

THE COUNCIL OF THE CITY OF NEW YORK

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Speaker of the Council

Hon. Fernando Cabrera
Chair, Committee on Governmental Operations



Report of the Finance Division on the
Fiscal 2020 Preliminary Plan and the
Fiscal 2019 Preliminary Mayor's Management Report for the
Department of Citywide Administrative Services

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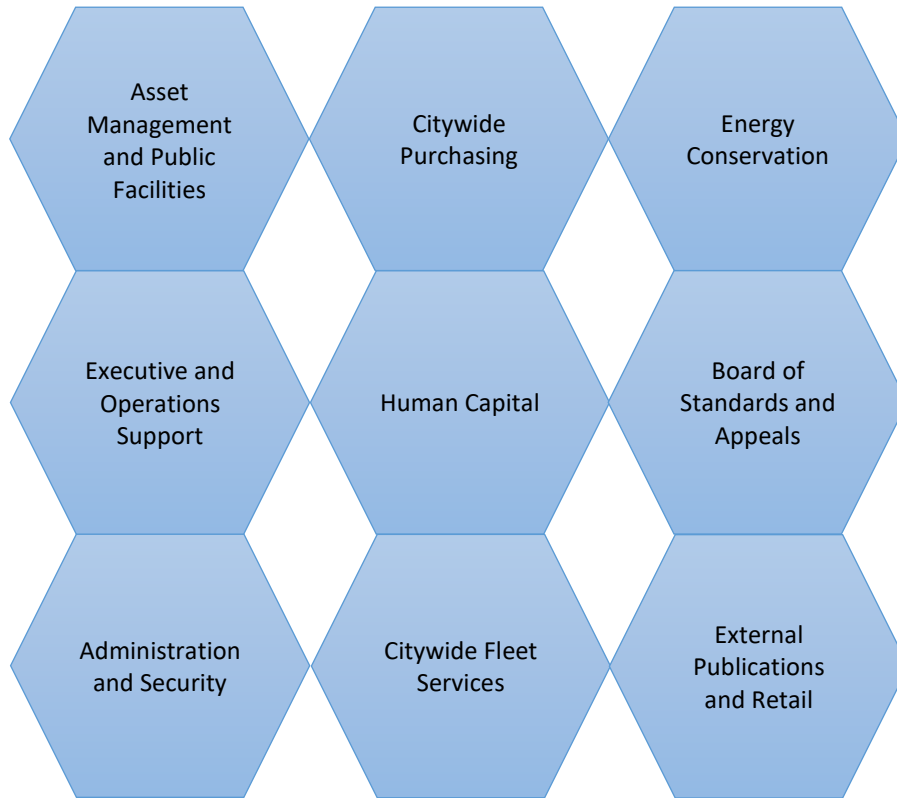
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Department of Citywide Administrative Services Overview

The Department of Citywide Administrative Services (DCAS) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public.

Program Areas



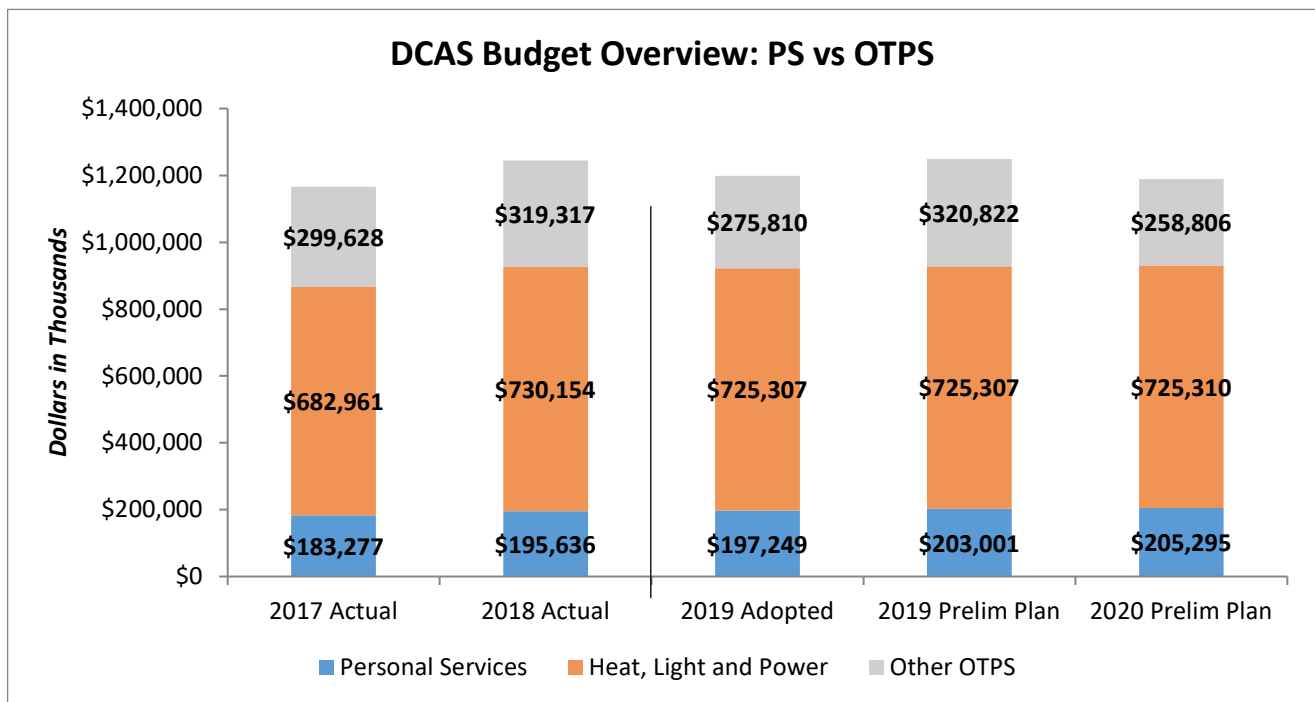
DCAS' activities include:

- Supporting City agencies' workforce needs in recruiting, hiring and training City employees;
- Establishing and enforcing uniform procedures to ensure equal employment opportunity for employees and job candidates at City agencies;
- Providing overall facilities management, including security, maintenance and construction services for tenants in 55 public buildings;
- Purchasing, selling and leasing non-residential real property;
- Purchasing goods and select services; inspects and distributes supplies and equipment;
- Disposing of all surplus and obsolete goods;
- Monitoring City agency fleets and the City's overall compliance with fleet purchasing laws and environmental goals;
- Establishing, auditing and paying utility accounts that serve 80 agencies and more than 4,000 buildings.

Fiscal 2019 Preliminary Budget Highlights

The Department of Citywide Administrative Service’s Fiscal 2020 Preliminary Budget totals \$1.19 billion, including \$205 million in Personal Services (PS) funding to support 2,490 full time positions. \$725.3 million of DCAS’ budget is allocated for the Citywide Heat, Light and Power bill, which DCAS pays for other agencies and is discussed in more detail in the section “Citywide Heat, Light, and Power” in this report. Approximately 62 percent of DCAS’ budget is funded through Intra-City transfers, which finance DCAS’ payment of the Citywide Heat, Light and Power bill, DCAS’ procurement of goods and services for other agencies, and other services provided to other city agencies. Approximately 25 percent of DCAS’ budget is City tax-levy funding, with the majority of remaining funding coming from State and Other Categorical sources. DCAS’ budget is subdivided into 20 units of appropriation (U/As), a Personal Services and Other Than Personal Services (OTPS) U/A for each of the Department’s 10 program areas.¹

Figure 1



The Department of Citywide Administrative Service’s Fiscal 2020 Preliminary Budget is \$9 million less than its Fiscal 2019 Adopted Budget of \$1.2 billion. This is due to the absence of funding for the private school security guards reimbursement program, rollovers in OTPS funding from Fiscal 2018 to Fiscal 2019 for specific projects, and an underdeveloped budget for citywide fleet services in Fiscal 2020.

Highlights of DCAS’ Fiscal 2020 Preliminary Budget

- New Needs.** Since the adoption of the Fiscal 2019 Plan, the Department of Citywide Administrative Services has identified \$13.4 million in new needs for Fiscal 2019 and \$1.0 million in new needs for Fiscal 2020, including for energy management initiatives, fleet initiatives, and additional staff in the Executive Operations and Support Division.

¹ Units of Appropriation are the subdivisions of the City Expense Budget that the City Council votes upon.

- **Citywide Savings Program.** The Department of Citywide Administrative Services will generate budget savings of \$2.1 million in Fiscal 2019 and \$3.1 million in Fiscal 2020 as part of the Citywide Savings Program introduced in the November 2018 and Fiscal 2020 Preliminary Plans. Savings include reimbursements from annuity payments, overhead, and learning and development staff; change management contract savings; and roof patching contract savings, amongst others. The November 2018 Citywide Savings Program also included a vacancy reduction of 24 clerical and administrative positions across the agency, with so concurrent reduction in PS funding.
- **Miscellaneous Revenue.** The Financial Plan projects that the Department of Citywide Administrative Services will generate Miscellaneous Revenue totaling \$65.3 million in Fiscal 2020, including \$43.1 million from Commercial Rents.
- **Contract Budget.** DCAS' Fiscal 2019 Contract Budget totals \$57 million for 156 contracts accounting for six percent of the Agency's Fiscal 2019 OTPS budget.
- **Citywide Heat, Light and Power.** The Citywide Heat, Light and Power Fiscal 2020 Preliminary Budget totals \$725.3 million, representing 61.0 percent of DCAS' overall Fiscal 2020 Budget.
- **Preliminary Mayor's Management Report (PMMR) Highlights.** Notable performance metrics reported by the Department of Citywide Administrative Services in the 2019 PMMR include the following.
 - ✓ Cumulative estimated reduction in greenhouse gas emissions from all energy projects has been steadily growing each year as DCAS has added more funding for energy retrofit projects, to a total of 157,677 metric tons in Fiscal 2018.
 - ✓ The median time from exam administration to exam results completion varies substantially from year to year based on the number and type of civil service exams held. Median time was 246 days in Fiscal 2017 and 78 days in Fiscal 2018.
 - ✓ The average number of bidders per bid on goods and service contracts has remained steady at just over three bidders for the past several fiscal years.

Financial Plan Summary

Table 1

DCAS Expense Budget						
	FY17	FY18	FY19	Preliminary Plan		**Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	FY19	FY20	FY19 - FY20
Budget by Program Area						
Administration and Security	\$42,416	\$38,062	\$43,201	\$44,181	\$30,307	(\$12,894)
Asset Management-Public Facilities	253,892	255,344	260,650	272,693	265,964	5,314
Board of Standards and Appeals	2,518	2,526	3,261	3,228	3,187	(74)
Citywide Fleet Services	47,988	58,144	30,174	43,340	24,072	(6,102)
Energy Conservation	720,786	778,429	745,024	763,500	756,447	11,423
Executive and Operations Support	27,750	31,977	36,575	37,548	33,605	(2,970)
External Publications and Retail Operations	2,397	2,733	3,241	3,496	3,452	211
Human Capital	28,398	36,828	33,654	35,058	34,099	445
Office of Citywide Purchasing	39,721	41,065	38,206	41,769	38,042	(164)
Real Estate Services	0	0	4,383	4,317	235	(4,148)
TOTAL	\$1,165,866	\$1,245,106	\$1,198,366	\$1,249,129	\$1,189,411	(\$8,955)
Funding						
City Funds			\$306,258	\$329,310	\$293,443	(\$12,815)
Other Categorical			88,433	89,859	88,531	98
Capital- IFA			1,595	1,652	1,693	98
State			55,633	62,163	58,990	3,357
Federal - Community Development			1,598	1,598	1,598	0
Federal - Other			2,120	2,134	2,147	27
Intra City			742,728	762,413	743,008	280
TOTAL	\$1,165,866	\$1,245,106	\$1,198,366	\$1,249,129	\$1,189,411	(\$8,955)
Headcount						
Full-Time Positions - Civilian	2,210	2,300	2,454	2,498	2,490	36

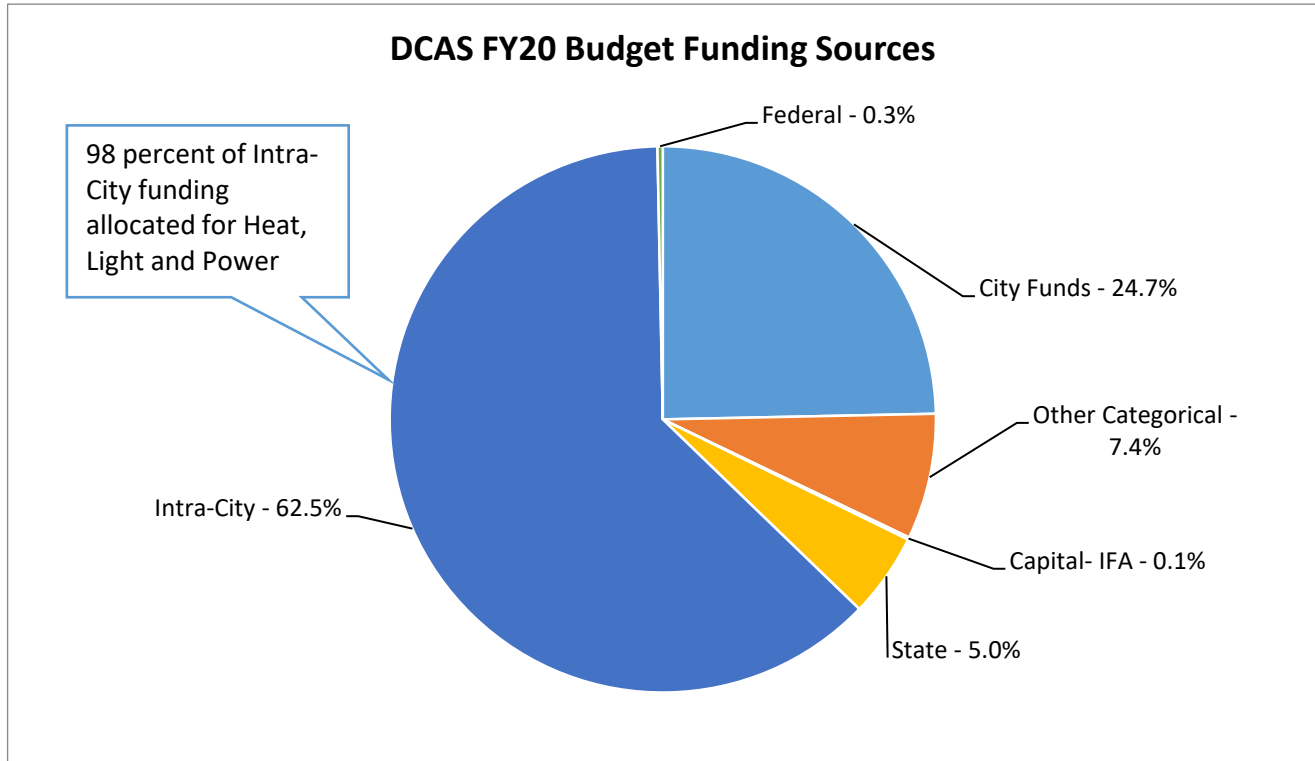
***The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

The Department of Citywide Administrative Service's Fiscal 2020 Preliminary Budget is \$9 million less than its Fiscal 2019 Adopted Budget of \$1.2 billion. The Agency's Fiscal 2020 Preliminary Budget is \$9 million less than its Fiscal 2019 Adopted Budget. This is primarily due to the absence of funding for the private school security guards program, which has been included in DCAS' budget in past years on a year to year basis in the Executive Plan (See the section "Private School Security Guards Program" in this report for more information). In addition, funding is lower in Fiscal 2020 relative to Fiscal 2019 as much of the OTPS funding for the Division of Citywide Fleet Services is added to DCAS' budget over the course of the fiscal year.

The Citywide Heat, Light and Power Budget, the City Government's heat and power utilities bill, is budgeted for \$725.3 million in Fiscal 2020, representing 61 percent of DCAS' overall Fiscal 2020 Budget. The majority of the Citywide Heat, Light and Power Budget is funded through Intra-City transfers from other City agencies.

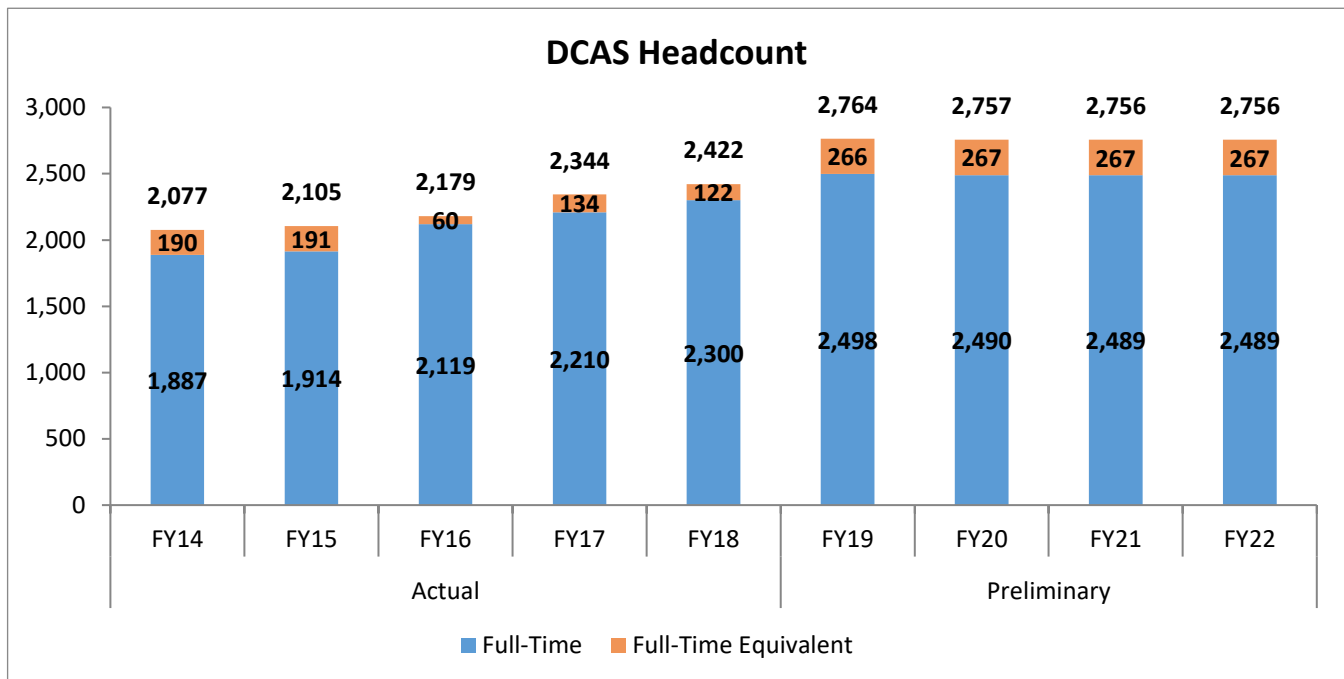
Given the substantial size of the Citywide Heat, Light and Power Budget, 62.5 percent of DCAS' budget is sourced from Intra-City payments. Intra-City payments also represent payments from other agencies to the Citywide Purchasing Division for the purchase of goods and services.

Figure 2



Headcount

Figure 3



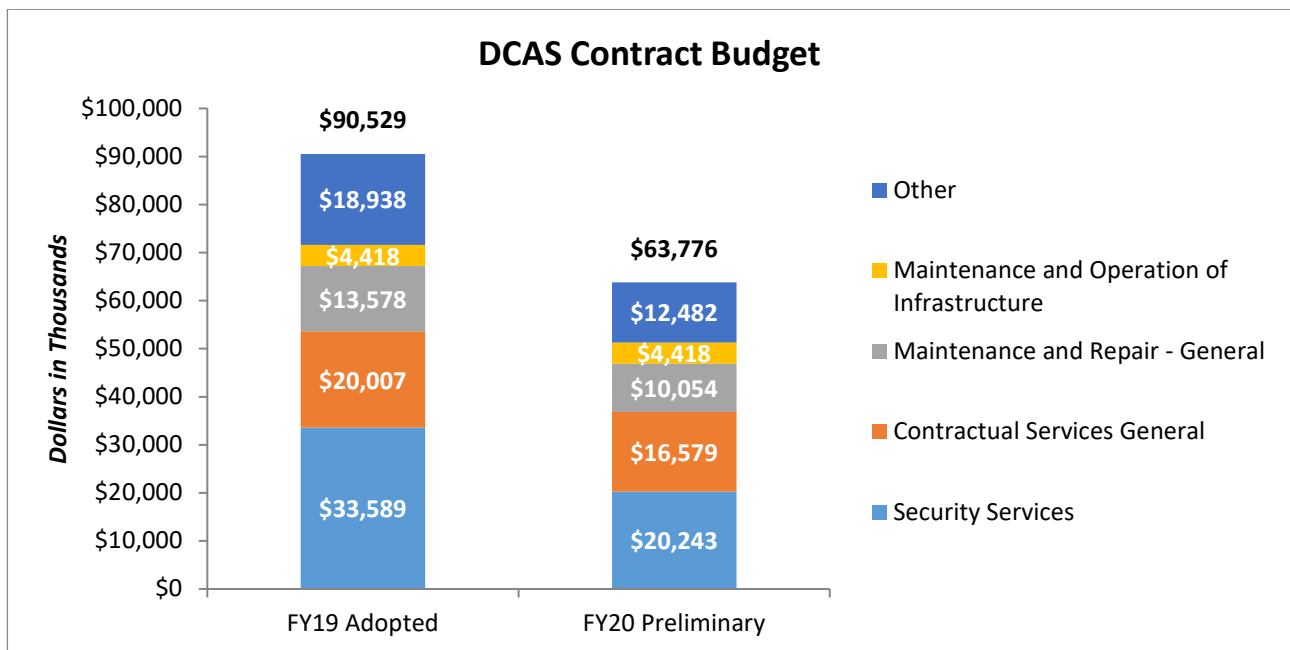
DCAS’ Fiscal 2020 Preliminary Budget provides for 2,490 full-time positions and 267 full-time equivalent positions across its ten divisions. As of December 2017, DCAS was operating with a 6.3 percent full-time staff vacancy rate. The Asset Management-Public Buildings Division is DCAS’ largest in terms of headcount, with 1,387 budgeted full-time positions, comprising 55.7 percent of DCAS’ full-

time budgeted headcount. DCAS’ Fiscal 2020 Preliminary Budget headcount is 36 positions greater than its Fiscal 2019 Adopted Budget headcount, primarily attributable to additional staff for the Public Safety Answering Center (PSAC) II in the Bronx, as well as for the Office of Court Administration. Please see Appendix B for more details regarding DCAS’ headcount.

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.

Figure 4

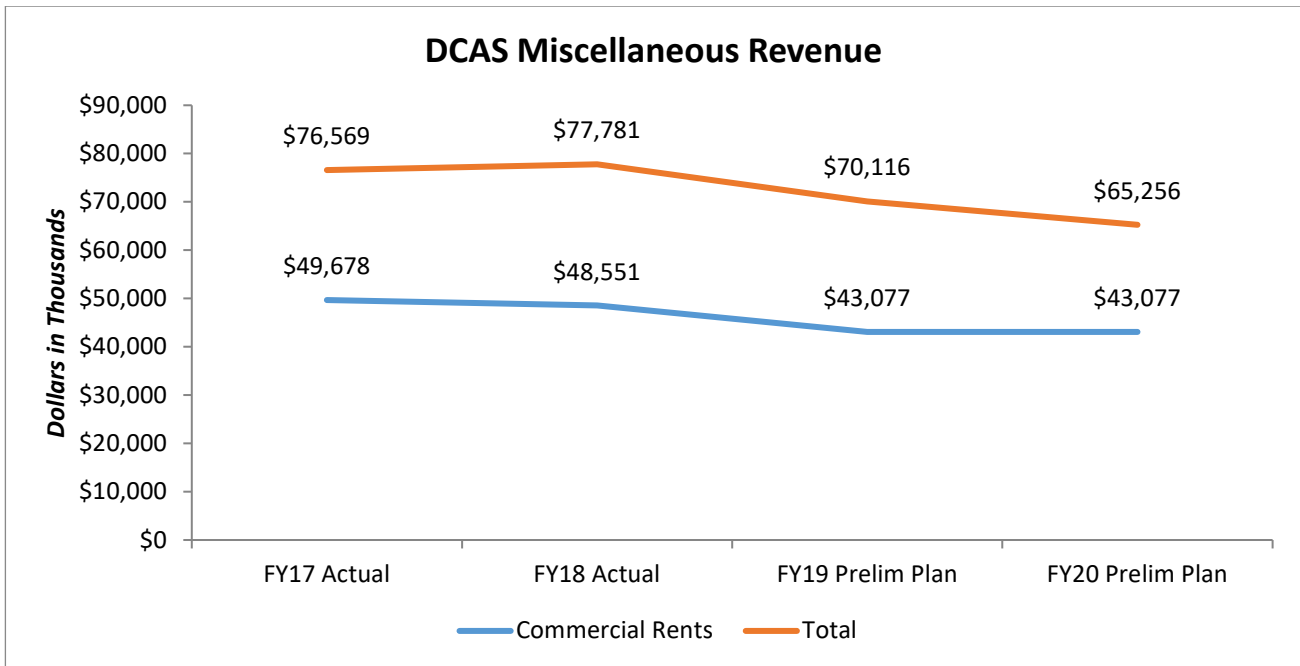


DCAS’ Fiscal 2020 Contract Budget totals \$63.8 million for 130 contracts accounting for 6.5 percent of the Agency’s Fiscal 2020 OTPS budget. However, when the \$725.3 million Citywide Heat, Light and Power Budget is excluded, DCAS’ Contract Budget accounts for a much greater 24.7 percent of DCAS’ Fiscal 2020 OTPS budget. Contracts for Security Services and General Maintenance and Repair collectively make up 47.5 percent of DCAS’ overall Contract Budget, representing the Agency’s work maintaining and providing security for a large building stock. DCAS’ Fiscal 2020 Contract Budget is \$26.8 million less than its Fiscal 2019 Adopted Budget, in large part due to underdeveloped contract budgeting for building repairs and maintenance, funding for which often rises over the course of the fiscal year as greater needs are identified. Please see Appendix C for more details regarding DCAS’ Contract Budget.

Miscellaneous Revenue

DCAS generates revenue from a wide range of sources that include BSA filing fees, payments for the administration of civil service exams, revenue from the sale of city vehicles and vehicle parts, procurement card rebates, commercial rent payments from the rental of city properties to private entities, and occasionally revenues from the sale of city property. Miscellaneous revenue generated by DCAS contributes to the City’s General Fund and therefore is not a dedicated funding source for the Department.

Figure 5

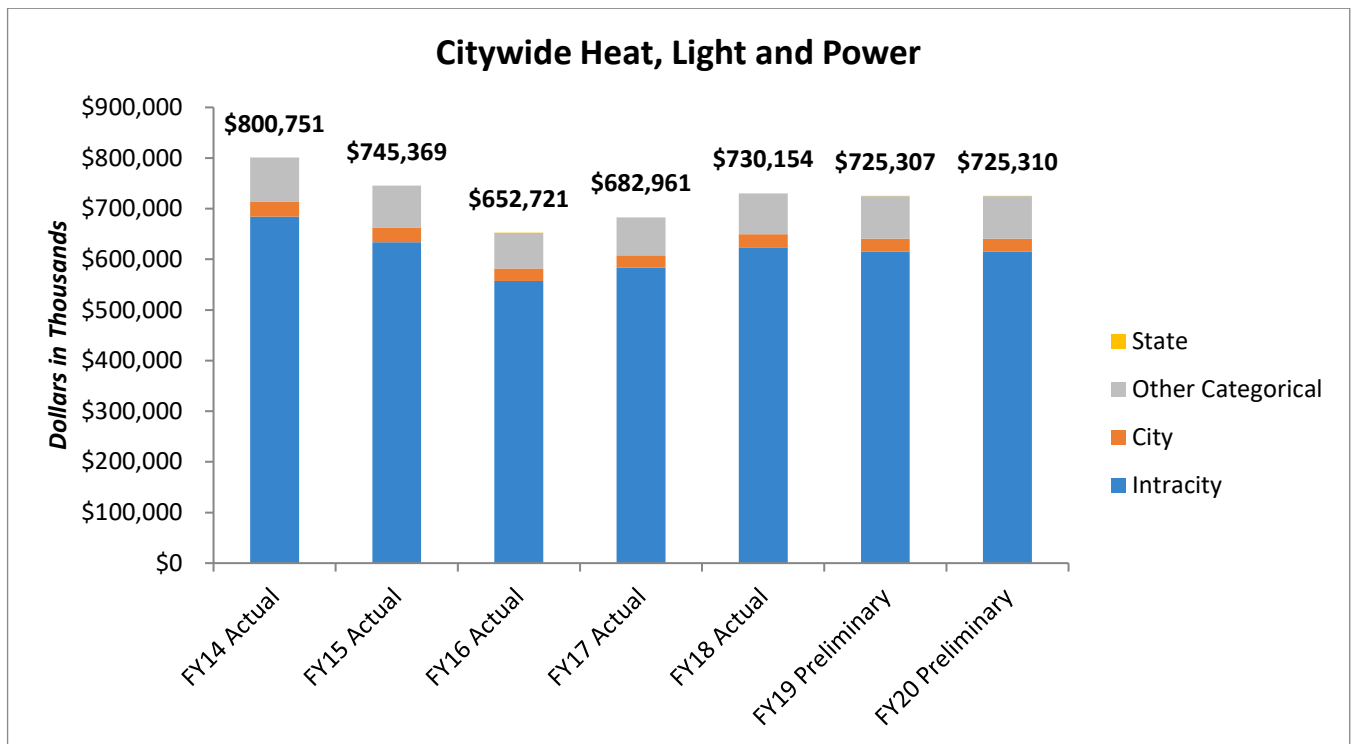


The Fiscal 2020 Preliminary Plan projects that DCAS will generate miscellaneous revenue of \$65.3 million in Fiscal 2020. DCAS’ annual miscellaneous revenue generation can vary substantially from year to year due to one-time sales of property and equipment and other non-recurring payments. In Fiscal 2017 for example, DCAS generated \$19.2 million in revenue from down payments paid towards a property sale, including \$16 million for a change in the terms of a deed restriction for 45 Rivington Street in Manhattan. Additionally, Mohawk Housing Industries prepaid \$8.8 million in Fiscal 2016 to satisfy its mortgage with the City. Excluding property sales and other non-recurring payments, commercial rent accounts for the majority of DCAS’ annual Miscellaneous Revenue, and is expected to generate 66 percent of DCAS’ miscellaneous revenue in Fiscal 2020. See Appendix D for more information regarding DCAS’ Miscellaneous Revenue Budget.

Citywide Heat, Light, and Power

Budgeted at \$725.3 million in Fiscal 2020, the Citywide Heat, Light and Power Budget makes up 61.0 percent of DCAS’ Fiscal 2020 Preliminary Budget. HLP expenditures represent all City Agencies’ (and some non-City Agencies’) spending on electricity, natural gas heating, and steam heating. DCAS pays the collective City HLP bill, and is compensated primarily through Intra-City transfers from these agencies. DCAS also pays for the Health and Hospitals Corporation’s HLP expenses, although these transfers from HHC are considered other categorical funds, as HHC is technically not a City Agency. City funding of the HLP bill primarily represents DCAS’ paying of its own heat, light and power expenses.

Figure 6



The chart above shows actual expenditures on HLP from Fiscal 2014 through Fiscal 2018, as well as planned HLP expenditures for the current and upcoming fiscal years. Expenditures vary from year to year based both on changes in energy consumption, as well as variables outside of the City’s control, such changes in market energy prices and weather patterns. See Appendix E for more details regarding the Citywide Heat, Light and Power Budget.

Budget Issues

Provisional Reduction Program

Provisional employees are non-classified employees hired on a provisional basis to fill competitive class titled civil service vacancies if no candidate lists have been generated. These employees are supposed to serve up to nine months in these positions before they take the appropriate Civil Service test and qualify for the position. Some of these provisional employees, however, have been employed in this capacity for many years.

The City Charter requires the DCAS Commissioner to report quarterly to the City Council on the number of provisional employees employed by the City, as well as the steps being taken by the City to reduce their numbers and the length of their services. As of the most recent quarterly report, issued on December 31st, 2018, the total count of provisionals was 17,175, a decrease of 3,885 since December 2017. While the overall number of provisionals has remained relatively steady over the past several fiscal years, their share of the overall city workforce has been in decline. The primary obstacles in reducing the number of provisionals have been the creation of new civil service titles (which require new exams prior to hiring civil servants for these positions) and the fact that a number of civil service exams have not yet been automated, which lengthens the process of hiring new civil servants.

In the November 2016 Plan, DCAS included a new need of \$2.6 million in Fiscal 2018 and \$2.1 million in Fiscal 2019 and in the outyears to expand efforts to reduce the number of the City's over provisional employees. This action increased DCAS' headcount by 21 positions, including 18 positions for the Division of Human Capital and three positions for the Executive Operations Support. This money is to be used to expand DCAS' Computerized Exam Testing and Application Centers beyond the current locations in Brooklyn and Manhattan to include locations in all boroughs. A particular focus will be put on efforts to make civil service exams more accessible to those with disabilities. In addition, in the November 2017 Plan, baselined new funding of \$1.4 million and an additional 24 new positions were added to the Agency's budget for a new Staten Island Computer-Based Testing and Applications Center for civil service exams.

Currently, almost 70 percent of civil service exams have been automated. In the November 2017 Plan and Fiscal 2019 Preliminary Plan, new needs of \$2.9 million in Fiscal 2018 and \$480,000 in Fiscal 2019 were added to DCAS' budget to continue to increase this percentage. Civil service list applicants are able to know whether or not they have passed an exam immediately when an exam is automated, as opposed to having to wait 9-12 months when the exams are graded manually. DCAS estimates that automating an exam reduces the time from exam administration to list establishment by at least three months. DCAS is prioritizing the order of the exams it automates based on the number of acting provisionals serving in a specific job function, the relative agency demand for specific civil service positions, and the length and scale of exams.

80 x 50

A subset of the Mayor's OneNYC Plan, 80 x 50 is the City's strategy to reduce the City's greenhouse gas (GHG) emissions by 80 percent by 2050 relative to 2005 levels. The plan was enacted into City law with Local Law 44 of 2014, which committed the City to this target.

There are a number of programs that fall under the umbrella of 80 x 50, including: the Retrofit Accelerator, a program that assists property owners complete energy and water upgrades to their buildings free of charge; CoolRoofs, a program that offers building owners a low to no cost energy

saving reflective roof options, which cut energy usage; and the NYC Carbon Challenge, in which several large institutions voluntarily agreed to reduce their GHG emissions by 30 percent or more over a 10 year period.

One major program of the 80 x 50 plan is the “One City, Built to Last” program, which aims to drastically reduce GHG emissions from City Buildings.² The two major targets of this program are:

1. To install 100 MW of solar energy capacity on City Buildings by 2025; and
2. To reduce GHG emissions from City-owned buildings by 35 percent by 2025 relative to Fiscal 2006 levels, primarily through retrofitting City-buildings to improve energy consumption efficiency.

DCAS has invested approximately \$600 million in building retrofits over the past several fiscal years, and has led to a cumulative estimated reduction in greenhouse gas emissions of 157,677 metric tons as of Fiscal 2018. DCAS has installed 10.5 MW of solar energy on City-buildings and plans to increase investment in upcoming years to meet the 2025 target. \$3 billion is allocated in the City’s 2020-2029 Preliminary Ten Year Capital Strategy to complete these investments.

Citywide Savings Initiatives

The Citywide Savings Program is the City’s strategy to find savings in the Expense Budget through hiring delays, debt service payment re-estimates, operational efficiencies, amongst other means. While savings are reported by agency, there is also a section covering “Citywide Initiatives.”³ While not direct savings in DCAS’ budget, DCAS plays an important role in the execution of some of these Citywide Initiatives.

Space Management

The Space Management program is an initiative launched by DCAS in two parts during the release of the Fiscal 2018 Preliminary and Executive Budgets. The program, which is managed by DCAS’ Division of Asset Management, establishes a more thorough review process for all City Agencies’ present and future space requests, with the aim of more efficiently and less costly using the space the City owns and rents.

In the Fiscal 2018 Executive Budget, \$2.2 million was added to finance a team of 21 new DCAS staff to manage this new process by tracking the City’s real estate portfolio through a new computer platform that integrates all 37 million square feet of City leased and owned space. OMB projects that the Space Management program will save City \$13 million in Fiscal 2019 and \$18 million in Fiscal 2020 as a result of reductions in lease expenses.

Fleet Savings Initiatives

The Fiscal 2018 and Fiscal 2019 Citywide Savings Programs included several Citywide Initiatives pertaining to the City Fleet. The Fiscal 2018 Citywide Savings Plan includes savings of \$13 million in Fiscal 2019 and \$11 million in Fiscal 2020 through Fleet Optimization. This encompasses a number of interrelated actions, including increasing usage of the citywide car-sharing program, City fleet reduction, downsizing larger vehicles to sedans, and other measures.

² City Government GHG emissions make up less than ten percent of overall City GHG emissions. However, for both the City Government and the City as a whole, building electricity and heating systems account for approximately 2/3rds of GHG emissions, making the reduction of emissions from this source critical to the 80 x 50 plan.

³ In the Fiscal 2018 Citywide Savings Plan, these were referred to “Citywide Savings.”

The Fiscal 2019 Preliminary Citywide Savings Program includes two additional fleet-related Citywide Initiatives: Electric Vehicles and Fleet Legal Coordination. The City is expecting to save \$1.9 million in Fiscal 2019, rising to \$2.9 million by Fiscal 2022, through the continued conversion to an increasing battery powered electric vehicle fleet, which will reduce fleet fuel and maintenance costs. The Fiscal 2020 Preliminary Budget includes an additional \$185,000 in Fiscal 2019 rising to \$308,000 in Fiscal 2022 for the expansion of the City's electric vehicle charging network to support these efforts to expand the electric fleet.

Finally, the City also baselined savings of \$4.8 million for Fiscal 2019 and in the outyears from the improved sharing of information and coordination with the Law Department regarding the defense of automobile-related claims against the City.

Private School Security Guards Program

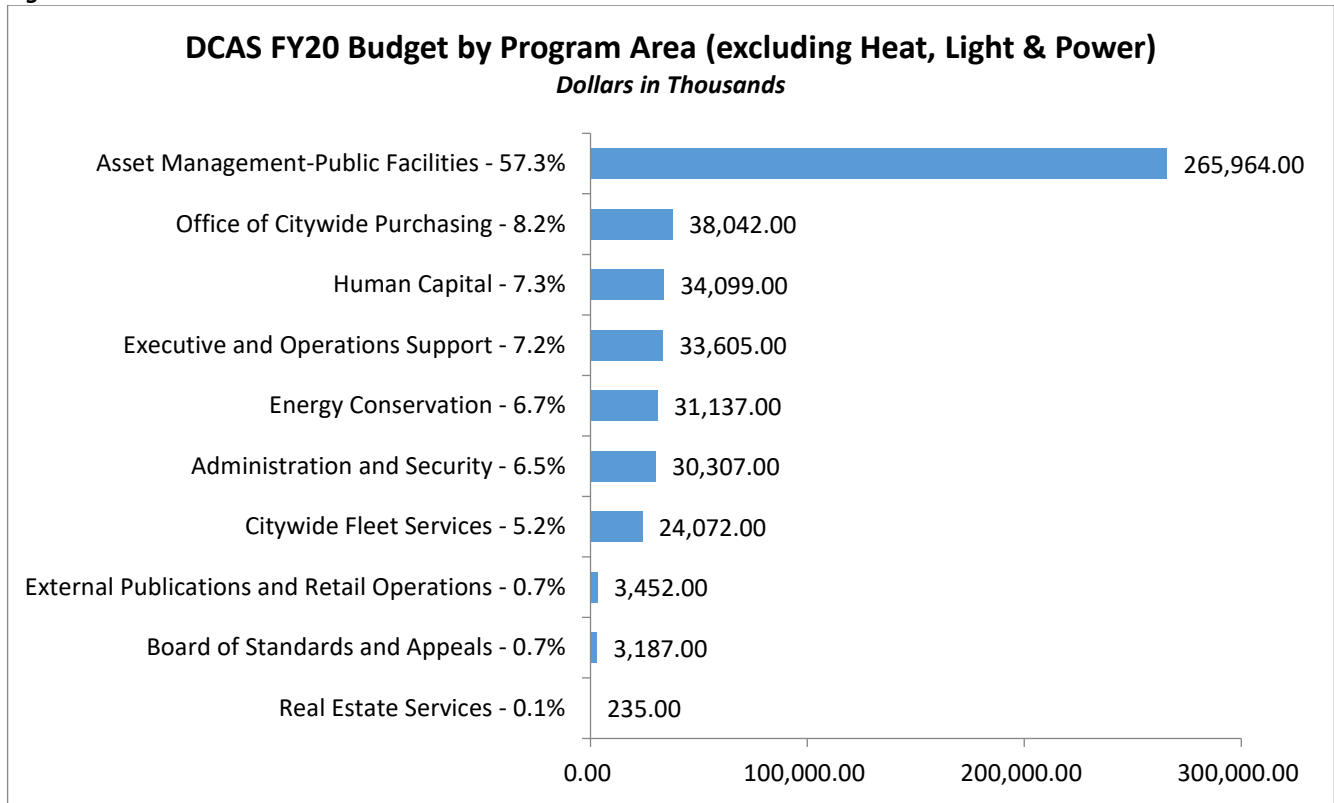
Local Law 2 of 2016, passed by the Council in December 2015, requires the City to provide nonpublic schools with 300 or more students with unarmed security guards, with the number of eligible security guards per school a function of the number of students at the school. The program is administered by DCAS, which reimburses schools the salaries of security guards hired. In Fiscal 2017 and in Fiscal 2018, \$19.8 million was added to DCAS' budget in the Executive Plan for this program, which is the maximum amount of funding that can be spent on this program annually according to the language of the law itself. In Fiscal 2019 however, only \$14.0 million was added for the program, with DCAS explaining this decrease as a result of a downward re-estimate of program participation rates. Despite this, base funding per school is lower than in the initial years of the program as DCAS has reduced the number of hours that schools are eligible to employ an unarmed security guard from 60 to 48 hours per week. Also in Fiscal 2019, DCAS added baselined funding of \$120,000 and an additional headcount of two positions to finance management auditors to ensure that funding for the program is being allocated and utilized properly. Funding has yet to be added for Private School Security Guards Program in Fiscal 2020, but is expected to be included in the Executive Plan.

Program Areas

The Department of Citywide Administrative Services is organizationally split into the following Program Areas.

- Division of Administration and Security.
- Division of Asset Management – Public Facilities.
- Division of Real Estate Services.
- Division of Citywide Fleet Services.
- Energy Conservation (Division of Energy Management).
- Division of Executive and Operations Support.
- Division of External Publications and Retail Operations.
- Division of Human Capital.
- Office of Citywide Purchasing.
- Board of Standards and Appeals.

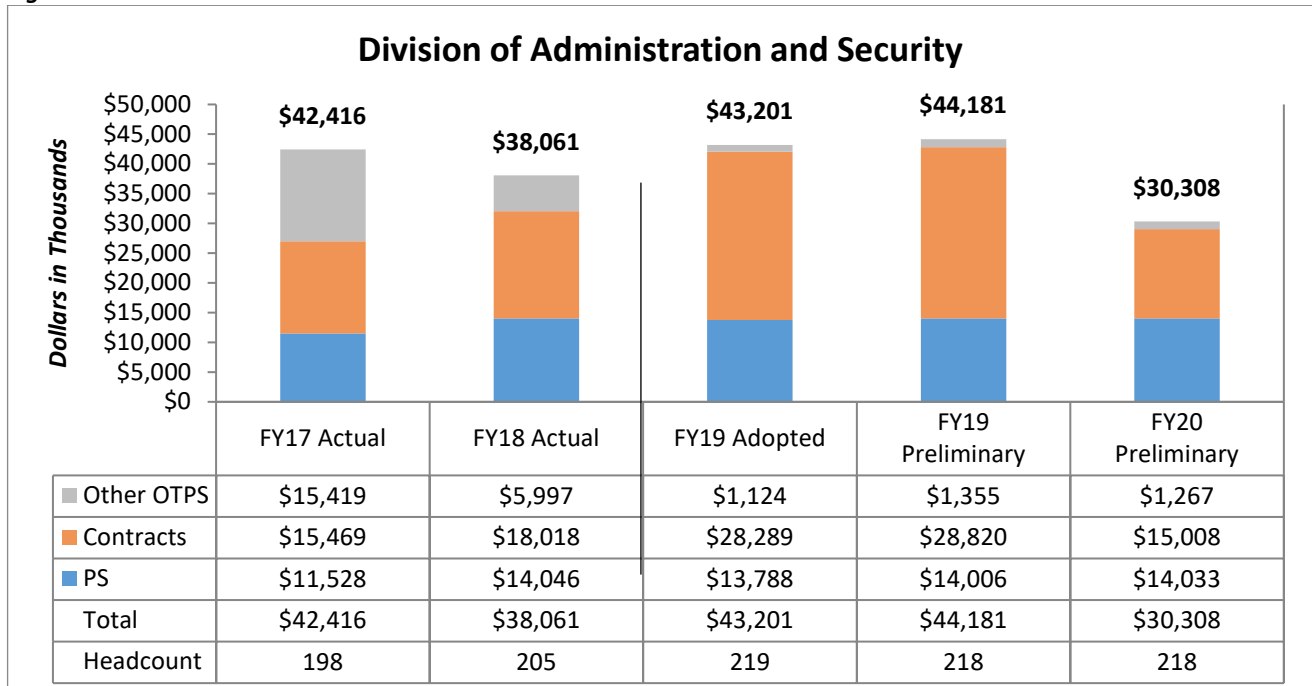
Figure 7



Division of Administration and Security

The Division of Administration and Security supports payroll and timekeeping, general administrative functions, and the agency’s personnel and disciplinary units. In addition, the Division is charged with affirmative claims, which seeks compensation for automobile accidents involving city-owned vehicles. The Division also oversees security at various city-owned buildings.

Figure 8



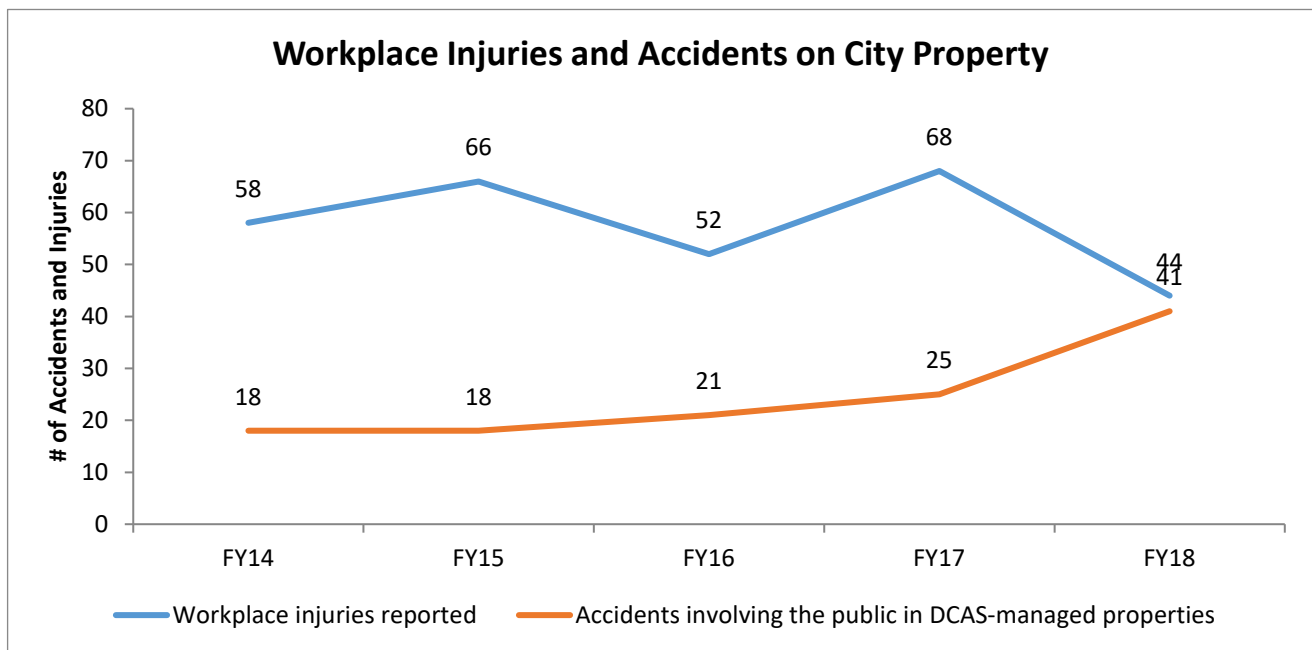
The Division of Administration and Security’s proposed budget for Fiscal 2020 totals \$30.3 million, including \$14.0 million in Personal Services funding to support 218 full-time positions. The Division accounts for 2.6 percent of DCAS’ overall budget and 8.8 percent of DCAS’ full-time headcount in Fiscal 2020. The Division of Administration and Security’s proposed Fiscal 2020 Preliminary Budget is \$12.9 million less than its Fiscal 2019 Adopted Budget. This is primarily due to the fact that funding for the private school security guards program has yet to be included in the Fiscal 2020 Budget. See the section “Private School Security Guards Program” in this report for more information. See Appendix F1 for more details regarding the Division’s Budget.

Financial Plan Actions Since Adoption Include

- **November Plan.** The November 2018 Plan included an additional \$131,261 in Fiscal 2019 and \$224,927 in Fiscal 2020 for Collective Bargaining. In addition, \$654,000 is baselined for adjustments to security guard prevailing wages.
- **Preliminary Plan.** The Fiscal 2020 Preliminary Plan includes an additional \$141,208 in Fiscal 2019 and \$241,785 in Fiscal 2020 for Collective Bargaining.

PMMR Performance Measures:

Figure 9

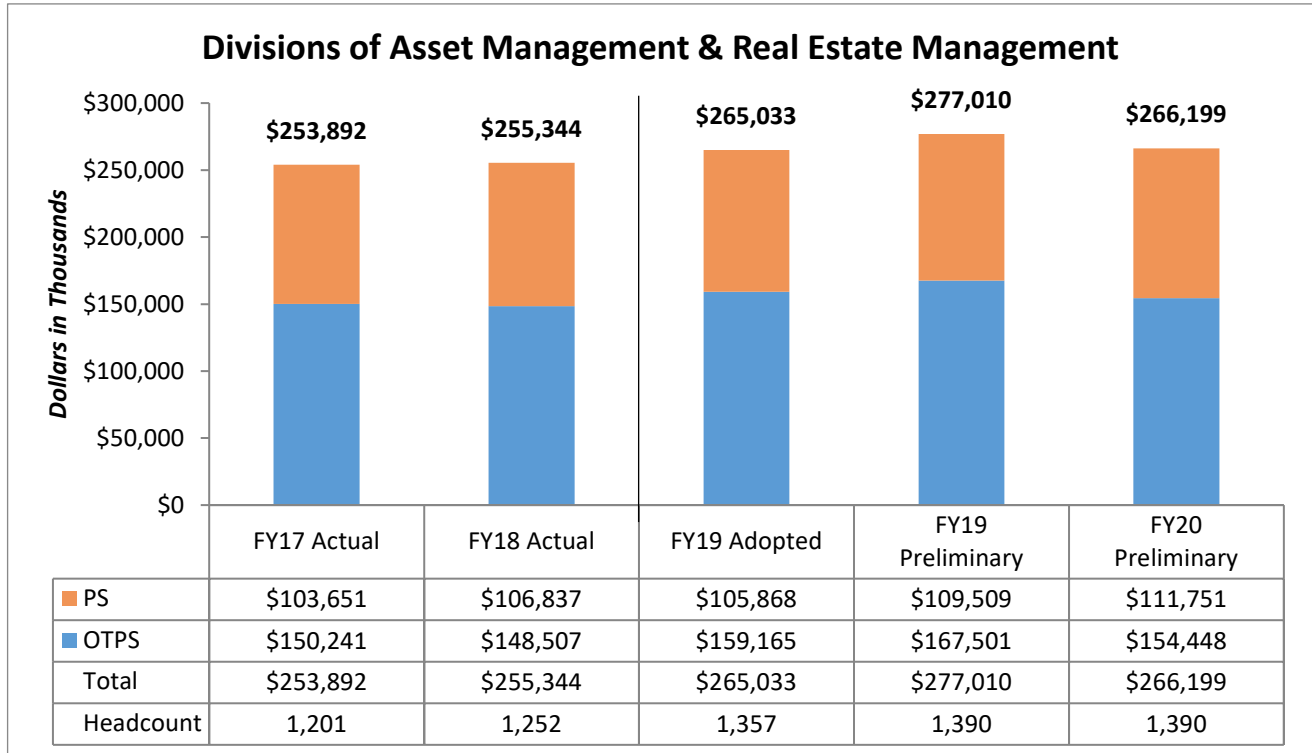


Being responsible for security at city-owned buildings, the Division of Administration and Security reports the number of workplace injuries and accidents involving the public in DCAS-managed properties. See Appendix G1 for a complete list of the Division’s 2019 PMMR indicators.

Division of Asset Management – Public Facilities/Division of Real Estate Management

The Division of Asset Management is responsible for managing and maintaining the 55 DCAS-owned and operated buildings, and also houses DCAS’ Capital Construction Group. The Division was previously fully merged with the Division of Real Estate Services, which serves as the City’s real estate manager, finding leased space for City agencies in private facilities as well as leasing out City-owned space to private entities. DCAS is working with OMB to structure fully separate U/A’s for these two divisions, but this process is not complete. Therefore, for the purposes of this report, budgetary information for these two divisions will be discussed together.

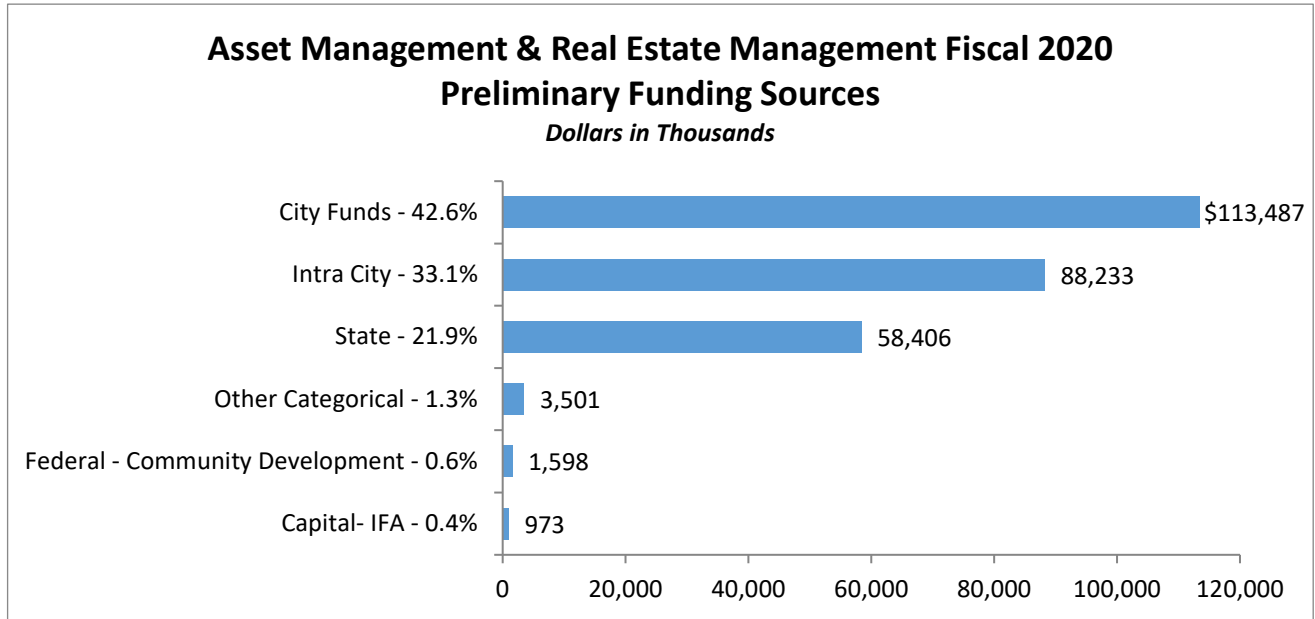
Figure 10



The Divisions of Asset Management & Real Estate Managements’ proposed budget for Fiscal 2020 totals \$266.2 million, including \$111.8 million in Personal Services funding to support 1,390 full-time positions. The Divisions account for 22.3 percent of DCAS’ overall budget and 56 percent of DCAS’ full-time headcount in Fiscal 2020.

Figure 11 below highlights the Division of Asset Management’s sources of funding. While City funding makes up the greatest share of its funding, the Division also receives substantial State and Intra-City funding. State funding is largely dedicated to paying for the cleaning and maintenance of State Courts, while Intra-City funding represents the rental of DCAS properties by other City agencies. See Appendix F2 for more details regarding the Divisions’ budget.

Figure 11

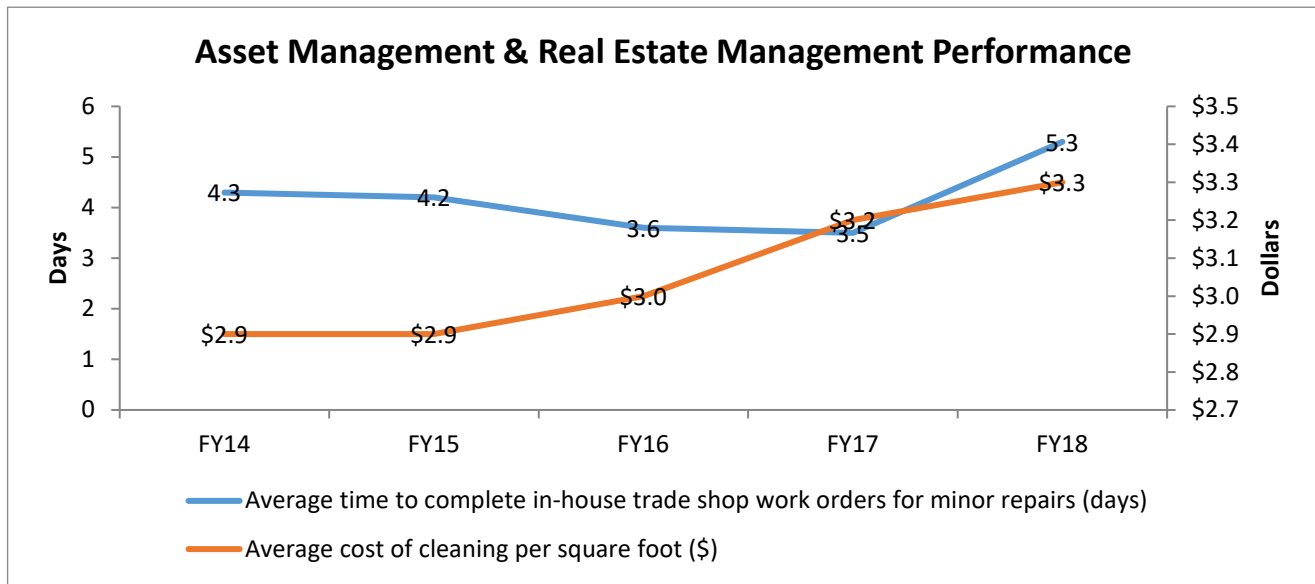


Financial Plan Actions Since Adoption

- **State Court Maintenance Funding.** The November 2018 and Fiscal 2020 Preliminary Plans include State funding of \$5.9 million in Fiscal 2019 and \$1.7 million in Fiscal 2020 for DCAS to maintain state court buildings.
- **Lease Adjustments.** An additional \$5.8 million in Fiscal 2019 for lease adjustments.
- **Citywide Savings.** In the November 2018 and Fiscal 2020 Preliminary Plans, The Division of Asset Management booked Citywide Savings of \$1.4 million in Fiscal 2019 and \$1.1 million in Fiscal 2020, including the following:
 - **Change Management Contract.** A \$900,000 downward re-estimate in funding for change management services due to a delay in contract procurement.
 - **PS Savings.** Baselined savings of \$899,000 in PS savings beginning in Fiscal 2020.
 - **Reimbursement of Overhead.** Baselined savings of \$60,000 from New York State reimbursements for overhead costs associated with Court Officers Training Academy staff.
 - **OTPS Savings.** Savings of \$98,000 in Fiscal 2020 due to a re-estimate in OTPS expenses.
 - **Roof Patching Contracting.** A funding reduction of \$439,000 in Fiscal 2019 due to delays in contract procurement for ongoing roof patching.

PMMR Performance Measures

Figure 12

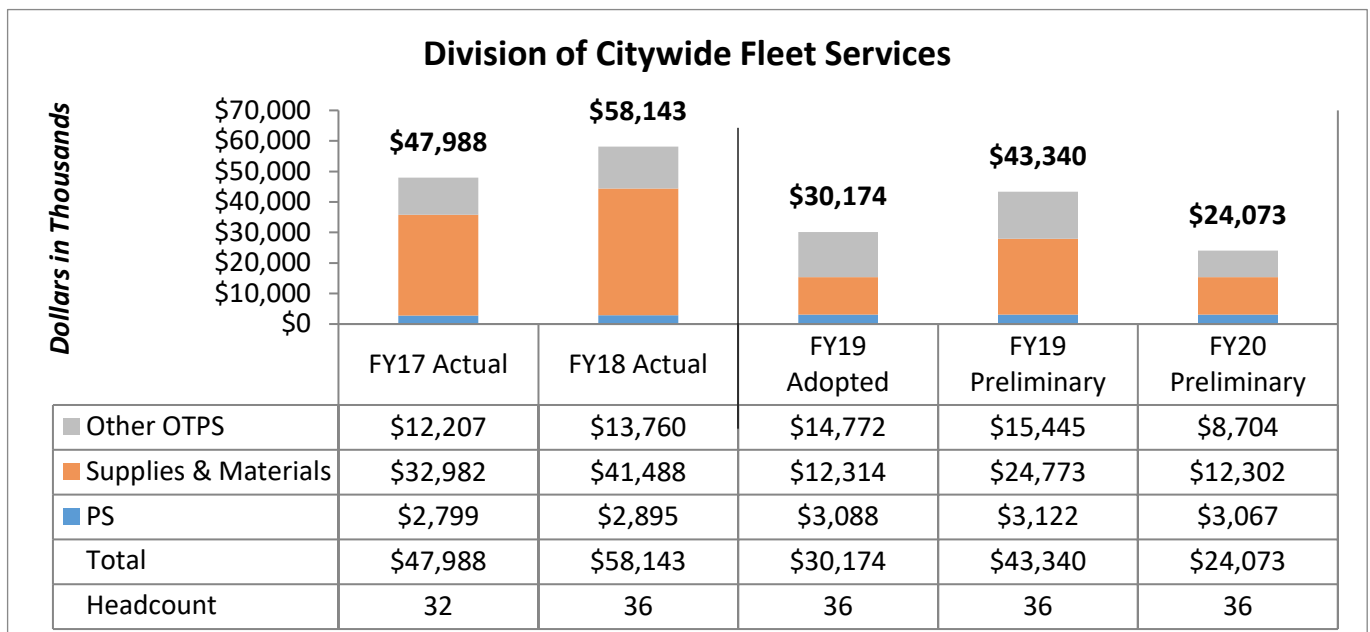


Between Fiscal 2014 and Fiscal 2017, the Asset Management Division managed to notably reduce the amount of time required to address minor repairs in City-owned office buildings. However, in Fiscal 2018, the average amount of time to address these repairs expanded significantly, from 3.5 to 5.3 days. Simultaneously, the cost of cleaning City buildings has slowly risen since Fiscal 2014. See Appendix G2 for a full list of the Asset Management and Real Estate Management Divisions’ 2019 PMMR indicators.

Division of Citywide Fleet Services

The Division of Citywide Fleet Service manages the acquisition, maintenance and disposition of New York City’s municipal fleet.

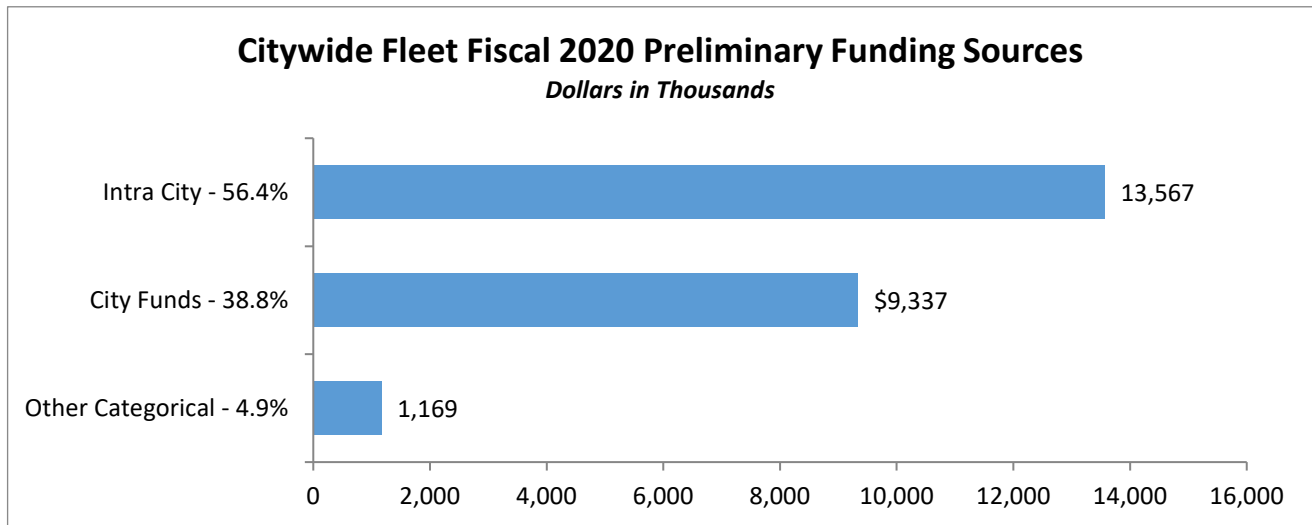
Figure 13



The Division of Citywide Fleet Services’ proposed budget for Fiscal 2020 totals \$24.1 million, including \$3.1 million in Personal Services funding to support 36 full-time positions. The Division accounts for 2.0 percent of DCAS’ overall budget and 1.4 percent of DCAS’ full-time headcount in Fiscal 2019.

In Fiscal 2020, Intra-City transfers from other agencies account for 56.4 percent of the Division of Fleet Services’ budget, representing the Division’s planned expenses on fuel and auto parts by vehicles in the City Fleet used by these agencies. The Division’s Fiscal 2020 Budget is substantially smaller than its Fiscal 2019 Budget. While the Division’s PS funding has remained fairly stable over the past several fiscal years, OTPS funding usually grows over the course of a fiscal year as much of the Division’s auto parts and fuel Intra-City funding requirements are added to the Division’s budget as the need arises. Please see Appendix F3 for more details regarding the Division’s budget.

Figure 14

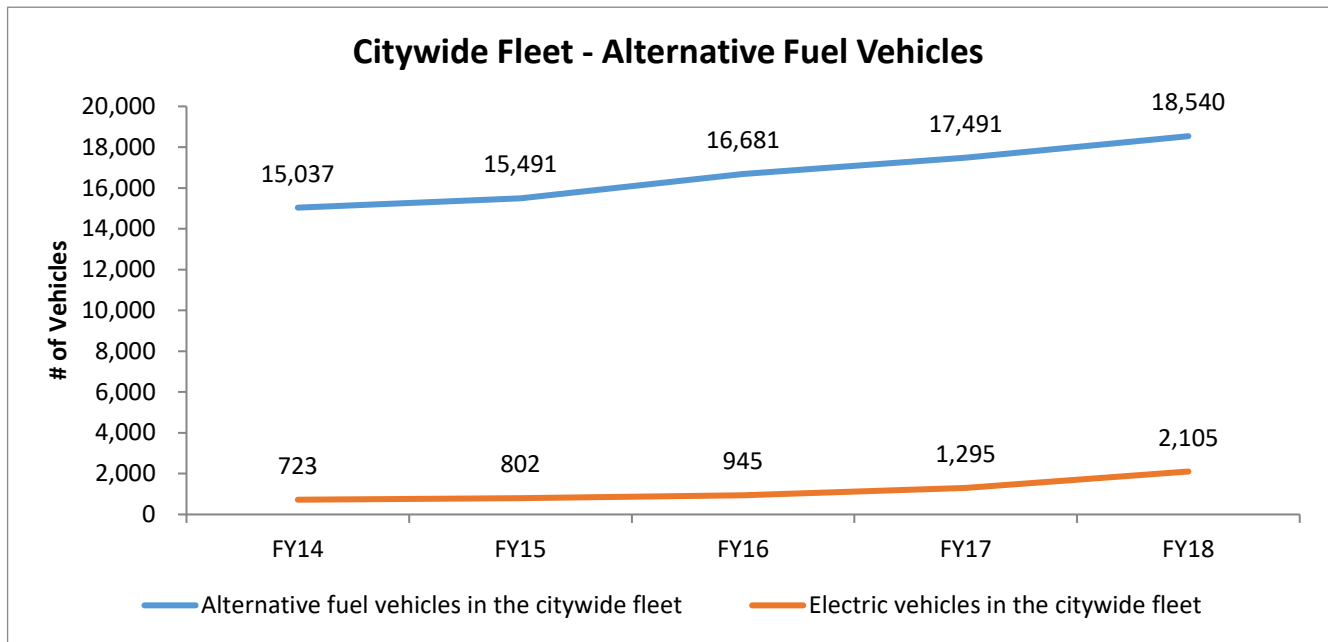


Financial Plan Actions Since Adoption

- **Fleet Initiatives.** The Fiscal 2020 Preliminary Plan includes an additional \$1.1 million in Fiscal 2019 falling to \$886.7 million in Fiscal 2020 and \$317.7 million by Fiscal 2023 for Fleet Initiatives. These include:
 - \$625,000 from Fiscal 2019 through Fiscal 2021 for the installation of 750 truck sideguards;
 - Funding of \$185,000 in Fiscal 2019 rising to \$308,000 by Fiscal 2022 for electric vehicle charger network services for the citywide fleet;
 - \$286,000 in Fiscal 2019 falling to \$10,000 by Fiscal 2022 to install 101 charging ports in existing streetlights as a part of the NYCx Moonshot Challenge.
- **Vehicle Maintenance.** In the November 2018 and Fiscal 2020 Preliminary Plans, an additional \$2.3 million in Fiscal 2019 was included in DCAS’ budget for vehicle maintenance.
- **Vehicle Parts.** In the November 2018 and Fiscal 2020 Preliminary Plans, an additional \$9.9 million in Fiscal 2019 was included in DCAS’ budget for vehicle parts.
- **Vehicle Fuel.** In the November 2018 and Fiscal 2020 Preliminary Plans, an additional \$2.6 million in Fiscal 2019 was included in DCAS’ budget for vehicle fuel.

PMMR Performance Measures

Figure 15

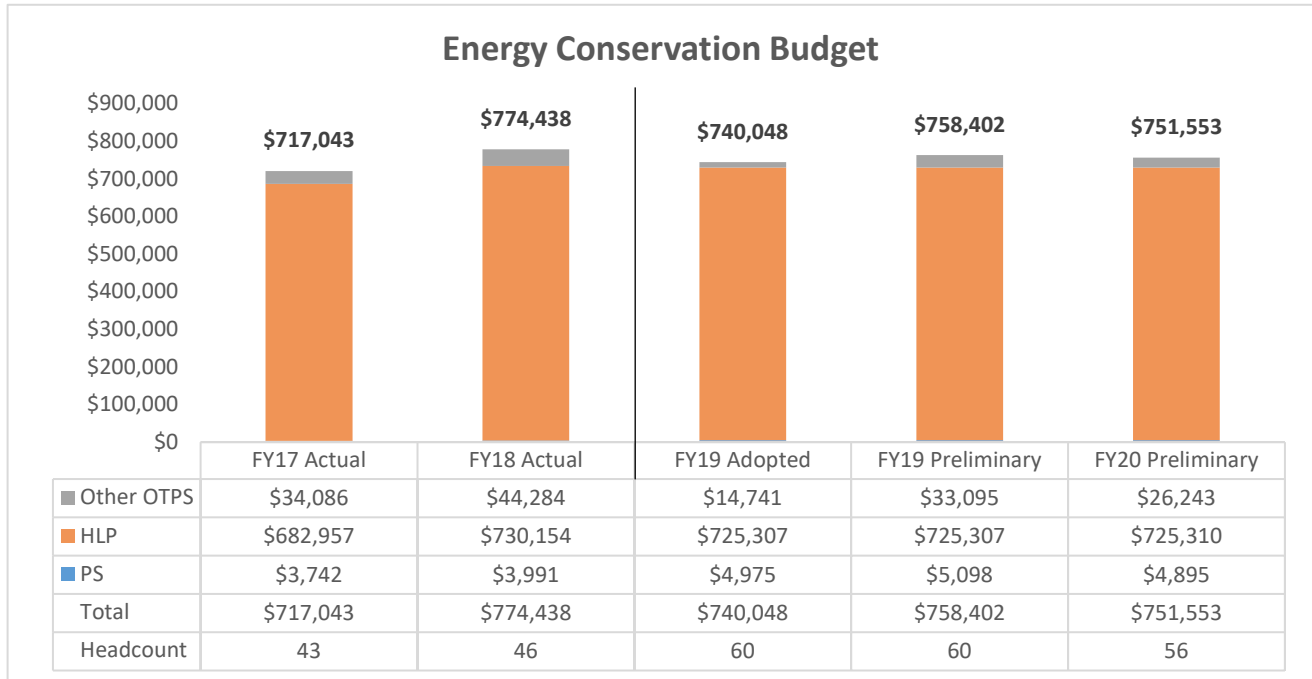


As a part of the Clean Fleet Initiative, itself a subset of the 80 x 50 program (please see the section “80 x 50” in this report for more detail), the Division of Citywide Fleet Services has a target of achieving a 50 percent reduction in greenhouse gas emissions from citywide fleet operations by 2050, relative to 2005 levels. In order to achieve this goal, the Clean Fleet Initiative also stipulates that the Division of Citywide Fleet Services add 2,000 Electric Vehicles to the fleet by 2025, and gradually increase the share of electric and other low-emissions vehicles as a proportion of the overall City fleet stock. As the chart above shows, the Division has already met its target in acquiring Electric Vehicles, and is steadily increasing the number of alternative fuel vehicles in the citywide fleet. See Appendix G3 for a full list of the Division of Citywide Fleet Services’ 2019 PMMR indicators.

Division of Energy Conservation

The Division of Energy Management (Energy Conservation) manages energy efficiency projects and programs, develops the Citywide Heat, Light and power Budget, and monitors energy usage and costs to City agencies. Funding for energy bills for all Mayoral agencies, the Health and Hospitals Corporation, the City University of New York, and 34 cultural institutions are reflected in this program area.

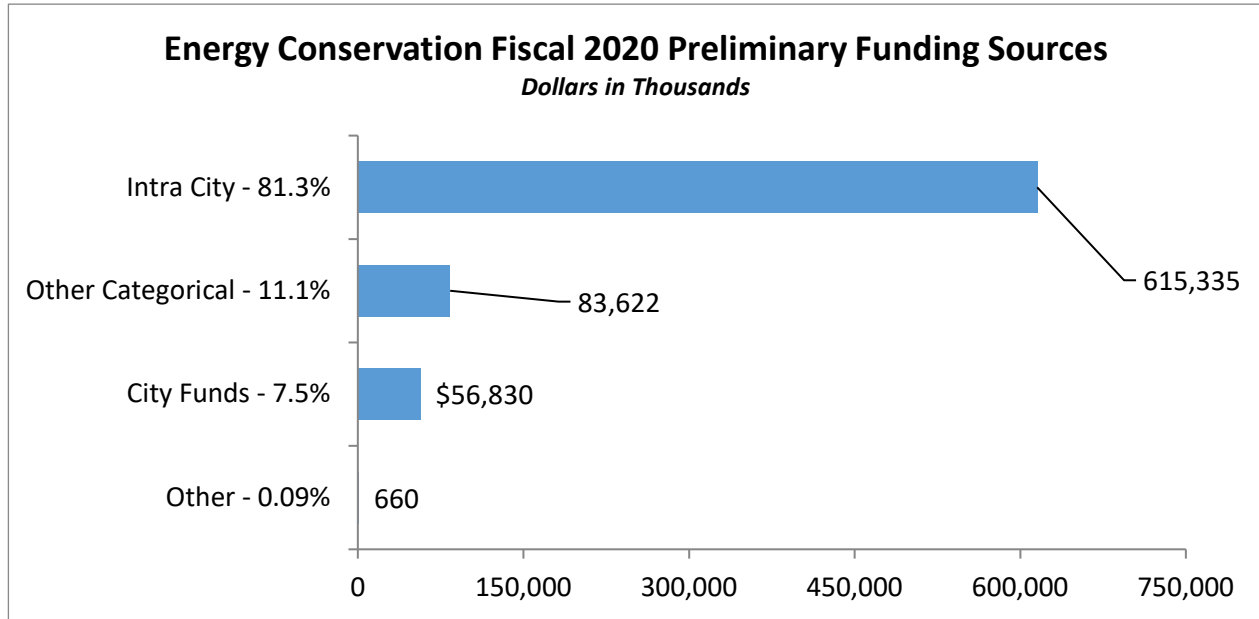
Figure 16



The Division of Energy Management’s proposed budget for Fiscal 2020 totals \$751.6 million, including \$4.9 million in Personal Services funding to support 56 full-time positions. The Division is DCAS’ largest in terms of funding, accounting for 63.2 percent of DCAS’ overall budget in Fiscal 2020. However, its full-time headcount represents only 2.2 percent of the DCAS total in Fiscal 2020. This is because the Citywide Heat, Light and Power Budget makes up the majority of the Division’s budget (96.5 percent in Fiscal 2020). The majority of the Division’s funding is sourced from Intra-City payments, as the most of the Citywide Heat, Light and Power Budget is Intra-City funding. See Figure 17 below.

OneNYC, Mayor De Blasio’s overarching sustainability plan for New York City, includes several sub-programs that DCAS is heavily involved in, most notably the 80 x 50 plan to reduce City Greenhouse Gas Emissions by 80 percent by 2050 relative to 2005 levels (please see the section “80 x 50” in this report for more information). DCAS’s contribution to 80 x 50 is primarily through its One City, Built to Last program, which aims to reduce greenhouse gas emissions from city-owned buildings by 30 percent by 2025 relative to 2005 through building retrofits and other energy efficiency measures on city government buildings. See Appendix F4 for more details regarding the Division of Energy Management’s Budget.

Figure 17



Financial Plan Actions Since Adoption

- Energy Management Initiatives.** In the Fiscal 2020 Preliminary Plan, additional funding of \$12.3 million in Fiscal 2019 was included for to keep several Energy Management initiatives funded at the same levels that were funded in Fiscal 2018. This includes \$10.8 million for the ExCEL program, \$1.0 million for energy audits, and \$800,000 for real time energy metering.

PMMR Performance Measures

Figure 18

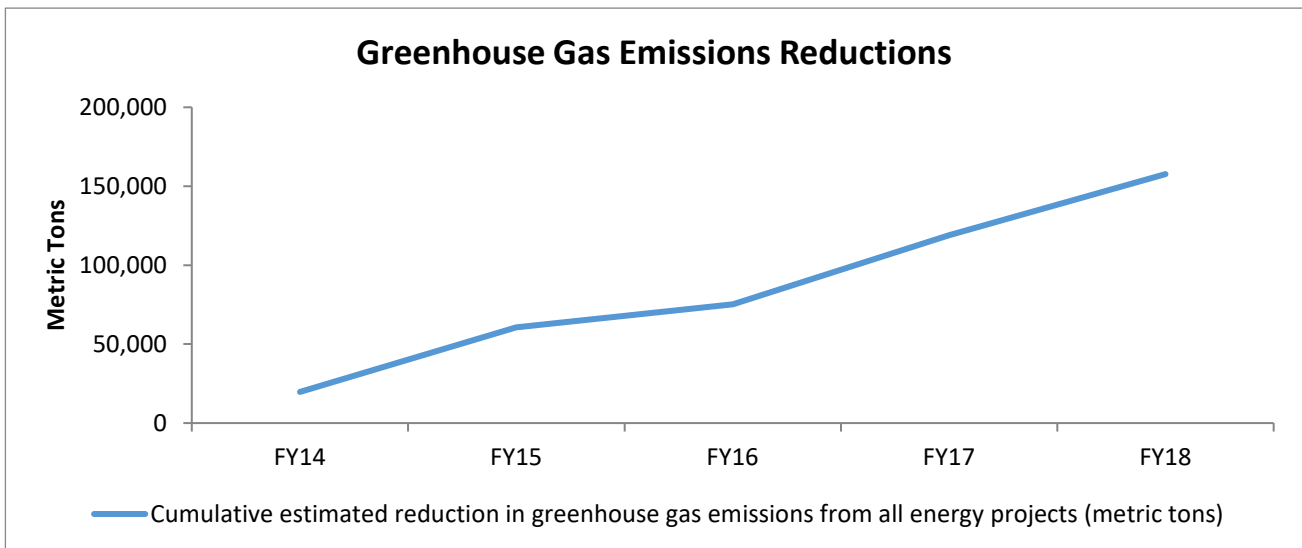
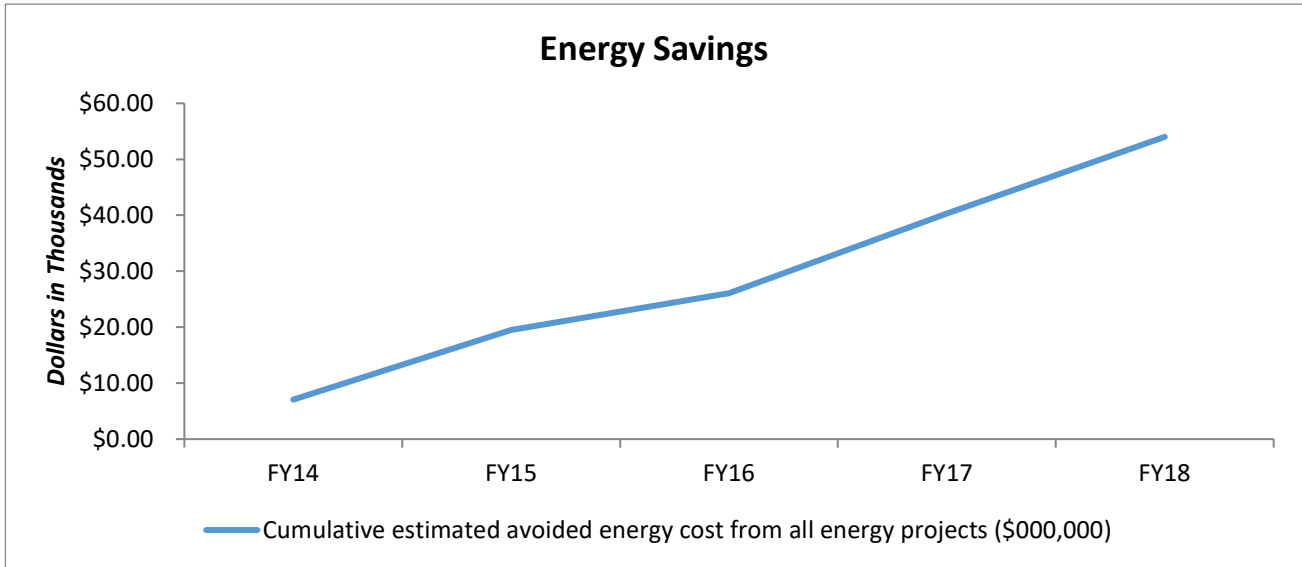


Figure 19

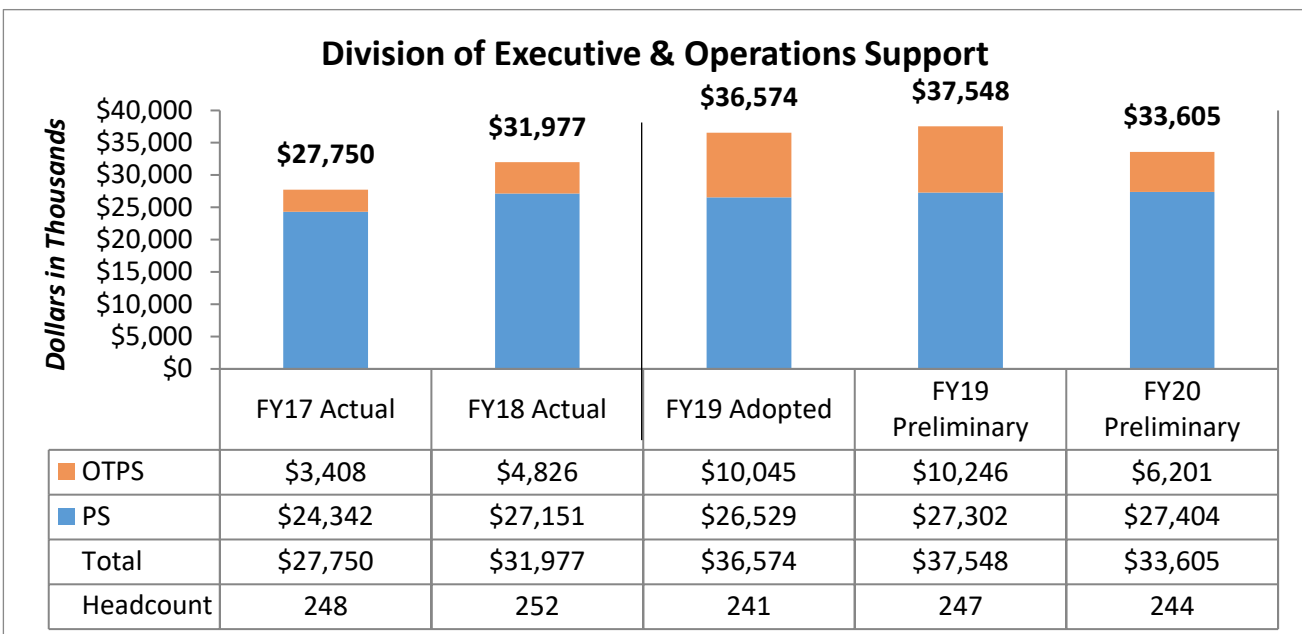


Figures 18 and 19 above highlight the Division of Energy Management’s efforts to reduce the City’s greenhouse gas emissions and energy usage. For more information on DCAS’ role in the City’s efforts to reduce energy consumption and lower greenhouse gas emissions through the 80 x 50 plan, please see the section “80 x 50” in this report. See Appendix G4 for a full list of the Division of Energy Management’s 2019 PMMR indicators.

Division of Executive and Operations Support

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

Figure 20



The Division of Executive and Operations Support’s proposed budget for Fiscal 2020 totals \$33.6 million, including \$27.4 million in Personal Services funding to support 244 full-time positions. The Division accounts for 2.8 percent of DCAS’ overall budget and 9.8 percent of DCAS’ full-time headcount in Fiscal 2020. See Appendix F5 for more details regarding the Division’s budget.

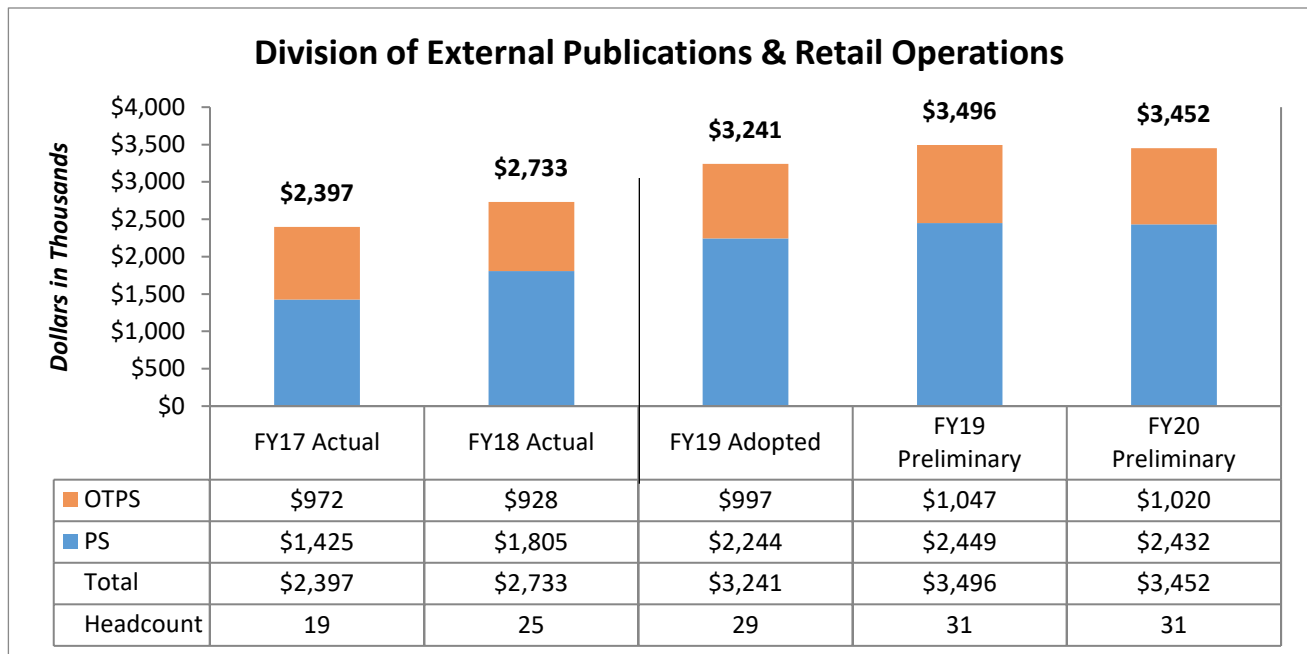
Financial Plan Actions Since Adoption

- **Board and Commissions Manager.** The Fiscal 2020 Preliminary Plan includes baselined funding of \$60,000 and one additional position to headcount to support a board and commissions manager. This position will source, recruit, and build a strategic plan to fill vacancies on the City’s boards and commissions.
- **Language Services Project Coordinator.** The Fiscal 2020 Preliminary Plan includes baselined funding of \$60,500 and one additional position to headcount to support a language services project coordinator. This coordinator will accommodate the increase in workload to process requests for translation and interpretation services to be in compliance with Language Access Local Law 30.

Division of External Publications and Retail Operations

The Division of External Publications and Retail publishes the City Record, the Green Book, the City Building Code, the City Charter, and other City publications. It designs, typesets, and prepares graphic art for the City Record publications, citywide newsletters, and projects for DCAS and other City agencies.

Figure 21



The Division of External Publications and Retail Operations’ proposed budget for Fiscal 2020 totals \$3.5 million, including \$2.4 million in Personal Services funding to support 31 full-time positions. The Division accounts for less than one percent of DCAS’ overall budget and 1.2 percent of DCAS’ full-time headcount in Fiscal 2020. See Appendix F6 for more details regarding the Division’s budget.

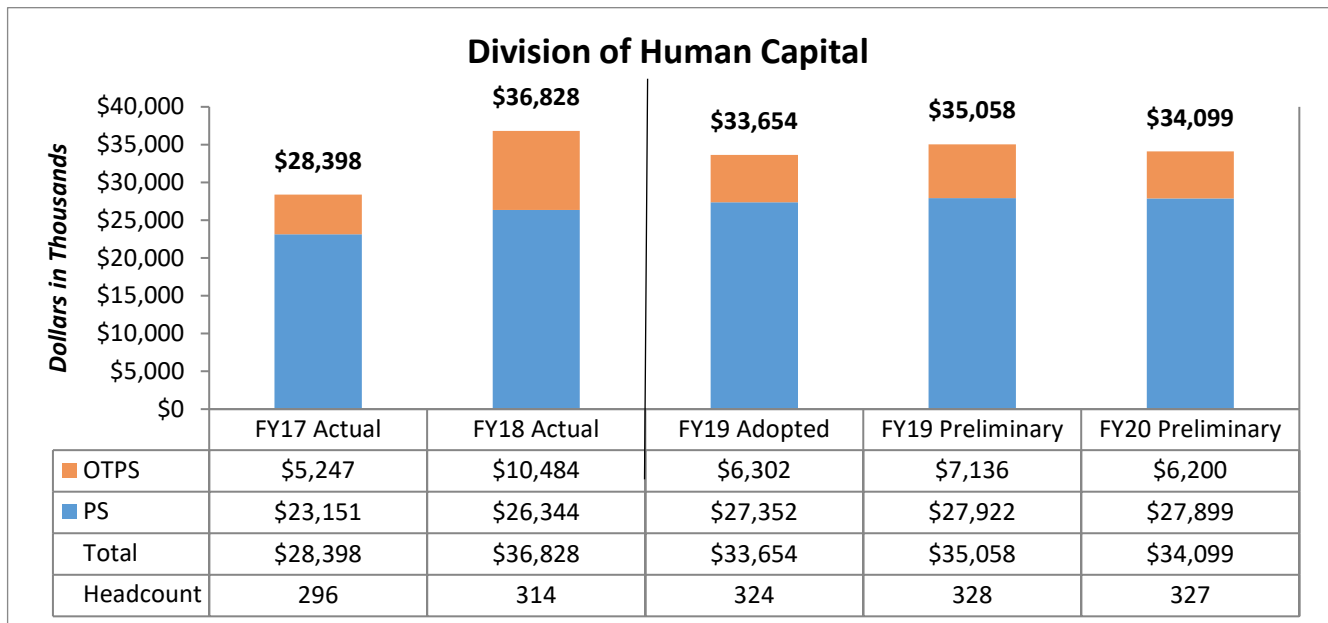
Financial Plan Actions Since Adoption

- **Collective Bargaining.** Additional funding of \$55,277 in Fiscal 2019 and \$94,811 in Fiscal 2020 is included for collective bargaining in the November 2018 and Fiscal 2020 Preliminary Plans.

Division of Human Capital

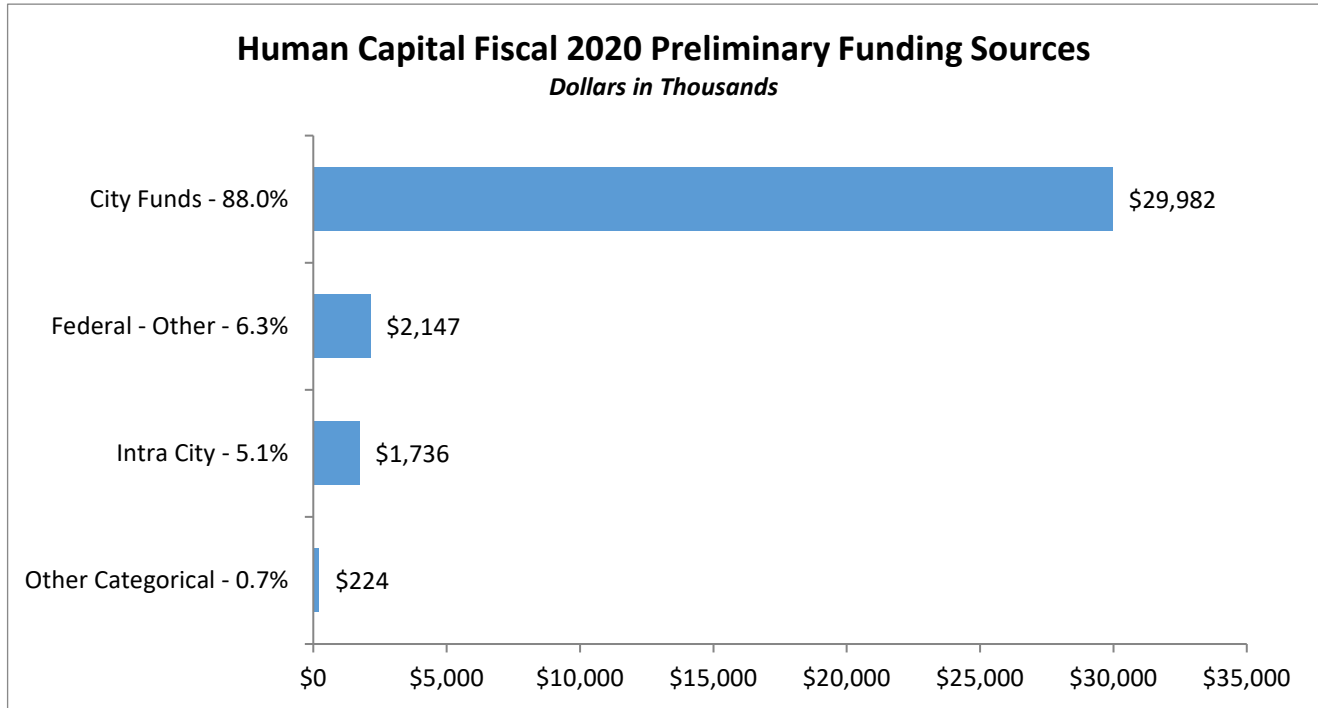
The Division of Human Capital manages the City’s central personnel agency responsible for attracting the most qualified candidates for employment, consistent with the State Constitution, civil service law, and equal employment laws. The agency administers open and competitive examinations; conducts background investigations of prospective employees; classifies positions and certifies lists of eligible applicants for positions; and provides citywide recruitment and training.

Figure 22



The Division of Human Capital’s proposed budget for Fiscal 2020 totals \$34.1 million, including \$27.9 million in Personal Services funding to support 327 full-time positions. The Division accounts for 2.9 percent of DCAS’ overall budget and 13.1 percent of DCAS’ full-time headcount in Fiscal 2019. The Division of Human Capital’s Fiscal 2020 Preliminary Budget is \$445,000 greater than its Fiscal 2019 Adopted Budget, largely due to collective bargaining agreements. The majority of the Division’s Fiscal 2019 Budget is funded by City tax-levy. See Figure 23 below. See Appendix F7 for more details regarding the Division of Human Capital’s budget.

Figure 23

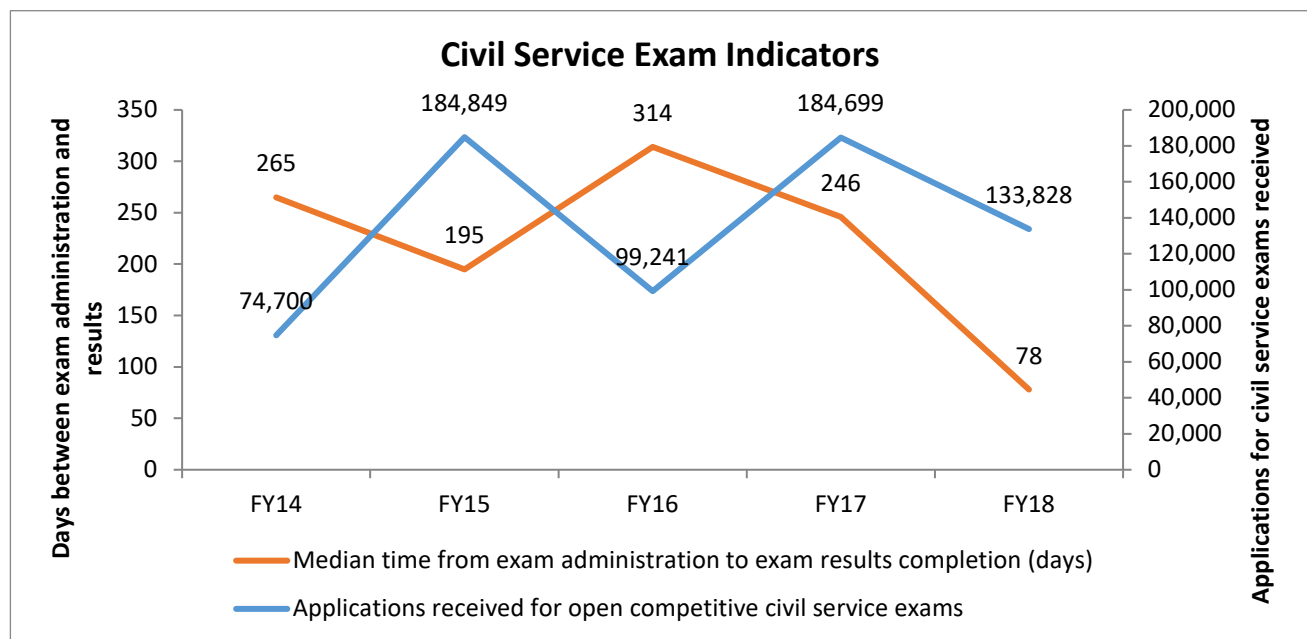


Financial Plan Actions Since Adoption

- Learning and Development.** The November 2018 and Fiscal 2020 Preliminary Plans include an additional \$629,000 in Fiscal 2019 for learning and development programs in the Human Capital Division.

PMMR Performance Measures

Figure 24



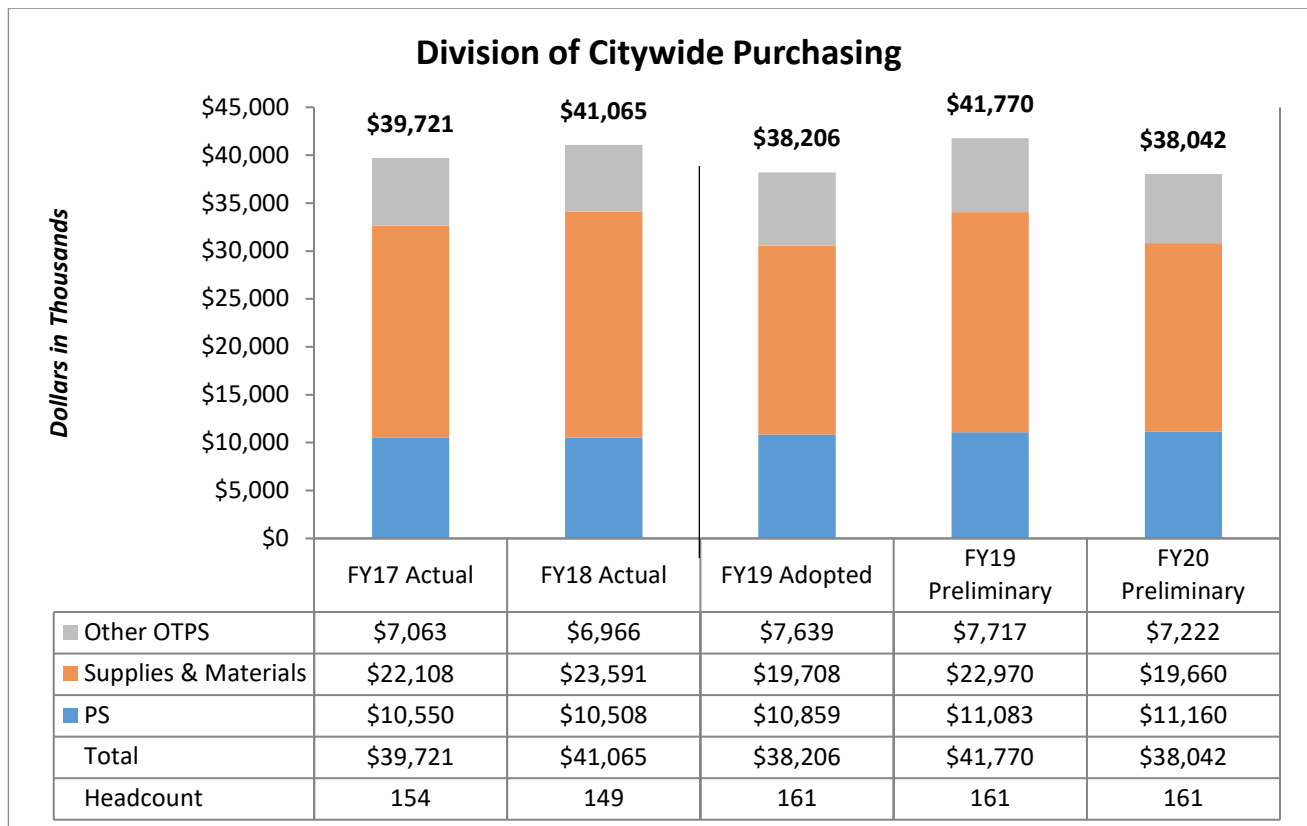
In an effort to reduce the ratio of provisional workers as a share of the City’s overall workforce, DCAS is in the process of carrying out the Provisional Reduction Plan. See the section “Provisional Reduction

Program” in this report for more detail. Much of the focus of this program has been on the automation of more exams so that they can be processed more quickly. However, PMMR indicators above highlight that the time between the administration of an exam and the publication of an exam’s results has varied substantially from year to year, due to the number and types of exams administered each year, including whether or not they are automated and whether or not an exam is composed of several parts. See Appendix G5 for a full list of the Division of Human Capital’s 2019 PMMR indicators.

Division of Citywide Purchasing

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

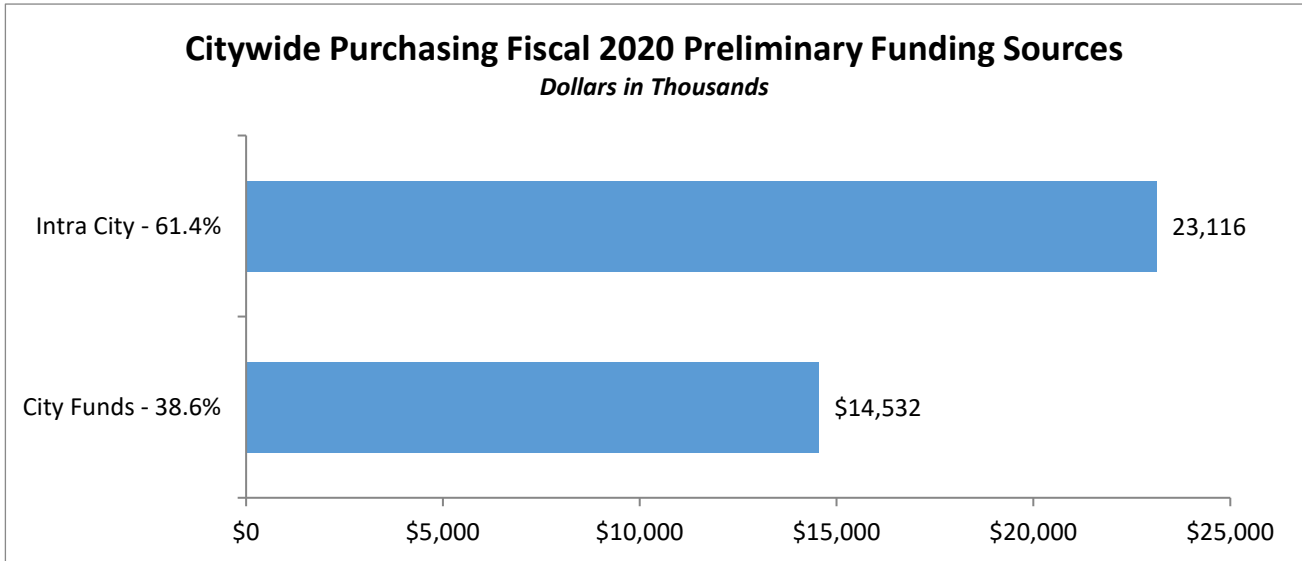
Figure 25



The Division of Citywide Purchasing’s proposed budget for Fiscal 2020 totals \$38 million, including \$11.2 million in Personal Services funding to support 161 full-time positions. The Division accounts for 3.2 percent of DCAS’ overall budget and 6.5 percent of DCAS’ full-time headcount in Fiscal 2020.

In Fiscal 2020, Supplies and Materials make up 73 percent of the Division of Citywide Purchasing’s OTPS budget, as the Division purchases supplies for re-sale to other City agencies. Consequently 60.8 percent of the Division’s Fiscal 2020 Budget is funded by Intra-City transfers (please see Figure 26 below. See Appendix F8 for more details regarding the Division of Citywide Purchasing’s budget.

Figure 26

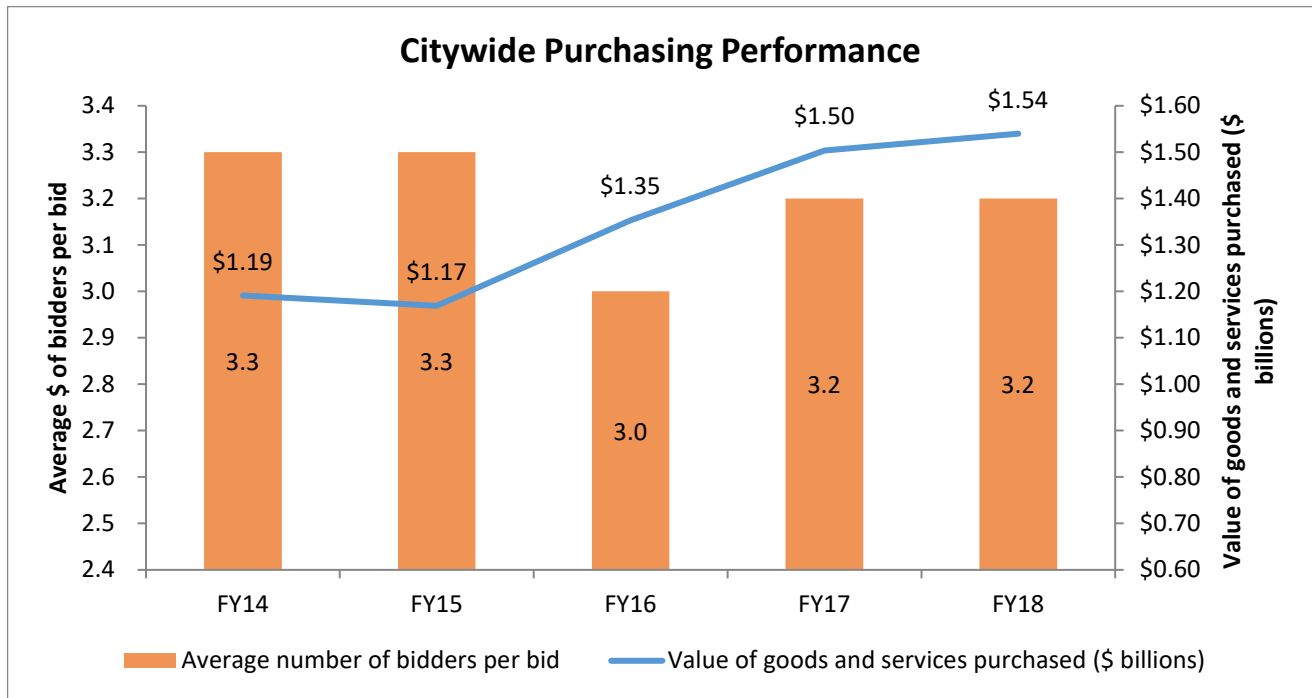


Financial Plan Actions Since Adoption

- **Warehousing and Logistics.** In the November 2018 and Fiscal 2020 Preliminary Plans, an additional \$3.3 million was added to the Division of Citywide Purchasing’s Fiscal 2019 Budget for warehousing and logistics.

PMMR Performance Measures

Figure 27



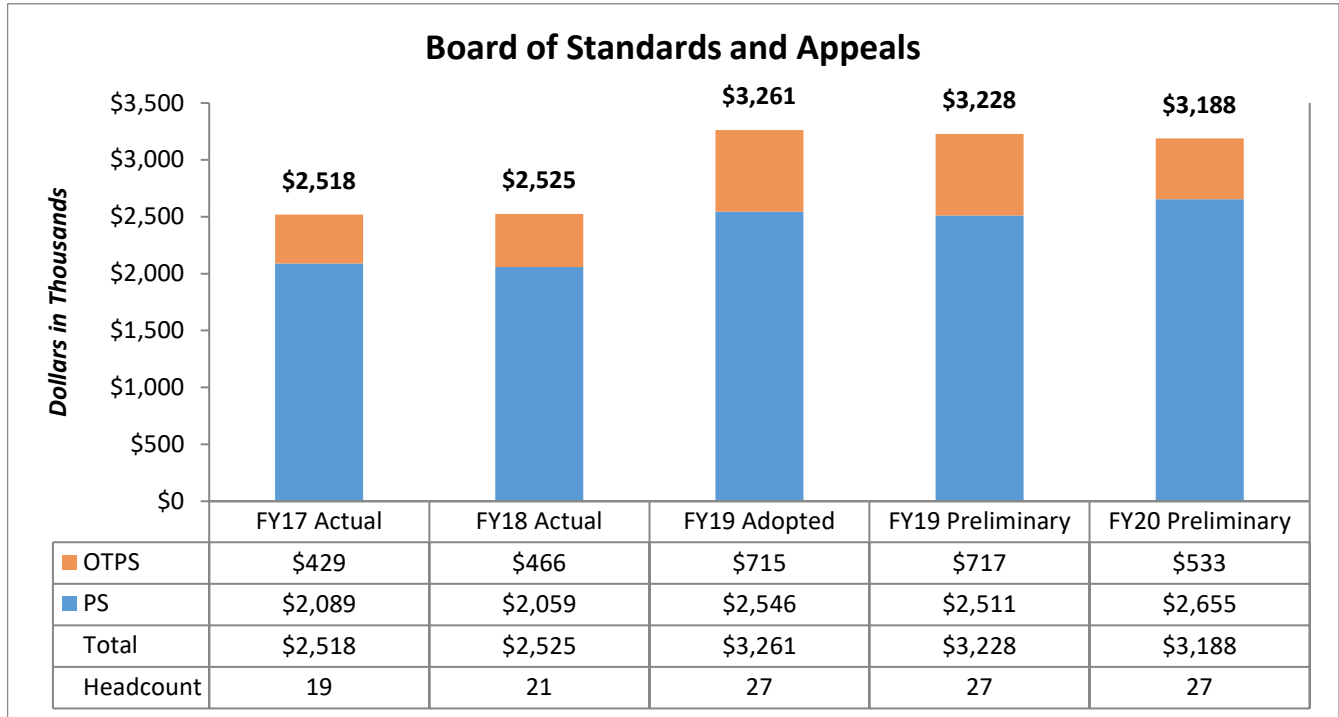
The value of goods and services the City purchases has grown over the past several fiscal years as the City’s budget and operations have expanded. Simultaneously, the average number of bidders per procurement bid has stayed relatively constant, despite an increase in procurement demand, a sign of good performance. Nonetheless, increasing competition in the bidding for City goods and service

procurement contracts is necessary in order to keep costs down as the City’s procurement demand expands. See Appendix G6 for a full list of the Division of Citywide Purchasing’s 2019 PMMR indicators.

Board of Standards and Appeals

The Board of Standards and Appeals (BSA) processes applications, and conducts hearings on appeals for zoning variances and loft conversions. While the BSA’s budget is in DCAS’ budget, it is an independent entity.

Figure 28



The Board of Standards and Appeals’ proposed budget for Fiscal 2020 totals \$3.2 million, including \$2.7 million in Personal Services funding to support 27 full-time positions. The Division accounts for less than one percent of DCAS’ overall budget and 1.1 percent of DCAS’ full-time headcount in Fiscal 2020. See Appendix F9 for more details regarding the Board of Standards and Appeals’ budget.

Financial Plan Actions Since Adoption

- **Collective Bargaining.** The November 2018 and Fiscal 2020 Preliminary Plans include an additional \$63,377 in Fiscal 2019 and \$108,550 in Fiscal 2020 for collective bargaining.
- **Vacancy Reductions.** The November 2018 Plan included baselined savings of \$110,000 and a reduction of two positions from headcount from the Board of Standards and Appeals.
- **PS Savings.** The Fiscal 2020 Preliminary Plan includes PS savings of \$96,000 in Fiscal 2019 through delays in filling vacant positions at the Board of Standards and Appeals.

Capital Plan Overview

On February 7, 2019, Mayor Bill de Blasio released the Preliminary Ten-Year Capital Strategy for Fiscal Years 2020-2029 (the Ten-Year Strategy), the Capital Commitment Plan for Fiscal 2019-2023 (the “Commitment Plan”) and the Fiscal 2020 Preliminary Capital Budget (the Capital Budget).

This section will provide an overview of the Preliminary Ten-Year Strategy, Commitment Plan and Capital Budget for The Department of Citywide Administrative Services. 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 DCAS' capital program.

DCAS Capital Plan Structure

DCAS' Capital Plan can be subdivided into four separate project categories: Public Buildings, Energy Efficiency, Real Property, and Resiliency.

Public Buildings. Public Buildings Capital Program includes projects to renovate leased space, the renovation or purchase of new real property, and in the case of City Council and Borough President projects, the renovation of community centers, educational facilities, and other capital investment in publicly or non-profit owned facilities. DCAS sponsors or directly manages a large number of the projects in the Public Buildings capital portfolio.

Energy Efficiency. The Energy Efficiency Capital Program finances energy efficiency and sustainability projects. These projects are being spearheaded under the One City, Built to Last initiative, which aims to reduce greenhouse gas emissions largely through quick, targeted investments in building retrofits and energy efficiency measures across all of the City's agencies. DCAS directly manages or sponsors all Energy Efficiency projects.

Real Property. The Real Property Capital Program funds pier and bulkhead construction and other related waterfront infrastructure projects. DCAS sponsors few projects within the Real Property portfolio.

Resiliency. The Resiliency Capital Program is responsible for funding infrastructure that protects the City's coastline from natural disasters, such as Superstorm Sandy. DCAS does not sponsor Resiliency projects, which tend to fall into the purview of the Mayor's Office of Recovery & Resiliency.

There are two other categories of capital projects that fall into DCAS' Capital Budget that are not covered in this report: Courts, and Electronic Data Processing Equipment. DCAS does not sponsor Courts projects, which are managed by the Dormitory Authority of the State of New York. These projects are covered in the Fiscal 2020 Mayor's Office of Criminal Justice Preliminary Budget Report. DCAS also does not manage or sponsor the vast majority of Electronic Data Processing Equipment projects, which are largely covered in the Fiscal 2020 Department of Information Technology and Telecommunications Preliminary Budget Report. Finally, DCAS manages a number of projects across various other capital project categories sponsored by other agencies, including the Department of Aging, the Department of Correction, the Administration for Children's Services, and the Health & Hospitals.

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, and does not cover the current fiscal year.

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:

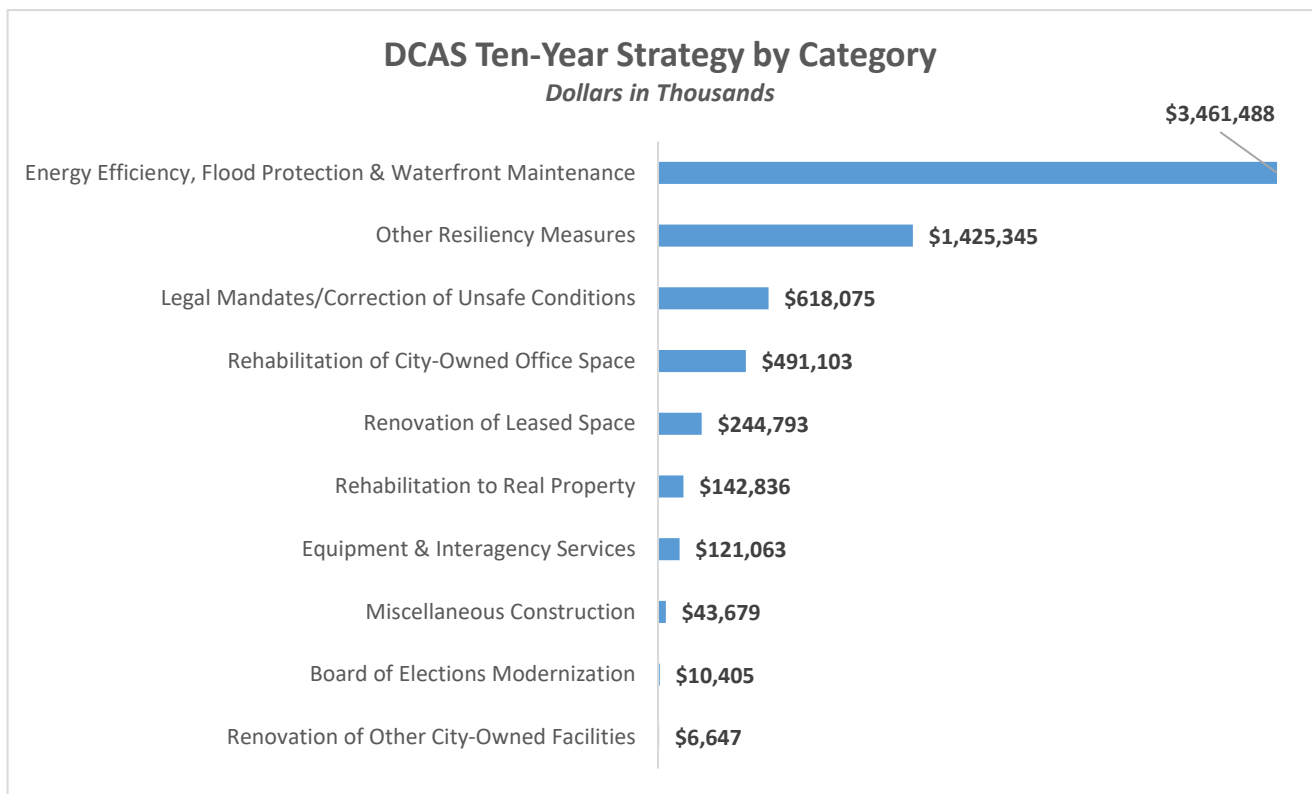
1. Maintain New York City’s financial responsibility;
2. Promote forward-looking, holistic capital planning that anticipates neighborhood needs of tomorrow;
3. Advance a more equitable New York City through capital investment; and
4. Consider community perspectives in capital planning and decision-making.

Using these principles we will assess DCAS’ Strategy, and how well it is integrated with DCAS 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. DCAS’ Ten-Year Capital Strategy totals \$6.6 billion, or 6.3 percent of the City’s total Strategy.

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 DCAS’ Ten-Year Strategy is distributed among these categories.

Figure 29



Energy Efficiency & Resiliency

Energy Efficiency. The Preliminary Ten-Year Capital Strategy includes \$3 billion for expanded solar power on City rooftops, cogeneration heat and power systems, deep retrofits to comply with local

laws, and installation of efficient lighting fixtures expected to both generate savings and reduce Green House Gas emissions.⁴

Flood Protection & Waterfront Maintenance. Flood Protection & Waterfront Maintenance represents a portion of the Resiliency capital project category. The Preliminary Ten-Year Capital Strategy includes \$465.5 million over the ten-year period to fund flood protection measures and waterfront maintenance, including \$90.4 million for the rehabilitation of the substructure of Harlem River Park, \$90.0 million to protect Red Hook from coastal flooding, and \$75.6 million for the Raised Shorelines program.

Other Resiliency Measures. The Ten-Year Strategy includes \$1.4 million for other Resiliency projects, most notably \$1.2 million for the East Side Coastal Resiliency project. This major project is designed to improve the resiliency of the area between Montgomery Street and 23rd Street on the Lower East Side of Manhattan against storm and flood damage.

Public Buildings

Legal Mandates and Correction of Unsafe Conditions. The correction of code violations and compliance with legal mandates represents \$618.1 million of the Preliminary Ten-Year Capital Strategy, including \$367.2 million to ensure that buildings are in compliance with Local Law 5 fire and life safety regulations, \$139.6 million for fuel tank replacements and remediation, and \$49.5 million for Local Law 11 façade repairs.

Rehabilitation of City-owned Office Space. The Preliminary Ten-Year Capital Strategy provides \$491.1 million for the rehabilitation and renovation of City-owned office space, including \$100.2 million for 345 Adams Street in Brooklyn, \$46.3 million for the Manhattan Municipal Building, \$32.7 million for the Bergen Building in the Bronx, and \$14.3 million for Queens Borough Hall. In addition, \$30.2 million is included for the construction of a new Computerized Testing and Applications Center (CTAC) at 2556 Bainbridge Avenue in the Bronx.

Renovation of Leased Space. The Preliminary Ten-Year Capital Strategy includes \$244.8 million for leased space renovations, primarily for agency office expansions and consolidations, including \$85 million for the expansion of Department of Emergency Management's leased space in Brooklyn.

Miscellaneous Construction. The Preliminary Ten-Year Capital Strategy provides \$41.5 million for construction in non-City owned facilities and properties, including \$400,000 million for design of the Gowanus Canal 1st Street Turning Basin.

Board of Elections Modernization. The Preliminary Ten-Year Capital Strategy provides \$10.4 million for Board of Elections modernization, including \$6 million for the purchase and installation of electronic voting systems and related accessories.

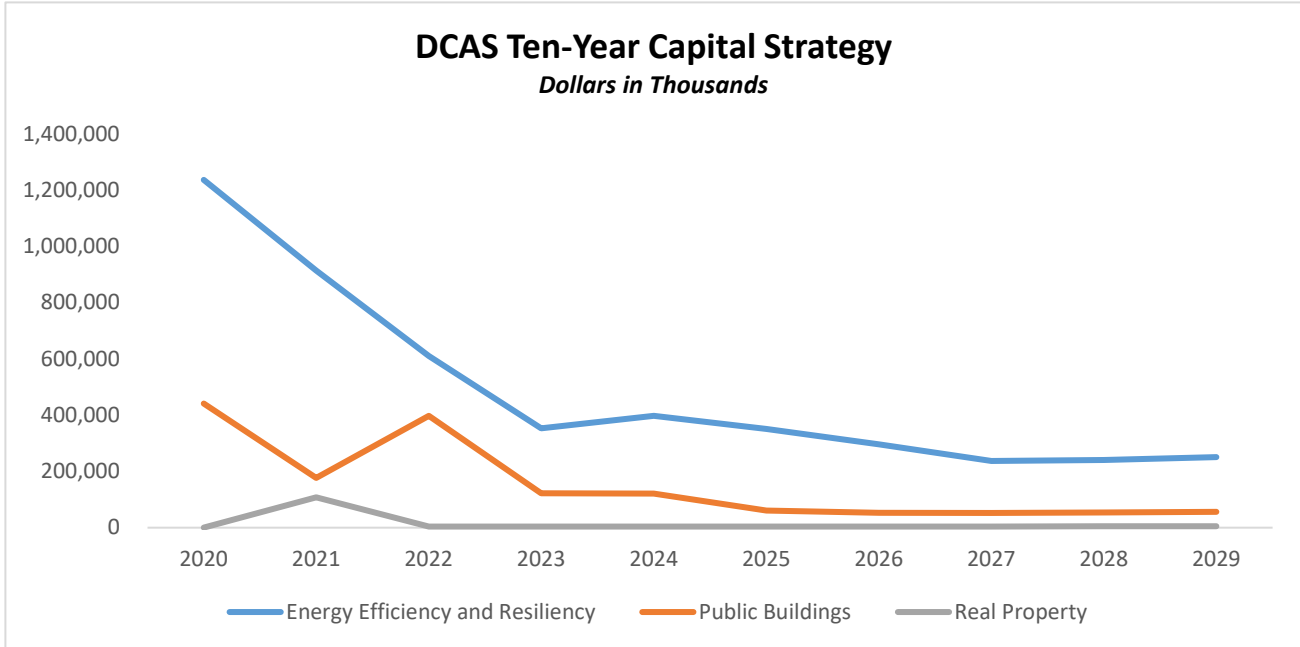
Renovation of Other City-Owned Facilities. The Preliminary Ten-Year Capital Strategy provides \$6.6 million for renovation of other City-owned facilities, including \$3.5 million for facility remediation and construction for the Taxi and Limousine Commission in Woodside, Queens.

⁴ Please note that a year by year separate analysis of Energy Efficiency and Flood Protection & Waterfront Maintenance ten-year capital strategy plans is not possible using OMB documents as the two project categories are merged into a single line.

Real Property

Rehabilitation of Real Property. The Preliminary Ten-Year Capital Strategy includes \$142.8 million for Capital funding for the rehabilitation of real property, of which \$142.5 million are DCAS-managed waterfront properties.

Figure 30

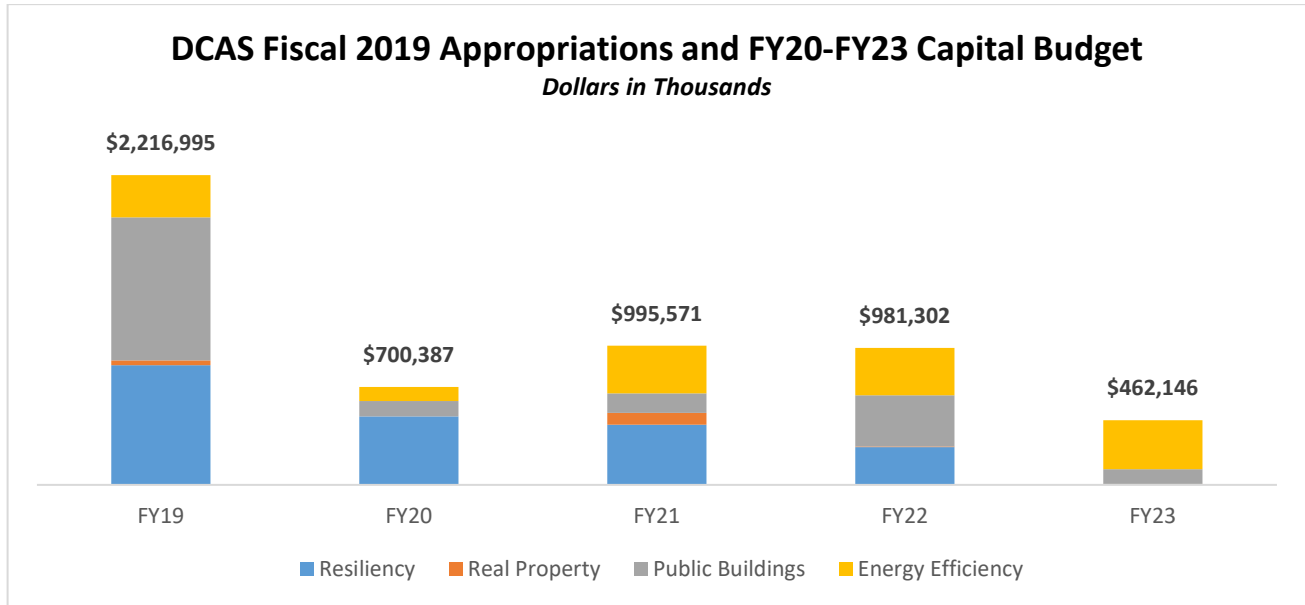


As shown in Figure 30 above, no part of DCAS’ Ten-Year Capital Strategy is balanced throughout the ten-year period. Planned capital spending is heavily concentrated in the first years of the plan, with funding falling significantly after Fiscal 2023, the last year of the Capital Commitment Plan. Planned Capital spending in Fiscal 2029 is 18.6 percent Fiscal 2020 planned spending levels.

Fiscal 2019 Preliminary Capital Budget for Fiscal 2020-2023

The Capital Budget provides the estimated need for new appropriations for Fiscal 2020 along with projections 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 31



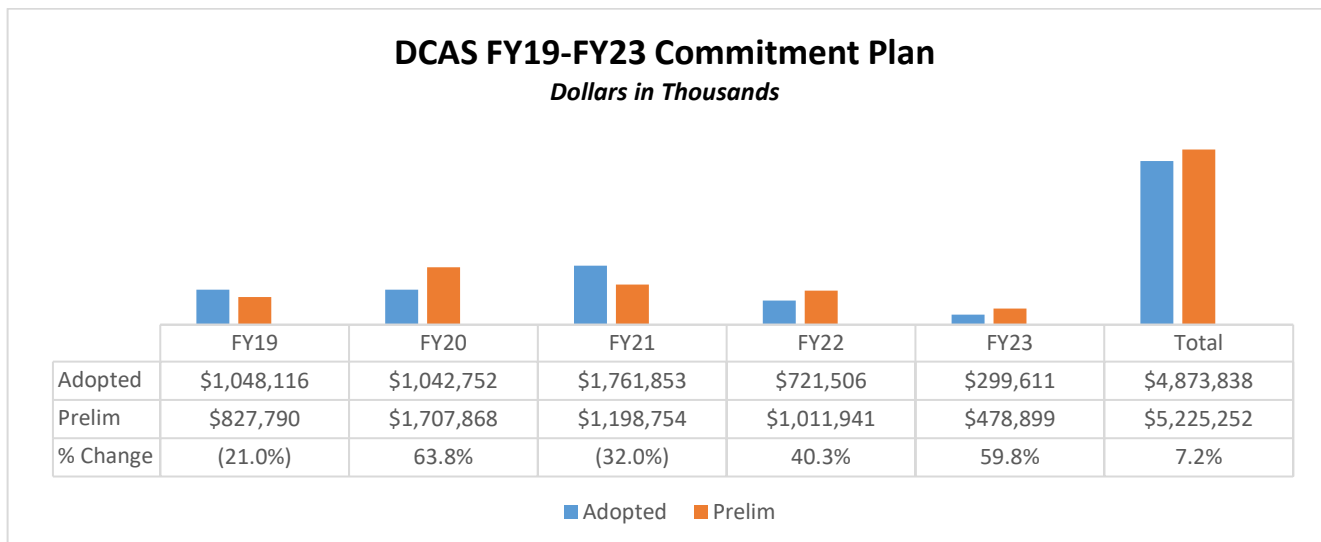
As shown in Figure 31, the Department of Citywide Administrative Services’ Fiscal 2019 Preliminary Capital Budget includes \$3.2 billion in Fiscal 2020-2023. This represents approximately 6.1 percent of the City’s total \$52.8 billion Capital Budget for 2020-2023. Appropriations for Fiscal 2019 total \$2.2 billion. This includes \$2 billion in reauthorized prior appropriations and \$261.4 million in authorized Fiscal 2019 appropriations.

Fiscal 2019 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.

DCAS’ Preliminary Commitment Plan includes \$5.2 billion in Fiscal 2019-2023. This represents approximately 6.2 percent of the City’s total \$83.8 billion Preliminary Commitment Plan.

Figure 32



The Preliminary Capital Commitment Plan for the Department for Fiscal 2019-2023 has increased by more than \$351 million to a total of \$5.2 billion, demonstrating 7.2 percent growth when compared to the Department's Adopted Commitment Plan. The entirety of this increase is due to a \$745.5 million expansion in planned commitments for Resiliency Projects, including an additional \$690 million in funding for the East Side Coastal Resiliency project. Conversely, the overall size of the Commitment Plan for Real Property projects did not change, while the Commitment Plans for Public Buildings and Energy Efficiency were reduced by \$35.3 million and \$358.8 million, respectively.

The total appropriations for the Department of Citywide Administrative Services in Fiscal 2019 are \$2.2 billion against planned commitments totaling \$827.8 million.⁵ This excess balance of \$1.4 billion in appropriations gives the Administration considerable flexibility within the capital plan. However, as the commitment of appropriations are legally bound to their budget line descriptions this flexibility is more limited than it appears from this variance alone.

Historically, the Commitment Plan frontloaded planned commitments for capital projects in the first year or two of the plan, and included unrealistically high planned commitments. At the Council's request that practice has been coming to an end. Agencies' Commitment Plans have been more accurate, including more evenly distributed planned spending across all years of the plan, beginning with the last Executive Commitment Plan. The Council is working with the Administration to ensure that this practice continues.

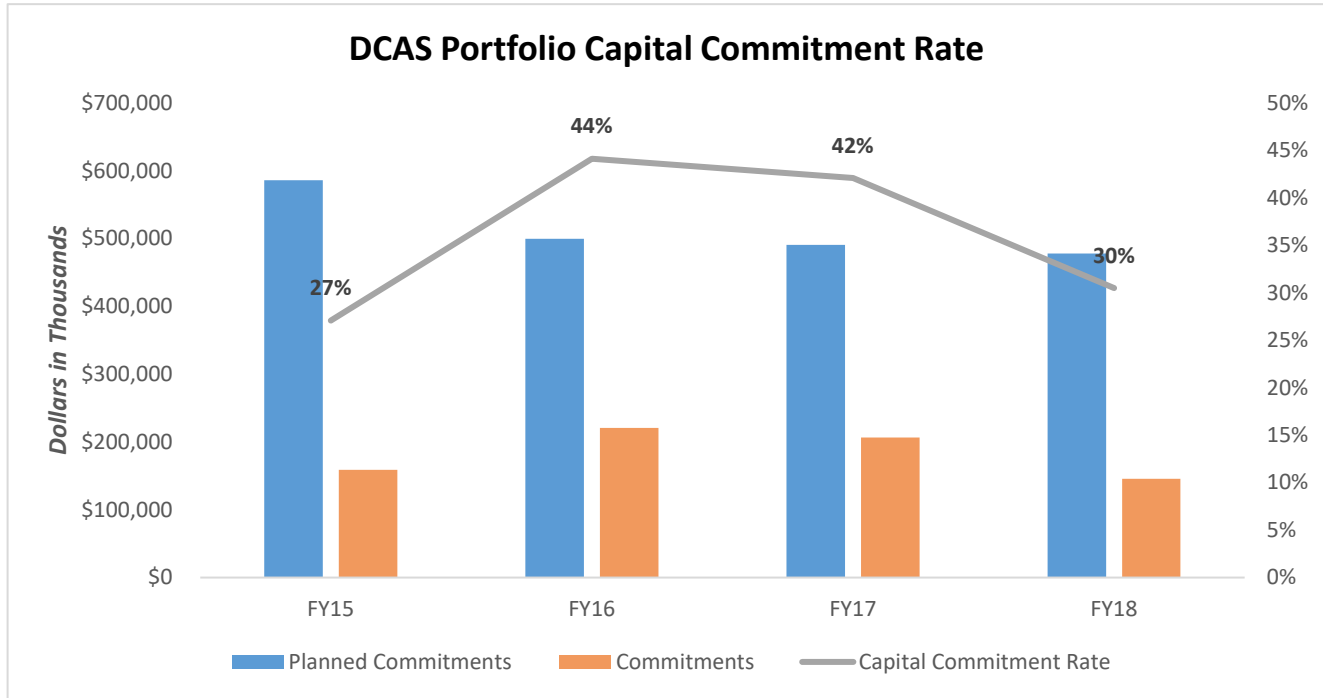
DCAS' Commitment Plan shows 15.8 percent of all commitments in Fiscal 2019, the first year of the Commitment Plan. This is an improvement from the Fiscal 2010 Preliminary Capital Commitment Plan, in which 26.4 percent of commitments were in the first year of the plan. Its history of commitments is shown below. Given this performance history, it is likely the DCAS Capital portfolio will end this year with unmet commitment targets and significant appropriations available to roll into Fiscal 2020 and the outyears.

The chart below displays the Department's capital commitment plan as of the Fiscal 2015-2018 Executive Budget and the actual commitments in the corresponding fiscal year. The chart shows also shows the capital commitment rate: the percentage of the capital plan committed per fiscal year.⁶

⁵ Appropriations for Fiscal 2019 are calculated by summing the available appropriations listed in the commitment plan with actual commitments to-date. Because commitments to-date excludes inter-fund agreements (IFA), this figure may be slightly lower than the total appropriations for Fiscal 2019. In addition, a very small portion of the difference between appropriations and planned commitments are necessary to fund IFA, which are excluded from this planned commitments figure.

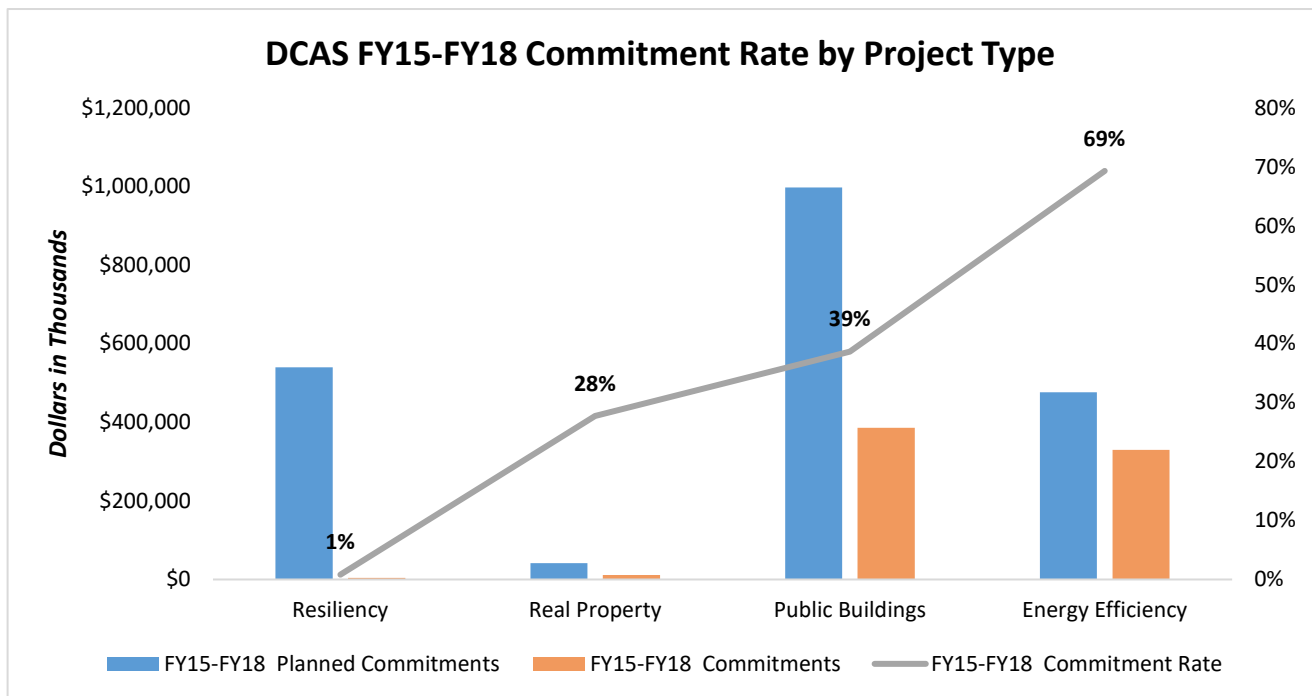
⁶ Note planned commitments are higher than the agency's "target commitments." Target commitments are a management tool used by OMB; they are "the actual aggregate levels that the managing agencies are expected to commit and against which their performance will be measured at the end of the fiscal year," and are not broken out between City and non-City funds.

Figure 33



Different categories of projects within DCAS’ Capital Commitment Plan have drastically different capital commitment rates, as shown in Figure 34 below. For example, the commitment rate for Resiliency projects is consistently very low, much of this being outside of the City’s control, as a major share of Resiliency capital commitments have been non-City funds. Conversely, Energy Efficiency projects have had a consistently high commitment rate relative to most capital project categories.

Figure 34



Public Buildings. The Public Buildings Capital Commitment Plan is made up of 216 budget lines and 659 project IDs. The vast majority of funding for Public Buildings projects are sponsored by the Mayor, while the vast majority of budget ID's are Council- or Borough President-sponsored. See Table 2 below. The majority of projects within the Public Buildings portfolio are small Council and Borough President projects of a value of under \$6 million or less, while the largest project in the portfolio is a Mayoralty sponsored project of \$100.2 million in Fiscal 2020 for the 345 Adams Restacking Plan. Almost all Public Buildings projects are managed by the Department of Design and Construction, the Department of Small Business Services or by the Department of Citywide Administrative Services itself.

Table 2

Sponsor	FY19-FY23 Commitments	Budget Lines	Project ID's
Mayor	\$1.4 billion	27	347
City Council	\$98.1 million	114	227
Borough Presidents	\$46.0 million	78	135
Total	\$1.6 billion	219	659 ⁷

Energy Efficiency. The Energy Efficiency Capital Commitment Plan is made up of a single budget line: "Energy Efficiency and Sustainability." This budget line finances projects under the One City, Built to Last initiative, which aims to reduce greenhouse gas emissions largely through quick, targeted investments in building retrofits and energy efficiency measures across all of the City's agencies. As a result, the majority of this funding resides in lump sum project lines and funding is transferred from these lines as needs are identified. Consequently, there are 258 project ID's with a value of \$296.4 million, as well as two lump sum project ID lines with a value of \$1.1 billion. Of these 258 projects, 39.9 percent are managed by DCAS, 20.9 percent are managed by the Department of Design and Construction, and the remainder are managed by a variety of different agencies.

Real Property. The Real Property project category is made up of two budget lines: "DCAS Buildings Citywide" and "Development of City-Owned Property." The DCAS Buildings Citywide budget line is composed of a single project ID of a value of \$250,000 for the South Shore YMCA on Staten Island. The Development of City-Owned Property budget line is made up of 12 project IDs of a value of \$22.1 million and two lump sum project ID's of a value of \$107.3 million.

Resiliency. The Resiliency project category is made up of two budget lines: "Citywide Resiliency Measures" and "Citywide Agency Facility and Operational Protective Measures." Of the \$1.5 billion in funding for The Citywide Resiliency Measures budget line, \$1.2 billion is directed towards the East Side Coastal Resiliency project, with an additional \$324.6 million for five other project IDs and \$46.9 million for a lump sum project ID line. The Citywide Agency Facility and Operational Protective Measures budget line is made up of a number of smaller flood protection and waterfront maintenance projects of a total value of \$548.7 million.

⁷ This total is not the sum of each sponsor's total, as there is overlap in funding sources for certain projects.

2019 Preliminary Capital Commitment Plan Highlights

Major capital projects included in the Preliminary Capital Plan for Fiscal 2019-2023 include the following:

- **Public Buildings**

- **345 Adams Street.** The Fiscal 2019-2023 Capital Commitment Plan includes funding of \$110.4 million towards projects at 345 Adams Street, in Downtown Brooklyn. This is a city-owned building that houses offices for the Department of Finance, the Department of Probation, the Board of Elections, the Administration for Children's Services and other agencies.
- **TLC New Office Facility.** The Fiscal 2019-2023 Capital Commitment Plan includes funding of \$64.5 million for a new office facility for the Taxi and Limousine Commission at 24-55 BQE West in Woodside, Queens.
- **930 Flushing Avenue.** The Fiscal 2019-2023 Capital Commitment Plan includes funding of \$60 million for the expansion of leased space at 930 Flushing Avenue in Bushwick, Brooklyn. The building is rented out for the Office of Emergency Management.

- **Energy Efficiency**

- **Garages.** The Fiscal 2019-2023 Capital Commitment Plan includes funding of \$38.4 million to install energy efficiency retrofits at City-owned garages across the City, of which \$25.9 million are for garages operated by the Department of Sanitation. Retrofits include LED lighting upgrades, modernizing boilers and generators, and installation of solar panels.
- **Health & Hospitals Corporation.** The Fiscal 2019-2023 Capital Commitment Plan includes funding of \$44.4 million for energy efficiency upgrades at Health & Hospitals Corporation facilities. Of this funding, \$10.9 million is for the Lincoln Medical Center, \$10.9 million is for lighting controls and air handling unit upgrades at Bellevue Hospital, and \$9.2 is for the Jacobi Medical Center.
- **Department of Education Projects.** The Fiscal 2019-2023 Capital Commitment Plan includes funding of \$51.6 million for energy efficiency projects at Department of Education facilities, including for boiler and steam system upgrades, lighting upgrades, and fan systems upgrades.

- **Real Property**

- **East River Park.** The Fiscal 2019-2023 Capital Commitment Plan includes funding of \$8.7 million for construction at the East River Park, a public park managed by the Parks Department on the Lower East Side of Manhattan.
- **Canton Court.** The Fiscal 2019-2023 Capital Commitment Plan includes funding of \$3.4 million for bulkhead replacement on Canton Court in Gerritsen Beach, Brooklyn.
- **Vernon Boulevard.** The Fiscal 2019-2023 Capital Commitment Plan includes funding of \$3.4 million for bulkhead replacement on Vernon Boulevard in Long Island City, Queens.

- **Resiliency Projects**

- **East Side Coastal Resiliency.** The Fiscal 2019-2023 Capital Commitment Plan includes funding of \$1.2 billion for the East Side Coastal Resiliency project, representing 23.1 percent of DCAS's entire commitment plan, and 57.1 percent of the Resiliency commitment plan. This major project is designed to improve the resiliency of the area between Montgomery Street and 23rd Street on the Lower East Side of Manhattan against storm and flood damage. Of the \$1.2 billion allocated for this project in the commitment plan, \$258.9 million, or 21.6 percent, is federal funding from the U.S. Department of Housing and Urban Development.
- **Lower Manhattan Two Bridges Special Initiative for Rebuilding and Resiliency (SIRR).** The Fiscal 2019-2023 Capital Commitment Plan includes \$200.3 million for the Lower Manhattan Two Bridges SIRR projects, of which \$27.5 million is non-City funding. The SIRR was formed in December 2012 to address resiliency issues in the aftermath of Hurricane Sandy, and outlined several recommendations for infrastructure improvements in communities most vulnerable to future storms.

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
DCAS Budget as of the Adopted FY19 Budget	\$306,258	\$892,108	\$1,198,366	\$290,720	\$892,964	\$1,183,684
New Needs						
Board and Commissions Manager	\$30	\$0	\$30	\$60	\$0	\$60
Energy Management Initiatives	12,289	0	12,289	0	0	0
Fleet Initiatives	1,096	0	1,096	887	0	887
Language Services Project Coordinator	30	0	30	61	0	61
Subtotal, New Needs	\$13,445	\$0	\$13,445	\$1,008	\$0	\$1,008
Other Adjustments						
Collective Bargaining	\$2,762	\$704	\$3,466	\$4,747	\$1,201	\$5,948
Fleet - WEX Gas Card Program	0	2,551	2,551	0	5	5
Fleet - Vehicle Parts	0	9,867	9,867	0	0	0
Fleet - Vehicle Maintenance	0	2,282	2,282	0	0	0
Fleet - State Electric Vehicle Grant	0	108	108	0	0	0
Fleet Administration Funding Transfer	(2,807)	0	(2,807)	0	0	0
Energy Management - Demand Response Program	0	944	944	0	0	0
Energy Management - Technical Adjustments	5,774	0	5,774	6	0	6
Asset Management - State Court Maintenance Funding	0	5,869	5,869	0	1,712	1,712
Lease Adjustments and Reestimates	5,838		5,838	0		0
Fund for Atrium	0	223	223	0	0	0
Other Asset Management	0	218	218	0	0	0
Citywide Purchasing - Warehousing & Logistics	0	3,257	3,257	0	(48)	(48)
Citywide Purchasing - BQA Travel Fees	0	100	100	0	0	0
DCAS IT	0	322	322	0	0	0
Other Executive Operations and Support	200	0	200	127	0	127
Division of Administration and Security	(55)	108	53	(55)	0	(55)
Division of Human Capital - Learning and Development	0	629	629	0	(15)	(15)
Other Division of Human Capital	0	512	512	0	148	148
Other	0	17	17	0	0	0
Subtotal, Other Adjustments	\$11,712	\$27,711	\$39,423	\$4,825	\$3,003	\$7,828
Citywide Savings						
Demand Response Rebate	\$0	\$0	\$0	(\$200)	\$0	(\$200)
Reimbursement for Annuity Payments	(300)	0	(300)	(300)	0	(300)
Reimbursement for Learning and Development Staff	(340)	0	(340)	(340)	0	(340)
Reimbursement for Overhead	(30)	0	(30)	(60)	0	(60)
Vacancy Reductions	0	0	0	(110)	0	(110)
Change Management Contract	(900)	0	(900)	0	0	0
OTPS Savings	0	0	0	(98)	0	(98)
PS Savings	(96)	0	(96)	(2,000)	0	(2000)
Roof Patching Contracting	(439)	0	(439)	0	0	0
Subtotal, Citywide Savings	(\$2,105)	\$0	(\$2,105)	(\$3,108)	\$0	(\$3,108)
TOTAL, All Changes	\$23,052	\$27,711	\$50,763	\$2,725	\$3,003	\$5,728
DCAS Budget as of the Preliminary FY20 Budget	\$329,311	\$919,819	\$1,249,129	\$293,444	\$895,967	\$1,189,411

B: DCAS Headcount

	Actual - Year end					Budgeted - FY20 Prelim Plan			
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Full-Time	1,887	1,914	2,119	2,210	2,300	2,498	2,490	2,489	2,489
Full-Time Equivalent	190	191	60	134	122	266	267	267	267
Total	2,077	2,105	2,179	2,344	2,422	2,764	2,757	2,756	2,756

C: DCAS Contract Budget

DCAS FY20 Preliminary Contract Budget				
<i>Dollars in Thousands</i>				
Category	FY19 Adopted	Number of Contracts	FY20 Preliminary	Number of Contracts
Contractual Services General	\$20,007	11	\$16,579	10
Telecommunications Maintenance	1,850	5	37	5
Maintenance and Repair - Motor Vehicle Equipment	2,764	3	3,364	3
Maintenance and Repair - General	13,578	26	10,054	24
Office Equipment Maintenance	77	6	92	6
Data Processing Equipment	212	8	251	8
Printing Contracts	717	7	817	8
Security Services	33,589	9	20,243	9
Temporary Services	495	7	559	7
Cleaning Services	108	9	108	9
Transportation Expenditures	116	3	125	5
Training Program City Employees	1,695	11	1,680	11
Maintenance and Operation of Infrastructure	4,418	2	4,418	2
Professional Services - Accounting and Auditing	1	1	1	1
Professional Services - Engineering and Architecture	1,000	1	957	1
Professional Services - Computer Services	3,274	8	2,236	8
Professional Services - Other	6,608	14	2,234	12
Bank Charges Public Assistance Account	21	1	21	1
TOTAL	\$90,529	132	\$63,776	130

D: DCAS Miscellaneous Revenue

DCAS Miscellaneous Revenue Budget Overview						
<i>Dollars in Thousands</i>						
Revenue Sources	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
In Rem Redemption Fees	\$3,395	\$1,800	\$1	\$1	\$1	\$0
Training Fees	0	0	30	30	30	0
BSA Filing Fees	1,628	1,302	1,696	1,696	1,696	0
Civil Service Exam Fees	7,923	6,324	4,760	4,760	3,760	(1,000)
Third Party Gas and Electric	3,548	3,802	3,800	3,800	3,800	0
Lease Audit Revenue	0	7	0	860	0	0
Commercial Rents	49,678	48,551	43,077	43,077	43,077	0
Down Payment for Property Sale	0	0	0	0	0	0
Mortgage Payment Non Inrem	504	364	450	450	450	0
Salvage (Autos, Equip. & Oth.)	9,216	12,971	11,893	11,893	8,893	(3,000)
City Publishing Center	889	723	743	743	743	0
Bulletin, Pamphlet & Copy Sale	4	4	9	9	9	0
Claims for Damage to Vehic.	777	780	735	735	735	0
Procurement Card Rebates	2,394	2,953	2,093	2,093	2,093	0
All Other Miscellaneous Revenue	\$7	0	0	0	0	0
TOTAL	\$76,569	\$77,781	\$69,256	\$70,116	\$65,256	(\$4,000)

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

E: Citywide Heat, Light, and Power Spending and Budget

CITYWIDE HEAT, LIGHT AND POWER BUDGET AND HISTORICAL EXPENDITURES							
<i>(Dollars in Thousands)</i>	Actual	Actual	Actual	Actual	Actual	Preliminary Plan	
Funding Source	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Intra-City	\$684,317	\$633,972	\$557,293	\$583,711	\$623,675	\$615,335	\$615,335
City	29,024	28,852	24,299	24,040	25,651	25,459	25,462
Other Categorical	86,972	82,123	70,735	74,749	80,533	84,196	84,196
State	439	421	394	461	295	318	318
Total	\$800,751	\$745,369	\$652,721	\$682,961	\$730,154	\$725,307	\$725,310

F: Program Areas**F1: Division of Administration and Security Budget Detail**

Division of Administration and Security Financial Summary						
<i>Dollars in Thousands</i>	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Personal Services						
Additional Gross Pay	\$186	\$364	\$102	\$102	\$102	\$0
Full-Time Salaried - Civilian	9,398	11,293	11,655	11,872	11,900	245
Unsalariated	182	197	393	393	393	0
Overtime - Civilian	1,726	2,132	1,630	1,630	1,630	0
P.S. Other	36	60	9	9	9	0
SUBTOTAL	\$11,528	\$14,046	\$13,788	\$14,006	\$14,033	\$245
Other Than Personal Services						
Contractual Services	\$15,469	\$18,018	\$28,289	\$28,820	\$15,008	(\$13,281)
Fixed & Misc. Charges	4	11	7	15	7	0
Other Services & Charges	15,116	5,557	846	740	595	(251)
Property & Equipment	116	163	47	161	255	208
Supplies & Materials	183	266	224	439	410	186
SUBTOTAL	\$30,888	\$24,015	\$29,413	\$30,175	\$16,275	(\$13,138)
TOTAL	\$42,416	\$38,061	\$43,201	\$44,181	\$30,308	(\$12,893)
Funding						
City Funds			\$42,379	\$43,250	\$29,485	(\$12,894)
Intra-City			823	931	823	0
TOTAL	\$42,416	\$38,061	\$43,201	\$44,181	\$30,308	(\$12,893)
Budgeted Headcount						
Full-Time Positions - Civilian	198	205	219	218	218	(1)

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

F2: Divisions of Asset Management and Real Estate Management Budgets Detail

Division of Asset Management - Public Facilities Financial Summary						
<i>Dollars in Thousands</i>	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Personal Services						
Additional Gross Pay	\$4,669	\$5,178	\$1,228	\$1,198	\$1,168	(\$60)
Full-Time Salaried - Civilian	75,605	78,832	81,683	85,183	87,239	5,556
Unsalariated & Other Salaried	519	740	2,468	2,468	2,538	70
Overtime - Civilian	22,859	22,087	20,074	20,093	20,084	10
P.S. Other	0	0	179	333	487	308
SUBTOTAL	\$103,651	\$106,837	\$105,633	\$109,274	\$111,516	\$5,883
Other Than Personal Services						
Contractual Services	\$30,612	\$29,739	\$33,694	\$35,952	\$29,383	(\$4,311)
Fixed & Misc. Charges	6,479	2,437	202	202	202	\$0
Other Services & Charges	104,173	104,021	114,286	118,296	117,505	\$3,219
Property & Equipment	2,036	3,978	1,358	993	1,716	\$358
Supplies & Materials	6,942	8,332	5,477	7,976	5,642	\$165
SUBTOTAL	\$150,241	\$148,507	\$155,017	\$163,419	\$154,448	(\$569)
TOTAL	\$253,892	\$255,344	\$260,650	\$272,693	\$265,964	\$5,314
Funding						
City Funds			\$111,627	\$116,772	\$113,252	\$1,625
Other Categorical			3,501	3,501	3,501	0
Capital- IFA			923	953	973	50
State			55,067	61,480	58,406	3,339
Federal - Community Development			1,598	1,598	1,598	0
Intra-City			87,933	88,389	88,233	300
TOTAL	\$253,892	\$255,344	\$260,650	\$272,693	\$265,964	\$5,314
Budgeted Headcount						
Full-Time Positions - Civilian	1,201	1,252	1,354	1,387	1,387	33

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

F3: Division of Citywide Fleet Services Budget Detail

Division of Citywide Fleet Services Financial Summary						
<i>Dollars in Thousands</i>	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Personal Services						
Full-Time Salaried - Civilian	\$2,712	\$2,826	\$2,912	\$2,946	\$2,891	(\$21)
Unsalariated	0	0	175	175	175	0
Overtime - Civilian	62	47	0	0	0	0
P.S. Other	25	23	1	1	1	0
SUBTOTAL	\$2,799	\$2,895	\$3,088	\$3,122	\$3,067	(\$21)
Other Than Personal Services						
Contractual Services	\$6,948	\$7,953	\$6,492	\$12,987	\$4,129	(\$2,363)
Other Services & Charges	2,158	1,790	4,101	1,571	3,404	(\$697)
Property & Equipment	3,102	4,018	4,179	888	1,170	(\$3,009)
Supplies & Materials	32,982	41,488	12,314	24,773	12,302	(\$12)
SUBTOTAL	\$45,189	\$55,248	\$27,086	\$40,218	\$21,006	(\$6,080)
TOTAL	\$47,988	\$58,143	\$30,174	\$43,340	\$24,073	(\$6,101)
Funding						
City Funds			\$15,419	\$13,741	\$9,337	(\$6,082)
Other Categorical			1,169	1,169	1,169	0
State			0	108	0	0
Intra-City			13,586	28,323	13,567	(19)
TOTAL	\$47,988	\$58,143	\$30,174	\$43,340	\$24,073	(\$6,101)
Budgeted Headcount						
Full-Time Positions - Civilian	32	36	36	36	36	0

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

F4: Division of Energy Management Budget Detail

Energy Conservation Financial Summary						
	FY17	FY18	FY19	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services	\$3,742	\$3,991	\$4,975	\$5,098	\$4,895	(\$80)
Other Than Personal Services	717,043	774,438	740,048	758,402	751,553	11,505
TOTAL	\$720,785	\$778,429	\$745,023	\$763,500	\$756,448	\$11,425
Personal Services						
Additional Gross Pay	\$49	\$42	\$27	\$27	\$27	\$0
Full-Time Salaried - Civilian	3,592	3,923	4,927	5,049	4,846	(81)
P.S. Other	100	26	22	22	23	1
SUBTOTAL	\$3,742	\$3,991	\$4,975	\$5,098	\$4,895	(\$80)
Other Than Personal Services						
Contractual Services	\$1,448	\$3,265	\$8,365	\$4,766	\$8,865	\$500
Fixed & Misc. Charges	2,697	4,094	1	1	1	\$0
Other Services & Charges	711,574	766,558	731,669	752,879	742,674	\$11,005
Property & Equipment	58	199	9	65	9	\$0
Supplies & Materials	1,266	322	4	690	4	\$0
SUBTOTAL	\$717,043	\$774,438	\$740,048	\$758,402	\$751,553	\$11,505
TOTAL	\$720,785	\$778,429	\$745,023	\$763,500	\$756,448	\$11,425
Funding						
City Funds			\$45,427	\$62,947	\$56,830	\$11,403
Other Categorical			83,622	84,565	83,622	0
Capital- IFA			322	334	342	20
State			318	318	318	0
Intra-City			615,335	615,335	615,335	0
TOTAL	\$720,785	\$778,429	\$745,023	\$763,500	\$756,448	\$11,425
Budgeted Headcount						
Full-Time Positions - Civilian	43	46	60	60	56	(4)

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

F5: Division of Executive Operations Support Budget Detail

Division of Executive and Operations Support Financial Summary						
<i>Dollars in Thousands</i>	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Personal Services						
Additional Gross Pay	\$693	\$490	\$308	\$308	\$308	\$0
Full-Time Salaried - Civilian	20,863	23,162	23,590	24,639	24,749	1,159
Other Salaried & Unsalari ed	88	164	634	634	634	0
Overtime - Civilian	191	139	242	242	242	0
Fringe Benefits - SWB	2,501	3,203	1,754	1,475	1,465	(289)
P.S. Other	7	(7)	1	3	5	4
SUBTOTAL	\$24,342	\$27,151	\$26,529	\$27,302	\$27,404	\$875
Other Than Personal Services						
Contractual Services	\$1,591	\$2,057	\$5,872	\$5,907	\$3,114	(\$2,758)
Other Services & Charges	1,095	2,165	2,057	2,646	1,893	(\$164)
Property & Equipment	265	298	1,299	1,150	500	(\$799)
Supplies & Materials	457	306	817	543	693	(\$124)
SUBTOTAL	\$3,408	\$4,826	\$10,045	\$10,246	\$6,201	(\$3,844)
TOTAL	\$27,750	\$31,977	\$36,574	\$37,548	\$33,605	(\$2,969)
Funding						
City Funds			\$35,733	\$36,362	\$32,787	(\$2,946)
Other Categorical			75	76	15	(60)
Capital- IFA			350	361	368	18
State			247	258	266	19
Intra-City			169	491	169	0
TOTAL	\$27,750	\$31,977	\$36,574	\$37,548	\$33,605	(\$2,969)
Budgeted Headcount						
Full-Time Positions - Civilian	248	252	241	247	244	3

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

F6: Division of External Publications and Retail Operations Budget Detail

Division of External Publications and Retail Operations Financial Summary						
<i>Dollars in Thousands</i>	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Personal Services						
Additional Gross Pay	\$23	\$37	\$8	\$8	\$8	\$0
Full-Time Salaried	1,302	1,635	1,716	1,921	1,903	187
Unsalari ed	74	76	41	41	41	0
Overtime - Civilian	26	58	134	134	134	0
Amounts to be Scheduled	0	0	344	345	345	1
SUBTOTAL	\$1,425	\$1,805	\$2,244	\$2,449	\$2,432	\$188
Other Than Personal Services						
Contractual Services	\$494	\$422	\$391	\$550	\$391	\$0
Other Services & Charges	21	54	42	5	40	(2)
Property & Equipment	31	3	32	23	32	0
Supplies & Materials	426	449	532	468	558	26
SUBTOTAL	\$972	\$928	\$997	\$1,047	\$1,020	\$23
TOTAL	\$2,397	\$2,734	\$3,241	\$3,496	\$3,452	\$212
Funding						
City Funds			\$3,241	\$3,496	\$3,452	\$211
TOTAL	\$2,397	\$2,734	\$3,241	\$3,496	\$3,452	\$212
Budgeted Headcount						
Full-Time Positions - Civilian	19	25	29	31	31	2

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

F7: Division of Human Capital Budget Detail

Division of Human Capital Financial Summary						
<i>Dollars in Thousands</i>	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Personal Services						
Additional Gross Pay	\$470	\$456	\$200	\$200	\$200	\$0
Full-Time Salaried	18,701	20,671	19,900	20,136	19,922	22
Other Salaried & Unsalariad	3,112	4,583	5,011	5,069	5,001	(10)
Overtime - Civilian	867	634	799	799	799	0
Amounts to be Scheduled	0	0	1,442	1,718	1,977	535
SUBTOTAL	\$23,150	\$26,344	\$27,352	\$27,922	\$27,899	\$547
Other Than Personal Services						
Contractual Services	\$3,025	\$2,963	\$1,646	\$2,498	\$1,512	(\$134)
Fixed & Misc. Charges	0	0	16	16	3	(13)
Other Services & Charges	1,780	6,655	4,349	4,175	4,369	20
Property & Equipment	263	598	149	198	149	0
Supplies & Materials	179	269	142	249	167	25
SUBTOTAL	\$5,247	\$10,485	\$6,302	\$7,136	\$6,200	(\$102)
TOTAL	\$28,397	\$36,829	\$33,654	\$35,058	\$34,099	\$445
Funding						
Capital- IFA			\$0	\$5	\$9	\$9
City Funds			\$29,723	\$29,952	\$29,982	\$259
Other Categorical			67	447	224	157
Federal - Other			2,120	2,134	2,147	27
Intra-City			1,743	2,520	1,736	(7)
TOTAL	\$28,397	\$36,829	\$33,654	\$35,058	\$34,099	\$445
Budgeted Headcount						
Full-Time Positions - Civilian	296	314	324	328	327	3

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

F8: Office of Citywide Purchasing Budget Detail

Division of Citywide Purchasing Financial Summary						
<i>Dollars in Thousands</i>	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Personal Services						
Additional Gross Pay	\$243	\$141	\$149	\$149	\$149	\$0
Full-Time Salaried - Civilian	10,100	10,136	9,862	10,069	10,164	302
Unsalaries	0	0	590	590	590	0
Overtime - Civilian	207	231	254	271	254	0
Amounts to be Scheduled	0	0	4	4	4	0
SUBTOTAL	\$10,550	\$10,508	\$10,859	\$11,083	\$11,160	\$301
Other Than Personal Services						
Contractual Services	\$844	\$720	\$1,555	\$1,356	\$1,297	(\$258)
Fixed & Misc. Charges	0	0	4	4	4	0
Other Services & Charges	6,053	6,131	6,035	6,249	5,875	(160)
Property & Equipment	167	116	46	108	46	0
Supplies & Materials	22,108	23,591	19,708	22,970	19,660	(48)
SUBTOTAL	\$29,171	\$30,557	\$27,347	\$30,687	\$26,882	(\$465)
TOTAL	\$39,721	\$41,065	\$38,206	\$41,770	\$38,042	(\$164)
Funding						
City Funds			\$15,066	\$15,245	\$14,897	(\$169)
Other Categorical			0	100	0	0
Intra-City			23,140	26,424	23,145	5
TOTAL	\$39,721	\$41,065	\$38,206	\$41,770	\$38,042	(\$164)
Budgeted Headcount						
Full-Time Positions - Civilian	154	149	161	161	161	0

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

F9: Board of Standards and Appeals Budget Detail

Board of Standards and Appeals Financial Summary						
<i>Dollars in Thousands</i>	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Personal Services						
Additional Gross Pay	\$32	\$109	\$8	\$8	\$8	\$0
Full-Time Salaried - Civilian	1,981	1,880	2,467	2,429	2,572	105
Other Salaried, Unsalaries and Overtime	76	70	72	74	75	3
SUBTOTAL	\$2,089	\$2,059	\$2,546	\$2,511	\$2,655	\$109
Other Than Personal Services						
Contractual Services	\$0	\$6	\$78	\$74	\$78	\$0
Other Services & Charges	396	401	601	607	419	(182)
Property & Equipment	25	48	10	21	10	0
Supplies & Materials	8	11	26	16	26	0
SUBTOTAL	\$429	\$466	\$715	\$717	\$533	(\$182)
TOTAL	\$2,518	\$2,525	\$3,261	\$3,228	\$3,188	(\$73)
Funding						
City Funds			\$3,261	\$3,228	\$3,188	(\$74)
TOTAL	\$2,518	\$2,525	\$3,261	\$3,228	\$3,188	(\$73)
Budgeted Headcount						
Full-Time Positions - Civilian	19	21	27	27	27	0

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

G: DCAS 2019 PMMR Indicators**G1: Administration and Security PMMR Indicators**

Administration and Security Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Workplace injuries reported	52	68	44	*	*	9	19
Accidents involving the public in DCAS-managed properties	21	25	41	*	*	14	9
Letters responded to in 14 days (%)	66%	56%	58%	*	*	50%	12%
E-mails responded to in 14 days (%)	81%	85%	85%	*	*	85%	53%
Average wait time to speak with a customer service agent (minutes)	1:39	1:28	0:58	*	*	NA	NA

G2: Asset Management & Real Estate PMMR Indicators

Asset Management Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	70%	70%	73%	72%	72%	NA	NA
CORE customer experience rating of facilities (0-100)	100	97	94	95	95	NA	NA
Average time to complete in-house trade shop work orders for minor repairs (days)	3.6	3.5	5.3	4.0	4.0	5.5	3.4
In-house trade shop work orders completed within 30 days (%)	70%	64%	73%	75%	75%	60%	90%
Lease-in agreements executed	66	39	56	*	*	NA	NA
Square footage associated with executed lease-in agreements (000)	3,011	1,724	3,958	*	*	NA	NA
Lease revenue generated (\$000)	\$52,419	\$49,679	\$48,541	\$43,078	\$43,078	\$17,065	\$15,960
Real estate auction bids received (\$000)	\$12,990	\$0	NA	*	*	NA	NA
Average cost of cleaning per square foot (\$)	\$3.00	\$3.20	\$3.30	*	*	NA	NA

G3: Citywide Fleet Services PMMR Indicators

Citywide Fleet Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Hybrid or alternative fuel vehicles in the citywide fleet (%)	59%	60%	62%	63%	64%	60%	62%
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	74%	76%	78%	78%	79%	76%	79%
Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	98%	100%	100%	98%	99%	NA	NA
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	100%	100%	99%	98%	99%	NA	NA
Electric vehicles in the citywide fleet	945	1,295	2,105	2,300	2,700	1,530	2,203
– Electric vehicles in the DCAS-managed fleet	72	140	339	370	400	236	356
Fleet in-service rate citywide (%)	91%	92%	92%	92%	92%	92%	90%
– Fleet in-service rate for DCAS-managed fleet (%)	98%	99%	98%	98%	98%	98%	98%
City employees trained in defensive driving citywide	7,929	7,876	11,162	8,500	8,500	5,107	2,420
– Employees of DCAS-managed fleet agencies trained in defensive driving	1,690	1,881	3,831	2,500	2,500	1,783	687
Collisions per 100,000 miles involving City vehicles citywide	7.3	6.3	6	*	*	5.4	4.4
– Collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	3.4	2.6	3.3	*	*	3.4	2.4
Preventable collisions per 100,000 miles involving City vehicles citywide	3.5	3.4	3.2	*	*	2.7	2.3
– Preventable collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	1.2	1	1.3	*	*	1	0.7
Injuries from collisions per 100,000 miles in City vehicles citywide	0.7	0.8	0.7	*	*	0.7	0.6
– Injuries from collisions per 100,000 miles in City vehicles in the DCAS-managed fleet	0.5	0.4	0.5	*	*	0.9	0.2
Fatalities resulting from collisions involving non-emergency City vehicles citywide	1	1	2	*	*	1	2
– Fatalities resulting from collisions involving non-emergency City vehicles in the DCAS-managed fleet	0	0	0	*	*	0	0
Revenue generated from auto auctions (\$000)	\$9,770	\$7,732	\$10,878	\$9,692	\$6,692	\$3,324	\$3,293

G4: Energy Management PMMR Indicators

Energy Conservation Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Electricity purchased (kilowatt hours) (billions)	4.2	4.3	4.2	*	*	NA	NA
Total energy purchased (British Thermal Units) (trillions)	28.4	28.8	29.1	*	*	NA	NA
– Electricity (%)	51.00%	50.40%	48.80%	*	*	NA	NA
– Natural gas (%)	42.00%	42.50%	43.90%	*	*	NA	NA
– Steam (%)	7.00%	7.10%	7.30%	*	*	NA	NA
Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	75,182	119,015	157,677	197,677	237,677	NA	NA
Annual estimated avoided energy cost from all energy projects (\$000,000)	\$6.56	\$14.23	\$13.70	\$14.00	\$14.00	NA	NA
Cumulative estimated avoided energy cost from all energy projects (\$000,000)	\$26.08	\$40.31	\$54.01	\$68.00	\$82.00	NA	NA
Annual energy retrofit/conservation projects completed	158	478	508	*	*	NA	NA
Cumulative energy retrofit/conservation projects completed	381	859	1,367	*	*	NA	NA
Annual Energy Efficiency Reports (EER) completed	141	64	128	*	*	NA	NA
Cumulative Energy Efficiency Reports (EER) completed	544	608	736	*	*	NA	NA
Cumulative installed solar capacity (megawatts)	9.03	10.06	10.51	UP	UP	NA	NA

G5: Human Capital PMMR Indicators

Human Capital Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Applications received for all DCAS civil service exams	99,241	184,699	133,828	*	*	38,615	37,344
Employment applications received via NYC Jobs	1,166,285	1,397,792	1,298,554	*	*	NA	NA
New hires - White (%)	23.0%	22.0%	20.7%	*	*	22.8%	22.2%
New hires - Black (%)	36.8%	41.6%	41.6%	*	*	42.4%	42.2%
New hires - Hispanic (%)	19.5%	21.5%	21.7%	*	*	21.9%	21.7%
New hires - Asian/Pacific Islander (%)	7.5%	8.8%	8.5%	*	*	7.7%	8.6%
New hires - Native American (%)	0.4%	0.5%	0.5%	*	*	0.3%	0.5%
New hires - Unspecified (%)	12.9%	5.7%	6.9%	*	*	5.0%	4.9%
New hires - Male (%)	59.3%	53.0%	52.4%	*	*	51.4%	50.1%
New hires - Female (%)	40.7%	47.0%	47.6%	*	*	48.6%	49.9%
Civil service exams administered by DCAS on schedule	105	183	254	124	124	48	30
Median time from exam administration to exam results completion (days)	314	246	78	290	290	91	231
Average rating for professional development training sessions (%)	90%	90%	92%	88%	88%	93%	89%
City employees/participants trained in Managerial and Professional Development programs	38,815	42,082	65,332	38,250	38,250	19,076	209,584
City employees/participants trained in Equity and Inclusion	33,328	24,365	36,342	21,270	21,270	11,365	6,915
Average cost of training per employee (\$)	\$112	\$113	\$63	*	*	NA	NA

G6: Citywide Purchasing PMMR Indicators

Citywide Purchasing Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Revenue generation from the sale of surplus goods (\$000)	\$11,026	\$9,216	\$12,971	\$11,893	\$8,893	\$4,009	\$3,942
Average number of bidders per bid	3	3.2	3.2	3.4	3.4	3.0	2.4
Mayoral agency spending on goods against DCAS master contracts (%)	87%	87%	81%	*	*	80%	90%
Mayoral agency spending on services against DCAS master contracts (%)	15%	15%	21%	*	*	14%	19%
Value of goods and services purchased (\$000,000)	\$1,353	\$1,504	\$1,544	*	*	\$564	\$453
– Value of Central Storehouse requisitions (\$000)	\$22,600	\$22,410	\$23,669	*	*	\$8,750	\$8,860
Average time to fulfill requisition (days)	13	9	11	*	*	10	17
Inspections deemed non-compliant	996	662	799	*	*	175	215
Value of cost avoidance (\$000)	\$7,007	\$3,189	\$5,045	*	*	\$1,549	\$3,141