

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 2021 Preliminary Plan and the
Fiscal 2020 Preliminary Mayor's Management Report for the
Department of Citywide Administrative Services

March 20, 2020

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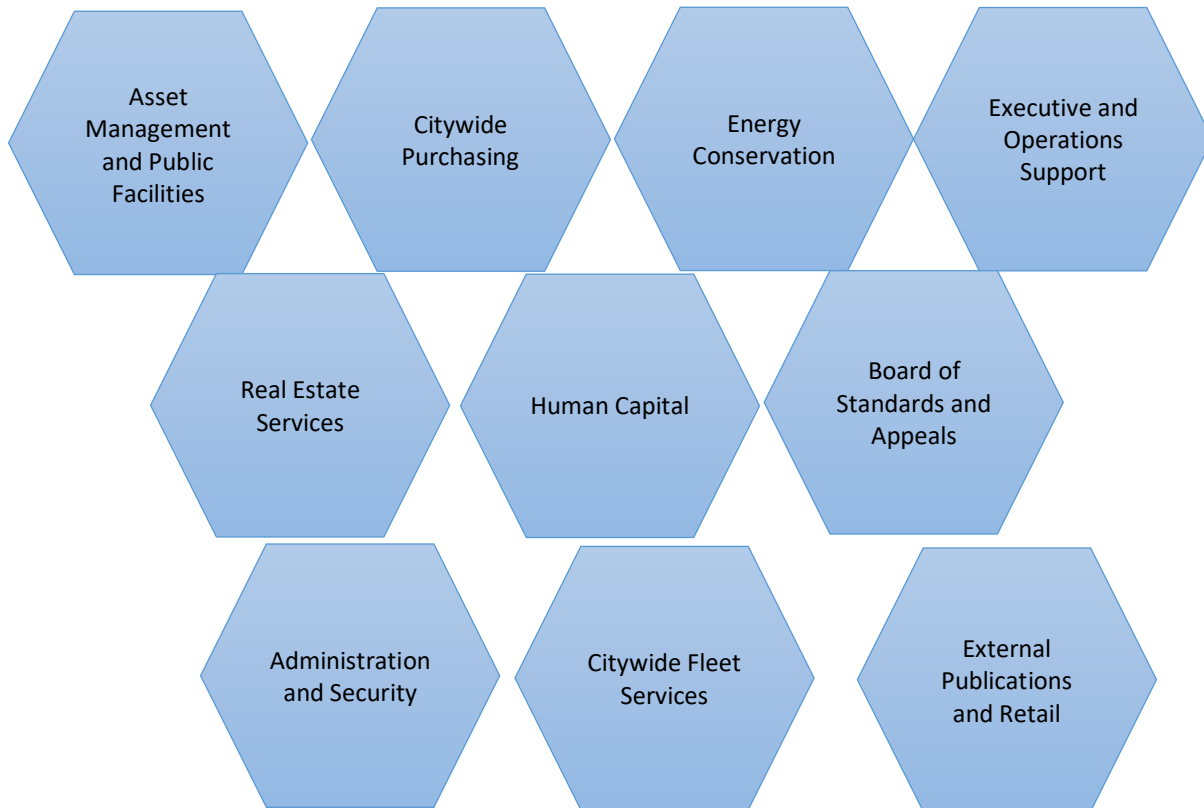
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Department of Citywide Administrative Services Overview

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



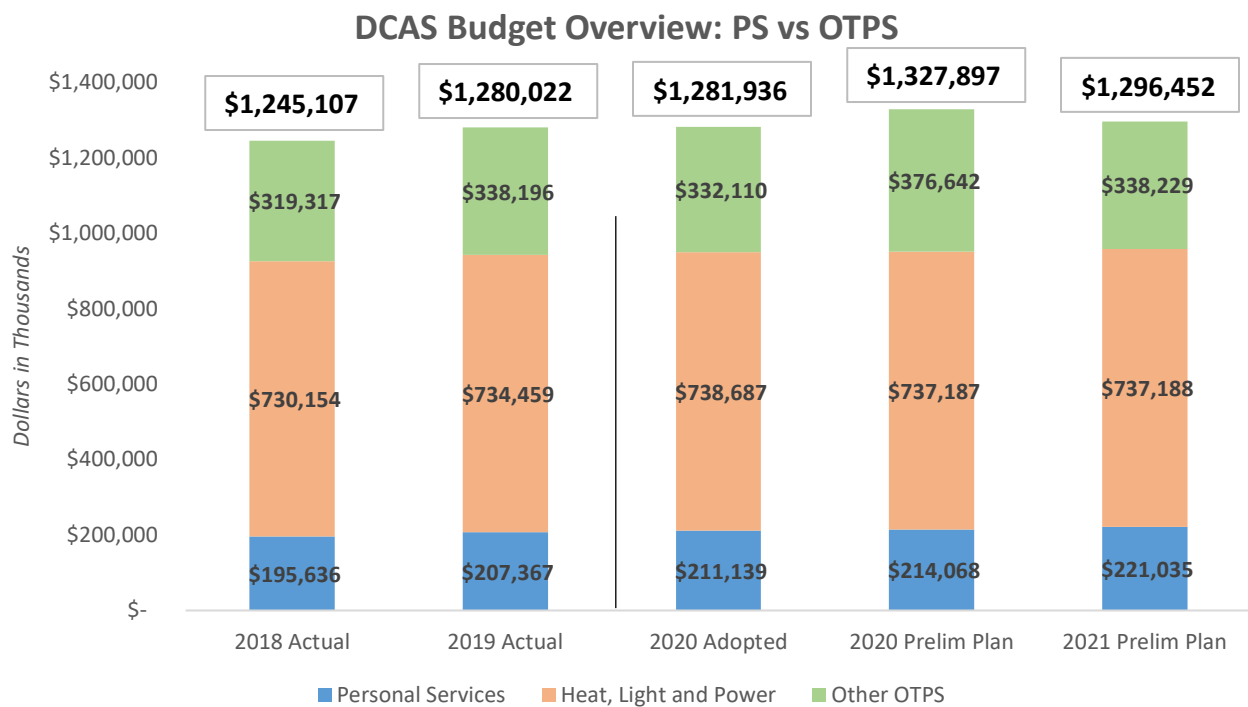
DCAS' activities include:

- 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 2021 Preliminary Budget Highlights

The Department of Citywide Administrative Service’s (DCAS) Fiscal 2021 Preliminary Budget totals \$1.3 billion, including \$221 million in Personal Services (PS) funding to support 2,566 Full-Time (FT) positions. Furthermore, \$737.2 million of DCAS’ Fiscal 2021 Preliminary 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 titled “Citywide Heat, Light and Power” of this report. Approximately 59.7 percent of DCAS’ budget is funded through Intra-City procurement of foods and services for other agencies, and other services provided to other city agencies. Approximately 28.6 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 2021 Preliminary Budget is \$14.5 million more than its Fiscal 2020 Adopted Budget of \$1.3 billion. This is mainly due to increases in funding associated with oversight of PlaNYC, the City’s resiliency and sustainability revitalization project, since the Fiscal 2020 Executive Budget allocated \$12 million in Fiscal 2021 to ramp-up new energy management initiatives, discussed later on in this report.

Highlights of DCAS’ Fiscal 2021 Preliminary Budget

- New Needs.** Since Adoption of the Fiscal 2020 Plan, the Department of Citywide Administrative Services has identified \$9.2 million in new needs for Fiscal 2020, primarily allocated to façade design and remediation work around the City.

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 budgetary savings of \$5.7 million in Fiscal 2020 and \$7.4 million in Fiscal 2021 as part of the Citywide Savings Program introduced in the November 2019 Plan and the Fiscal 2021 Preliminary Financial Plan. Savings include incentive payments for energy conservation measures from the New York State Energy Research and Development Authority (NYSERDA), PS savings due to delays in hiring, additional vehicle auction proceeds, information technology (IT) savings, amongst others.
- **Miscellaneous Revenue.** The Fiscal 2021 Preliminary Financial Plan projects that the Department of Citywide Administrative Services will generate Miscellaneous Revenue of \$59.5 million in Fiscal 2021, including \$36.7 million from Commercial Rents.
- **Contract Budget.** The Department of Citywide Administrative Service's Fiscal 2021 Contract Budget totals \$60.6 million with 132 contracts, which accounts for 5.6 percent of the Agency's Fiscal 2021 OTPS budget.
- **Citywide Heat, Light and Power.** The Citywide Heat, Light and Power Fiscal 2021 Preliminary Budget totals \$737.2 million, accounting for 56.8 percent of DCAS' overall Fiscal 2021 Preliminary Budget.
- **Preliminary Mayor's Management Report (PMMR) Highlights.** Notable performance metrics reported by the Department of Citywide Administrative Services in the Fiscal 2020 PMMR include the following.
 - ✓ The median time from exam administration to exam results completion for DCAS-administered exams varies substantially from year-to-year based on the number and type of civil service exams held. The median time was 78 days in Fiscal 2018 and 255 days in Fiscal 2019.
 - ✓ The number of City employees/participants trained in Managerial and Professional Development programs increased from 65,332 in Fiscal 2018 to 72,094 in Fiscal 2019, primarily due to the simultaneous delivery of mandated Department of Investigation (DOI) and Conflict of Interest Board (COIB) online training to City employees.
 - ✓ The number of electric vehicles in the citywide vehicle fleet increased from 2,105 in Fiscal 2018 to 2,662 in Fiscal 2019, while the percentage of hybrid or alternative fuel vehicles in the citywide fleet increased one percent, from 62 percent in Fiscal 2018 to 63 percent in Fiscal 2019.

Financial Plan Summary

Table 1

DCAS Expense Budget						
	FY18	FY19	FY20	Preliminary Plan		**Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	FY20	FY21	FY20 - FY21
Budget by Program Area						
Administration and Security	\$38,062	\$43,493	\$54,006	\$56,008	\$30,758	(\$23,248)
Asset Management-Public Facilities	255,345	277,156	251,065	274,703	260,303	9,238
Board of Standards and Appeals	2,526	2,788	3,187	3,007	3,045	(143)
Citywide Fleet Services	58,144	57,473	26,523	42,333	31,123	4,600
Energy Conservation	778,429	781,050	818,367	819,230	850,250	31,883
Executive and Operations Support	31,977	36,302	37,973	38,263	34,026	(3,947)
External Publications and Retail Operations	2,733	3,218	3,373	3,373	3,395	22
Human Capital	36,828	33,385	35,109	36,078	34,592	(517)
Office of Citywide Purchasing	41,065	41,755	38,042	39,418	37,574	(468)
Real Estate Services	0	3,401	14,292	15,484	11,388	(2,905)
TOTAL	\$1,245,107	\$1,280,022	\$1,281,936	\$1,327,897	\$1,296,452	\$14,516
Funding						
City Funds			\$363,699	\$383,910	\$371,460	\$7,760
Other Categorical			86,160	87,642	86,149	(11)
Capital- IFA			1,358	1,358	1,373	15
State			59,690	62,382	61,176	1,486
Federal - Community Development			226	1,342	0	(226)
Federal - Other			2,147	2,147	2,147	0
Intra City			768,656	789,116	774,147	5,491
TOTAL	\$1,245,107	\$1,280,022	\$1,281,936	\$1,327,897	\$1,296,452	\$14,516
Headcount						
Full-Time Positions - Civilian	2,300	2,379	2,572	2,578	2,566	(6)

***The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

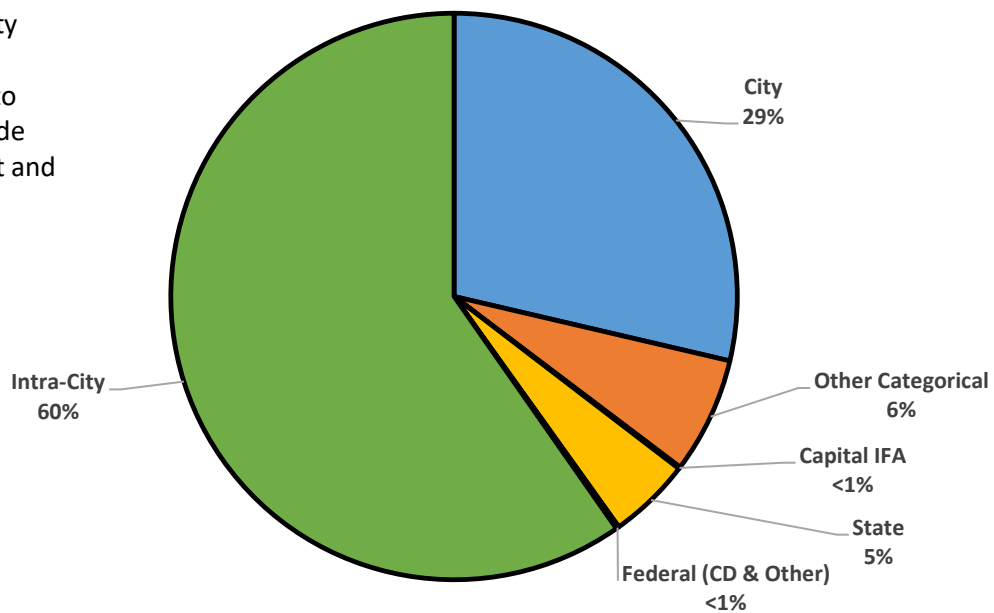
The Department of Citywide Administrative Service's Fiscal 2021 Preliminary Budget totals \$1.29 billion, and is \$14.5 million more than its Fiscal 2020 Adopted Budget of \$1.28 billion. This increase is primarily brought about by funding increases associated with PlaNYC project oversight costs, which is the City's resiliency and revitalization project. In the Fiscal 2020 Executive Budget, \$12 million was allocated in Fiscal 2021 and \$13.9 million baselined beginning in Fiscal 2022, in order to increase energy savings initiatives. Among them, these savings initiatives include reducing Greenhouse Gas Emissions (GHE) from DCAS managed buildings, and additional resources needed to support Mayor de Blasio's Green New Deal. The Green New Deal is a \$14 billion effort to reduce greenhouse gas emissions by 80 percent by 2050, and would require large existing buildings of 25,000 square feet or more to lower their energy uses and emissions. Furthermore, DCAS' Fiscal 2021 Preliminary Budget is larger than its Fiscal 2020 Adopted Budget due to increases in revenue, through additional incentive payments from the New York State Energy Research and Development Authority (NYSERDA) and revenue from energy billing audits, which are outlined later in the Citywide Savings Program section of this report. DCAS's Administration and Security program area is \$23.2 million less than its Fiscal 2020 Adopted Budget of \$54 million. This is due to the fact that funding for the Non-Public School Security Guards Reimbursement Program, funded at \$19.8 million in Fiscal 2020, has yet to be allocated in Fiscal 2021.

The Citywide Heat, Light and Power Budget, the City Government’s heat and power utilities bill, is budgeted for \$737.2 million as of the Fiscal 2021 Preliminary Budget, which represents approximately 56.8 percent of DCAS’ overall Fiscal 2021 Preliminary Budget. The majority of the Citywide Heat, Light and Power Budget is funded through Intra-City transfers from other City agencies. Although Intra-City funds constitute approximately 60 percent of DCAS’ Fiscal 2021 Budget, close to 81.8 percent of Intra-City funds consist of payments from other City agencies for the heat, light and power bill, while a majority of the remaining amount of Intra-City funds constitutes payments from other City agencies to the Citywide Purchasing Division for the purchase of goods and services. Other smaller portions of DCAS’ Fiscal 2021 Preliminary Budget are financed through City, Other Categorical, and State funding sources, as seen in Figure 2 below.

Figure 2

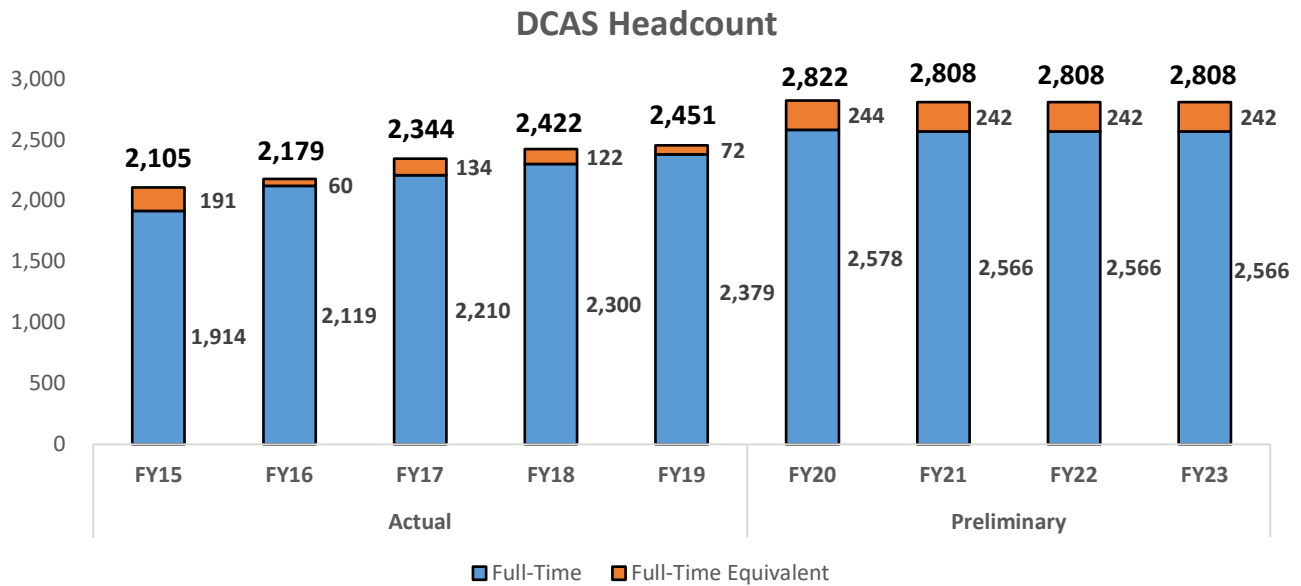
DCAS Fiscal 2021 Budget Funding Sources

81.8 percent of Intra-City funds is allocated to the Citywide Heat, Light and Power Bill



Headcount

Figure 3

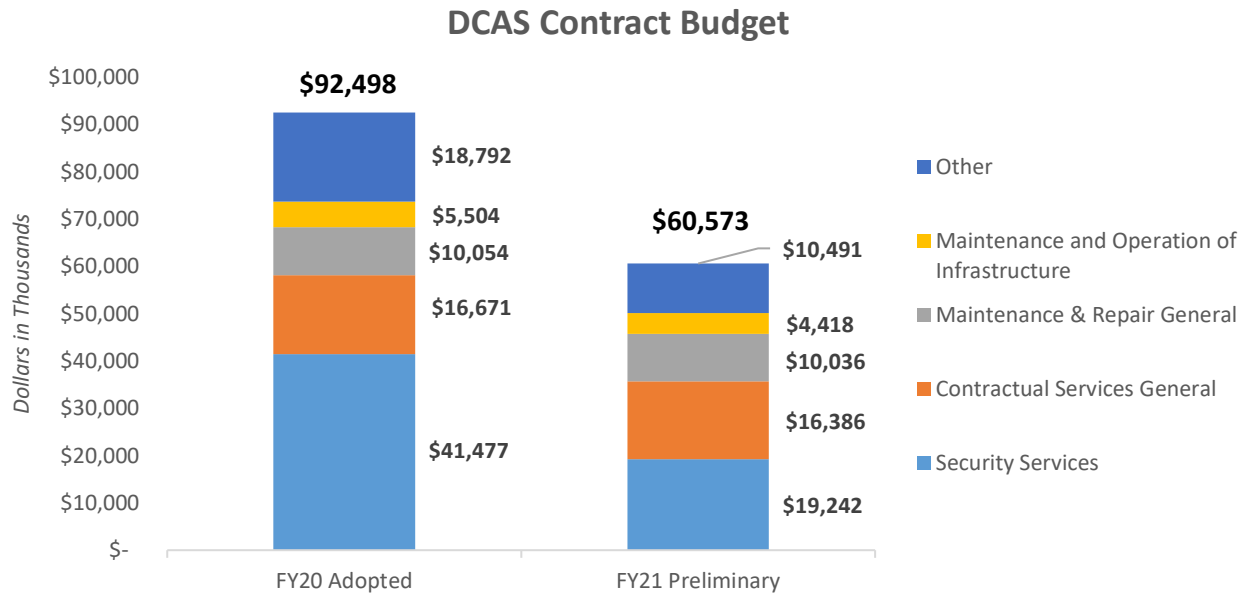


DCAS’ Fiscal 2021 Preliminary Budget provides for 2,566 full-time positions and 242 full-time equivalent positions across its ten divisions. As of November 2019, DCAS was operating with a full-time city-funded vacancy rate of 6.1 percent, or 156 vacant positions. The Asset Management-Public Buildings Division is DCAS’ largest in terms of headcount, with 1,264 budgeted full-time positions, comprising 49.2 percent of DCAS’ full-time budgeted headcount. For additional information regarding the Department’s headcount, please refer to Appendix B.

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 2021 Preliminary Contract Budget totals \$16.9 billion for procurement expenditures across all agencies.

Figure 4

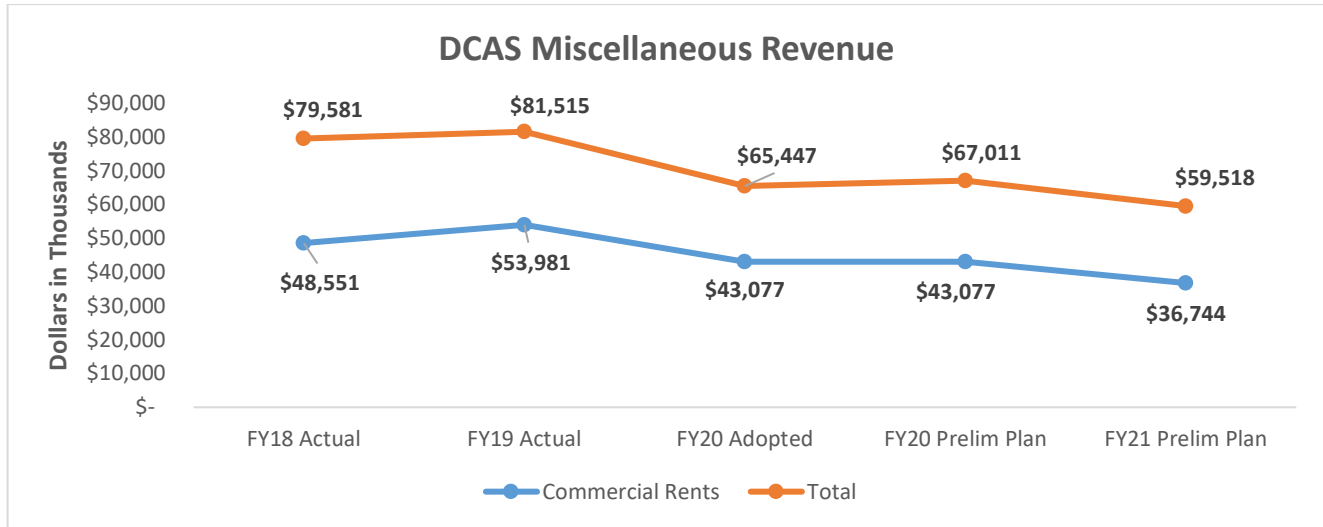


DCAS’ Fiscal 2021 Preliminary Contract Budget totals \$60.6 million for 130 contracts accounting for 5.6 percent of the Department’s Fiscal 2021 OTPS budget. However, when the \$737.2 million for the Citywide Heat, Light and Power Budget is excluded, DCAS’ Contract Budget accounts for a much larger portion of its Fiscal 2021 budget, totaling 17.9 percent. Contracts for Security Services and General Maintenance and Repair collectively make up 48.3 percent of DCAS’ overall Contract Budget, representing the Agency’s work in maintaining and providing security for a large building stock. DCAS’ Fiscal 2021 Contract Budget is \$31.9 million less than its Fiscal 2020 Adopted Budget, in large part due to funding for the Non-Public School Private Security Guards Reimbursement Program that has not yet been allocated for Fiscal 2021, along with 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. For additional information regarding DCAS’ Contract Budget, please refer to Appendix C.

Miscellaneous Revenue

DCAS generates revenue from a wide range of sources that include Board of Standards and Appeals (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 2021 Preliminary Plan estimates that DCAS will generate miscellaneous revenue of \$59.5 million in Fiscal 2021. 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. Excluding property sales and other non-recurring payments, commercial rents account for the majority of DCAS’ annual miscellaneous revenue, and is expected to generate \$36.6 million in Fiscal 2021, or 61.7 percent of DCAS’ miscellaneous revenue for Fiscal 2021. The \$6.3 million decrease in commercial rents between Fiscal 2020 and Fiscal 2021 is due to a reduction in rent payment from the Grand Hyatt Hotel, as the Grand Hyatt Hotel transitions to paying Full Tax Equivalency to the Department of Finance (DOF), beginning in May 2020. The Fiscal 2021 payment from the Grand Hyatt Hotel to DCAS will only reflect payments from the period of January through April 2020. For additional information regarding DCAS’ miscellaneous revenue streams, please refer to Appendix D.

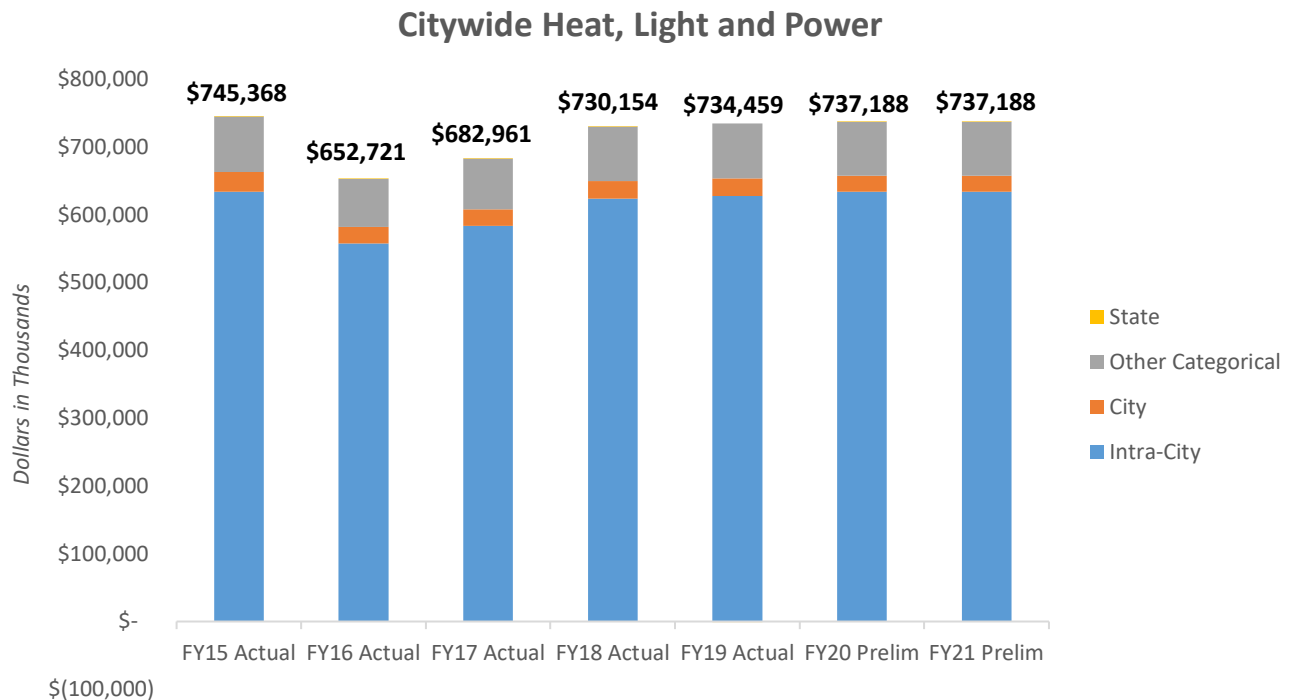
Financial Plan Actions

- **Citywide Savings.** In the Fiscal 2021 Preliminary Plan, DCAS will generate budgetary savings of \$873,000 in both Fiscal 2020 and Fiscal 2021 through the recognition of additional revenue from the auctioning of relinquished City-owned vehicles.

Citywide Heat, Light, and Power

Budgeted at \$737.2 million in Fiscal 2021, the Citywide Heat, Light and Power (HLP) Budget makes up 56.8 percent of DCAS’ Fiscal 2021 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 (H+H) Corporation’s HLP expenses, although these transfers from H+H are considered to be other categorical funds, as H+H 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 2015 – Fiscal 2019, as well as planned HLP expenditures for the current and upcoming fiscal year (Fiscal 2020 and Fiscal 2021). Expenditures can vary from year to year based both on changes in energy consumption, as well as variables that are outside of the City’s control, such as market energy prices and changes in weather patterns. Of the total \$633.9 million in Intra-City funds allocated to the Heat, Light and Power Budget in Fiscal 2021, the Department of Education (DOE) is the agency that has the largest amount allocated to HLP, totaling \$243.3 million, with the Department of Environmental Protection totaling \$96.9 million, \$40.3 million for the Department of Cultural Affairs (DCA), among other City agencies. For additional information regarding the Citywide Heat, Light and Power Budget, please refer to Appendix E. For additional information regarding an agency breakdown of the City’s Heat, Light and Power Budget for Fiscal 2021, please refer to Appendix E2.

Citywide Savings Program

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. Since Adoption of the Fiscal 2020 Budget, DCAS will generate budgetary savings of \$5.7 million in Fiscal 2020 and \$7.4 million in Fiscal 2021. Highlights of significant savings initiatives include the following.

- **Incentive Payments for Energy Conservation Measures.** DCAS will generate savings of \$1.2 million in Fiscal 2020 and \$1.6 million in Fiscal 2021 through incentive payments that the Department will receive from the NYSERDA for implementing energy conservation measures in existing DCAS facilities;
- **Savings from Energy Billing Audits.** DCAS will generate savings of \$1.5 million in both Fiscal 2020 and Fiscal 2021, as the agency will receive billing credits from utility companies for both fiscal years. Although DCAS has stated that it cannot be known ahead of time which utility companies will billing errors that will result in credits after DCAS identifies the problems, DCAS estimates that the New York Power Authority (NYPA), Con Edison and National Grid will be the utility companies that will pay billing audits that will generate savings for the Department;
- **PS Savings.** DCAS will generate budgetary savings of \$652,000 in Fiscal 2020 and \$610,000 in Fiscal 2021 as the agency realizes PS savings tied to vacant positions and delays in hiring in the Department's Energy Conservation and Board of Standards and Appeals divisions;
- **IT Consultant Savings.** DCAS will generate one-time savings of \$71,000 in Fiscal 2020 through delays in hiring consultants for the Department; and
- **Project Pre-Scoping Savings.** DCAS will generate one-time savings of \$2.7 million in Fiscal 2021 due to funding adjustments tied to changes in timelines in project pre-scoping implementation.

While savings are reported by individual agency, there is also a section covering "Citywide Initiatives". These savings are not direct savings in DCAS' budget, but DCAS does play a critical role in the execution of some of these Citywide Initiatives. Below is a list of DCAS' savings initiatives since Adoption of the Fiscal 2020 Budget.

- **Fleet Size Reduction Salvage Revenue.** In the Fiscal 2020 Executive Budget Citywide Savings Program, it was announced that DCAS and the Office of Management and Budget (OMB) would conduct a review of current vehicle types in use to ensure that the most cost-effective and fuel-efficient vehicles are utilized based on operational necessity. As such, the Fiscal 2021 Preliminary Budget includes budgetary savings of \$806,000 in both Fiscal 2020 and Fiscal 2021 through the generation of additional salvage revenue associated with the Fleet Size Reduction Program, as part of the Mayor's Executive Order 41 of 2019; and
- **Contract Auditing.** As part of the Citywide Savings Initiatives, DCAS will review vendor charges for citywide contracts and recoup payments. Although the savings initiative has a baselined savings of \$180,000 beginning in Fiscal 2021, it is currently offset by the PS budget increase totaling \$180,000 which will be used to hire staff for the unit that will create and implement contract auditing citywide. As such, DCAS has stated that the Department and the Office of Management and Budget (OMB) would reflect savings related to contract auditing as they are achieved over the course of the fiscal years.

Budget Issues

Provisional Reduction Program

The City Charter requires the Commissioner of the Department of Administrative Services to report quarterly to the Mayor, City Council, the City Civil Service Commission and the Equal Employment Practices Commission on the number of provisionally appointed City employees (known as Provisionals), the length of their provisional services, and the steps taken by the City to reduce these numbers and the length of their service.

As of the most recent quarterly report, issued on December 31, 2019, the total count of Provisionals decreased by 89 positions, from 15,202 to 15,113. The number of Provisionals without a permanent title (10,764) decreased by 113, while the number of Provisionals with a permanent title (4,349) increased by 24, resulting in a net decrease of 89 provisional positions. Provisionals without a permanent title constitute 71 percent of the total, while Provisionals with a permanent title represent 29 percent of the total. 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 has been the creation of new civil service titles (which require new exams prior to hiring civil servants to 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. According to the Preliminary Mayor's Management Report (PMMR), the number of applications received for all DCAS civil service exams decreased by 25,100, or 18.7 percent, between Fiscal 2018 and Fiscal 2019, primarily due to exams open for filing that normally attract smaller applicant pools.

Approximately 70 percent of civil service exams have been automated. In the 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. According to the PMMR, during the first four months of Fiscal 2020, DCAS administered 72 civil service exams, of the 185 planned for the entire fiscal year, with the median time to view exam results increased from 231 days to 277 days during the same period, due to the process of manually rating Education and Experience exams administered during this time. DCAS estimates that automating an exam will reduce 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 those exams.

80 x 50 Initiative

A subset of the Mayor's OneNYC Plan, the 80 x 50 initiative, 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 the 80 x 50 initiative, 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 agree to reduce their GHG emissions by 30 percent or more over a 10 year period.

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

1. To install 100 Megawatts (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, through the retrofit of City-buildings to improve energy consumption efficiency.

DCAS has invested approximately \$600 million in building retrofits over the past several fiscal years, which has led to a cumulative estimated reduction in GHG emissions from all energy projects of 222,744 metric tons in Fiscal 2019, an increase of 45,105 metric tons reduced since Fiscal 2018. Although DCAS’ goal is to install 100 MW in solar energy capacity on City Buildings by 2025, the number of cumulative installed solar capacity has remained the same since Fiscal 2018, at 10.5 MW. According to DCAS, the City’s growth of the program over the past two years was halted while the Department engaged the labor community in order to address the topic in a more meaningful way, and the Department has mentioned that it will continue to work with the labor community to addresses systemic constraints. Nonetheless, DCAS has over 30 MW of projects under development for completion over the next two years, which puts the Department back on track to reach the 100 MW installation goal by 2025. DCAS has allocated \$1.5 billion in Fiscal 2020 – 2024 Preliminary Capital Commitment Plan to complete these investments, which is discussed in greater detail in the “*Preliminary Capital Commitment Plan*” section of this report.

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 private security guards, with the number of eligible security guards per school to be a function of the number of students per school. The program is administered by DCAS, which reimburses nonpublic schools the salaries of security guards hired. The program has entered its fourth year of operation, and its current Fiscal 2020 budget totals \$19.8 million, the maximum legal amount allowed, as outlined in Local Law 2 of 2016. In a Term and Condition report submitted by the Department in November 2019, DCAS stated that for Fiscal 2019, the total number of guards associated with the 192 schools in the program for that year was 333, with reimbursements for 150 schools totaling \$9.4 million from July 1, 2018 – June 30, 2019.³ In Fiscal 2019, DCAS stated that participating schools would only be eligible for reimbursement for a maximum of 48 hours per week. However, on April 11, 2018, participating schools were notified that they could submit a request for additional reimbursement hours. As a result, a total of 31 schools received additional hours that increased their weekly hourly cap from 48 hours to 60 hours as of January 1, 2019. Due to underspending in previous fiscal years, it was determined by DCAS that there would no

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 For additional information on the Term and Condition report regarding the Private Security Guards Reimbursement Program, please refer to the online report here: <https://council.nyc.gov/budget/wp-content/uploads/sites/54/2019/12/Department-of-Citywide-Administrative-Services-School-Safety-Guard-Reimbursement-Report.pdf>

longer be a weekly limit on the maximum hours reimbursed, and stated that all hours of guard services would be eligible for reimbursement, as long as the following criteria were met.

- 1) Security services were provided for school-related instruction of school-related events, such as after school programs and athletic events;
- 2) Conducted during operating hours and approved afterschool activities requests after 6pm or weekends; and
- 3) An overtime cap of 15 percent of “straight time” cost was not exceeded.

According to an article in the New York Post, the program has awarded \$14 million in private security guards reimbursements for the current fiscal year, as of January 2020.⁴ However, in lieu of recent rises in anti-Semitic related hate crimes in New York City, it is expected that participation in the program will rise for the current fiscal year. It should be noted that funding for this program has yet to be included in DCAS’ Fiscal 2021 budget.

Program Areas

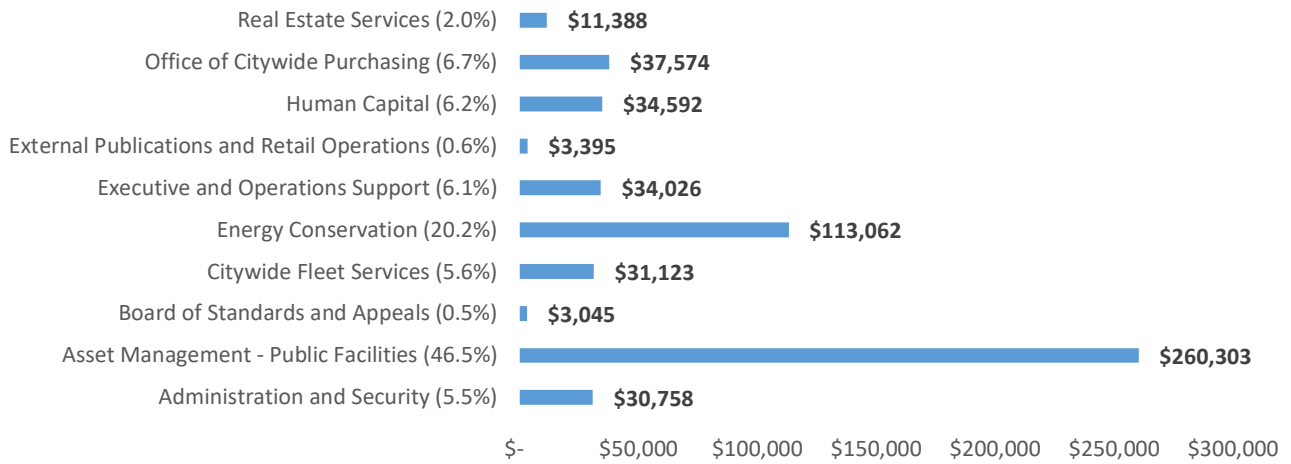
The Department of Citywide Administrative Services is organizationally split into the following Program Areas. The chart below provides a breakdown of each program area’s Fiscal 2021 Budget, excluding funding related to the Citywide Heat, Light and Power Bill.

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

⁴ “De Blasio’s plan to protect yeshivas falls short: critics”. <https://nypost.com/2020/01/02/de-blasios-plan-to-protect-yeshivas-falls-short-critics/>

Figure 7

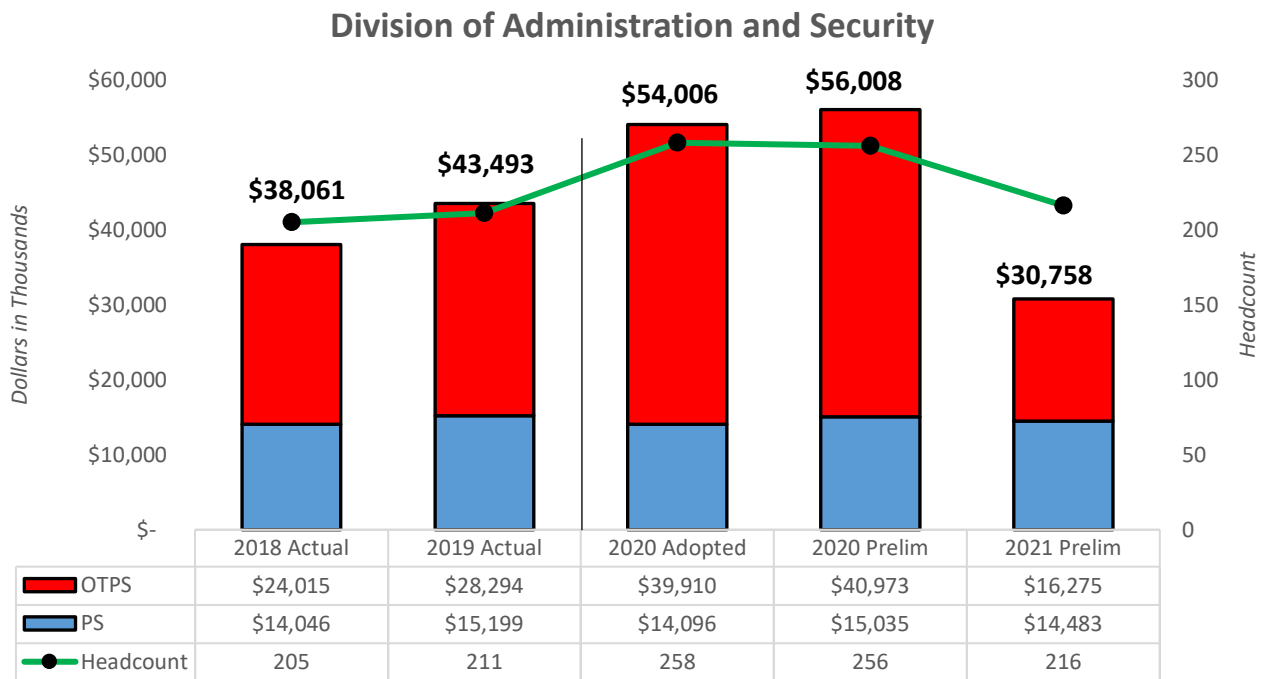
DCAS FY21 Budget by Program Area (exl. Heat, Light & Power) Dollars in Thousands



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 2021 totals \$30.8 million, including \$14.5 million in Personal Services funding to support 216 full-time positions. The Division accounts for 2.4 percent of DCAS’ overall budget and 8.4 percent of DCAS’ full-time headcount for

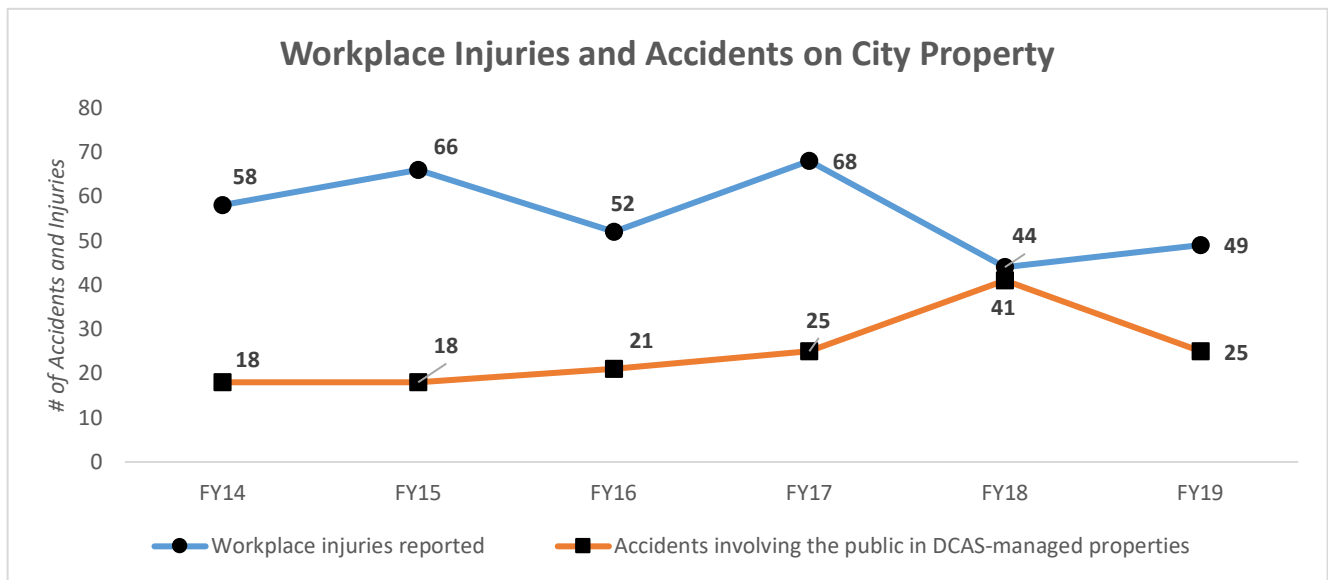
Fiscal 2021. The Division of Administration and Security’s proposed Fiscal 2021 Preliminary Budget is \$23.2 million less than its Fiscal 2020 Adopted Budget of \$54 million. This is primarily due to the fact that funding for the private school security guards reimbursement program has yet to be included in the DCAS’ Fiscal 2021 budget. The Division’s Fiscal 2021 full-time headcount is 42 positions less than its Fiscal 2020 Adopted budgeted headcount of 258 positions. This is primarily due to the fact that in the Fiscal 2020 Adopted Budget, \$2.5 million, along with 40 positions, were allocated to provide for additional security services for the Bronx District Attorney’s (DA) Office for Fiscal 2020 alone, and this funding has not been allocated in the Division’s Fiscal 2021 Preliminary Budget. Please refer to the “Private Security Guards Reimbursement Program” section of this report for more information. Please refer to Appendix F1 for more details regarding the Division of Administration and Security’s budget.

Financial Plan Actions

- **Collective Bargaining Adjustments.** In the November 2019 Plan, \$233,533 was added in Fiscal 2020 and \$378,725 baselined beginning in Fiscal 2021 for costs associated with collective bargaining agreements at the Division with Local 237 and the Civil Service Bar Association (CSBA), representing City government workers and attorneys.

PMMR Performance Measures:

Figure 9

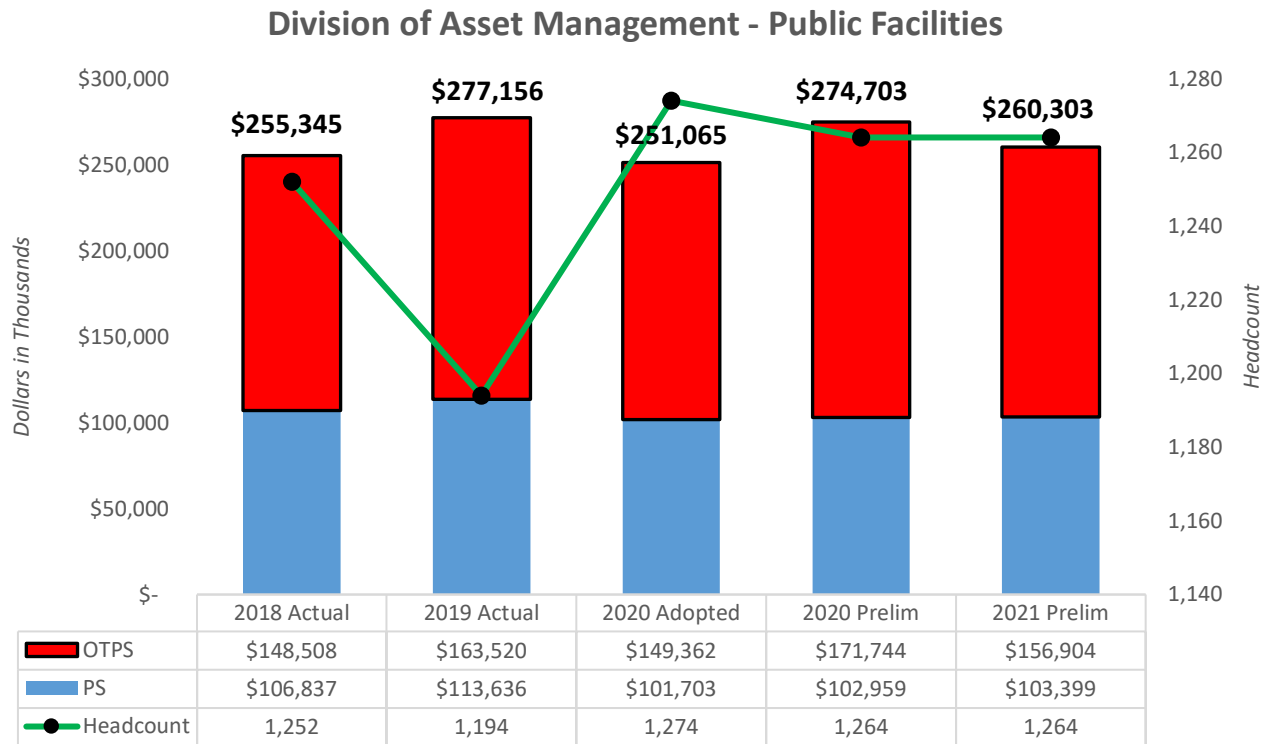


Being responsible for security at City-owned buildings, the Division of Administration and Security reports the number of workplace injuries and accidents involving the public in DCAS-managed properties. For additional information regarding the Division’s Fiscal 2020 PMMR indicators, please refer to Appendix G1.

Division of Asset Management – Public Facilities

The Division of Asset Management is responsible for providing safe, clean and efficient office space for the City’s workforce. The Division also manages and maintains the 55 DCAS-owned and operated buildings, which includes courts, and also houses DCAS’ Capital Construction Group.

Figure 10



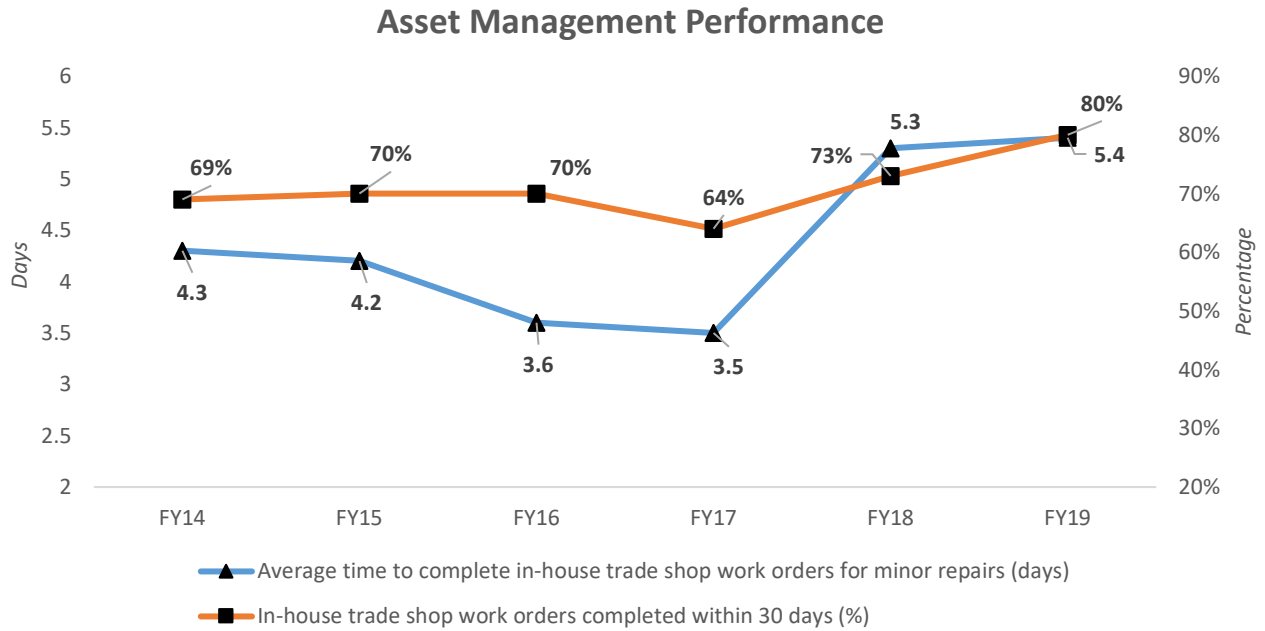
The Division of Asset Management’s proposed budget for Fiscal 2021 totals \$260.3 million, including \$103.4 million in Personal Services funding to support 1,264 full-time positions. The Division accounts for 20 percent of DCAS’ overall budget and 49.3 percent of DCAS’ full-time headcount for Fiscal 2021. The Division of Asset Management’s proposed Fiscal 2021 budget is \$9.2 million more than its Fiscal 2020 Adopted budget of \$251.1 million. This increase is primarily due to increases in funding associated with court-related maintenance work and an increase in State funding of \$1.5 million, which is largely dedicated to paying for the cleaning and other related maintenance work of State Courts and due to costs associated with collective bargaining agreements at the Division. For additional information regarding the Division of Asset Management’s budget, please refer to Appendix F2.

Financial Plan Actions

- **Building Life Safety Measures.** In the Fiscal 2021 Preliminary Plan, there is a one-time new need of \$9.2 million in Fiscal 2020. Of the total \$9.2 million allocated in Fiscal 2020, \$7.5 million was allocated to provide for façade design and remediation work around the City, while \$500,000 was allocated for the maintenance of elevator systems, and the remaining \$700,000 allocated to prevailing wage increases for contractual fire safety and contractual guard staff.
- **Collective Bargaining Adjustments.** In the November 2019 Plan, \$717,618 was added in Fiscal 2020 and \$1.2 million was baselined beginning in Fiscal 2021 for costs associated with collective bargaining agreements at the Division with Local 983, Local 237, and Local 246, which represent NYC government employees and mechanics.
- **Enhanced Space Management.** In the Fiscal 2021 Preliminary Plan, DCAS added \$4.2 million in Fiscal 2020 as a restoration to reflect allocated savings in other City agency budgets, as part of the Citywide Savings Enhanced Space Management Initiative. In the Fiscal 2020 Executive Plan, DCAS included projected savings of \$5 million in Fiscal 2020. The Program, which is managed by the Division of Asset Management, would establish a more thorough review process of all City agencies present and future space requests, with the aim of using the spaces the City owns and rents in a more efficient and less costly manner.
- **Lease Auditing.** In the Fiscal 2021 Preliminary Plan, DCAS adds \$612,000 in Fiscal 2020 as a restoration to reflect allocated savings in other City agency budgets, as part of the Citywide Savings Lease Auditing Initiative. In the Fiscal 2020 Executive Plan, DCAS included projected savings of \$2.9 million in Fiscal 2020. The Program, which is managed by the Division of Real Estate Services conducted lease audits that would have resulted in recoupments that were previously reflected as cost avoidance.
- **Lease Adjustment.** In the Fiscal 2021 Preliminary Plan, DCAS has baselined \$473,000 beginning in Fiscal 2021 for lease adjustments with State funding that was previously funded with City funds.
- **Energy Savings.** In the Fiscal 2021 Preliminary Plan, DCAS will generate one-time budgetary savings of \$150,000 in Fiscal 2020 for reducing energy usage during periods of peak usage.

PMMR Performance Measures

Figure 12

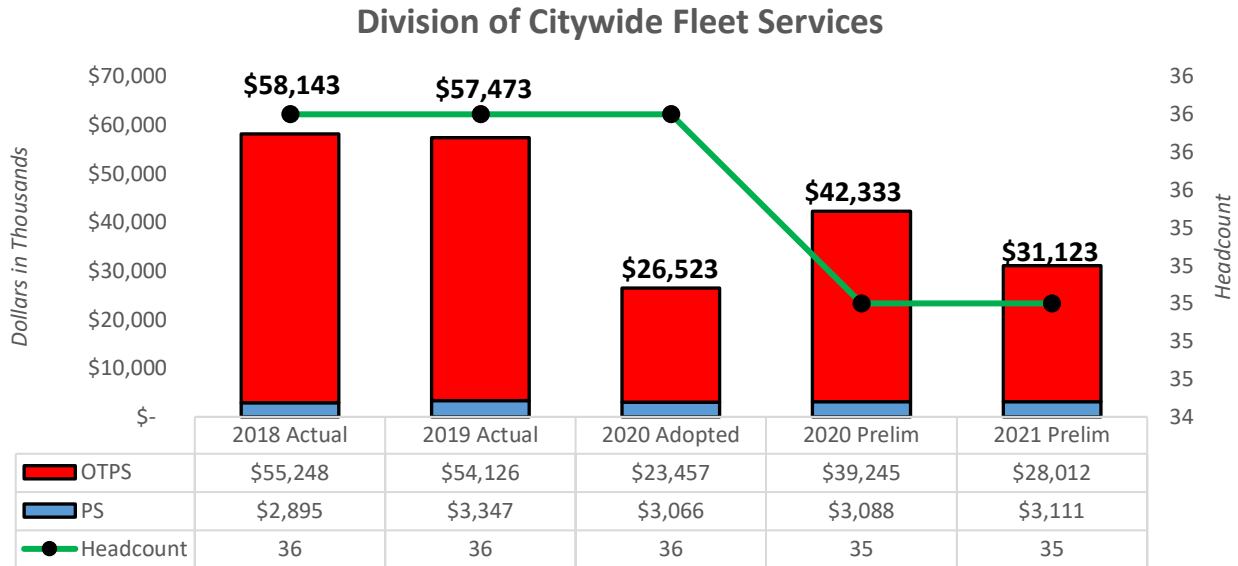


Between Fiscal 2014 and Fiscal 2017, the Asset Management Division managed to significantly reduce the amount of time required to address minor repairs in City-owned office buildings. However, in Fiscal 2018, the average amount of time to address these repairs expanded significantly, from 3.5 days to 5.3 days. According to the PMMR, the average time to complete in-house trade shop work orders for minor repairs for the first four months of Fiscal 2020 was 4.2 days, which is closer to the agency’s target of four days. During the same time period, the percentage of in-house trade shop work orders completed within 30 days increased by 11 percent, from 69 percent in Fiscal 2014 to 80 percent in Fiscal 2019. For additional information on the Asset Management’s Division Fiscal 2020 PMMR indicators, please refer to Appendix G2.

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



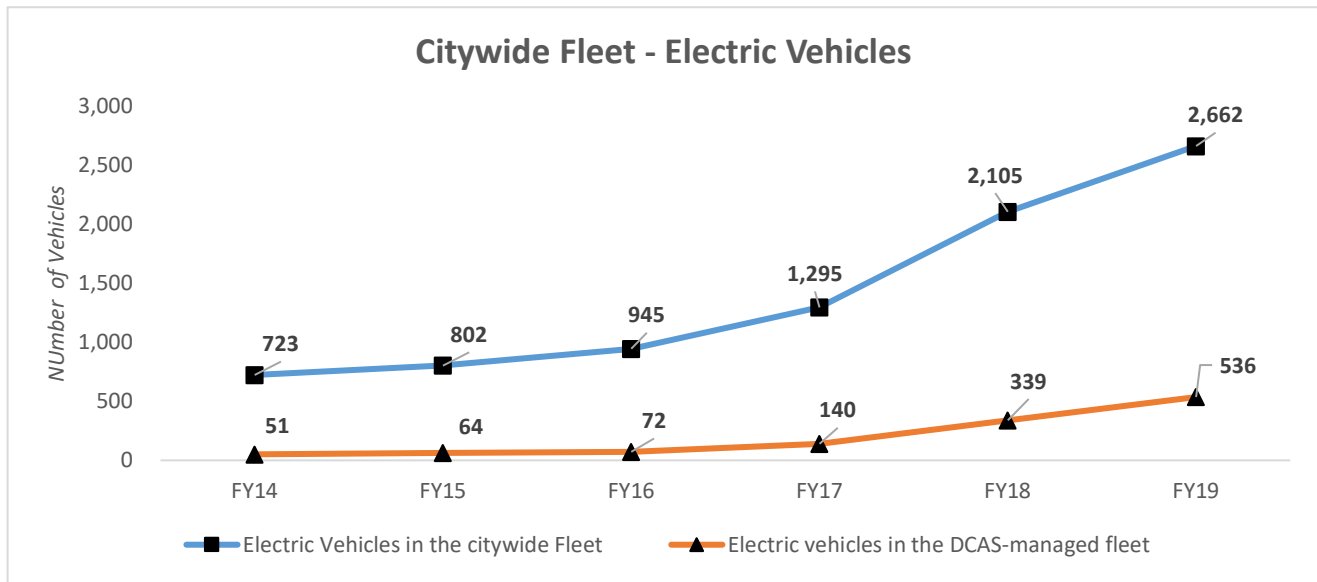
The Division of Citywide Fleet Services’ proposed budget for Fiscal 2021 totals \$31.1 million, including \$3.1 million in Personal Services funding to support 35 full-time positions. The Division accounts for 2.4 percent of DCAS’ overall budget and 1.4 percent of DCAS’ full-time headcount in Fiscal 2021. The Division of Citywide Fleet Services’ Fiscal 2021 budget is \$4.6 million more than its Fiscal 2020 Adopted Budget of \$26.5 million. This difference is primarily brought about by increases in Intra-City transfers from other City agencies for expenses on fuel and auto parts for vehicles in use in the Citywide Fleet. Intra-City transfers from other City agencies account for 65.4 percent of the Division’s budget for Fiscal 2021. For additional information regarding the budget of the Division of Citywide Fleet Services, please refer to Appendix F3.

Financial Plan Actions

- **Vehicle Parts and Maintenance.** In the November 2019 Plan, an additional \$9.7 million was added in Fiscal 2020 and a baselined increase of \$6 million beginning in Fiscal 2021 was included in DCAS’ Intra-City budget for vehicle parts and vehicle maintenance.
- **Vehicle Fuel.** In the November 2019 Plan, an additional \$1 million was added to DCAS’ Fiscal 2020 budget for the WEX Gas card program, which City agencies use to fill up City vehicles with gasoline.
- **Collective Bargaining Adjustments.** In the November 2019 Plan, \$21,492 was added in Fiscal 2020 and \$25,198 baselined beginning in Fiscal 2021 for costs associated with collective bargaining agreements at the Division with Local 246, representing mechanics.

PMMR Performance Measures

Figure 15



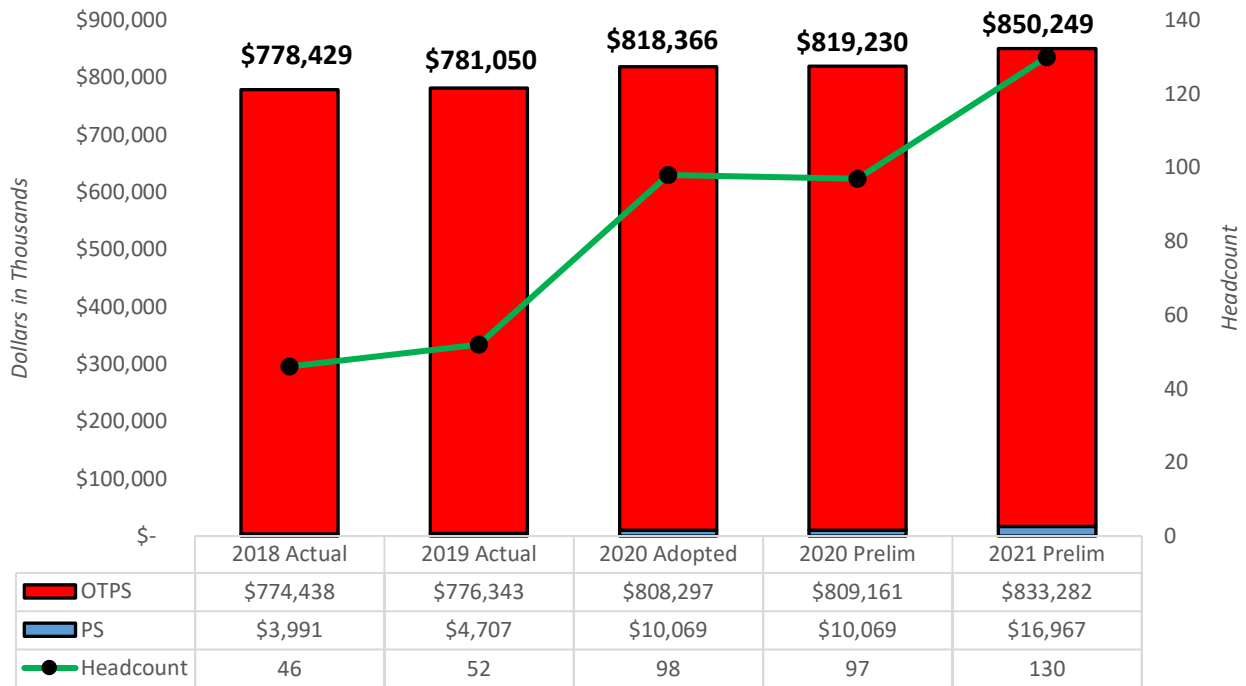
As part of the Clean Fleet Initiative, itself a subset of the 80 x 50 program (please see the section “80 x 50 Initiative” of this report for more information), the Division of Citywide Fleet Services has a target of achieving a 50 percent reduction in greenhouse gas emissions from citywide fleet operations by 2050, relative to 2005 levels. The increase of electric vehicles in the citywide fleet increase between Fiscal 2018 and Fiscal 2019 is in line with the goals of the City’s Clean Fleet Initiative, which aims to have at least 4,000 on-road electric vehicles in use by 2025. The chart above shows that the Division is steadily increasing the number of electric vehicles in the citywide fleet and is on track to meet its target by 2025. For additional information regarding the Citywide Fleet Services’ Division Fiscal 2020 PMMR indicators, please refer to Appendix G3.

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 of 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

Division of Energy Management (Energy Conservation)



The Division of Energy Management’s proposed budget for Fiscal 2021 totals \$850.2 million, including \$16.9 million in Personal Services funding to support 130 full-time positions. The Division is DCAS’ largest in terms of funding, accounting for 65.6 percent of DCAS’ overall budget for Fiscal 2021. However, the City’s Heat, Light and Power Budget makes up 86.7 percent, or \$737.2 million of the Division’s budget for Fiscal 2021.

The Division of Energy Management’s Fiscal 2021 budget is \$31.8 million more than its Fiscal 2020 Adopted Budget of \$818.4 million. This increase is primarily brought about by funding increases associated with PlaNYC project oversight costs, which is the City’s resiliency and revitalization project. In the Fiscal 2020 Executive Budget, \$12 million was allocated in Fiscal 2021 and \$13.9 million baselined beginning in Fiscal 2022, in order to increase energy savings initiatives. Among them, these savings initiatives include reducing Greenhouse Gas Emissions (GGE) from DCAS managed buildings, and additional resources needed to support Mayor de Blasio’s Green New Deal. The Green New Deal is a \$14 billion effort to reduce greenhouse gas emissions by 80 percent by 2050, and would require large existing buildings of 25,000 square feet or more to lower their energy uses and emissions. This funding also lead to increases in headcount, of more than 30 new positions for beginning in Fiscal 2021. The new staff would perform strategic planning with partner agencies, help source and deliver large volumes of expense and capital funded projects, and help pursue available incentives for project delivery.

OnceNYC, Mayor DeBlasio’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 refer to the “80 x 50 Initiative” section of this report for more information). DCAS’ contribution to 80 x 50 is primarily through its One City, Built to Last initiative, which aims to reduce Greenhouse Gas Emissions from City-owned buildings by 30 percent by 2025, relative to 2005 levels through building retrofits and other energy

efficiency measures on City government buildings. For additional information on the Division of Energy Management's budget, please refer to Appendix F4.

Financial Plan Actions

- **Enhanced Bidding.** In the Fiscal 2021 Preliminary Plan, DCAS added \$10 million in Fiscal 2020 as a restoration of funding associated with the Citywide Savings Enhanced Bidding Initiative. According to DCAS, it is expected that enhanced bidding functionality will be included in the Procurement and Sourcing Solutions Portal (PASSPort) Release 4, which is expected to be released in early 2021. As such, this funding adjustment is made to reflect this updated timeline. This initiative, first introduced in the Fiscal 2018 Preliminary Citywide Savings Program, intended to generate budgetary savings by allowing vendors to enter an auction process to bid for City procurement contracts and bulk sales.
- **Citywide Savings Program.** Since Adoption of the Fiscal 2020 Budget, the division will generate budgetary savings \$4.2 million in Fiscal 2020 and \$6.3 million in Fiscal 2021. Savings associated with the Energy Management Division include the following.
 - **Incentive Payments for Energy Conservation Measures.** DCAS will generate budgetary savings of \$1.2 million in Fiscal 2020 and \$1.6 million in Fiscal 2021 through incentive payments that the Department will receive from the New York State Energy Research and Development Authority (NYSERDA) for implementing energy conservation measures at existing DCAS facilities.
 - **Savings from Energy Billing Audits.** DCAS will generate budgetary savings of \$1.5 million in both Fiscal 2020 and Fiscal 2021, as the agency will receive billing credits from utility companies for both fiscal years.
 - **Savings from Vacancies.** DCAS will generate savings of \$451,000 in Fiscal 2020 and \$610,000 in Fiscal 2021 through vacant positions at the Division of Energy Management. As of January 2020, the Division has a vacancy rate of 38 percent, equivalent to 37 vacant positions.
 - **Expense to Capital Swap.** DCAS will generate one-time savings of \$545,000 in Fiscal 2020 as certain projects related to building equipment and systems will now be covered by capital funds in DCAS's capital budget.
 - **Maintenance Savings.** DCAS will generate one-time savings of \$500,000 in Fiscal 2020 due to delays in implementing upgrades to the Department of Parks and Recreation's (DPR) computerized maintenance management system.
 - **Project Pre-Scoping Savings.** DCAS will generate one-time budgetary savings of \$2.7 million in Fiscal 2021 due to funding adjustments tied to changes in timelines in project pre-scoping implementation.

PMMR Performance Measures

Figure 18

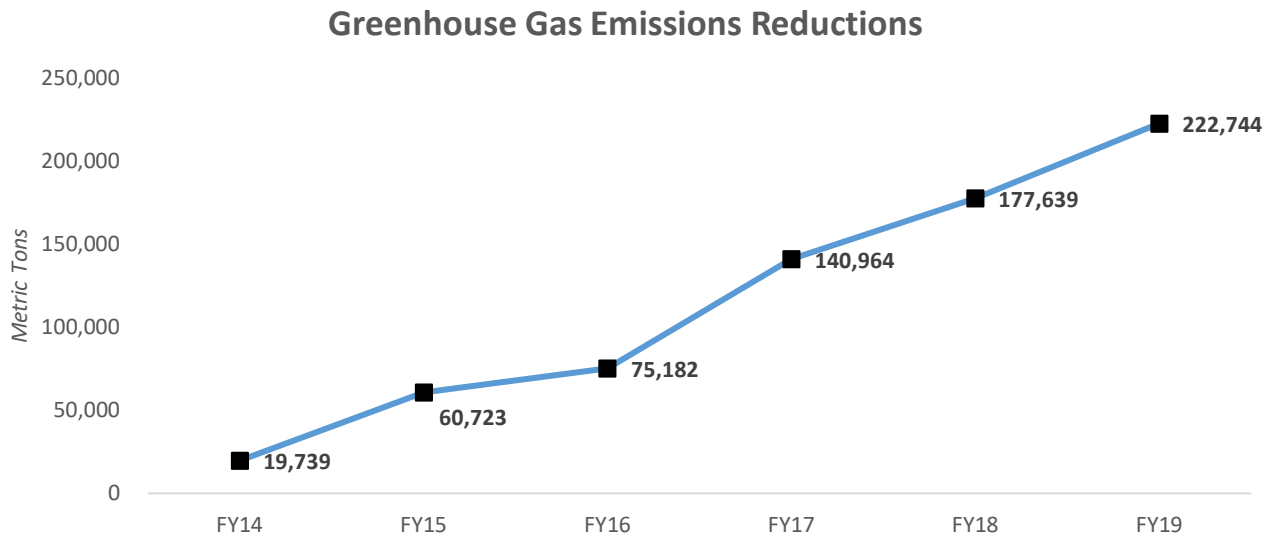
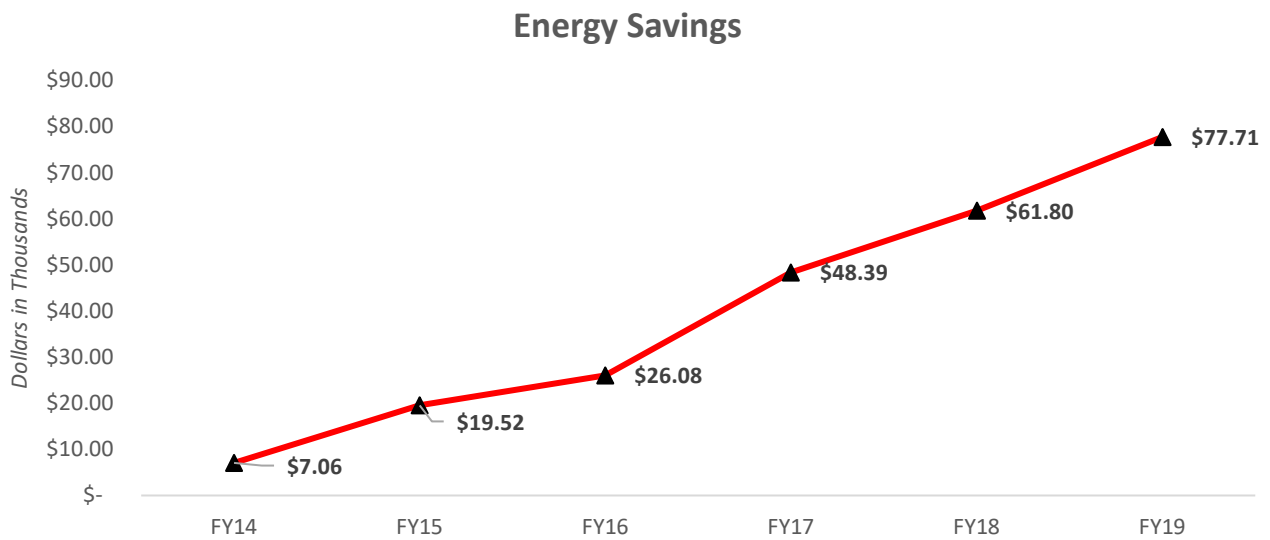


Figure 19



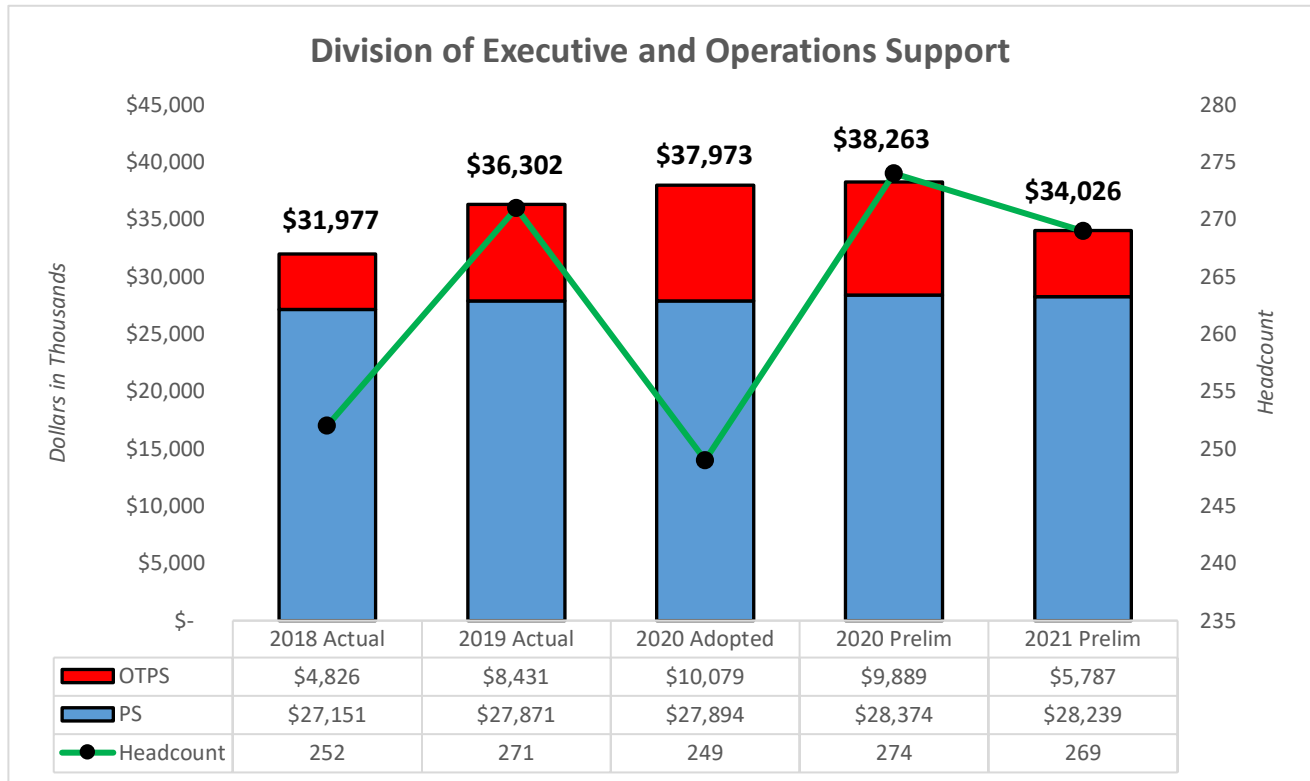
Figures 18 and 19 above highlight the Energy Management Division’s efforts to reduce the City’s greenhouse gas emissions and energy use. The increase in the amount of greenhouse gas emissions reductions, from 177,639 metric tons in Fiscal 2018 to 222,744 metric tons in Fiscal 2019 is a step in the right direction to reduce energy consumption and lower greenhouse gas emissions, as per the 80 x 50 plan.⁵ For additional information related to the Energy Management Division’s Fiscal 2020 PMMR indicators, please refer to Appendix G4.

⁵ Please refer to the “80 x 50 Initiative” section of this report for additional information on this matter.

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 2021 totals \$34 million, including \$29.3 million in Personal Services funding to support 269 full-time positions. The Division accounts for 2.6 percent of DCAS’ overall budget and 10.5 percent of DCAS’ full-time headcount in Fiscal 2021. The Division’s Fiscal 2021 Preliminary Budget is \$3.9 million less than its Fiscal 2020 Adopted Budget of \$37.9 million. This is primarily attributed to underdeveloped contract budgeting in the Division’s information technology (IT) contracts. It is estimated that funding for these projects may increase over the course of the fiscal year as greater needs are identified. Decreases in the Division’s Fiscal 2021 Preliminary Budget can be attributed to DCAS’ Citywide Savings Program, discussed below. For additional information regarding the Division of Executive and Operations Support’s budget, please refer to Appendix F5.

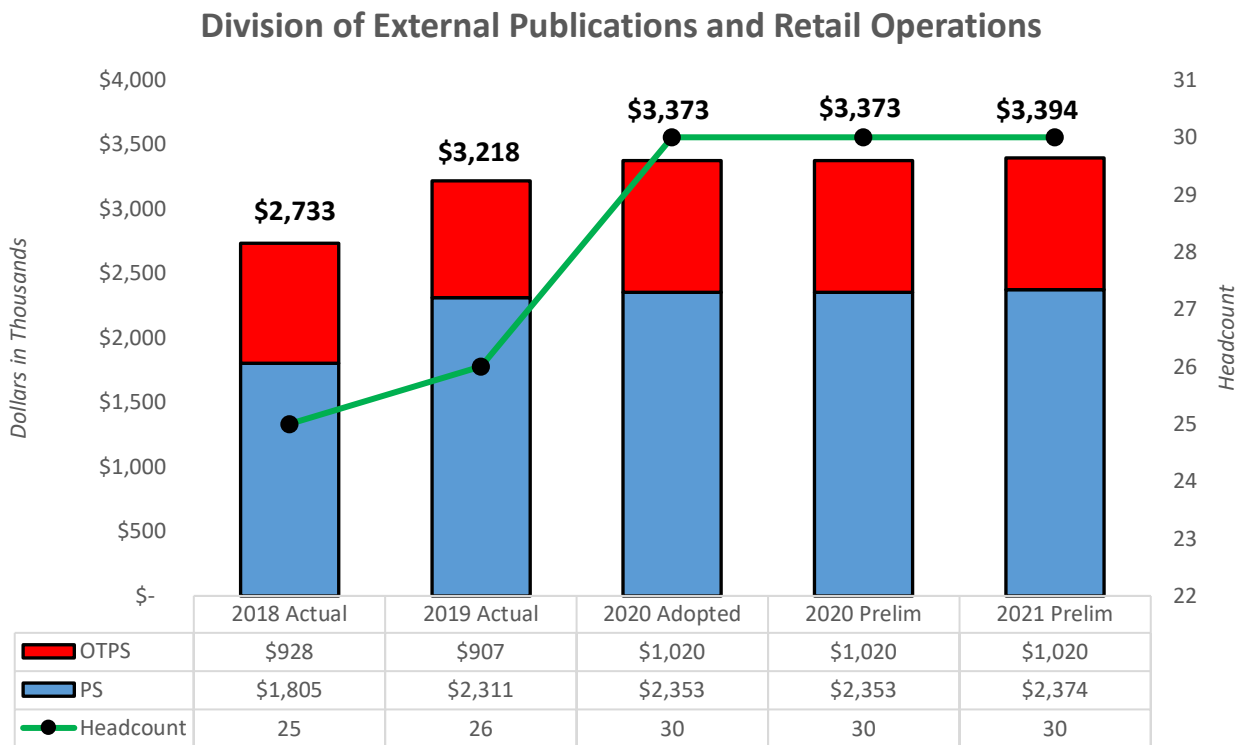
Financial Plan Actions

- **Collective Bargaining Adjustments.** In the November 2019 Plan, \$130,784 was added in Fiscal 2020 and \$144,012 baselined beginning in Fiscal 2021 for costs associated with collective bargaining agreements with the Civil Service Bar Association (CSBA).
- **Citywide Savings Program.** Since Adoption of the Fiscal 2020 Adopted Budget, the Division will generate savings of \$301,000 in Fiscal 2020 and \$199,000 in Fiscal 2021. Savings associated with the Division of Executive and Operations Support include the following.
 - **Training and Maintenance Savings.** DCAS will generate savings of \$195,000 in both Fiscal 2020 and Fiscal 2021 as the agency used existing staff to provide in-house trainings and eliminating service maintenance redundancy.
 - **Warehouse Management System Savings.** DCAS will generate savings of \$35,000 in Fiscal 2020 and \$4,000 in Fiscal 2021 due to efficiencies in its warehouse management system.
 - **IT Consultant Savings.** DCAS will generate one-time savings of \$71,000 in Fiscal 2020 through delays in hiring consultants for the Department.

Division of External Publications and Retail Operations

The Division of External Publications and Retail Operations 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

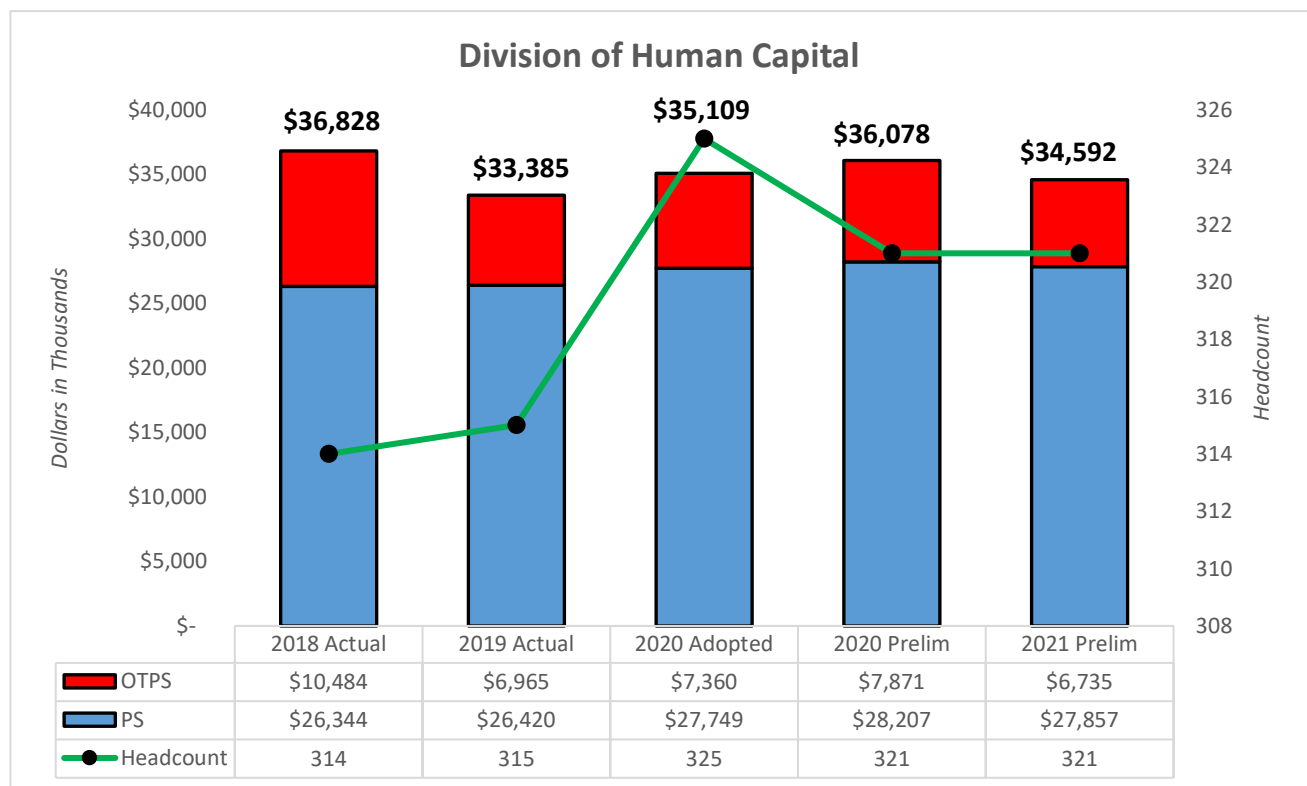


The Division of External Publications and Retail Operation’s proposed budget for Fiscal 2021 totals \$3.4 million, including \$2.4 million in Personal Services funding to support 30 full-time positions. The Division accounts for less than one percent of DCAS’ overall budget and 1.2 percent of DCAS’ full-time headcount for Fiscal 2021. For additional information on the Division’s budget, please refer to Appendix F6.

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 Division 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



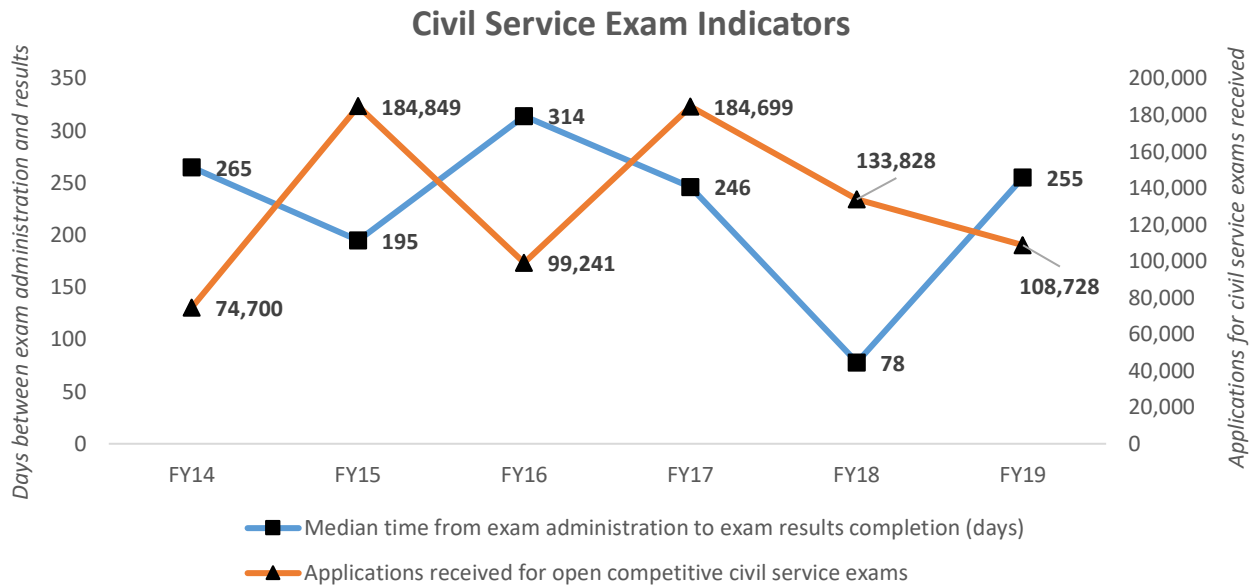
The Division of Human Capital’s proposed budget for Fiscal 2021 totals \$34.6 million, including \$27.9 million in Personal Services funding to support 321 full-time positions. The Division accounts for 2.7 percent of DCAS’ overall budget and 12.5 percent of DCAS’ full-time headcount for Fiscal 2021. For additional information on the Division of Human Capital’s budget, please refer to Appendix F7.

Financial Plan Actions

- **Collective Bargaining Adjustments.** In the November 2019 Plan, \$2,894 was added in Fiscal 2020 and baselined \$4,115 beginning in Fiscal 2021 for costs associated to collective bargaining agreements at the Division with the Audiovisual Aide Technicians.

PMMR Performance Measures

Figure 24

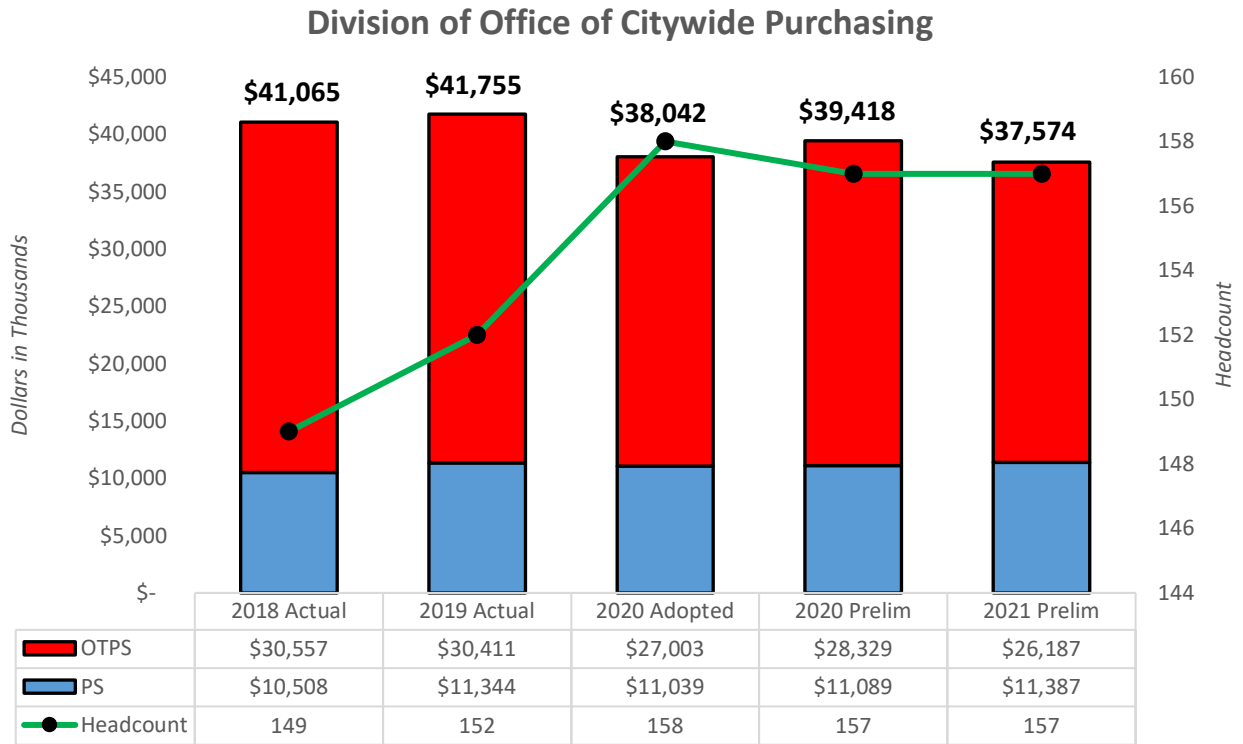


In an effort to reduce the ratio of provisional workers as a share of the City’s overall workforce, DCAS is in the process of carrying out the Provisional Reduction Plan. Please refer to the “Provisional Reduction Program” section of this report for more information. Much of the focus on this program has been on the automation of more exams so that they can be processed more quickly. However, the 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. According to the PMMR, the median time from exam administration to exam results completion for DCAS-administered exams increased from 231 days in the first four months of Fiscal 2019 to 277 days in the first four months of Fiscal 2020, due to the process of manually rating Education and Experience exams administered during this period of time. For additional information on the Human Capital’s Division Fiscal 2020 PMMR indicators, please refer to Appendix G5.

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



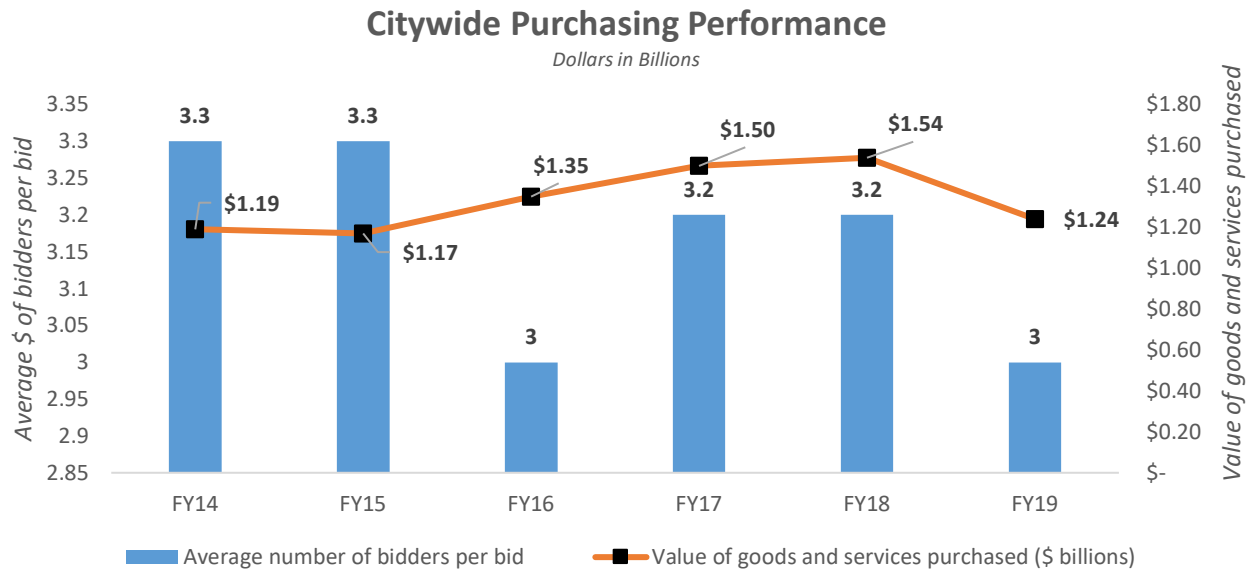
The Division of Citywide Purchasing’s proposed budget for Fiscal 2021 totals \$37.6 million, including \$11.4 million in Personal Services funding to support 157 full-time positions. The Division accounts for 2.9 percent of DCAS’ overall budget and 6.1 percent of DCAS’ full-time headcount for Fiscal 2021. In the Division’s Fiscal 2021 Preliminary Budget, Supplies and Materials makes up 74.6 percent (or \$19.5 million) of the Division of Citywide Purchasing’s OTPS budget, as the Division purchases supplies for re-sale to other City agencies. Consequently, 61.9 percent (or \$23.3 million) of the Division’s Fiscal 2021 budget is funded by Intra-City transfers. For additional information on the Division’s budget, please refer to Appendix F8.

Financial Plan Actions

- Collective Bargaining Adjustments.** In the November 2019 Plan, \$40,494 was added in Fiscal 2020 and \$69,292 baselined beginning in Fiscal 2021 for costs associated with collective bargaining agreements at the Division with Local 237.

PMMR Performance Measures

Figure 27

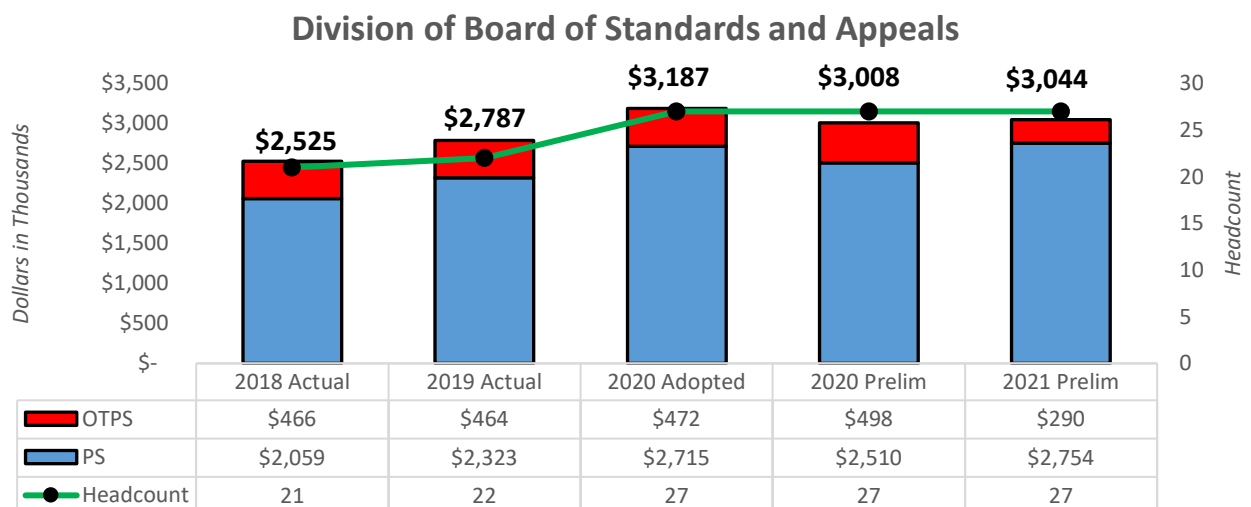


The value of goods and services the City purchases has grown over the past several fiscal years as the City’s budget and operations have increased. Simultaneously, the average number of bidders per procurement bid has stayed relatively constant, despite an increase in procurement demand, a sign of good performance. Nonetheless, increasing competition in the bidding for City goods and services procurement contracts is necessary in order to keep costs down as the City’s procurement demand increases. For additional information on the Citywide Purchasing Division’s Fiscal 2020 PMMR indicators, please refer to Appendix G6.

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 2021 totals \$3 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 one percent of DCAS’ full-time headcount for Fiscal 2021. For additional information on the Board of Standards and Appeals’ budget, please refer to Appendix F9.

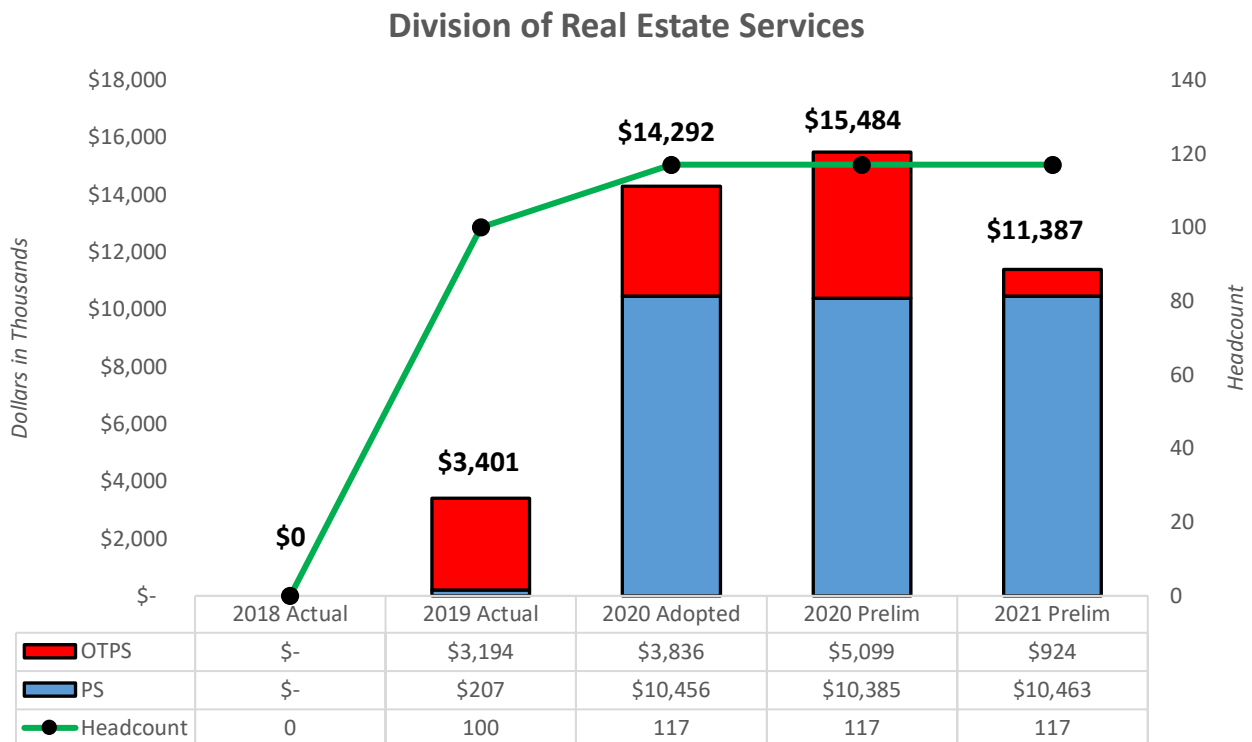
Financial Plan Actions

- **Collective Bargaining Adjustments.** In the November 2019 Plan, \$20,708 was added in Fiscal 2020 and \$22,864 baselined beginning in Fiscal 2021 for costs associated with collective bargaining agreements with (CSBA).
- **Citywide Savings Program.** Since Adoption of the 2020 Budget, the Division will generate one-time savings of \$201,000 in Fiscal 2020 due to vacant positions and delays in hiring at the Board of Standards and Appeals. As of January 2020, the Board has a vacancy rate of 14.8 percent, equivalent to four vacant positions.

Division of Real Estate Services

The Division of Real Estate Services was previously merged with the Division of Asset Management, and serves as the City’s real estate manager, funding leased space for City agencies in private facilities as well as leasing out City-owned space for private entities. Since the Fiscal 2020 Preliminary Budget, the Office of Management and Budget (OMB) has added two new Units of Appropriation (U/As) for the Division of Real Estate Services, of which one U/A is for PS and the other for OTPS.

Figure 29



The Division of Real Estate Services’ proposed budget for Fiscal 2021 totals \$11.4 million, including \$10.5 million in Personal Services funding to support 117 full-time positions. The Division accounts for less than one percent of DCAS’ overall budget and 4.6 percent of DCAS’ full-time headcount for

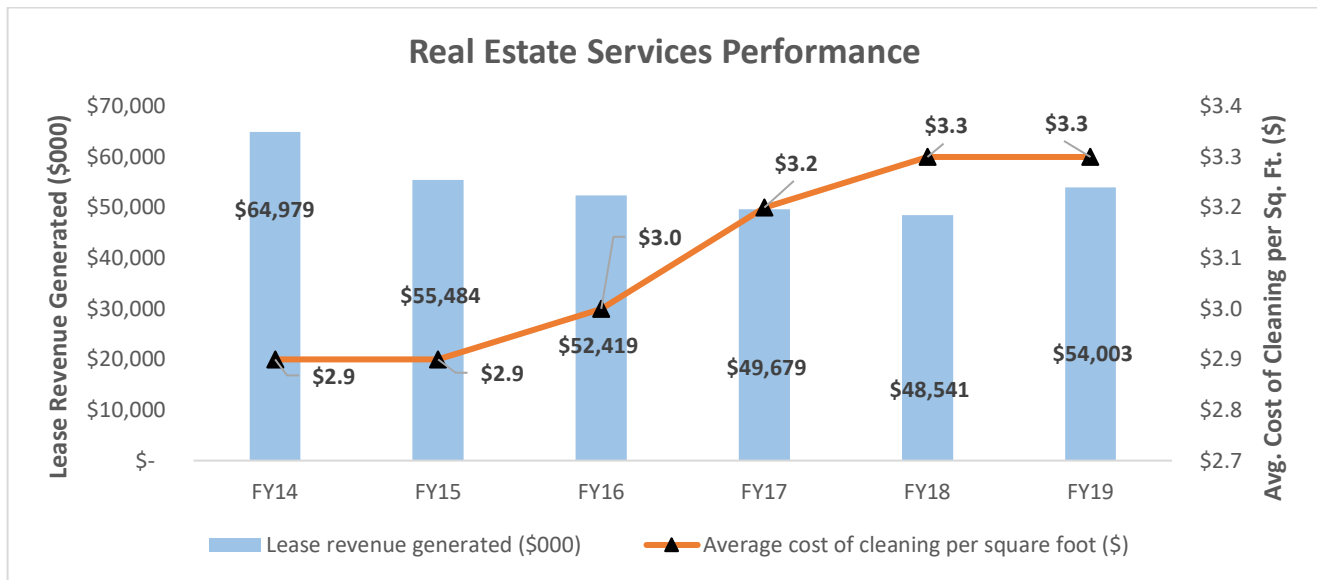
Fiscal 2021. The Division’s Fiscal 2021 Preliminary Budget is \$2.9 million less than its Fiscal 2020 Adopted Budget of \$14.3 million. This is primarily due to an underdeveloped contract budget for professional services, which is likely to increase over the course of the fiscal year as new needs are identified for the Division. For additional information regarding the Division of Real Estate Services’ budget, please refer to Appendix F10.

Financial Plan Actions

- **Collective Bargaining Adjustments.** In the November 2019 Plan, \$11,832 was added in Fiscal 2020 and \$13,064 baselined beginning in Fiscal 2021 for costs associated with collective bargaining agreements at the Division with the Civil Service Bar Association (CSBA).

PMMR Performance Measures

Figure 30



DCAS’s short-term and long-term leases have generated \$54 million in Fiscal 2019, an increase of \$5.5 million since Fiscal 2018. During the first four months of Fiscal 2020, short-term and long-term leases generated \$16.4 million in revenue, which is \$431,000 higher than the revenue generated over the same period in Fiscal 2019. Although the amount of revenue generated through leases has fluctuated over the past several years, it is still above that targeted revenue amount set by the Department, at \$43.1 million. The cost of cleaning City buildings has slowly risen since Fiscal 2014, with a plateau in Fiscal 2018 of \$3.3 per square foot. For additional information regarding the Real Estate Division’s Fiscal 2020 PMMR performance indicators, please refer to Appendix G7.

Capital Plan Overview

On January 16, 2020, Mayor Bill de Blasio released the Preliminary Capital Commitment Plan for Fiscal 2020 – 2024 (the “Commitment Plan”) and the Fiscal 2021 – 2024 Preliminary Capital Budget (the “Capital Budget”).

The following section will provide an overview of the Preliminary Capital Commitment Plan and Capital Budget for the Department of Administrative Services (DCAS). Each one of these documents should support and be will integrated with one another to properly execute the City’s capital projects

as well as meet its infrastructure goals. Below we will examine to what extent this is occurring, where improvements need to be made, and the overall feasibility of DCAS’ capital program.

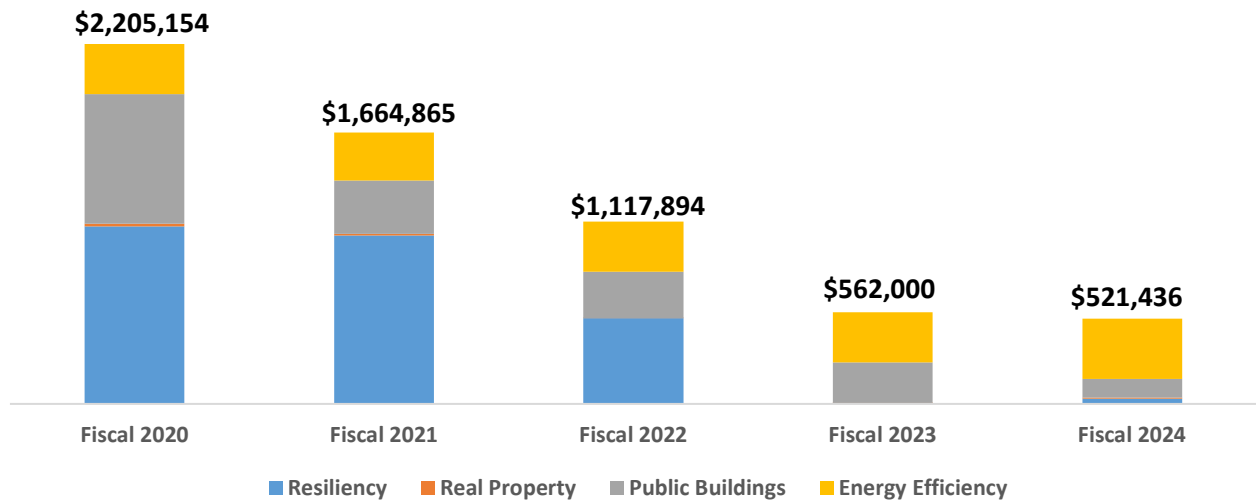
Preliminary Capital Budget for Fiscal 2020 - 2024

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

DCAS Fiscal 2020 Appropriations and FY21-FY24 Capital Budget

Dollars in Thousands



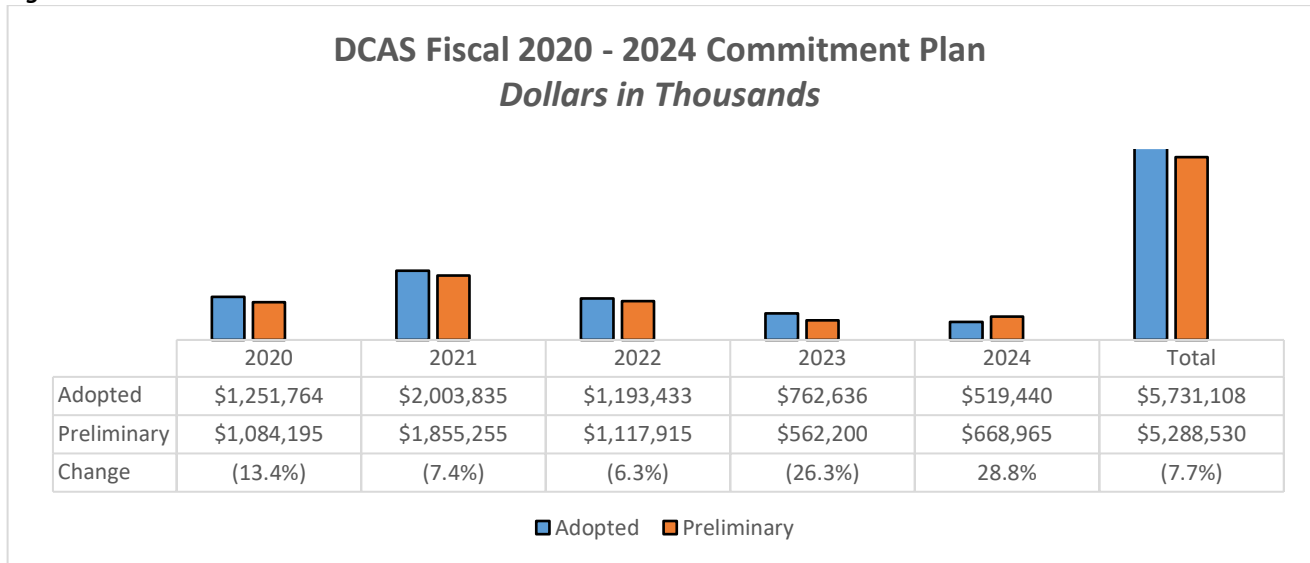
As shown in the chart above, the Department of Citywide Administrative Services’ Fiscal 2021 Preliminary Capital Budget includes \$3.8 billion between Fiscal 2021 – 2024. This represents approximately 7.2 percent of the City’s total \$56.1 billion Capital Budget for 2021 – 2024. Appropriations for Fiscal 2020 total \$2.2 billion. This includes \$1.6 billion in reauthorized prior appropriations and \$636.6 million in authorized Fiscal 2020 appropriations.

Preliminary Capital Commitment Plan for Fiscal 2020 – 2024

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 as an estimate of expenditure dates. It is through this document that we gain insight into a project’s estimated cost, start date and time to completion.

DCAS’ Preliminary Capital Commitment Plan includes \$4.2 billion between Fiscal 2020 – 2024. This represents approximately 6.2 percent of the City’s total \$85.5 billion Preliminary Capital Commitment Plan. The Capital Commitment Plan is significantly higher than the Capital Budget, because it includes planned commitments for the current fiscal year. The amount of uncommitted appropriations from Fiscal 2020 represents the amount that will be re-appropriated or rolled into Fiscal 2021 in the Executive and Adopted Budgets.

Figure 32



The Preliminary Capital Commitment Plan for the Department for Fiscal 2020 – 2024 has decreased by more than \$442.6 million, to a total of \$5.3 billion, demonstrating a 7.7 percent decrease when compared to the Department’s Adopted Capital Commitment Plan. This is primarily due to decreases in capital funds that were rolled into the outyears, in order to reflect more accurate timelines of capital projects. The Capital Commitment Plan for Energy Efficiency projects decreased by \$270 million, of which \$149.9 million was moved into the outyears for projects associated with OneNYC, Mayor De Blasio’s overarching sustainability plan for NYC, and the NYC Green New Deal, which aims to reduce greenhouse gas emissions by 80 percent by 2050. According to DCAS, this stretch does not impact the schedules of any specific capital project within this program area. Additionally, the Capital Commitment Plan for Public Buildings projects decreased by \$144.3 million, the majority of which was moved into the outyears, with \$62.7 million added in Fiscal 2025 and \$75.9 million added in Fiscal 2026, in order to reflect more accurate timelines of capital projects. The overall size of the Capital Commitment Plan for Real Property projects decreased by \$7.4 million, all of which was rolled into the outyears, with \$1.9 million being allocated in Fiscal 2027 and Fiscal 2028 and \$3.6 million allocated in Fiscal 2029. Lastly, the Capital Commitment Plan for Resiliency projects decreased by \$20.7 million, funding which was also moved into the outyears.

Appropriations for the Department of Citywide Administrative Services in Fiscal 2020 total \$2.2 billion across the four capital program areas, against planned commitments of \$1.1 billion for the same year.⁶ This excess balance of \$1.1 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 Capital Commitment Plan has frontloaded planned commitments for capital projects in the first year or two of the plan, and included unrealistically high planned commitments. At the

⁶ Appropriations for Fiscal 2020 are calculated by summing the available appropriations listed in the capital 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 2020. 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.

Council's request, this practice has been coming to an end. Beginning with the Fiscal 2020 Executive Commitment Plan, agencies' Commitment Plans are now more accurate, reflecting more evenly distributed planned spending across all years of the plan. The Council is working with the Administration to ensure that this practice continues.

A natural result of more realistic timelines is capital projects extending beyond the Commitment Plan's five year time frame. To address this, the Administration has added Section VII, titled "*Redistribution of the City's Capital Plan*" to the Commitment Plan. What this section does is increase the transparency of the Commitment Plan by showing the distribution of funding beyond the required five years to ten years (Fiscal 2020 – 2029). This extension allows the Council and the public to better differentiate between movement beyond the years of the Commitment Plan and a simple elimination of funding. Although DCAS's Capital Plan is subdivided into four separate project categories (discussed in greater detail in the "*DCAS Capital Plan Structure*" section of this report, it is difficult to obtain capital funding information for the Resiliency and Energy Efficiency categories in Section VII, as these two categories are bundled within other categories and are not broken out by individual budget line title. However, it is possible to obtain capital funding information in section VII for the other two categories of DCAS' Capital Plan, which include Public Buildings and Real Property. The Public Building's ten year total is \$2.1 billion, which is an increase of \$549.9 million from the categories' five year plan. This increase is primarily due to funding that has been moved into the outyears to reflect more accurate timelines, which includes \$54.2 million allocated in Fiscal 2025, \$62.8 million allocated in Fiscal 2026, and \$52.3 million allocated in Fiscal 2027. Additionally, the Real Property ten year total is \$50.2 million, which is an increase of \$29.8 million from the categories' five year plan. This increase is primarily due to funding that has been moved into the outyears to reflect more accurate timelines, which includes \$1.9 million allocated in Fiscal 2027 and Fiscal 2028, and \$3.6 million allocated in Fiscal 2029.

DCAS Capital Plan Structure and Capital Commitment Rates

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

Citywide Resiliency. The Citywide 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 2021 Mayor’s Office of Criminal Justice (MOCJ) 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 2021 Department of Information Technology and Telecommunications (DoITT) 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.

Public Buildings. The Public Buildings Capital Commitment Plan is made up of 233 budget lines and 711 project ID’s. The vast majority of funding for Public Buildings projects are sponsored by the Mayor, while the majority of budget ID’s are sponsored by the Council or the Borough President’s offices. Please refer to the table below for a breakdown of the Public Buildings capital program area.

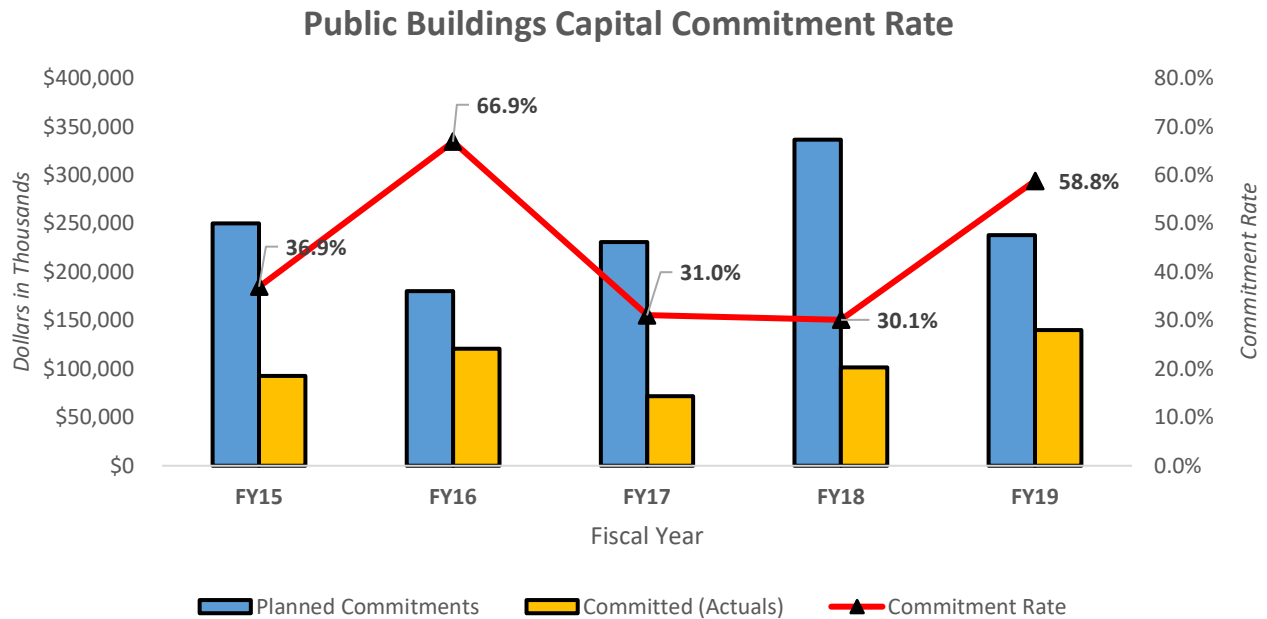
Sponsor	FY20 - FY24 Commitments	Budget Lines	Project ID's
Mayor	\$ 1,369,156	26	336
City Council	\$ 105,341	121	239
Borough Presidents	\$ 45,388	86	136
Total	\$ 1,519,885	233	711

The majority of projects within the Public Buildings capital program area are small Council and Borough President projects, with an average value of less than \$6 million, while the largest project in the portfolio is a Mayorality sponsored project of \$114.8 million for the 345 Adams Restacking Plan. The vast majority of projects within the Public Buildings capital program area are managed by the Department of Small Business Services (SBS), the Department of Design and Construction (DDC), and the Department of Citywide Administrative Services (DCAS) itself.

In Fiscal 2019, the Public Buildings program area had planned commitments of \$237.9 million, of which \$139.9 million were actualized, resulting in a commitment rate of 58.8 percent for Fiscal 2019, while its capital commitment rate since Fiscal 2015 has averaged 44.7 percent. The increase in the commitment rate from Fiscal 2018 to Fiscal 2019 is primarily due to the completion of large projects, such as the consolidation of office space for the Department of Investigation (DOI). The chart below displays the program area’s capital commitment plan as of the Fiscal 2015 – 2019 Executive Budget and the actual commitments in the corresponding fiscal year. The chart also shows the capital commitment rate, which is the percentage of the capital plan that was committed per fiscal year.⁷ Given this performance history, it is likely that the capital program area will end this year with unmet commitment targets and significant appropriations available to roll into Fiscal 2021 and the outyears.

⁷ 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

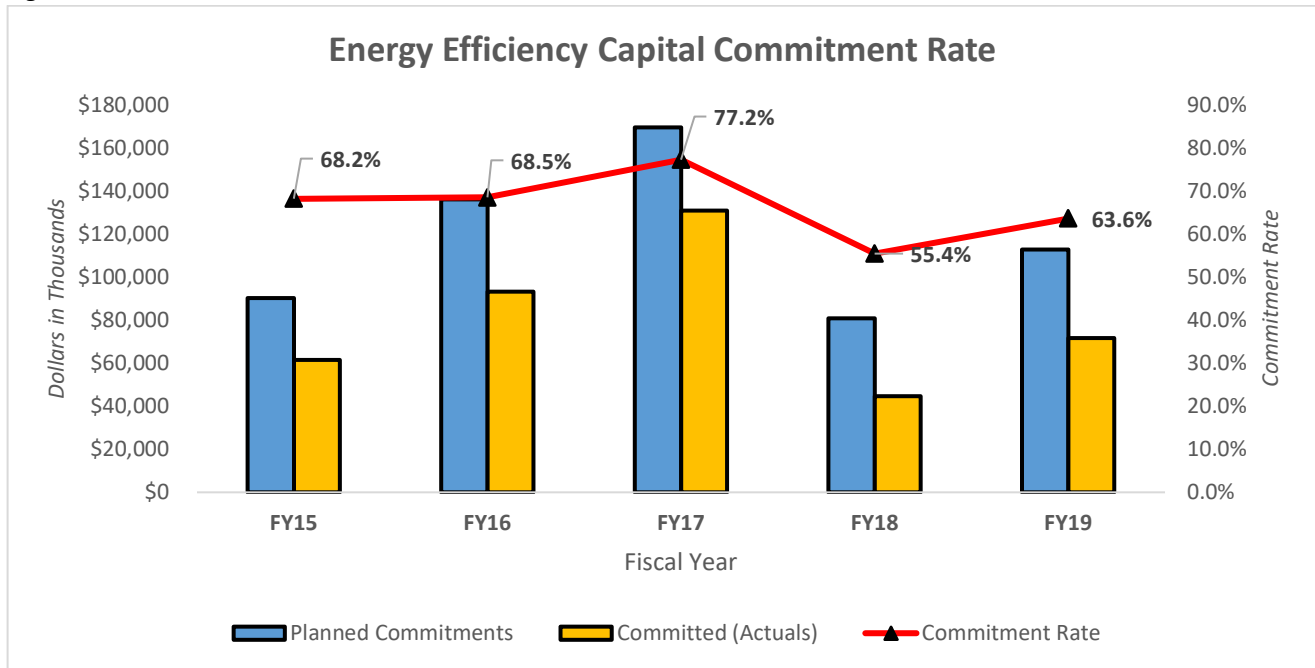


Energy Efficiency. The Energy Efficiency Capital Commitment Plan is made up of a single budget line titled “Energy Efficiency and Sustainability”. This budget line finances projects under the One City, Built to Last Initiative, which aims to reduce greenhouse gas emissions through quick, targeted investments 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, of which funding is transferred to other projects as needs are identified. The Energy Efficiency capital program area has 268 project ID’s with a value of \$364.9 million and two lump-sum project ID’s with a value of \$1.1 billion. The majority of projects within the program area are managed by Department of Citywide Administrative Services and the Department of Design and Construction.

In Fiscal 2019, there were planned commitments of \$112.7 million of which \$71.6 million were actualized, resulting in a commitment rate of 63.6 percent for Fiscal 2019, while its capital commitment rate since Fiscal 2015 has averaged 66.6 percent. The increase in the capital commitment rate from Fiscal 2018 to Fiscal 2019 is primarily due to the completion of large projects, such as the replacement of park, highlight and flood lights with LED’s. The chart below displays the program area’s capital commitment plan as of the Fiscal 2015 – 2019 Executive Budget and the actual commitments in the corresponding fiscal year. The chart also shows the capital commitment rate, which is the percentage of the capital plan that was committed per fiscal year.⁸ Although the Energy Efficiency capital program area has had a relatively high commitment rate, it is still likely that it will end this year with unmet commitment targets and appropriations available to roll into Fiscal 2021 and the outyears.

⁸ 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 34



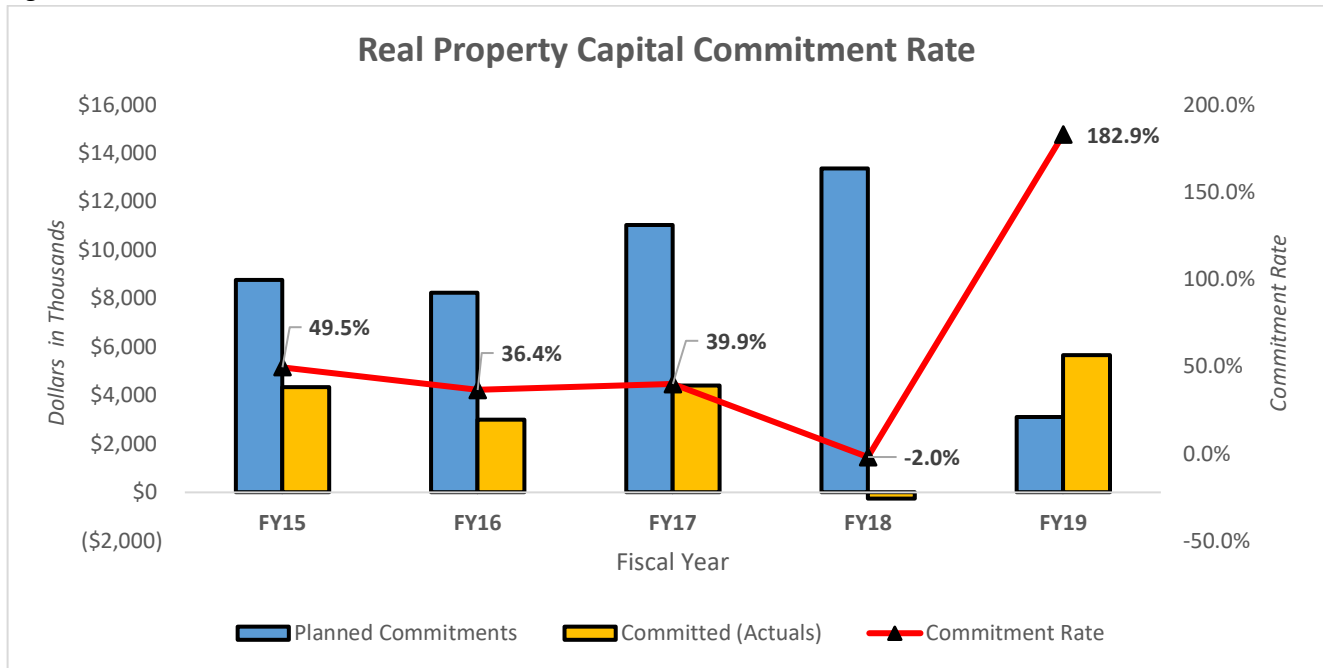
Real Property. The Real Property capital commitment plan is made up of three budget lines, titled “DCAS Buildings Citywide”, “Development of City Owned Property”, and “Public Buildings and other City Purposes Citywide”, and has 16 corresponding project ID’s. The program area also has a lump-sum line with \$4.1 million between Fiscal 2020 – 2024, of which funding is transferred to other projects as needs are identified. The majority of projects in this program area are financed by the Department of Small Business Services and the Department of Citywide Administrative Services.

In Fiscal 2019, there were planned commitments of \$3.1 million, of which \$5.7 million were actualized, resulting in a commitment rate of 182.9 percent for Fiscal 2019, while its capital commitment rate since Fiscal 2015 has averaged 31 percent.⁹ The increase in the commitment rate from Fiscal 2018 to Fiscal 2019 is primarily due to the completion of the Vernon Boulevard Bulkhead, an NYC Economic Development Corporation (NYCEDC) managed project, which was advanced from Fiscal 2021 to Fiscal 2019. The chart also shows the capital commitment rate, which is the percentage of the capital plan that was committed per fiscal year.¹⁰

⁹ This average excludes the commitment rate for Fiscal 2019.

¹⁰ 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 35

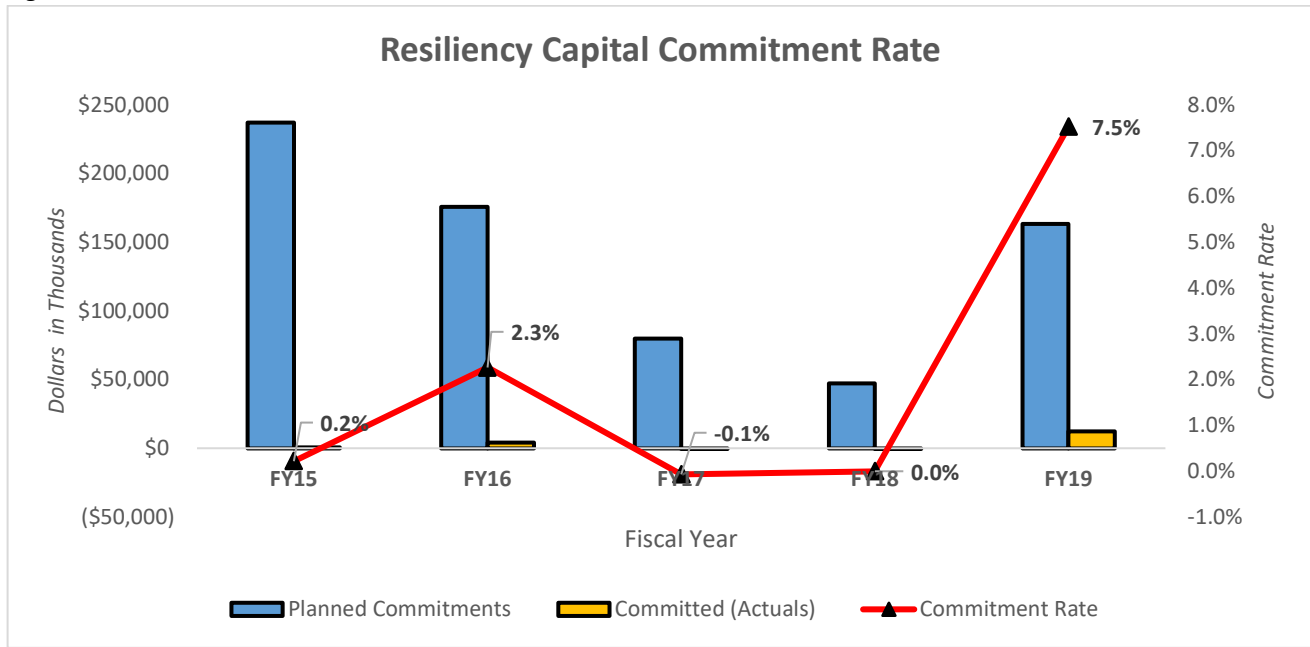


Resiliency. The Resiliency Capital Commitment Plan is made up of two budget lines, titled “Citywide Resiliency Measures” and “Citywide Agency Facility and Operational Protective Measures”, and has 61 corresponding project ID’s. Of the \$1.8 billion in funding for the Citywide Resiliency Measures budget line, \$1.2 billion is allocated to the East Side Coastal Resiliency (ESCR) project, with an additional \$673.9 million allocated to other citywide resiliency projects. The Citywide Agency Facility and Operational Protective Measures budget line is made up of smaller flood protection and waterfront maintenance projects totaling \$440.2 million.

In Fiscal 2019, there were planned commitments of \$163.7 million, of which only \$12.3 million were actualized, resulting in a commitment rate of 7.5 percent for Fiscal 2019, while its capital commitment rate since Fiscal 2015 has averaged two percent. The commitment rate for Resiliency projects has been consistently low, since a major share of Resiliency capital commitments have been non-City funds, and therefore it is outside of the City’s control. The chart also shows the capital commitment rate, which is the percentage of the capital plan that was committed per fiscal year.¹¹ Given this performance history, it is estimated that the capital program area will end this year with unmet commitment targets and significant appropriations available to roll into Fiscal 2021 and the outyears.

¹¹ 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 36



Fiscal 2021 Preliminary Capital Commitment Plan Highlights

Major capital projects included in the Preliminary Capital Plan for Fiscal 2020-2024 include the following:

- **Public Buildings**
 - **Fuel Tank Replacement Program.** The Fiscal 2020 – 2024 Capital Commitment Plan includes \$139.6 million for work associated with the fuel tank replacement program. These projects include the construction, construction management, and engineering design services for site evaluation, tank system integrity inspection, and replacement of petroleum product storage tank stumps.
 - **345 Adams Restacking Plan.** The Fiscal 2020 – 2024 Capital Commitment Plan includes \$114.8 million towards projects at 345 Adams Street, in Downtown Brooklyn. This is a City-owned building that houses the offices of the Department of Finance (DOF), the Department of Probation (DOP), the Board of Elections (BOE), the Administration for Children’s Services (ACS), among other agencies.
 - **125 Worth Street.** The Fiscal 2020 – 2024 Capital Commitment Plan includes \$48.7 million for the installation of fire alarms and sprinklers in order to bring the building to current codes for fire suppression and detection, as mandated by Local Law 26 of 2006.¹²
 - **TLC New Office Facility.** The Fiscal 2020 – 2024 Capital Commitment Plan includes \$71.5 million for a new office facility for the Taxi and Limousine Commission (TLC) at 24.55 VQE West in Woodside, Queens.

¹² Local Law 26 of 2006 mandates the retroactive requirement that a full system of automatic sprinklers be installed in all office buildings and buildings over one hundred feet in height.

- **930 Flushing Avenue.** The Fiscal 2020 – 2024 Capital Commitment Plan includes \$79 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 (OEM). According to DCAS, this funding is needed to make necessary alterations to accommodate the warehousing of dry goods and equipment as well as a backup Emergency Command Center for OEM. The funding will also finance the purchase of new HVAC units, elevators, lighting, electrical systems, new paint and cabling.
- **Energy Efficiency**
 - **Gravity Belt Thickener.** The Fiscal 2020 – 2024 Capital Commitment Plan includes \$36.1 million to provide for a Gravity Belt Thickener (GBT) to the Department of Environmental Protection (DEP) Newtown Creek Facility. The new system is expected to result in a sludge with a higher solids concentration, and therefore take less energy to produce that sludge. This would result in a direct energy savings from the technological change and additional savings from improving the output sent to the downstream steps in the treatment process.
 - **Health and Hospitals Corporation.** The Fiscal 2020 – 2024 Capital Commitment Plan includes a total of \$42.7 million for energy efficiency upgrades at Health and Hospitals Corporation facilities. Of this funding, \$27 million is for energy efficiency upgrades at Lincoln Hospital, \$10.9 million for the Lincoln Medical Center, and \$2.8 million for Queens Hospital.
 - **OneNYC.** The Fiscal 2020 – 2024 Capital Commitment Plan includes a total of \$1 billion for energy efficiency funding. According to DCAS, this funding acts as a holding code for projects associated with energy efficiency, and as such, funds from this line will be moved to finance other projects as new needs are identified.
 - **Garages.** The Fiscal 2020 – 2024 Capital Commitment Plan includes a total of \$34.5 million to install energy efficiency retrofits at City-owned garages across the City, of which \$26.2 million are for garages operated by the Department of Sanitation (DSNY). Retrofits include LED lighting upgrades, modernizing boilers and generators, and the installation of solar panels.
 - **Queens 11th and 13th Floor Slab Replacement.** The Fiscal 2020 – 2024 Capital Commitment Plan includes a total of \$17.4 million for energy efficiency upgrades to the DSNY facility as it undergoes renovations. These renovations include the installation of solar photovoltaic roof panels, a hydronic heating system with condensing boiler, high efficiency pumps and fans as well as a solar thermal water heating system. The base scope of work, which is DSNY funded, entails extensive structural work of concrete slabs, the replacement of building systems, and architectural renovation.
- **Real Property**
 - **Canton Court.** The Fiscal 2020 – 2024 Capital Commitment Plan includes \$3.4 million for the bulkhead replacement on Canton Court in Gerritsen Beach, Brooklyn. The eastern street end of Canton Court, which is supported by a concrete gravity retaining wall, was determined to be in dire need of repair upon an inspection by engineers in

July 2015 noted cracking and spalling of concrete, with the loss of backfill from behind the structure. Hence, the \$3.4 million allocated to this project aims to install new steel sheet piles between the existing sidewalks and street, repair the adjacent timber retaining wall, and finance the removal of the existing pavement over approximately 80 feet of roadway and place a new sub base and asphalt pavement.

- **East River Park.** The Fiscal 2020 – 2024 Capital Commitment Plan includes \$7.9 million to finance construction at the East River Park, which is a public park managed by the Department of Parks and Recreation (DPR) on the Lower East Side of Manhattan. The scope of this project is to rehabilitate the East River Park bulkheads and platforms. The work will address structural deficiencies that include voids of the low-level platforms that threaten the long-term integrity of the bulkhead and esplanade.

- **Resiliency**

- **East Side Coastal Resiliency.** The Fiscal 2020 – 2024 Capital Commitment Plan includes \$1.2 billion for the East Side Coastal Resiliency (ESCR) project. This project is an integrated coastal protection system that will reduce the risk of flooding and facilitate access to the waterfront, creating improved public spaces and enhanced natural area. Stretching from Montgomery Street to East 25th Street, the ESCR project aims to strengthen 2.4 miles of urban coastline against floods and rising sea levels, while providing social and environmental benefits to the community.
- **Lower Manhattan Two Bridges Special Initiative for Rebuilding and Resiliency (SIRR).** The Fiscal 2020 – 2024 Capital Commitment Plan includes \$170 million for the Lower Manhattan Two Bridges SIRR projects. 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.
- **Citywide Resiliency – Battery Park.** The Fiscal 2020 – 2024 Capital Commitment Plan includes \$164.6 million for ongoing citywide resiliency measures to provide flood protection to Manhattan’s Battery Park Area. The project aims to protect the Battery Park and adjacent upland neighborhoods from forecasted storm surge and sea level rise from the harbor. This will be accomplished by raising the wharf-promenade along the waterfront to the 2100 projected sea level rise elevation. The project will also reconstruct the Pier A Plaza and walkway to tie into this elevation, which will include new concrete sidewalks and curbs and new landscape plantings.
- **Pier 36 Structural Rehabilitation.** The Fiscal 2020 – 2024 Capital Commitment Plan includes \$108.6 million to provide for the structural rehabilitation to Pier 36 in Manhattan. Pier 36, which is located on the Lower East Side, houses the DSNY garage, Emergency Medical Services (EMS) station, New York Police Department’s (NYPD) Narcotics Office, Department of Transportation (DOT) facilities, and a privately-operated basketball facility leased from NYCEDC. The area of the proposed work is comprised of pier substructure elements, such as steel piles and concrete pile caps, predominantly in the load-restricted areas. The scope includes encasement of the steel piles with concrete and concrete reconstruction of the pile caps and pier underdeck.

According to OMB, this project is necessary to ensure public safety and to prevent further damage to the substructure resulting in the imminent collapse of the pier.

Appendices

A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY20			FY21		
	City	Non-City	Total	City	Non-City	Total
DCAS Budget as of the Adopted 2020 Budget	\$363,699	\$918,237	\$1,281,936	\$376,784	\$917,689	\$1,294,473
New Needs						
Building Life Safety Measures	\$9,150	\$0	\$9,150	\$0	\$0	\$0
Subtotal, New Needs	\$9,150	\$0	\$9,150	\$0	\$0	\$0
Other Adjustments						
Collective Bargaining	\$699	\$482	\$1,181	\$1,015	\$843	\$1,858
Incentive Payments for Energy Conservation Measures	(1,160)	0	(1,160)	(1,556)	0	(1,556)
Savings from Billing Audits	(1,500)	0	(1,500)	(1,500)	0	(1,500)
Training and Maintenance	(195)	0	(195)	(195)	0	(195)
Agency Energy Personnel Program	(451)	0	(451)	(610)	0	(610)
PS Savings	(201)	0	(201)	0	0	0
Demand Response Rebate	(150)	0	(150)	0	0	0
Warehouse Management System	(35)	0	(35)	(4)	0	(4)
Expense to Capital Swap	(545)	0	(545)	0	0	0
ITCS Savings	(71)	0	(71)	0	0	0
Operations and Maintenance Savings	(500)	0	(500)	0	0	0
Project Pre-Scoping	0	0	0	(2,670)	0	(2,670)
Other City Adjustments	15,171	0	15,171	196	0	196
Other Categorical Adjustments	0	1,482	1,482	0	0	0
Other IFA Adjustments	0	0	0	0	0	0
Other State Adjustments	0	2,258	2,258	0	473	473
Other Federal Adjustments	0	1,116	1,116	0	0	0
Other Intra-City Adjustments	0	20,415	20,415	0	5,988	5,988
Subtotal, Other Adjustments	\$11,062	\$25,753	\$36,815	(\$5,324)	\$7,304	\$1,980
Total All Changes	\$20,212	\$25,753	\$45,965	(\$5,324)	\$7,304	\$1,980
DCAS Budget as of the 2021 Prelim Budget	\$ 383,910	\$ 943,987	\$ 1,327,897	\$371,460	\$ 924,992	\$1,296,452

B: DCAS Headcount

Fiscal Year	Actual - Year End					Budgeted - FY21 Prelim Plan			
	FY 2015	FY2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Full-Time	1,914	2,119	2,210	2,300	2,379	2,578	2,566	2,566	2,566
Full-Time Equivalent	191	60	134	122	72	244	242	242	242
Total	2,105	2,179	2,344	2,422	2,451	2,822	2,808	2,808	2,808

C: DCAS Contract Budget

DCAS FY21 Preliminary Contract Budget				
<i>Dollars in Thousands</i>				
Category	FY20 Adopted	Number of Contracts	FY21 Preliminary	Number of Contracts
Contractual Services General	\$ 16,671	10	\$ 16,386	10
Telecommunications Maintenance	681	6	37	5
Maintenance & Repair Motor Vehicle Equipment	3,290	3	3,269	3
Maintenance & Repair General	10,054	25	10,036	25
Office Equipment Maintenance	92	7	92	7
Data Processing Equipment	251	8	251	8
Printing Contracts	817	9	707	8
Security Services	41,477	9	19,242	9
Temporary Services	559	7	430	7
Cleaning Services	108	9	108	9
Transportation Expenditures	125	5	125	5
Training Program for City Employees	1,673	11	1,688	11
Maintenance & Operation of Infrastructure	5,504	3	4,418	2
Professional Svcs. Accounting & Auditing	1	1	1	1
Professional Svcs. Engineering & Architecture	1,229	2	957	1
Professional Svcs. Computer Services	5,996	9	1,789	7
Professional Svcs. Other	3,950	16	1,016	13
Bank Charges Public Assistance Account	20	1	21	1
Total	\$ 92,498	141	\$ 60,573	132

D: DCAS Miscellaneous Revenue

DCAS Fiscal 2021 Miscellaneous Revenue Budget Overview						
<i>Dollars in Thousands</i>						
Revenue Sources	FY18 Actual	FY19 Actual	FY20 Adopted	FY20 Prelim	FY21 Prelim	*Difference FY20 - FY21
In Rem Redemption Fees	\$ 1,800	\$ 1	\$ 1	\$ 1	\$ 1	\$ -
Training Fees	0	0	30	30	30	0
BSA Filing Fees	1,302	1,164	1,696	1,696	1,696	0
Civil Service Exam Fees	6,324	6,959	3,760	3,760	3,760	0
Third Party Gas and Electric	3,802	4,561	3,800	3,800	3,800	0
Lease Audit Revenue	7	1,018	0	0	0	0
Commercial Rents	48,551	53,981	43,077	43,077	36,744	(6,333)
Down Payment for Property Sale	0	0	0	0	0	0
Mortgage Payment Non Inrem	364	352	450	100	100	0
Salvage (Autos, Equipment & Other)	12,971	11,424	10,053	11,967	10,807	(1,160)
City Publishing Center	723	782	743	743	743	0
Bulletin, Pamphlet & Copy Sale	4	3	9	9	9	0
Claims for Damage to Vehicles	780	800	735	735	735	0
Procurement Card Rebates	2,953	470	1,093	1,093	1,093	0
Total	\$ 79,581	\$ 81,515	\$ 65,447	\$ 67,011	\$ 59,518	(\$7,493)

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget

E1: Citywide Heat, Light, and Power Spending and Budget

CITYWIDE HEAT, LIGHT AND POWER BUDGET AND HISTORICAL EXPENDITURES							
<i>Dollars in Thousands</i>							
Funding Source	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Prelim	FY21 Prelim
Intra-City	\$ 633,972	\$ 557,293	\$ 583,711	\$ 623,675	\$ 627,564	\$ 633,940	\$ 633,940
City	28,852	24,299	24,040	25,651	25,608	23,129	23,129
Other Categorical	82,123	70,735	74,749	80,533	81,498	79,823	79,823
State	421	394	461	295	(211)	296	296
Total	\$ 745,368	\$ 652,721	\$ 682,961	\$ 730,154	\$ 734,459	\$ 737,188	\$ 737,188

E2: Agency Breakdown of Fiscal 2021 Budget for Heat, Light and Power

Agency	FY21 Budget
Department of Education	\$243,339
Department of Environmental Protection	96,890
Department of Transportation	63,762
Department of Cultural Affairs	40,247
Department of Sanitation	23,346
Department of Correction	22,363
Police Department	22,324
City University	20,117
Department of Parks & Recreation	16,650
Department of Health & Mental Hygiene	11,173
Department of Social Services	9,351
All Other	64,378
Total	\$633,940

F: Program Areas

F1: Division of Administration and Security Budget Detail

Division of Administration and Security Financial Summary						
<i>Dollars in Thousands</i>	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Personal Services						
Additional Gross Pay	\$364	\$463	\$102	\$102	\$102	\$-
Full-Time Salaried - Civilian	11,293	12,223	11,962	12,902	12,350	388
Unsalaries	197	166	393	393	393	-
Overtime - Civilian	2,132	2,289	1,630	1,630	1,630	-
P.S. Other	60	57	9	8	8	(1)
SUBTOTAL	\$14,046	\$15,198	\$14,096	\$15,035	\$14,483	\$387
Other Than Personal Services						
Contractual Services	\$18,018	\$26,878	\$37,242	\$39,127	\$15,008	(22,234)
Fixed & Misc. Charges	11	10	7	17	7	-
Other Services & Charges	5,557	880	1,996	892	595	(1,401)
Property & Equipment	163	322	255	545	255	-
Supplies & Materials	266	204	410	392	410	-
SUBTOTAL	\$24,015	\$28,294	\$39,910	\$40,973	\$16,275	(\$23,635)
TOTAL	\$38,061	\$43,492	\$54,006	\$56,008	\$30,758	(\$23,248)
Funding						
City Funds			\$53,183	\$55,013	\$29,923	(23,260)
Intra-City			823	995	835	12
TOTAL	\$38,061	\$43,492	\$54,006	\$56,008	\$30,758	(\$23,248)
Budgeted Headcount						
Full-Time Positions - Civilian	205	211	258	256	216	(42)

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget

F2: Division of Asset Management Budget Detail

Division of Asset Management - Public Facilities Financial Summary						
	FY18	FY19	FY20	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Personal Services						
Additional Gross Pay	\$5,178	\$5,364	\$996	\$996	\$996	\$-
Full-Time Salaried - Civilian	78,832	83,167	78,953	79,929	80,639	1,686
Unsalaries & Other Salaried	740	763	2,388	2,388	2,388	-
Overtime - Civilian	22,087	24,041	18,881	19,161	18,891	10
P.S. Other	0	300	485	485	485	-
SUBTOTAL	\$106,837	\$113,635	\$101,703	\$102,959	\$103,399	1,696
Other Than Personal Services						
Contractual Services	\$29,739	\$33,359	\$27,022	\$30,256	\$27,003	(19)
Fixed & Misc. Charges	2,437	5,040	1	1,029	1	-
Other Services & Charges	104,022	114,906	115,416	129,793	122,713	7,297
Property & Equipment	3,978	1,505	1,393	1,008	1,503	110
Supplies & Materials	8,332	8,710	5,530	9,658	5,684	154
SUBTOTAL	\$148,508	\$163,520	\$149,362	\$171,744	\$156,904	\$7,542
TOTAL	\$255,345	\$277,155	\$251,065	\$274,703	\$260,303	\$9,238
Funding						
City Funds			\$92,914	\$109,645	\$101,463	8,549
Other Categorical			3,738	4,352	3,738	-
Capital- IFA			973	973	981	8
State			59,128	61,821	60,612	1,484
Federal - Community Development			226	1,342	0	(226)
Intra-City			94,086	96,570	93,509	(577)
TOTAL	\$255,345	\$277,155	\$251,065	\$274,703	\$260,303	\$9,238
Budgeted Headcount						
Full-Time Positions - Civilian	1,252	1,194	1,274	1,264	1,264	(10)

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget

F3: Division of Citywide Fleet Services Budget Detail

Division of Citywide Fleet Services Financial Summary						
	FY18	FY19	FY20	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Personal Services						
Full-Time Salaried - Civilian	\$2,826	\$3,190	\$2,891	\$2,912	\$2,935	\$44
Unsalariated	0	0	175	175	175	-
Overtime - Civilian	47	35	0	0	0	-
P.S. Other	22	122	1	1	1	-
SUBTOTAL	\$2,895	\$3,347	\$3,067	\$3,088	\$3,111	\$44
Other Than Personal Services						
Contractual Services	\$7,953	\$9,990	\$5,617	\$11,122	\$4,041	(1,576)
Other Services & Charges	1,790	1,620	3,563	1,582	3,634	71
Fixed & Misc. Charges	0	0	2	2	2	-
Property & Equipment	4,018	2,421	1,095	316	1,201	106
Supplies & Materials	41,488	40,095	13,180	26,223	19,134	5,954
SUBTOTAL	\$55,249	\$54,126	\$23,457	\$39,245	\$28,012	\$4,555
TOTAL	\$58,144	\$57,473	\$26,524	\$42,333	\$31,123	\$4,599
Funding						
City Funds			\$10,939	\$11,183	\$9,584	(1,355)
Other Categorical			1,167	1,169	1,169	2
State			0	0	0	-
Intra-City			14,418	29,981	20,370	5,952
TOTAL	\$58,144	\$57,473	\$26,524	\$42,333	\$31,123	\$4,599
Budgeted Headcount						
Full-Time Positions - Civilian	36	36	36	35	35	(1)

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget

F4: Division of Energy Management Budget Detail

Energy Conservation Financial Summary						
<i>Dollars in Thousands</i>	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services	\$3,991	\$4,707	\$10,070	\$10,070	\$16,967	6,897
Other Than Personal Services	774,438	776,343	808,297	809,161	833,282	24,985
TOTAL	\$778,429	\$781,050	\$818,367	\$819,231	\$850,249	\$31,882
Personal Services						
Additional Gross Pay	\$42	\$122	\$27	\$27	\$27	-
Full-Time Salaried - Civilian	3,923	4,573	10,020	10,020	16,917	6,897
P.S. Other	26	12	23	23	23	-
SUBTOTAL	\$3,991	\$4,707	\$10,070	\$10,070	\$16,967	\$6,897
Other Than Personal Services						
Contractual Services	\$3,265	\$6,755	\$9,951	\$10,210	\$8,865	(1,086)
Fixed & Misc. Charges	4,094	1	1	0	1	-
Other Services & Charges	766,558	768,559	798,332	797,715	824,403	26,071
Property & Equipment	199	197	9	120	9	-
Supplies & Materials	322	831	4	1116	4	-
SUBTOTAL	\$774,438	\$776,343	\$808,297	\$809,161	\$833,282	24,985
TOTAL	\$778,429	\$781,050	\$818,367	\$819,231	\$850,249	\$31,882
Funding						
City Funds			\$103,109	\$103,405	\$134,989	31,880
Other Categorical			81,014	81,583	81,014	-
Capital- IFA			7	7	10	3
State			296	296	296	-
Intra-City			633,941	633,940	633,940	(1)
TOTAL	\$778,429	\$781,050	\$818,367	\$819,231	\$850,249	\$31,882
Budgeted Headcount						
Full-Time Positions - Civilian	46	52	98	97	130	32

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget

F5: Division of Executive Operations Support Budget Detail

Division of Executive and Operations Support Financial Summary						
<i>Dollars in Thousands</i>	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Personal Services						
Additional Gross Pay	\$490	701	\$308	\$308	\$308	\$-
Full-Time Salaried - Civilian	23,162	24,900	25,239	25,719	25,583	344
Other Salaried & Unsalari ed	164	133	634	634	634	-
Overtime - Civilian	139	113	242	242	242	-
Fringe Benefits - SWB	3,203	2,035	1,465	1,465	1,465	-
P.S. Other	(7)	(11)	6	5	6	-
SUBTOTAL	\$27,151	\$27,871	\$27,894	\$28,373	\$28,238	\$344
Other Than Personal Services						
Contractual Services	\$2,057	\$4,823	\$6,384	\$6,254	\$2,610	(3,774)
Fixed & Misc. Charges	6	15	16	20	16	-
Other Services & Charges	2,159	2,145	1,847	1,949	1,804	(43)
Property & Equipment	298	1,204	767	276	474	(293)
Supplies & Materials	306	244	1,064	1,390	883	(181)
SUBTOTAL	\$4,826	\$8,431	\$10,078	\$9,889	\$5,787	(\$4,291)
TOTAL	\$31,977	\$36,302	\$37,972	\$38,262	\$34,025	(\$3,947)
Funding						
City Funds			\$37,154	\$37,212	\$33,213	(3,941)
Other Categorical			15	79	4	(11)
Capital- IFA			368	368	371	3
State			266	266	268	2
Intra-City			169	337	169	-
TOTAL	\$31,977	\$36,302	\$37,972	\$38,262	\$34,025	(\$3,947)
Budgeted Headcount						
Full-Time Positions - Civilian	252	271	249	274	269	20

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 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>	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Personal Services						
Additional Gross Pay	\$37	\$154	\$8	\$8	\$8	0
Full-Time Salaried	1,635	1,971	1,824	1,824	1,846	22
Unsalari ed	76	110	41	41	41	0
Overtime - Civilian	58	76	134	134	134	0
Amounts to be Scheduled	0	0	345	345	345	\$0
SUBTOTAL	\$1,806	\$2,311	\$2,352	\$2,352	\$2,374	\$22
Other Than Personal Services						
Contractual Services	\$422	\$496	\$391	\$496	\$391	0
Fixed & Misc. Charges	0	0	0	0	0	0
Other Services & Charges	54	1	40	11	40	0
Property & Equipment	3	28	32	3	32	0
Supplies & Materials	449	382	558	511	558	0
SUBTOTAL	\$928	\$907	\$1,021	\$1,021	\$1,021	\$0
TOTAL	\$2,734	\$3,218	\$3,373	\$3,373	\$3,395	\$22
Funding						
City Funds			\$3,373	\$3,373	\$3,395	\$22
TOTAL	\$2,734	\$3,218	\$3,373	\$3,373	\$3,395	\$22
Budgeted Headcount						
Full-Time Positions - Civilian	25	26	30	30	30	0

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget

F7: Division of Human Capital Budget Detail

Division of Human Capital Financial Summary						
<i>Dollars in Thousands</i>	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Personal Services						
Additional Gross Pay	\$456	\$413	\$200	\$200	\$200	\$-
Full-Time Salaried	20,671	21,109	19,772	20,126	19,865	93
Other Salaried & Unsalariated	4,583	4,479	5,001	5,105	5,001	-
Overtime - Civilian	634	419	799	799	799	-
Amounts to be Scheduled	0	0	1,977	1,977	1,992	15
SUBTOTAL	\$26,344	\$26,420	\$27,749	\$28,207	\$27,857	\$108
Other Than Personal Services						
Contractual Services	\$2,962	\$2,548	\$1,504	\$1,906	\$1,520	16
Fixed & Misc. Charges	0	0	16	19	3	(13)
Other Services & Charges	6,655	3,636	5,566	5,525	4,896	(670)
Property & Equipment	598	373	149	189	149	-
Supplies & Materials	269	408	125	232	167	42
SUBTOTAL	\$10,484	\$6,965	\$7,360	\$7,871	\$6,735	(\$625)
TOTAL	\$36,828	\$33,385	\$35,109	\$36,078	\$34,592	(\$517)
Funding						
Capital- IFA			\$9	\$9	\$11	2
City Funds			\$30,987	\$31,001	\$30,465	(522)
Other Categorical			224	359	224	-
Federal - Other			2,147	2,147	2,147	-
Intra-City			1,742	2,562	1,745	3
TOTAL	\$36,828	\$33,385	\$35,109	\$36,078	\$34,592	(\$517)
Budgeted Headcount						
Full-Time Positions - Civilian	314	315	325	321	321	(4)

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget

F8: Office of Citywide Purchasing Budget Detail

Division of Citywide Purchasing Financial Summary						
<i>Dollars in Thousands</i>	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Personal Services						
Additional Gross Pay	\$141	\$222	\$149	\$149	\$149	\$-
Full-Time Salaried - Civilian	10,136	10,860	10,044	10,084	10,392	348
Unsalaries	0	26	590	590	590	-
Overtime - Civilian	231	235	253	263	253	-
Amounts to be Scheduled	0	0	3	3	3	-
SUBTOTAL	\$10,508	\$11,343	\$11,039	\$11,089	\$11,387	\$348
Other Than Personal Services						
Contractual Services	\$719	\$1,261	\$1,297	\$1,249	\$957	(340)
Fixed & Misc. Charges	0	0	4	0	4	-
Other Services & Charges	6,131	6,355	6,009	6,197	5,638	(371)
Property & Equipment	116	197	46	121	46	-
Supplies & Materials	23,591	22,598	19,647	20,761	19,542	(105)
SUBTOTAL	\$30,557	\$30,411	\$27,003	\$28,328	\$26,187	(\$816)
TOTAL	\$41,065	\$41,754	\$38,042	\$39,417	\$37,574	(\$468)
Funding						
City Funds			\$14,870	\$14,901	\$14,311	(559)
Other Categorical			0	100	0	-
Intra-City			23,172	24,416	23,263	91
TOTAL	\$41,065	\$41,754	\$38,042	\$39,417	\$37,574	(\$468)
Budgeted Headcount						
Full-Time Positions - Civilian	149	152	158	157	157	(1)

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget

F9: Board of Standards and Appeals Budget Detail

Board of Standards and Appeals Financial Summary						
<i>Dollars in Thousands</i>	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Personal Services						
Additional Gross Pay	\$109	\$29	\$8	\$8	\$8	\$-
Full-Time Salaried - Civilian	1,880	2,248	2,572	2,367	2,611	39
Other Salaried, Unsalaries and Overtime	70	46	135	135	135	-
SUBTOTAL	\$2,059	\$2,323	\$2,715	\$2,510	\$2,754	\$39
Other Than Personal Services						
Contractual Services	\$6	\$6	\$18	\$9	\$18	-
Fixed & Misc. Charges	1	0	0	0	0	-
Other Services & Charges	400	434	419	442	236	(183)
Property & Equipment	48	17	10	20	10	-
Supplies & Materials	11	7	26	26	26	-
SUBTOTAL	\$466	\$464	\$473	\$497	\$290	(\$183)
TOTAL	\$2,525	\$2,787	\$3,188	\$3,007	\$3,044	(\$144)
Funding						
City Funds			\$3,188	\$3,007	\$3,044	(144)
TOTAL	\$2,525	\$2,787	\$3,188	\$3,007	\$3,044	(\$144)
Budgeted Headcount						
Full-Time Positions - Civilian	21	22	27	27	27	0

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget

F10: Division of Real Estate Services Budget Detail

Real Estate Services Financial Summary						
<i>Dollars in Thousands</i>	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Personal Services						
Additional Gross Pay	\$0	\$4	\$176	\$176	\$176	\$-
Full-Time Salaried - Civilian	0	203	10,244	10,173	10,251	7
Amounts to be Scheduled & Unsalaries	0	0	36	36	36	-
SUBTOTAL	\$0	\$207	\$10,456	\$10,385	\$10,463	\$7
Other Than Personal Services						
Contractual Services	\$0	\$2,258	\$3,073	\$3,374	\$161	(2,912)
Fixed & Misc. Charges	0	0	202	202	202	-
Other Services & Charges	0	232	409	1364	408	(1)
Property & Equipment	0	615	76	147	76	-
Supplies & Materials	0	89	77	13	77	-
SUBTOTAL	\$0	\$3,194	\$3,837	\$5,100	\$924	(\$2,913)
TOTAL	\$0	\$3,401	\$14,293	\$15,485	\$11,387	(\$2,906)
Funding						
City Funds			\$13,984	\$15,171	\$11,072	(2,912)
Intra-City			309	\$314	\$315	6
TOTAL	\$0	\$3,401	\$14,293	\$15,485	\$11,387	(\$2,906)
Budgeted Headcount						
Full-Time Positions - Civilian	0	100	117	117	117	0

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget

G: DCAS Fiscal 2020 Preliminary Mayor’s Management Report Performance Indicators

G1: Administration and Security PMMR Indicators

Administration and Security PMMR Indicators	Actual			Target		4-Month Period	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Workplace injuries reported	68	44	49	*	*	21	10
Accidents involving the public in DCAS-managed properties	25	41	25	*	*	9	13
Letters responded to in 14 days (%)	56%	58%	42%	*	*	51%	41%
E-mails responded to in 14 days (%)	85%	85%	63%	*	*	72%	90%
Average wait time to speak with a customer service agency (minutes)	1:28	0:58	1:29	*	*	NA	NA

G2: Asset Management PMMR Indicators

Asset Management PMMR Indicators	Actual			Target		4-Month Period	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	70%	73%	72%	72%	72%	NA	NA
CORE customer experience rating of facilities (0-100)	97	94	NA	95	95	NA	NA
Average time to complete in-house trade shop work orders for minor repairs (days)	3.5	5.3	5.4	4	4	5.3	4.2
In-house trade shop work orders completed within 30 days (%)	64%	73%	80%	75%	75%	86%	81%

G3: Citywide Fleet Services PMMR Indicators

Citywide Fleet Performance Indicators	Actual			Target		4-Month Period	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Hybrid or alternative fuel vehicles in the citywide fleet (%)	60%	62%	63%	65%	68%	62%	64%
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	76%	78%	80%	80%	84%	79%	82%
Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	100%	100%	100%	99%	99%	NA	NA
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	100%	99%	99%	99%	99%	NA	NA
Electric vehicles in the citywide fleet	1,295	2,105	2,662	3,000	3,250	2,203	2,682
– Electric vehicles in the DCAS-managed fleet	140	339	536	600	630	356	551
Fleet in-service rate citywide (%)	92%	92%	91%	92%	92%	90%	90%
– Fleet in-service rate for DCAS-managed fleet (%)	99%	98%	98%	98%	98%	98%	98%
City employees trained in defensive driving citywide	7,876	11,162	10,307	8,500	8,500	2,690	2,511
– Employees of DCAS-managed fleet agencies trained in defensive driving	1,881	3,831	2,067	2,500	2,500	647	731
Collisions per 100,000 miles involving City vehicles citywide	6.3	6	5.3	*	*	4.4	5.2
– Collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	2.6	3.3	2.9	*	*	2.4	3.3
Preventable collisions per 100,000 miles involving City vehicles citywide	3.4	3.2	2.9	*	*	2.3	2.8
– Preventable collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	1	1.3	1.4	*	*	0.7	1.2
Injuries from collisions per 100,000 miles in City vehicles citywide	0.8	0.7	0.7	*	*	0.6	0.7
– Injuries from collisions per 100,000 miles in City vehicles in the DCAS-managed fleet	0.4	0.5	0.4	*	*	0.2	0.4
Fatalities resulting from collisions involving non-emergency City vehicles citywide	1	2	4	*	*	2	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)	\$ 7,732	\$10,878	\$9,621	\$7,850	\$7,850	\$3,293	\$4,446

G4: Energy Management PMMR Indicators

Energy Conservation Performance Indicators	Actual			Target		4-Month Period	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Electricity purchased (kilowatt hours) (billions)	4.3	4.2	4.1	*	*	NA	NA
Total energy purchased (British Thermal Units) (trillions)	28.8	29.1	29.8	*	*	NA	NA
– Electricity (%)	50.4%	48.8%	47.0%	*	*	NA	NA
– Natural gas (%)	42.5%	43.9%	46.1%	*	*	NA	NA
– Steam (%)	7.1%	7.3%	6.9%	*	*	NA	NA
Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	46,692	36,675	45,105	40,000	48,000	NA	NA
Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	140,964	177,639	222,744	237,677	285,677	NA	NA
Annual estimated avoided energy cost from all energy projects (\$000,000)	\$ 15.97	\$ 13.41	\$ 15.91	\$ 14.00	\$ 16.80	NA	NA
Cumulative estimated avoided energy cost from all energy projects (\$000,000)	\$ 48.39	\$ 61.80	\$ 77.71	\$ 82.00	\$ 84.80	NA	NA
Annual energy retrofit/conservation projects completed	622	667	409	*	*	NA	NA
Cumulative energy retrofit/conservation projects completed	1,642	2,309	2,718	*	*	NA	NA
Annual Energy Efficiency Reports (EER) completed	64	128	163	*	*	NA	NA
Cumulative Energy Efficiency Reports (EER) completed	608	736	899	*	*	NA	NA
Cumulative installed solar capacity (megawatts)	10.06	10.51	10.51	UP	UP	NA	NA

G5: Human Capital PMMR Indicators

Human Capital Performance Indicators	Actual			Target		4-Month Period	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Applications received for all DCAS civil service exams	184,699	133,828	108,728	*	*	37,344	26,514
Employment applications received via NYC Jobs	1,397,792	1,298,554	1,022,891	*	*	NA	NA
New hires - Asian/Pacific Islander (%)	8.8%	8.5%	8.7%	*	*	8.6%	9.0%
New hires - Black (%)	41.6%	41.6%	41.9%	*	*	42.2%	41.2%
New hires - Hispanic (%)	21.5%	21.7%	22.1%	*	*	21.7%	21.6%
New Hires - Some Other Race (%)	6.2%	7.4%	5.4%			5.4%	6.5%
New hires - White (%)	22.0%	20.7%	21.9%	*	*	22.2%	21.8%
New hires - Female (%)	47.0%	47.6%	48.0%	*	*	49.9%	60.5%
New hires - Male (%)	53.0%	52.4%	52.0%	*	*	50.1%	39.5%
Civil service exams administered by DCAS on schedule	183	254	106	185	185	30	72
Median time from exam administration to exam results completion (days)	246	78	255	290	290	231	277
Average rating for professional development training sessions (%)	90%	92%	90%	90%	90%	89%	90%
City employees/participants trained in Managerial and Professional Development programs	42,082	65,332	72,094	47,640	48,730	8,801	28,990
City employees/participants trained in Equity and Inclusion	24,365	36,342	282,319	77,310	77,330	209,356	67,904
Average cost of training per employee (\$)	\$ 113	\$ 63	\$ 18	*	*	NA	NA

G6: Citywide Purchasing PMMR Indicators

Citywide Purchasing Performance Indicators	Actual			Target		4-Month Period	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Revenue generated from the sale of surplus goods (\$000)	\$ 9,216	\$12,971	\$11,424	\$ 10,050	\$ 10,050	\$ 3,942	\$ 4,852
Average number of bidders per bid	3.2	3.2	3	3.4	3.4	2.4	2.3
Mayoral agency spending on goods against DCAS master contracts (%)	87%	81%	88%	*	*	90%	85%
Mayoral agency spending on services against DCAS master contracts (%)	15%	21%	20%	*	*	19%	19%
Value of goods and services purchased (\$000,000)	\$ 1,504	\$ 1,544	\$ 1,249	*	*	\$ 453	\$ 458
– Value of Central Storehouse requisitions (\$000)	\$ 22,410	\$ 23,669	\$ 23,410	*	*	\$ 8,860	\$ 8,755
Average time to fulfill requisition (days)	9	11	13	*	*	17	13
Inspections deemed non-compliant	662	799	806	*	*	220	180
Value of cost avoidance (\$000)	\$ 3,189	\$ 5,045	\$ 7,585	*	*	\$ 3,141	\$ 3,503

G7: Real Estate Services PMMR Indicators

Real Estate Services Performance Indicators	Actual			Target		4-Month Period	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Lease-in agreements executed	39	56	45	*	*	NA	NA
Square footage associated with executed lease-in agreements (000)	1,724	3,958	1,752	*	*	NA	NA
Lease revenue generated (\$000)	\$ 49,679	\$ 48,541	\$ 54,003	\$3,078	\$43,078	\$ 15,960	\$16,391
Real estate auction bids received (\$000)	\$ -	NA	NA	*	*	NA	NA
Average cost of cleaning per square foot (\$)	\$ 3.2	\$ 3.3	\$ 3.3	*	*	NA	NA