

# THE COUNCIL OF THE CITY OF NEW YORK

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Speaker of the Council

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Chair, Finance Committee

Hon. Fernando Cabrera  
Chair, Governmental Operations Committee



Report to the Committee on Finance and the Committee on Governmental Operations  
on the Fiscal 2021 Executive Budget for the

## **Department of Citywide Administrative Services**

May 20, 2020

### **Finance Division**

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## Department of Citywide Administrative Services Overview

This report presents a review of the Department of Citywide Administrative Services' (DCAS) Fiscal 2021 Executive Budget. The section below presents an overview of the Department's budget and how it has changed during the course of Fiscal 2020, followed by a review of the significant budget actions introduced in the Fiscal 2021 Executive Budget. Major issues related to the Department's budget are then discussed. Analysis and highlights of DCAS' Capital Strategy and Fiscal 2020 - 2024 Plan follows the discussion of the expense budget. Appendix 1 reports the changes made to the Fiscal 2020 and Fiscal 2021 Budgets since Adoption of the Fiscal 2020 Budget. For additional information on the Department's budget and its various programs, please refer to the Fiscal 2021 Preliminary Budget Report for DCAS at: <https://council.nyc.gov/budget/wp-content/uploads/sites/54/2020/04/856-DCAS.pdf>

Below is a summary of key funding changes by program area and source when comparing DCAS' Fiscal 2021 Executive Budget to its Fiscal 2020 Adopted Budget.

Department of Citywide Administrative Services Financial Summary						
Dollars in Thousands	FY18	FY19	FY20	Executive Plan		**Difference
	Actual	Actual	Adopted	2020	2021	2020-2021
Personal Services	\$195,636	\$207,367	\$211,139	\$218,030	\$225,089	\$13,950
Other Than Personal Services	1,049,471	1,072,655	1,070,796	2,524,772	1,054,441	(16,355)
<b>TOTAL</b>	<b>\$1,245,107</b>	<b>\$1,280,022</b>	<b>\$1,281,936</b>	<b>\$2,742,802</b>	<b>\$1,279,451</b>	<b>(\$2,485)</b>
<b>Budget by Program Area</b>						
Administration and Security	\$38,062	\$43,493	\$54,006	\$50,336	\$30,892	(\$23,114)
Asset Management-Public Facilities	255,345	277,156	251,065	1,726,240	270,335	19,270
Board of Standards and Appeals	2,526	2,788	3,187	2,983	3,055	(132)
Citywide Fleet Services	58,144	57,473	26,523	47,549	31,353	4,830
Energy Conservation	778,429	781,050	818,367	777,842	819,234	867
Executive and Operations Support	31,977	36,302	37,973	37,770	33,884	(4,089)
External Publications and Retail Operations	2,733	3,218	3,373	3,397	3,435	62
Human Capital	36,827	33,385	35,109	36,671	36,142	1,033
Office of Citywide Purchasing	41,064	41,756	38,041	44,915	39,666	1,624
Real Estate Services	0	3,401	14,292	15,099	11,456	(2,836)
<b>TOTAL</b>	<b>\$1,245,107</b>	<b>\$1,280,022</b>	<b>1,281,936</b>	<b>\$2,742,802</b>	<b>\$1,279,451</b>	<b>(\$2,485)</b>
<b>Funding</b>						
City Funds			\$363,699	\$374,288	\$366,775	\$3,076
Other Categorical			86,161	85,546	82,108	(4,053)
Capital- IFA			1,358	1,358	1,373	15
State			59,690	63,458	61,880	2,190
Federal - Community Development			226	1,342	0	(226)
Federal - Other			2,147	1,448,147	2,147	0
Intra City			768,656	768,663	765,168	(3,489)
<b>TOTAL</b>	<b>\$1,245,107</b>	<b>\$1,280,022</b>	<b>\$1,281,936</b>	<b>\$2,742,802</b>	<b>\$1,279,451</b>	<b>(\$2,485)</b>
<b>Headcount</b>						
Full-Time Positions	2,300	2,379	2,572	2,573	2,554	(18)
<b>TOTAL</b>	<b>2,300</b>	<b>2,379</b>	<b>2,572</b>	<b>2,573</b>	<b>2,554</b>	<b>(18)</b>

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

The Department of Citywide Administrative Services' Fiscal 2021 Executive Budget totals \$1.27 billion, including \$225.1 million in Personal Services (PS) funding to support 2,554 full-time positions. Of DCAS' total \$1.3 billion Fiscal 2021 budget, \$713.5 million is allocated to Citywide Heat, Light and Power expenditures. DCAS pays these expenses for other City agencies and is

discussed in more detail in the “*Citywide Heat, Light and Power*” section of this report. DCAS’ Fiscal 2021 Executive Budget is \$2.5 million less than its Fiscal 2020 Adopted Budget of \$1.28 billion. This decrease is primarily associated with the Department’s savings plan, discussed in the “*Citywide Savings Program*” section of this report. Approximately 59.8 percent (\$765.2 million) of DCAS’ Fiscal 2021 budget is funded through intra-city transfers for goods and services that agencies purchase from DCAS. Approximately 28.6 percent of DCAS’ Fiscal 2021 budget is City tax-levy funding, with the majority of the remaining funding coming from State and Other Categorical sources. DCAS’ budget is subdivided into 20 Units of Appropriation (U/As), which include Personal Services (PS) and Other than Personal Services (OTPS) U/As for each of the Department’s 10 program areas.<sup>1</sup>

DCAS’ current year budget totals \$2.7 billion, which is \$1.4 billion more than the Department’s Fiscal 2021 Executive Budget. This increase is almost entirely due to an increase in federal funding, as the Federal Emergency Management Agency (FEMA) and the Center for Disease Control (CDC) have allocated funding to the City to Purchase Personal Protective equipment (PPE), such as surgical masks, surgical gowns, among other essential items to combat the coronavirus (COVID-19) pandemic in the City. The Department also had numerous budgetary actions during Fiscal 2020 and Fiscal 2021, which are discussed in the “*Other Adjustments*” section of this report. For additional information regarding financial plan actions, please refer to Appendix A.

Below is a summary of key funding sources by program area and source, comparing DCAS’ Executive Budget to its Fiscal 2020 Adopted Budget.

### Changes by Funding Source

- **City Tax-Levy Funding.** The Fiscal 2021 Executive Budget increases DCAS’ City funding by \$3.1 million when compared to its Fiscal 2020 Adopted Budget, primarily due to numerous collective bargaining adjustments across the agency, which will be discussed in the “*other adjustments*” section of this report.
- **Federal Funding.** The Fiscal 2020 Executive Budget increases DCAS’ federal funding by \$1.4 billion, as FEMA and the CDC have allocated funding to the City to purchase PPE such as surgical masks, surgical gowns, among other essential items to combat the COVID-19 pandemic in the City.

### New in the Executive Budget

#### New Needs

The Department of Citywide Administrative Services’ Fiscal 2021 Executive Budget introduces new needs of \$834,000 in Fiscal 2021.

- **WEX Gas.** An additional \$35,000 was added to DCAS’ Fiscal 2021 budget for the WEX Gas card program, which City agencies use to fill up City vehicles with gasoline.
- **Campaign Finance Board Intra-City.** \$796,000 was added to DCAS’ intra-city budget in Fiscal 2021 for intra-city expenses associated with the Campaign Finance Board.

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<sup>1</sup> Units of Appropriation are subdivisions of the City Expense Budget that the City Council votes upon.

## Other Adjustments

The Fiscal 2021 Executive Budget includes other adjustments of \$1.4 billion in Fiscal 2020 and a decrease of \$14.2 million in Fiscal 2021, which include the following.

- **Federal Funding.** The Fiscal 2021 Executive Budget increases DCAS' federal funding by \$1.4 billion, of which \$1.3 billion comes from the Federal Emergency Management Agency (FEMA), and \$30 million comes from the Center for Disease Control (CDC), which are funds that are being used to combat the COVID-19 pandemic. As of April 27, 2020, DCAS has committed to spend approximately \$799.1 million in COVID-19 related expenses. The three largest categories include \$788.2 million for the purchase of ventilators, surgical equipment, such as face masks, face shields, gowns, and other forms of PPE, \$8.9 million for cleaning services and cleaning supplies, and \$1.8 million for the procurement of other general supplies and materials needed to combat COVID-19. DCAS also provides support services to City agencies during the COVID-19 pandemic since DCAS manages 55 of the City's public buildings. According to DCAS, when an agency informs the DCAS Facilities Management Team of an employee testing positive for COVID-19, custodians are immediately mobilized to address these high-risk areas through enhanced cleaning protocols. Following all Department of Health and Mental Hygiene (DOHMH) guidelines, custodians thoroughly clean and sanitize all surfaces and floors in the vicinity of the worksite, including common areas.
- **Collective Bargaining.** The Fiscal 2021 Executive Budget includes \$2.8 million in Fiscal 2020, \$3.4 million in Fiscal 2021, and baselined \$3.6 million beginning in Fiscal 2022 for collective bargaining purposes at DCAS. This funding has been allocated to settle collective bargaining issues with bricklayers, electricians, maintenance workers, among others at Communications-Workers America (CWA) 1180, the International Union of Operating Engineers (Local 15 and Local 30).
- **Silver Stars.** The Fiscal 2021 Executive Budget includes a baselined decrease of \$199,000 beginning in Fiscal 2021 through the Silver Stars program. The program, formerly known as Redeploy, will allow employees eligible for retirement to shift from full-time to part-time status at the discretion of their agency, while officially filing for retirement. This initiative follows Section 212 of the New York State Retirement and Social Security Law (RSSL), which caps earnings at \$35,000 for individuals under 65 who return to public employment. While the employee benefits by earning their pension while collecting partial wages, the agency benefits by addressing inefficiencies in having full-time employees used for work that is either seasonal or does not span a full work week because part-time positions for the same work are too difficult to fill. According to the Office of Management and Budget (OMB), this program will be managed by the Department for the Aging (DFTA).
- **Lease Adjustment.** The Fiscal 2021 Executive Budget includes a decrease of \$20,000 in Fiscal 2020, an increase of \$12.8 million in Fiscal 2021, \$12.1 million in Fiscal 2022, and a baselined increase of \$10.3 million beginning in Fiscal 2023 for increased lease expenditures across the City. These include increased lease expenses for a BOE facility on Metropolitan Avenue, increased lease expenditures for Community Boards, and lease expenses related to a new location at 59 Maiden Lane for the Department of Finance (DOF).

- **Lease Auditing.** The Fiscal 2021 Executive Budget includes an increase of \$1.5 million in Fiscal 2020 and a decrease of \$1.5 million in Fiscal 2021. This is part of a citywide savings initiative, in which DCAS' Real Estate Services (RES) would conduct lease audits which would determine whether agencies were paying a higher amount for their leases, upon which action is taken that will result in recoupments. According to OMB, this adjustment reflects that the City will realize these savings in Fiscal 2021, rather than in Fiscal 2020.
- **Enhanced Space Management.** The Fiscal 2021 Executive Budget includes a decrease of \$1.5 million in Fiscal 2021 for enhanced space management. This is part of the Space Management Program citywide savings initiative, in which DCAS' 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. According to OMB, this initiative will generate citywide budgetary savings of \$1.5 million in Fiscal 2021.
- **Enhanced Bidding.** The Fiscal 2021 Executive Budget includes projected savings of \$2.5 million in Fiscal 2021 for enhanced bidding. According to OMB, the City is attempting to conduct a real-time bidding module, in which companies that bid for a contract will be able to see their individual rankings. However, this initiative is being reviewed by the Law Department, and has yet to be fully approved.
- **Energy Load Management.** The Fiscal 2021 Executive Budget includes a decrease of \$1 million in Fiscal 2020, a decrease of \$3.2 million in Fiscal 2021, and a baselined decrease of \$1.9 million beginning in Fiscal 2022 for the energy load management citywide savings initiative. This initiative is managed by DCAS' Energy Load Management Division, in which they are working with 24 City buildings to review energy signatures, and working with building managers to conserve energy. Although these savings have been identified, they are offset by a baselined increase of \$2.3 million beginning in Fiscal 2020 for costs associated with managing the citywide savings initiative.

### Citywide Savings

In the Fiscal 2021 Executive Budget, DCAS will generate Citywide Savings of \$16.2 million in Fiscal 2020 and \$6.6 million in Fiscal 2021, which include the following.

- **Vacancy Reductions.** DCAS will generate budgetary savings of \$55,000 in Fiscal 2020 and baselined savings of \$73,000 beginning in Fiscal 2021 through the permanent reduction of five vacant positions at the Board of Standards and Appeals (BSA).
- **Auto Auction Proceeds.** DCAS will generate one-time revenue of \$515,000 in Fiscal 2020 through additional revenue from the auctioning of City-owned vehicles.
- **Civil Service Exam Revenue.** DCAS will generate one-time revenue of \$2.5 million in Fiscal 2021 through additional revenue from filings for the Sanitation Worker Exam. According to DCAS, the Department of Sanitation (DSNY) open competitive examination was last administered in Fiscal 2015. As such, the exam is expected to generate \$3.1 million in fees, which is offset by \$600,000 in overtime expenditures that are projected to be incurred during the administration of the exam.

- **Contract Re-Estimate.** DCAS will generate savings of \$1.1 million in Fiscal 2020 and \$469,000 in Fiscal 2021, primarily due to delays in an energy storage contract in which DCAS is still working on an agreement with the vendor.
- **Expense to Capital Swap.** DCAS will generate one-time budgetary savings of 3.5 million in Fiscal 2021 through projects to increase efficiency in existing building equipment and systems that will now be covered by capital funds.
- **Information Technology (IT) Re-Estimate.** DCAS will generate savings of \$350,000 in Fiscal 2020 and \$30,000 in Fiscal 2021 as the agency has moved over to use more open source software, resulting in a decreased need to use paid software licenses.
- **Operations and Maintenance.** DCAS will generate one-time budgetary savings of \$676,000 in Fiscal 2020 through lower than estimated costs with operations and maintenance projects.
- **OTPS Re-Estimate.** DCAS will generate one-time budgetary savings of \$4.9 million in Fiscal 2020 through delays in implementing energy efficiency projects, which include delays in solar feasibility studies, pre-scoping projects, among others.
- **Personnel and Training.** DCAS will generate budgetary savings of \$334,000 in Fiscal 2020 and \$75,000 in Fiscal 2021 through savings achieved through delays in filling vacant positions and training cost re-estimates.
- **Security Re-Estimate.** DCAS will generate one-time budgetary savings of \$5.8 million in Fiscal 2020 due to lower than estimated security guard service costs for the Non-Public School Security Reimbursement Program due to the closure of schools in the City during the COVID-19 pandemic.
- **Space Measurement Re-Estimate.** DCAS will generate one-time budgetary savings of \$400,000 in Fiscal 2020 as the State's Stay at Home order has prevented vendors from continuing to survey buildings. Please refer to the description regarding Enhanced Space Management, in the "Other Adjustments" section of this report for additional information.
- **UDC Excess Revenue.** DCAS will generate one-time budgetary savings of \$1.9 million in Fiscal 2020 through additional revenue from a rental agreement with the Urban Development Corporation (UDC).

In addition to the agency's savings program, the Citywide Savings Program includes "Citywide Savings Initiatives", which are managed by DCAS. Although the savings do not directly impact DCAS' budget, DCAS coordinates savings in these areas across multiple agencies. Below is the list of these savings initiatives.

- **Fleet Approval Process.** The City will generate one-time budgetary savings of \$2.8 million in Fiscal 2020 as DCAS and the Office of Management and Budget (OMB) will review all on-road vehicle purchase requests to ensure optimal usage of agency fleets.
- **Heat, Light and Power.** The City will generate savings of \$58.9 million in Fiscal 2020, \$51.1 million in Fiscal 2021, \$16.9 million in Fiscal 2022, \$2.6 million in Fiscal 2023 and \$5.2 million in Fiscal 2024 through energy savings from milder temperatures, favorable oil

prices, and reduced energy usage due to the closure of numerous City offices because of the COVID-19 pandemic.

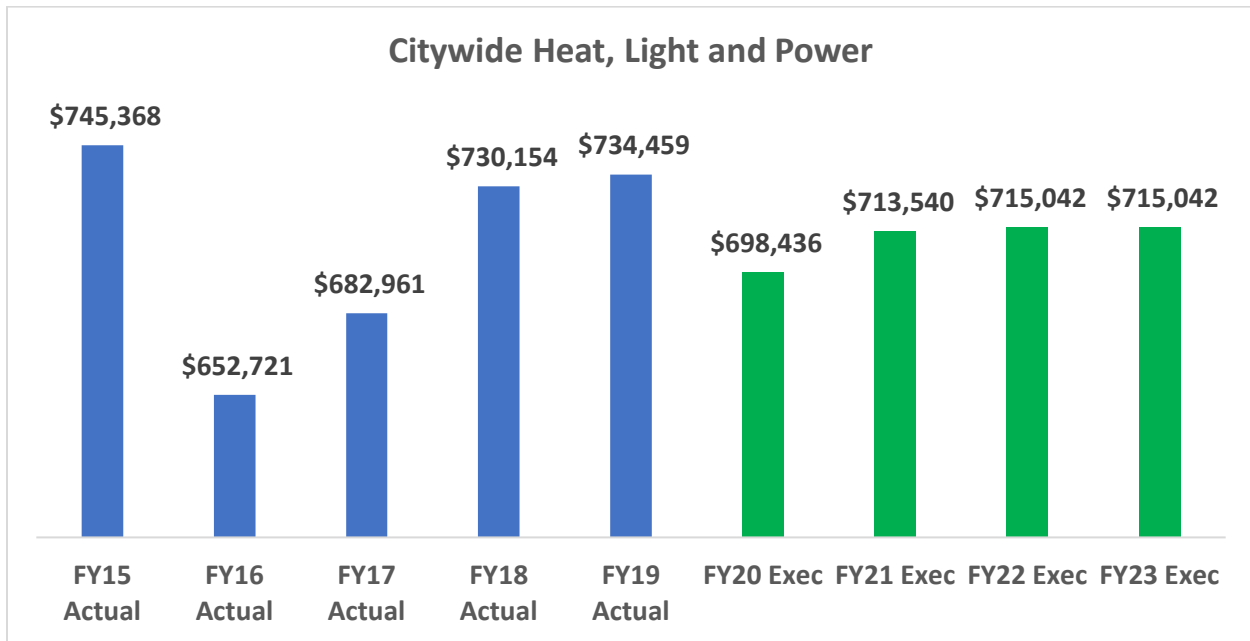
### **Not Included in the Executive Plan**

The Fiscal 2021 Executive Plan does not include certain budgetary items that pertains to DCAS, that the Council will address in this section.

- **Non-Public School Security Guard Reimbursement Program.** Local Law 2 of 2016 stipulates that up to \$19.8 million be allocated annually to finance the Non-Public School Security Guard Reimbursement Program. The Fiscal 2020 budget includes \$19.8 million for private school security reimbursements, which is the maximum amount that can be legally spent on this program. As of the release of the Fiscal 2021 Executive Budget, the Administration has not yet allocated any funding for the program for Fiscal 2021. The Council understands that schools have closed due to the COVID-19 pandemic, and according to New York State Governor Andrew Cuomo, schools will remain closed until at least May 15, 2020. However, funding must be included in Fiscal 2021 to ensure that non-public schools are able to take full advantage of the program, assuming that schools will likely open in the Fall of 2020.

### **Citywide Heat, Light and Power**

Budgeted at \$713.5 million for Fiscal 2021, the Citywide Heat, Light and Power (HLP) Budget makes up approximately 55.7 percent of DCAS' Fiscal 2021 Executive 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 those agencies. DCAS also pays for the Health and Hospitals (H+H) Corporation's HLP expenses, although these transfers from H+H are considered 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 HLP expenses. Since the Fiscal 2021 Preliminary Plan, the Citywide Heat, Light and Power budget has decreased by \$38.7 million in Fiscal 2020 and \$23.6 million in Fiscal 2021. The decrease is primarily associated with lower energy usage due to the closure of numerous City offices because of the COVID-19 pandemic, milder temperatures and favorable commodity prices in the current year, as well as savings measures to be implemented by DCAS in Fiscal 2021 and in the outyears.



**Miscellaneous Revenue**

DCAS’ projected miscellaneous revenue streams for Fiscal 2020 total \$73.1 million and \$62.1 million for Fiscal 2021. When compared to the projected miscellaneous revenue streams set forth in DCAS’ Fiscal 2020 Adopted Budget totaling \$65.4 million, projected commercial rent revenue for Fiscal 2020 increased by \$5.5 million as DCAS will generate additional revenue in various commercial rent agreements. Additionally, projected revenue for civil service exam fees increased by \$3 million in Fiscal 2021 as DCAS will generate additional revenue from the Sanitation Worker civil service exam. Lastly, projected revenue for Board of Standards and Appeals (BSA) filing fees decreased by \$796,000 in Fiscal 2020 as BSA’s offices have been closed due to the COVID-19 pandemic, and all payments have been delayed. For additional information regarding DCAS’ miscellaneous revenue streams, please refer to Appendix B.

**Contracts**

DCAS’ Fiscal 2021 Contract Budget totals \$59.7 million, which is a decrease of \$845,000 when compared to the Department’s Fiscal 2021 Preliminary Contract Budget. This is primarily due to the Department’s Citywide Savings Program, discussed above. DCAS’ Fiscal 2021 Executive Contract Budget is \$32.7 million less than its Fiscal 2020 Adopted Contract Budget of \$92.5 million. This is primarily due to the fact that funding for the Non-Public Schools Security Guard Reimbursement Program, totaling \$19.8 million, has yet to be added into the Department’s Fiscal 2021 Contract Budget. For additional information regarding DCAS’ Fiscal 2021 Executive Contract Budget, please refer to Appendix C.

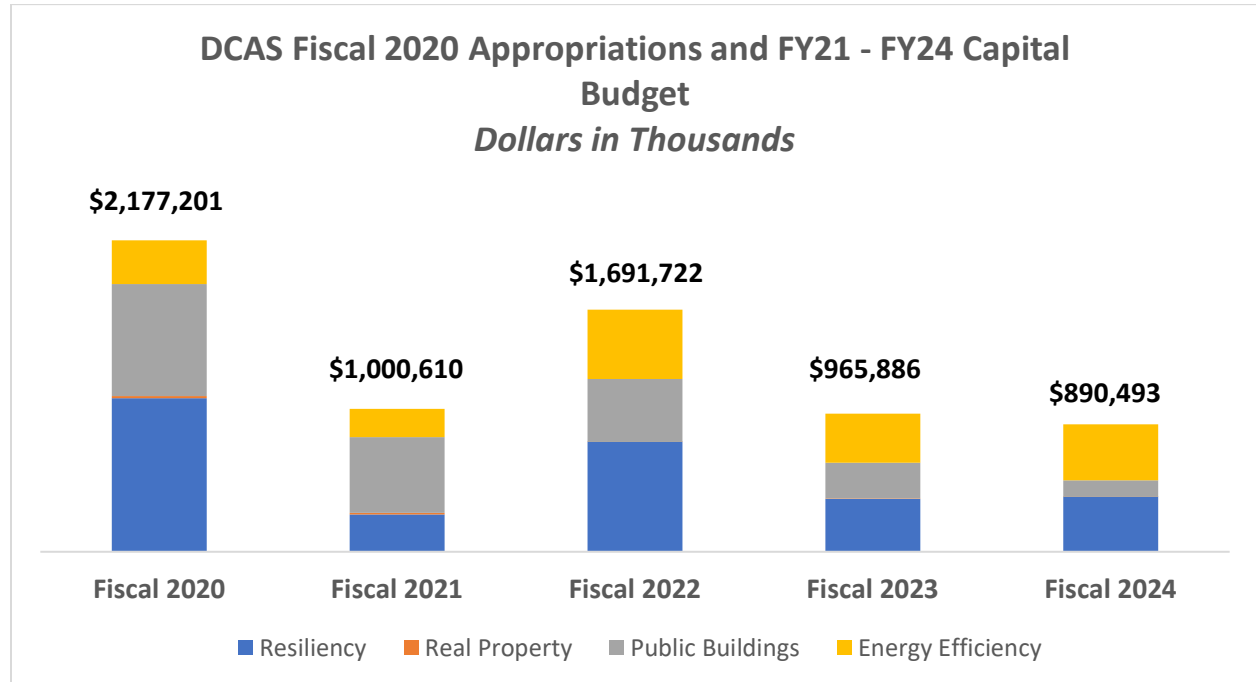
**Capital Program**

On April 16, 2020, Mayor Bill de Blasio released the Executive Capital Commitment Plan for Fiscal 2020 – 2024 (the “Commitment Plan”) and the Fiscal 2021 – 2024 Executive Capital Budget (the “Capital Budget”). The following section will provide an overview of the Executive Capital Commitment Plan and Capital Budget for the Department of Citywide Administrative Services (DCAS). Each one of these documents should support and be well integrated with one another to properly execute the City’s capital projects, as well as meet its infrastructure goals.



## Executive Capital Budget for Fiscal 2020 - 2024

The Capital Budget provides the estimated need for appropriations for Fiscal 2020, along with projects 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.

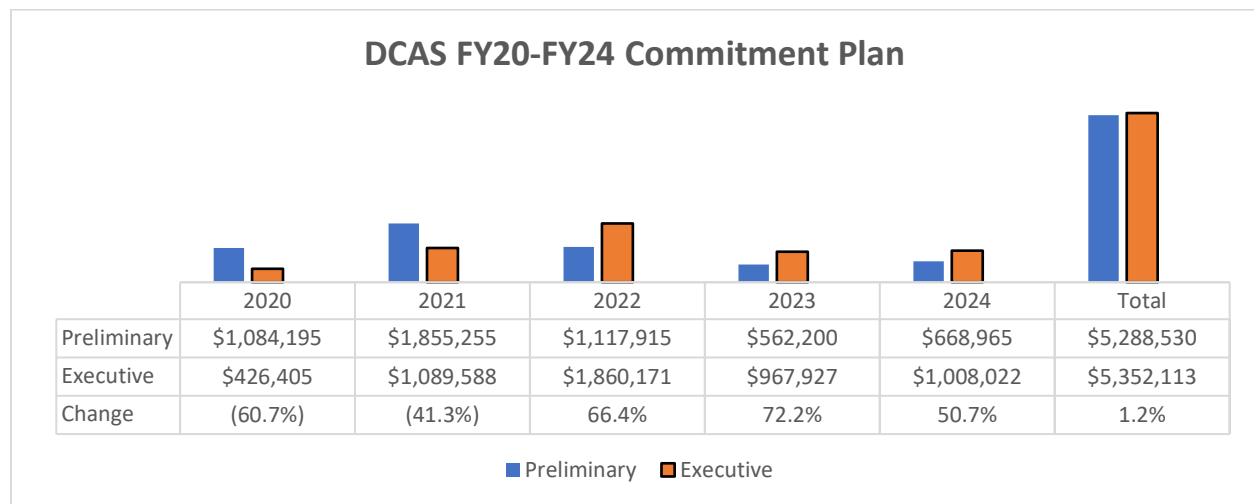


As shown in the chart above, DCAS’ Fiscal 2021 Executive Capital Budget includes \$4.5 billion between Fiscal 2021 – 2024. This represents approximately 6.6 percent of the City’s total \$67.2 billion Capital Budget for 2021 – 2024. Additionally, total appropriations for Fiscal 2020 total \$2.2 billion. This includes \$1.6 billion in reauthorized prior appropriations and \$636.6 million in authorized Fiscal 2020 appropriations.

## Executive 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’ Executive Capital Commitment Plan includes \$5.3 billion. This represents approximately 6.4 percent of the City’s total \$83.2 billion Executive 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 Executive Capital Commitment Plan for the Department for Fiscal 2020 – 2024 has increased by \$63.5 million, to a total of \$5.3 billion, which represents an increase of 1.2 percent when compared to the Department’s Preliminary Capital Commitment Plan. This is primarily due to the fact that \$50.7 million was added to the East Side Coastal Resiliency (ESCR) project, discussed later on in this section of the report.

The Capital Commitment Plan for Real Property increased by \$3.5 million, primarily due to the creation of new capital projects, specifically the demolition of 70 Mulberry Street. The Capital Commitment Plan for Public Buildings increased by \$5.9 million, which is also due to the addition of new capital projects, discussed later on in this section of the report. Lastly, the Capital Commitment Plan for Energy Efficiency remains unchanged since the Fiscal 2021 Preliminary Capital Commitment Plan. The following is a list of projects currently funded in the Department’s Fiscal 2021 Executive Capital Commitment Plan.

- East Side Coastal Resiliency (ESCR) Project.** The Executive Capital Commitment Plan includes \$1.2 billion for the East Side Coastal Resiliency (ESCR) project. The 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 areas. Stretching from Montgomery Street to East 25<sup>th</sup> 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.
- Citywide Resiliency – Battery Park.** The Executive 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 potential storm surges 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.
- Canton Court.** The Executive Capital Commitment Plan includes \$4.4 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. The \$3.4 million allocated to this project will 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 Executive 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.
- **OneNYC.** The Executive Capital Commitment Plan includes \$972 million 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 are moved to finance other projects as new needs are identified. It should be noted, that OneNYC's ten-year capital strategy includes \$2.5 billion, with \$1.6 billion includes between Fiscal 2025 – 2029.
- **Garages.** The Executive Capital Commitment Plan includes a total of \$35.1 million to install energy efficiency retrofits at City-owned garages across the City, of which \$26.6 million are for garages operated by the Department of Sanitation (DSNY). Retrofits includes LEG lighting upgrades, modernizing boilers and generates, and the installation of solar panels.
- **Fuel Tank Replacement Program.** The Executive 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.

The following is a list of major new projects added to the Department's Fiscal 2021 Executive Capital Budget, which were financed through new funding and funding that was moved from other capital projects.

- **Brooklyn 10 Pier 53<sup>rd</sup> Street Rehabilitation.** The Executive Capital Commitment Plan includes \$20.6 million for work associated with bringing the pier into a state of good repair. This project consists of a preliminary inspection of the waterfront structure at the 52<sup>nd</sup> Street Pier and surrounding retaining structures as well as design, construction, and construction management services. The scope of work includes the demolition of inshore and offshore segments, the reconstruction of the inshore pier, the rehabilitation of the low-level platform, and the rehabilitation of the Northern Inshore Bulkhead.
- **70 Mulberry Street Demolition.** The Executive Capital Commitment Plan includes \$6.2 million to finance the demolition of the Museum of Chinese in America (MOCA), due to the large fire that ravaged the building in January 2020.

- **Lotts Lane Repairing.** The Executive Capital Commitment Plan includes \$1.4 million for work related to repaving a road in dilapidated condition, and therefore, eliminate hazardous road conditions.
- **David H. Koch Theater.** The Executive Capital Commitment Plan includes \$6.5 million for work related to a comprehensive energy efficiency LED lighting upgrade with sensor integration. The project will replace inefficient luminaires such as incandescent, fluorescent, among other light fixtures. The proposed work will take place in the theater house, stage, lobby, hallways, back entrances, administrative offices and mechanical rooms.
- **Public Health Labs.** The Executive Capital Commitment Plan includes \$27.4 million for deep energy retrofits at a Department of Health and Mental Hygiene (DOHMH) facility. These retrofits include the installation of a 500-kilowatt (kW) cogeneration plant to generate on-site electricity while recapturing waste heat for service hot water, an improved low pressure-drop ventilation system which will reduce fan electricity consumption, and a 100-kW rooftop mounted solar PV system for generating renewable energy, amongst other retrofits.
- **Red Hook Library.** The Executive Capital Commitment Plan includes \$1.3 million for energy performance upgrades at the Public Library in Red Hook, Brooklyn. These retrofits include the installation of thermally insulated windows and additional roof and wall insulation to reduce space heating costs, high efficiency lighting systems which will reduce lighting costs, and low-flow water fixtures which reduce hot water heating costs, among other retrofits.
- **253 Broadway.** The Executive Capital Commitment Plan includes \$14 million for renovations to the office space of the Landmarks Preservation Commission (LPC), along with interior renovation at the Home Life building at 253 Broadway. This project consists of the interior renovation and attendant mechanical, plumbing, electrical, and life safety system upgrades of the 2<sup>nd</sup>, 11<sup>th</sup>, 12<sup>th</sup>, 13<sup>th</sup>, and 15<sup>th</sup> floors for the NYC Landmarks Preservation Commission. Office furniture systems and other miscellaneous furniture will also be purchased and installed through the citywide furniture requirement contracts.
- **1 Center Street.** The Executive Capital Commitment Plan includes \$2.5 million to move the DCAS Elevator Operations team from the 25<sup>th</sup> floor at 1 Centre Street to the 13<sup>th</sup> Floor, due to major reconstruction on the 25<sup>th</sup> floor. The scope of the project includes the buildout of a new DCAS Elevator Operations area and required facilities including a machine room to accommodate the group's operational and safety compliance needs.
- **City Council.** The Executive Capital Commitment Plan includes \$10 million for numerous renovations on the 14<sup>th</sup> – 18<sup>th</sup> floors of the City Council's 250 Broadway office space. The City Council has expressed a need for expansion space to accommodate an increase of approximately 10 percent in headcount. According to DCAS, in order to improve efficiency of space utilization across the existing premises and reduce the overall need for space, a new buildout has been negotiated on the 2<sup>nd</sup> through 8<sup>th</sup> floors that will accommodate the expansion as well as current operational needs within an overall smaller footprint than would otherwise be needed if the Council remained on current floors. This will reduce the City's real estate and operational costs for this need over the term of the lease.

## Appendix A: Budget Actions in Fiscal 2021 since Fiscal 2020 Adoption

<i>Dollars in Thousands</i>	FY20			FY21		
	City	Non-City	Total	City	Non-City	Total
<b>DCAS Budget as of the FY20 Adopted Budget</b>	<b>\$363,699</b>	<b>\$918,237</b>	<b>\$1,281,936</b>	<b>\$376,784</b>	<b>\$917,689</b>	<b>\$1,294,473</b>
<b>New Needs</b>						
Building Life Safety Measures	\$9,150	\$-	\$9,150	\$-	\$-	\$-
<b>Subtotal, New Needs</b>	<b>\$9,150</b>	<b>\$-</b>	<b>\$9,150</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Other Adjustments</b>						
Collective Bargaining	\$699	\$482	\$1,181	\$1,015	843	1,858
Incentive Payments for Energy Conservation Measures	(1,160)	-	(1,160)	(1,556)	-	(1,556)
Savings from Billing Audits	(1,500)	-	(1,500)	(1,500)	-	(1,500)
Training & Maintenance	(195)	-	(195)	(195)	-	(195)
Agency Energy Personnel Program	(451)	-	(451)	(610)	-	(610)
PS Savings	(201)	-	(201)	-	-	-
Demand Response Rebate	(150)	-	(150)	-	-	-
Warehouse Management System	(35)	-	(35)	(4)	-	(4)
Expense to Capital Swap	(545)	-	(545)	-	-	-
ITCS Savings	(71)	-	(71)	-	-	-
Operations & Maintenance Savings	(500)	-	(500)	-	-	-
Project Pre-Scoping	-	-	-	(2,670)	-	(2,670)
Other City Adjustments	15,171	-	15,171	196	-	196
Other Categorical Adjustments	-	1,482	1,482	-	-	-
Other State Adjustments	-	2,258	2,258	-	473	473
Other Federal Adjustments	-	1,116	1,116	-	-	-
Other Intra-City Adjustments	-	20,415	20,415	-	5,988	5,988
<b>Subtotal, Other Adjustments</b>	<b>\$11,062</b>	<b>\$25,753</b>	<b>\$36,815</b>	<b>\$(5,324)</b>	<b>\$7,304</b>	<b>\$1,980</b>
<b>Total All Changes</b>	<b>\$20,212</b>	<b>\$25,753</b>	<b>\$45,965</b>	<b>\$(5,324)</b>	<b>\$7,304</b>	<b>\$1,980</b>
<b>DCAS Budget as of the FY21 Preliminary Budget</b>	<b>\$383,910</b>	<b>\$943,987</b>	<b>\$1,327,897</b>	<b>\$371,460</b>	<b>\$924,992</b>	<b>\$1,296,452</b>
<b>New Needs - Exec</b>						
CFB FY21 Budget IC	-	-	-	-	\$796	\$796
DCAS IC Training	-	-	-	-	13	13
IC with DCAS	-	-	-	-	(10)	(10)
Wex Gas IC w/ DCAS	-	-	-	-	35	5
<b>Subtotal, New Needs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$834</b>	<b>\$834</b>
<b>Other Adjustments</b>						
Auto Auction Proceeds	\$85	-	\$85	-	-	-
Civil Service Exam Revenue	-	-	-	560	-	560
Contract Re-estimate	(1,138)	-	(1,138)	(469)	-	(469)
Expense to Capital Swap	-	-	-	(3,500)	-	(3,500)
IT Re-estimate	(350)	-	(350)	(30)	-	(30)
Operations & Maintenance	(676)	-	(676)	-	-	-
OTPS Re-estimate	(4,987)	-	(4,987)	-	-	-
Personel & Training Savings	(334)	-	(334)	(75)	-	(75)
Security Re-estimate	(5,800)	-	(5,800)	-	-	-
Space Measurement Re-estimate	(400)	-	(400)	-	-	-
Vacancy Reductions	(55)	-	(55)	(73)	-	(73)
Other City Adjustments	4,035	-	4,035	(1,093)	-	(1,093)
Other Categorical Adjustments	-	(2,096)	(2,096)	-	(4,040)	(4,040)
Other State Adjustments	-	1,075	1,075	-	704	704

<i>Dollars in Thousands</i>	FY20			FY21		
	City	Non-City	Total	City	Non-City	Total
Other Federal Adjustments	-	,446,000	1,446,000	-	-	-
Other Intra-City Adjustments	-	\$(20,458)	(20,458)	-	(9,818)	(9,818)
<b>Subtotal, Other Adjustments</b>	<b>\$(9,620)</b>	<b>\$1,424,521</b>	<b>\$1,414,901</b>	<b>\$(4,680)</b>	<b>\$(13,154)</b>	<b>\$(17,834)</b>
<b>Total All Changes</b>	<b>\$(9,620)</b>	<b>\$1,424,521</b>	<b>\$1,414,901</b>	<b>\$(4,680)</b>	<b>\$(12,320)</b>	<b>\$(17,000)</b>
<b>DCAS Budget as of the FY21 Executive Budget</b>	<b>\$374,288</b>	<b>\$2,368,514</b>	<b>\$2,742,802</b>	<b>\$366,775</b>	<b>\$912,676</b>	<b>\$1,279,451</b>

## Appendix B: Fiscal 2021 Miscellaneous Revenue Streams

DCAS Miscellaneous Revenue					
Title	FY20	FY21	FY2	FY23	FY24
In Rem Redemption Fees	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
Training Fees	30	30	30	30	30
Civil Service Exam Fees	3,760	6,784	3,760	3,760	3,760
Third Party Gas and Electric	3,800	3,800	3,800	3,800	3,800
Commercial Rents	50,500	36,744	33,577	33,577	33,577
Mortgage Payment Non Inrem	100	100	100	100	100
Salvage (Autos, Equipment)	12,567	12,107	7,893	7,893	7,893
City Publishing Center	522	743	743	743	743
Bulletin, Pamphlet & Copy Sale	9	9	9	9	9
Claims Damage to Vehicles	735	735	735	735	735
Procurement Card Rebates	1,093	1,093	1,093	1,093	1,093
<b>Total</b>	<b>\$ 73,117</b>	<b>\$ 62,146</b>	<b>\$ 51,741</b>	<b>\$ 51,741</b>	<b>\$ 51,741</b>

## Appendix C: DCAS Contract Budget as of the release of the Fiscal 2021 Executive Budget

<b>DCAS Fiscal 2021 Executive Contract Budget</b>						
<i>Dollars in Thousands</i>						
<b>Category</b>	<b>Fiscal 2020 Adopted</b>	<b># of Contracts</b>	<b>Fiscal 2021 Prelim</b>	<b># of Contracts</b>	<b>Fiscal 2021 Exec</b>	<b># of Contracts</b>
Contractual Services General	\$ 16,671	10	\$ 16,386	10	\$ 15,486	10
Telecommunications Maintenance	681	6	37	5	37	5
Maint & Repair - Motor Vehicle Equip	3,290	3	3,269	3	3,265	3
Maint & Repair - General	10,054	25	10,036	25	10,036	25
Office Equipment Maintenance	92	7	92	7	92	7
Data Processing Equipment	251	8	251	8	251	8
Printing Contracts	817	9	707	8	707	8
Security Services	41,477	9	19,242	9	19,242	9
Temporary Services	559	7	430	7	524	7
Cleaning Services	108	9	108	9	108	9
Transportation Expenditures	125	5	125	5	125	5
Training Program for City Employees	1,673	11	1,688	11	1,688	11
Maint & Operation of Infrastructure	5,504	3	4,418	2	4,418	2
Professional Svcs. Accounting & Auditing	1	1	1	1	1	1
Professional Svcs. Engineering & Architecture	1,229	2	957	1	957	1
Professional Svcs. Computer Services	5,996	9	1,789	7	1,754	7
Professional Svcs. Other	3,950	16	1,016	13	1,016	13
Bank Charges Public Assistance Account	20	1	21	1	21	1
<b>Total</b>	<b>\$ 92,498</b>	<b>141</b>	<b>\$ 60,573</b>	<b>132</b>	<b>\$ 59,728</b>	<b>132</b>