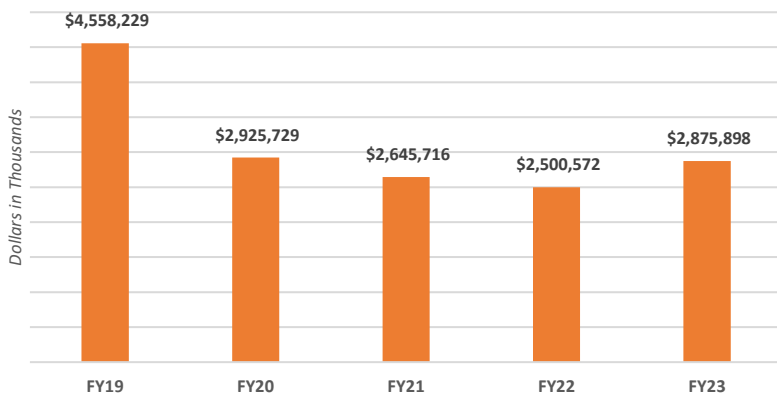
**Figure 19: Ten-Year Capital Strategy for Equipment (000s)**



**Preliminary Capital Budget for Fiscal 2020-2023**

The Capital Budget provides the required appropriations for Fiscal 2020 and planned appropriations for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars, and are what the Council votes on at budget adoption.

**Figure 20: Capital Budget for Fiscal 2019 – 2023**



As shown in the chart at left, DEP’s Fiscal 2020 Preliminary Capital Budget totals \$10.9 billion. This represents approximately 20.6 percent of the City’s total \$52.8 billion Capital Budget for 2020-2023. Appropriations for Fiscal 2019 total \$4.6 billion. This includes \$4.4 billion in reauthorized prior appropriations and \$4.6 billion in authorized Fiscal 2019 appropriations.<sup>1</sup>

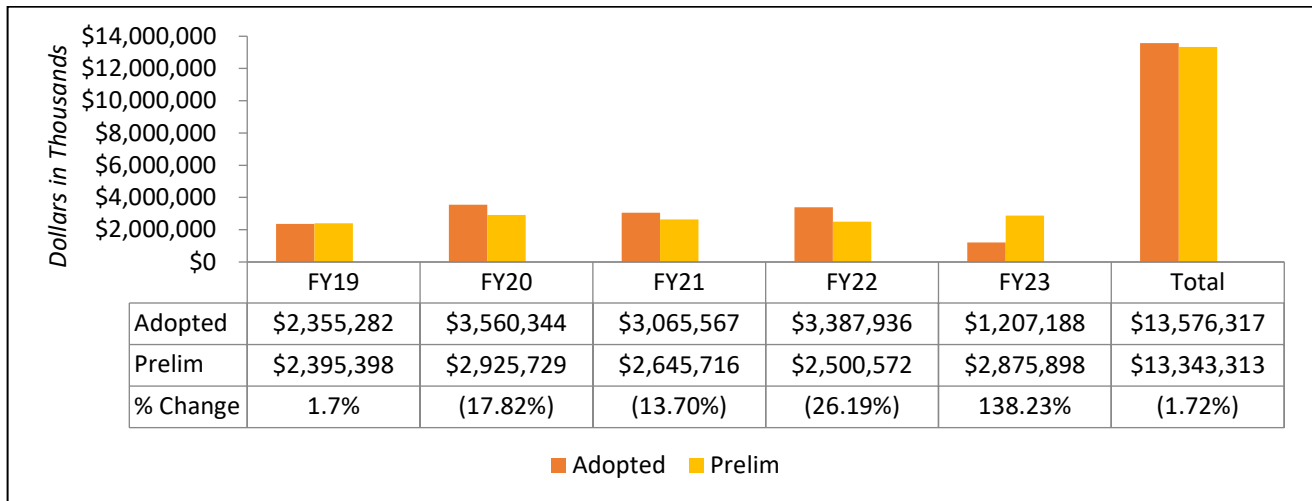
**Preliminary Capital Commitment Plan for Fiscal 2019-2023**

The City’s Capital Commitment Plan details the Administration’s plan to spend the appropriations voted on by the City Council at Adoption. The Commitment Plan provides project-level funding detail as well an estimate of expenditure dates. It is through this document that we gain insight into a project’s estimated start date and time to completion.

DEP’s Preliminary Commitment Plan includes \$13.3 billion in Fiscal 2019 through Fiscal 2023. This represents approximately 15.9 percent of the City’s total \$83.8 billion Preliminary Commitment Plan.

<sup>1</sup> See footnote 1 regarding the calculation of Fiscal 2019 capital appropriations.

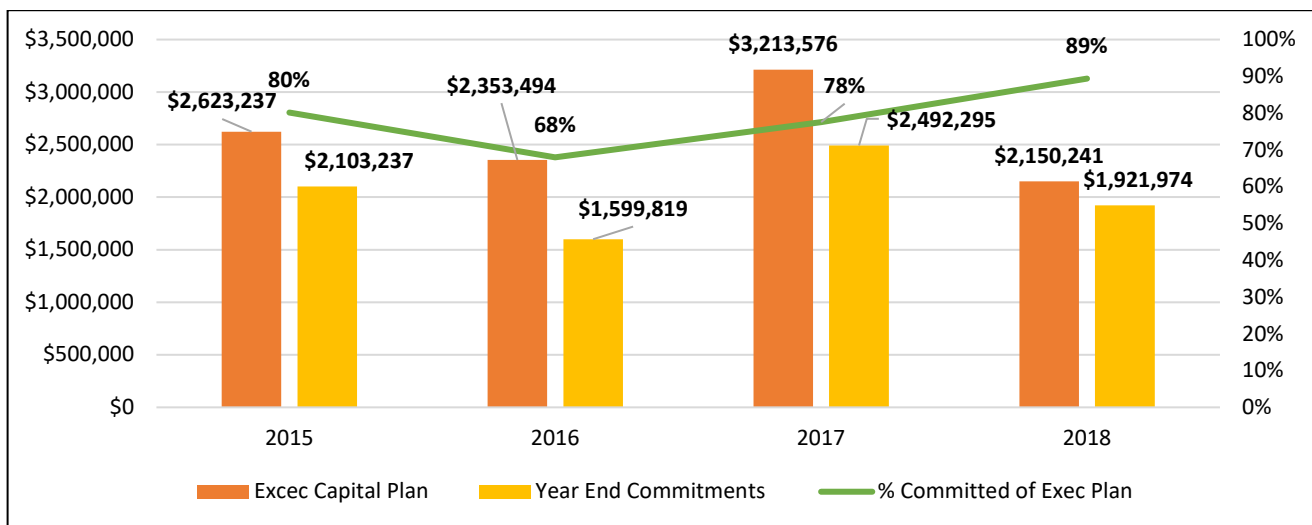
**Figure 21: DEP Fiscal Commitment Plan**



The Preliminary Capital Plan for the Department for Fiscal 2019-2023 has decreased by \$233 million to a total of \$13.3 billion, or 1.72 percent, when compared to the Department’s Adopted Commitment Plan. The decrease in Commitment Plan can be attributed to a variety of project in which funding was pushed past Fiscal 2023.

The Commitment Plan typically frontloads planned commitments for capital projects in the first year or two of the plans, and agencies rarely meet these targets. The Department’s Commitment Plan shows nearly 17.95 percent of all commitments in the first year. DEP’s history of commitments is shown below.

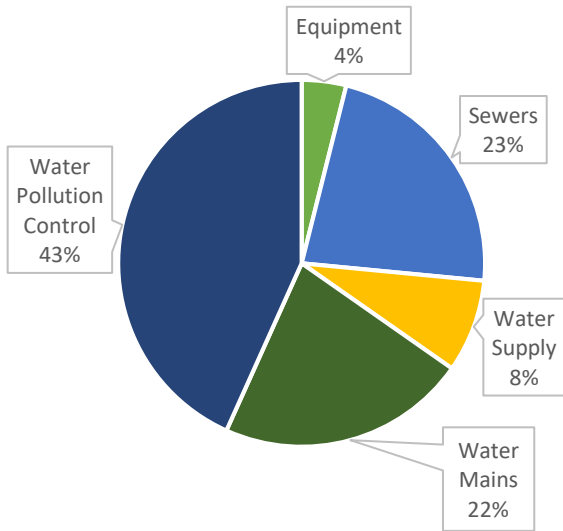
**Figure 22: DEP Capital Commitment Rate**



The Department’s Commitment Plan includes 65 budget lines and 1,130 project IDs across five project types, including: equipment, sewers, water mains, sources, and treatment, water pollution control, and water supply.



**Figure 23: Capital Project by Type**



**Water Pollution Control (WP)** projects represent 43 percent of the total projects in the four-year capital plan. Activities in this category are directed at improving the quality of the City’s waterways and to ensure compliance with mandates imposed by the federal Clean Water Act.

**Sewer (SE)** projects represent 23 percent of the projects in the four-year capital plan. Projects in this category include replacing existing sewers in areas requiring increased capacity, extending sewers to unserved or underserved areas, and replacing failing or collapsed sewer mains.

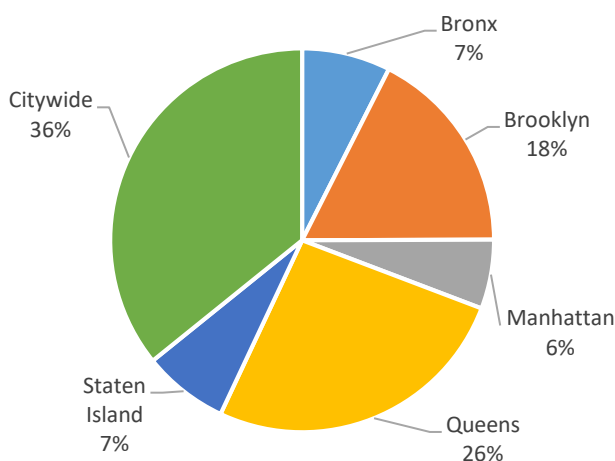
**Water mains (WM)** projects represent 22 percent of the projects in the four-year capital plan. This

category involves the protection and upkeep of the City’s source water supply and water distribution system.

**Water Supply (W)** projects represent eight percent of the projects in the four-year capital plan. This category includes the development of alternate water sources associated with the Water for the Future Program, the modification of chambers at the Hillview Reservoir, and the City Water Tunnel No. 3.

**Equipment (EP)** projects represent four percent of the projects in the four-year capital plan. Activities in this category primarily focus on water meter installation and automated meter reading systems; facility purchases and reconstruction; payments for gas utility line relocation; and equipment purchases such as laboratory instruments, vehicles and computers.

**Figure 24: Capital Projects by Borough (Includes Citywide):**



Multi-borough projects represent \$4.8 billion or 36 percent of the Department’s four-year capital plan. The majority of the \$4.8 billion is allocated to major construction projects, such as water supply, water mains, and water pollution control.

Queens-based projects represent 26 percent or \$3.5 billion of the four-year capital plan. Of the \$3.5 billion, 42 percent or \$1.5 billion is allocated towards sewers, while 29 percent or \$1 billion is for water pollution control, 18 percent or \$626 million is for water supply, 10 percent or \$363.6 million is for water mains, and less than one percent or \$12.9 million is for equipment.

Brooklyn-based projects represent 17.5 percent or \$2.3 billion of the four-year capital plan. Of the \$2.3 billion, 74 percent (\$1.7 billion) is allocated towards water pollution control, while 14 percent or

\$317 million is allocated towards sewers, 12 percent or \$276.1 million is for water mains, and less than one percent or \$7.3 million is for equipment and water supply.

Staten Island-based projects represent seven and a half percent or \$962.3 billion of the four-year capital plan. Of the \$962.3 billion, 44 percent or \$428.1 million is for sewers, while 36 percent or \$342 million is for water pollution control, 15 percent or \$147 million is for water mains and five percent or \$46 million is for equipment.

Manhattan-based projects represent six percent or \$778.1 million of the four-year capital plan. Of the \$778.1 million, six percent or \$50.4 million is for sewers, while 20 percent or \$153.5 million is for water mains, 71 percent or \$552.9 million is for water pollution control, and three percent or \$20 million is for equipment and water supply.

Bronx-based projects represent seven and a half percent or \$996.5 million of the four-year capital plan. Of the \$996.5 million, 70 percent or \$693.3 million is for water pollution control, 23 percent or \$229.4 million is for water mains, seven percent or \$66.5 million is for sewers, and one percent or \$7.2 million is for equipment and water supply.

### **2020 Preliminary Capital Plan Highlights**

Major capital projects included in the Preliminary Capital Plan for Fiscal 2019-2023 are outlined below.

**Water Tunnel #3.** This critical project has been under construction since 1970. Once the tunnel is completed, it will allow Water Tunnels No. 1 and 2 to be inspected and repaired for the first time since they entered operation in 1917 and 1936, respectively. The Preliminary Capital Commitment Plan includes a total of \$802.5 million for the completion of the Brooklyn/ Queens leg of the City Tunnel No. 3, and modification of chambers at the Hillview Reservoir.

**Hunts Point Wastewater Treatment Plant.** The Preliminary Capital Commitment Plan includes \$393 million for the construction of four anaerobic digesters; a new digester control building; and four new gas burners.

**Ashokan Reservoir.** The Preliminary Capital Commitment Plan includes \$214.9 million for rehabilitation of the dam, dikes, chambers, and various other facilities at the Ashokan Reservoir, which has provided clean drinking water to all of New York City for exactly 100 years.

**Kenisco-Eastview Connection Tunnel.** The Preliminary Capital Commitment Plan includes \$182.1 million towards the Kensico-Eastview Connection Tunnel. As a result of the startup of the Catskill-Delaware Ultraviolet Facility, the portion of the Catskill Aqueduct between the Kensico Reservoir and Eastview was taken out of service. To replace the Catskill Aqueduct, and ensure future City demands can be met, DEP will build a new deep rock tunnel between the two sites.

## Appendices

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

<i>Dollars in Thousands</i>	FY19			FY20		
	City	Non-City	Total	City	Non-City	Total
<b>DEP Budget as of the Fiscal 2019 Adopted Budget</b>	<b>\$1,227,937</b>	<b>\$159,920</b>	<b>\$1,387,858</b>	<b>\$1,227,546</b>	<b>\$67,878</b>	<b>\$1,295,424</b>
<b>Other Adjustments</b>						
Biowatch	\$0	\$402	\$402	\$0	\$0	\$0
Brookfield Park	0	120	120	0	0	0
Brownfield 14 Patrol	0	61	61	0	0	0
Brownfield 16 Patrol	0	35	35	0	0	0
Brownfield RLF Grant	0	35	35	0	0	0
CYOC DEP Payment	0	4,000	4,000	0	0	0
DC 37 Collective Bargaining City	10	0	10	16	0	16
DC 37 Collective Bargaining CD	0	274	274	0	470	470
DC 37 Collective Bargaining IFA Funds	0	1,357	1,357	0	2,325	2,325
DC 37 Collective Bargaining Tax Levy Funds	441	0	441	755	0	755
DC 37 Collective Bargaining Utility Funds	5,411	0	5,411	9,272	0	9,272
Citywide Stormwater	0	1,624	1,624	0	0	0
Disaster Recovery	0	6,752	6,752	0	0	0
Energy Smart Competition	0	50	50	0	0	0
ExCel Projects	0	353	353	0	0	0
Fiscal 2019 Adjustment	0	12,486	12,486	0	0	0
Housing Recovery Operations - Payments	0	3,008	3,008	0	0	0
Hydroelectric Property Tax Savings	(78)	0	(78)	(50)	0	(50)
Long Island Sound	0	1,400	1,400	0	0	0
NYSERDA1	0	125	125	0	0	0
NYSERDA2	0	992	992	0	0	0
NYSERDA Lab	0	10	10	0	0	0
Oysters	0	281	281	0	0	0
Retrofit Roll from Fiscal 2018	0	1,041	1,041	0	0	0
Sandy Work	0	1,022	1,022	0	1,176	1,176
Vacancy Reductions	0	0	0	(868)	0	(868)
Workwell Funding	0	20	20	0	0	0
Minimum Wage Adjustment	4	0	4	8	0	8
Biowatch Program 2	0	1,601	1,601	0	0	0
Brookfield Park Intra City Mod	0	46	46	0	0	0
Collective Bargaining Accretions for DC 37	19	0	19	32	0	32
Collective Bargaining Community Development Block Grant	0	77	77	0	132	132
Collective Bargaining Managerial Staff	0	587	587	0	1,005	1,005
Collective Bargaining Tax Levy	51	0	51	88	0	88
Collective Bargaining Utility	1,188	0	1,188	2,034	0	2,034
Collective Bargaining Plumbers	95	0	95	82	0	82
Transfer to Department of Health	(7)	0	(7)	(13)	0	(13)
Contract Savings for Highway Catch Basin Cleaning	(400)	0	(400)	(799)	0	(799)
Demand Response	0	301	301	0	0	0
DEP - EDC OneNYC Transfer	(1,242)	0	(1,242)	0	0	0
Energy Benchmarking Help Center	0	0	0	220	0	220
ExCel Projects 2	0	598	598	0	0	0

<i>Dollars in Thousands</i>	FY19			FY20		
	City	Non-City	Total	City	Non-City	Total
Housing Recovery Operations - Single Family Funding	\$0	\$17,000	\$17,000	\$0	\$0	\$0
Hurricane Sandy Water Meters	0	1,298	1,298	0	0	0
Local 300 Collective Bargaining	0	22	22	0	47	47
Local 300 Collective Bargaining - Utility	72	0	72	152	0	152
Long Island Sound	0	798	798	0	0	0
Minimum Wage Adjustment - Community Block Development Grant	0	8	8	0	2	2
Minimum Wage Inter-fund Agreement	0	3	3	0	5	5
Minimum Wage - Unionized	10	0	10	19	0	19
Minimum Wage - Utility	10	0	10	21	0	21
Managers Collective Bargaining	4	0	4	6	0	6
Personal Services Surplus	(569)	0	(569)	0	0	0
Sewage Treatment Workers Collective Bargaining	8,475	0	8,475	0	0	0
State Grant - Lead Service Line	0	0	0	0	5,161	5,161
Transfer GreeNYC	150	0	150	0	0	0
<b>TOTAL, All Changes</b>	<b>\$13,644</b>	<b>\$57,787</b>	<b>\$71,431</b>	<b>\$10,975</b>	<b>\$10,323</b>	<b>\$21,298</b>
<b>DEP Budget as of the Fiscal 2020 Preliminary Budget</b>	<b>\$1,241,576</b>	<b>\$217,707</b>	<b>\$1,459,277</b>	<b>\$1,238,512</b>	<b>\$78,201</b>	<b>\$1,316,713</b>

\*Continued from previous page

**B: Program Areas**

**Agency Administration and Support**

<b>Agency Administration and Support</b>						
<i>Dollars in Thousands</i>						
	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY19</b>	<b>FY20</b>	<b>FY19-FY20</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$36,977	\$39,917	\$39,627	\$40,489	\$41,113	\$1,486
Other Salaried and Unsalari ed	837	1,184	1,281	1,308	1,329	48
Additional Gross Pay	1,284	988	480	480	480	0
Overtime - Civilian	1,338	1,220	236	236	236	0
<b>Subtotal</b>	<b>\$40,380</b>	<b>\$43,265</b>	<b>\$41,627</b>	<b>\$42,516</b>	<b>\$43,161</b>	<b>\$1,534</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$2,510	\$2,586	\$2,982	\$2,989	\$2,982	\$0
Fixed and Misc Charges	7,464	5,793	27	28	27	0
Property and Equipment	4,867	3,973	4,057	4,373	4,057	0
Other Services and Charges	34,501	37,767	41,022	39,730	39,117	(1,905)
Contractual Services	15,335	17,743	16,965	20,795	17,047	82
<b>Subtotal</b>	<b>\$64,676</b>	<b>\$67,862</b>	<b>\$65,052</b>	<b>\$67,915</b>	<b>\$63,229</b>	<b>(\$1,823)</b>
<b>TOTAL</b>	<b>\$105,056</b>	<b>\$111,127</b>	<b>\$106,679</b>	<b>\$110,431</b>	<b>\$106,390</b>	<b>(\$289)</b>
<b>Funding</b>						
City Funds			\$98,299	\$99,480	\$97,652	(\$647)
Capital- IFA			7,637	7,842	7,995	358
Federal - Other			743	2,198	743	0
Intra City			0	910	0	0
<b>TOTAL</b>	<b>\$105,056</b>	<b>\$111,127</b>	<b>\$106,679</b>	<b>\$110,431</b>	<b>\$106,390</b>	<b>(\$289)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	456	457	502	502	502	0
<b>TOTAL</b>	<b>456</b>	<b>457</b>	<b>502</b>	<b>502</b>	<b>502</b>	<b>0</b>

*\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

**Customer Services and Water Board Support**

<b>Customer Services and Water Board Support</b>						
<i>Dollars in Thousands</i>						
	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY19</b>	<b>FY20</b>	<b>FY19-FY20</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$28,375	\$28,807	\$30,303	\$30,738	\$31,037	\$734
Other Salaried and Unsalari ed	3,570	3,224	3,049	3,145	3,573	524
Additional Gross Pay	1,245	1,150	843	843	843	0
Overtime - Civilian	2,085	1,769	1,931	1,931	3,542	1,610
<b>Subtotal</b>	<b>\$35,275</b>	<b>\$34,950</b>	<b>\$36,126</b>	<b>\$36,657</b>	<b>\$38,995</b>	<b>\$2,869</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$3,340	\$2,170	\$3,139	\$2,930	\$3,289	\$150
Property and Equipment	1,913	1,085	1,198	2,944	1,198	0
Other Services and Charges	3,687	2,548	7,703	8,580	6,040	(1,663)
Contractual Services	6,722	6,726	8,506	9,253	8,906	400
<b>Subtotal</b>	<b>\$15,661</b>	<b>\$12,530</b>	<b>\$20,547</b>	<b>\$23,706</b>	<b>\$19,434</b>	<b>(\$1,113)</b>
<b>TOTAL</b>	<b>\$50,936</b>	<b>\$47,480</b>	<b>\$56,673</b>	<b>\$60,363</b>	<b>\$58,429</b>	<b>\$1,756</b>
<b>Funding</b>						
City Funds			\$56,498	\$58,890	\$58,253	\$1,756
Capital- IFA			175	175	175	0
Federal - Other			0	1,298	0	0
<b>TOTAL</b>	<b>\$50,936</b>	<b>\$47,480</b>	<b>\$56,673</b>	<b>\$60,363</b>	<b>\$58,429</b>	<b>\$1,756</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	432	446	473	473	473	0
<b>TOTAL</b>	<b>432</b>	<b>446</b>	<b>473</b>	<b>473</b>	<b>473</b>	<b>0</b>

*\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

**Engineering Design and Construction**

<b>Engineering Design and Construction</b>						
<i>Dollars in Thousands</i>						
	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY19</b>	<b>FY20</b>	<b>FY19-FY20</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$32,846	\$32,810	\$36,601	\$37,781	\$38,624	\$2,023
Other Salaried and Unsalari ed	205	206	29	37	44	15
Additional Gross Pay	1,122	1,706	1,424	1,424	1,424	0
Overtime - Civilian	717	521	639	639	639	0
<b>Subtotal</b>	<b>\$34,890</b>	<b>\$35,242</b>	<b>\$38,693</b>	<b>\$39,882</b>	<b>\$40,731</b>	<b>\$2,039</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$76	\$69	\$100	\$104	\$100	\$0
Property and Equipment	164	28	723	724	59	(664)
Other Services and Charges	180	1,706	1,766	1,777	558	(1,208)
Contractual Services	303	753	924	908	939	15
<b>Subtotal</b>	<b>\$722</b>	<b>\$2,557</b>	<b>\$3,513</b>	<b>\$3,513</b>	<b>\$1,656</b>	<b>(\$1,857)</b>
<b>TOTAL</b>	<b>\$35,612</b>	<b>\$37,799</b>	<b>\$42,206</b>	<b>\$43,395</b>	<b>\$42,387</b>	<b>\$181</b>
<b>Funding</b>						
City Funds			\$3,513	\$3,513	\$1,656	(\$1,857)
Capital- IFA			38,693	39,882	40,731	2,039
<b>TOTAL</b>	<b>\$35,612</b>	<b>\$37,799</b>	<b>\$42,206</b>	<b>\$43,395</b>	<b>\$42,387</b>	<b>\$181</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	360	356	426	426	426	0
<b>TOTAL</b>	<b>360</b>	<b>356</b>	<b>426</b>	<b>426</b>	<b>426</b>	<b>0</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

**Environmental Management**

<b>Environmental Management</b>						
<i>Dollars in Thousands</i>						
	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY19</b>	<b>FY20</b>	<b>fy19-FY20</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$22,880	\$23,690	\$25,070	\$25,317	\$17,414	(\$7,656)
Other Salaried and Unsalariad	68	107	166	168	169	3
Additional Gross Pay	866	856	499	499	499	0
Overtime - Civilian	2,983	2,453	1,439	1,439	1,424	(15)
<b>Subtotal</b>	<b>\$26,799</b>	<b>\$27,105</b>	<b>\$27,174</b>	<b>\$27,423</b>	<b>\$19,506</b>	<b>(\$7,668)</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$304	\$408	\$494	\$404	\$485	(\$9)
Property and Equipment	280	648	756	928	216	(540)
Other Services and Charges	148	169	342	210	336	(6)
Contractual Services	1,369	1,588	612	828	612	0
<b>Subtotal</b>	<b>\$2,100</b>	<b>\$2,812</b>	<b>\$2,204</b>	<b>\$2,370</b>	<b>\$1,649</b>	<b>(\$555)</b>
<b>TOTAL</b>	<b>\$28,899</b>	<b>\$29,917</b>	<b>\$29,378</b>	<b>\$29,793</b>	<b>\$21,155</b>	<b>(\$8,223)</b>
<b>Funding</b>						
City Funds			\$19,904	\$19,796	\$20,126	\$222
Capital- IFA			75	78	81	5
Federal - Community Development			9,062	9,416	612	(8,450)
Intra City			336	502	336	0
<b>TOTAL</b>	<b>\$28,899</b>	<b>\$29,917</b>	<b>\$29,378</b>	<b>\$29,793</b>	<b>\$21,155</b>	<b>(\$8,223)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	346	336	403	403	275	(128)
<b>TOTAL</b>	<b>346</b>	<b>336</b>	<b>403</b>	<b>403</b>	<b>275</b>	<b>(128)</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.



**Miscellaneous**

<b>Miscellaneous</b>						
<i>Dollars in Thousands</i>						
	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY19</b>	<b>FY20</b>	<b>FY19-FY20</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$3,695	\$3,819	\$3,135	\$5,218	\$3,241	\$106
Other Salaried and Unsalari ed	7	0	16	16	16	0
Additional Gross Pay	131	130	0	0	0	0
Overtime - Civilian	615	529	(1,481)	(1,430)	(2,962)	(1,481)
Fringe Benefits	1	1	0	0	0	0
<b>Subtotal</b>	<b>\$4,449</b>	<b>\$4,478</b>	<b>\$1,670</b>	<b>\$3,804</b>	<b>\$296</b>	<b>(\$1,375)</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$600	\$100	\$30	\$884	(\$39)	(\$69)
Fixed and Misc Charges	59,169	78,812	31,779	36,651	1,429	(30,350)
Property and Equipment	65	87	(86)	(50)	(161)	(75)
Other Services and Charges	32,599	14,686	(13,640)	(13,177)	(20,786)	(7,146)
Contractual Services	102,840	93,204	61,124	94,684	15,461	(45,663)
<b>Subtotal</b>	<b>\$195,273</b>	<b>\$186,890</b>	<b>\$79,207</b>	<b>\$118,991</b>	<b>(\$4,096)</b>	<b>(\$83,303)</b>
<b>TOTAL</b>	<b>\$199,722</b>	<b>\$191,368</b>	<b>\$80,877</b>	<b>\$122,796</b>	<b>(\$3,801)</b>	<b>(\$84,678)</b>
<b>Funding</b>						
City Funds			(\$2,261)	(\$3,370)	(\$3,954)	(\$1,693)
Other Categorical			0	1,041	0	0
State			0	1,127	0	0
Federal - Community Development			82,987	121,105	0	(82,987)
Federal - Other			151	2,284	153	2
Intra City			0	608	0	0
<b>TOTAL</b>	<b>\$199,722</b>	<b>\$191,368</b>	<b>\$80,877</b>	<b>\$122,796</b>	<b>(\$3,801)</b>	<b>(\$84,678)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	45	52	40	67	40	0
<b>TOTAL</b>	<b>45</b>	<b>52</b>	<b>40</b>	<b>67</b>	<b>40</b>	<b>0</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

**Upstate Water Supply**

<b>Upstate Water Supply</b>						
<i>Dollars in Thousands</i>						
	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY19</b>	<b>FY20</b>	<b>FY19-FY20</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$84,782	\$89,662	\$89,168	\$91,522	\$93,226	\$4,058
Other Salaried and Unsalari ed	508	525	245	260	271	26
Additional Gross Pay	6,712	7,047	2,957	2,957	2,989	32
Overtime - Civilian	4,860	4,719	2,009	2,009	2,009	0
Fringe Benefits	189	182	188	188	188	0
<b>Subtotal</b>	<b>\$97,052</b>	<b>\$102,135</b>	<b>\$94,566</b>	<b>\$96,936</b>	<b>\$98,683</b>	<b>\$4,117</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$24,250	\$22,015	\$28,319	\$29,101	\$29,904	\$1,585
Fixed and Misc Charges	159,754	163,455	166,158	166,117	166,158	0
Property and Equipment	3,681	5,245	3,032	4,967	2,962	(70)
Other Services and Charges	52,848	49,812	76,394	73,214	69,675	(6,720)
Contractual Services	27,539	23,199	38,864	36,222	39,023	159
<b>Subtotal</b>	<b>\$268,071</b>	<b>\$263,725</b>	<b>\$312,768</b>	<b>\$309,620</b>	<b>\$307,722</b>	<b>(\$5,046)</b>
<b>TOTAL</b>	<b>\$365,122</b>	<b>\$365,860</b>	<b>\$407,338</b>	<b>\$406,559</b>	<b>\$406,408</b>	<b>(\$929)</b>
<b>Funding</b>						
City Funds			\$403,601	\$402,610	\$402,468	(\$1,133)
Other Categorical			0	27	0	0
Capital- IFA			3,737	3,855	3,940	203
Intra City			0	67	0	0
<b>TOTAL</b>	<b>\$365,122</b>	<b>\$365,860</b>	<b>\$407,338</b>	<b>\$406,559</b>	<b>\$406,408</b>	<b>(\$929)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	1,202	1,222	1,292	1,292	1,292	0
<b>TOTAL</b>	<b>1,202</b>	<b>1,222</b>	<b>1,292</b>	<b>1,292</b>	<b>1,292</b>	<b>0</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

**Wastewater Treatment Operations**

<b>Wastewater Treatment Operations</b>						
<i>Dollars in Thousands</i>						
	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY19</b>	<b>FY20</b>	<b>FY19-FY20</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$148,444	\$149,590	\$170,168	\$169,893	\$171,592	\$1,425
Other Salaried and Unsalari ed	50	26	104	105	106	2
Additional Gross Pay	22,862	19,383	7,546	16,021	7,546	0
Overtime - Civilian	23,449	22,393	10,857	12,155	11,857	1,000
Fringe Benefits	2,163	3,078	3,084	3,659	3,084	0
<b>Subtotal</b>	<b>\$196,968</b>	<b>\$194,470</b>	<b>\$191,758</b>	<b>\$201,833</b>	<b>\$194,185</b>	<b>\$2,427</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$43,933	\$43,888	\$46,340	\$53,243	\$59,662	\$13,322
Fixed and Misc Charges	1,587	516	597	597	597	0
Property and Equipment	8,875	4,192	7,965	7,600	7,965	0
Other Services and Charges	125,732	126,876	109,069	107,925	105,964	(3,106)
Contractual Services	106,607	111,172	114,209	118,794	116,808	2,599
<b>Subtotal</b>	<b>\$286,735</b>	<b>\$286,644</b>	<b>\$278,182</b>	<b>\$288,159</b>	<b>\$290,997</b>	<b>\$12,815</b>
<b>TOTAL</b>	<b>\$483,703</b>	<b>\$481,114</b>	<b>\$469,940</b>	<b>\$489,993</b>	<b>\$485,182</b>	<b>\$15,242</b>
<b>Funding</b>						
City Funds			\$461,744	\$473,093	\$475,475	\$13,731
Other Categorical			0	7,026	0	0
Capital- IFA			8,196	8,392	8,532	336
Federal - Other			0	1,303	1,176	1,176
Intra City			0	179	0	0
<b>TOTAL</b>	<b>\$483,703</b>	<b>\$481,114</b>	<b>\$469,940</b>	<b>\$489,993</b>	<b>\$485,182</b>	<b>\$15,242</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	1,729	1,708	1,842	1,842	1,842	0
<b>TOTAL</b>	<b>1,729</b>	<b>1,708</b>	<b>1,842</b>	<b>1,842</b>	<b>1,842</b>	<b>0</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

**Water and Sewer Maintenance Operations**

<b>Water and Sewer Maintenance Operations</b>						
<i>Dollars in Thousands</i>						
	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY19</b>	<b>FY20</b>	<b>FY19-FY20</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$84,904	\$90,044	\$100,991	\$103,392	\$105,606	\$4,615
Other Salaried and Unsalari ed	850	1,339	1,684	1,738	1,778	95
Additional Gross Pay	14,326	7,295	5,859	5,859	5,859	0
Overtime - Civilian	13,815	10,897	5,734	5,734	5,734	0
Fringe Benefits	0	0	24	24	24	0
<b>Subtotal</b>	<b>\$113,895</b>	<b>\$109,574</b>	<b>\$114,291</b>	<b>\$116,746</b>	<b>\$119,001</b>	<b>\$4,710</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$10,773	\$11,268	\$12,514	\$12,311	\$11,754	(\$760)
Fixed and Misc Charges	2,863	2,325	0	0	0	0
Property and Equipment	3,455	1,916	1,380	1,837	1,313	(68)
Other Services and Charges	21,068	25,406	40,377	33,186	37,537	(2,840)
Contractual Services	14,767	16,925	26,205	31,867	30,958	4,753
<b>Subtotal</b>	<b>\$52,925</b>	<b>\$57,839</b>	<b>\$80,476</b>	<b>\$79,201</b>	<b>\$81,561</b>	<b>\$1,085</b>
<b>TOTAL</b>	<b>\$166,820</b>	<b>\$167,414</b>	<b>\$194,767</b>	<b>\$195,948</b>	<b>\$200,562</b>	<b>\$5,795</b>
<b>Funding</b>						
City Funds			\$186,640	\$187,565	\$186,836	\$195
Capital- IFA			8,127	8,383	8,566	438
State			0	0	5,161	5,161
<b>TOTAL</b>	<b>\$166,820</b>	<b>\$167,414</b>	<b>\$194,767</b>	<b>\$195,948</b>	<b>\$200,562</b>	<b>\$5,795</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	1,178	1,255	1,354	1,354	1,345	(9)
<b>TOTAL</b>	<b>1,178</b>	<b>1,255</b>	<b>1,354</b>	<b>1,354</b>	<b>1,345</b>	<b>(9)</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.