

THE COUNCIL OF THE CITY OF NEW YORK

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Report to the Committee on Finance and the Subcommittee on Capital Budget on the
Fiscal 2021 Executive Plan and the Fiscal 2021 Executive Capital Commitment Plan

Department of Design and Construction

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Department of Design and Construction Overview

This report is a review of the Department of Design and Construction's (DDC or the Department) Fiscal 2021 Executive Budget. The first section presents an overview of the Department's expense budget and how it has changed during the course of Fiscal 2020, followed by a review of the significant expense budget actions introduced in the Fiscal 2021 Executive Budget. Major issues related to the Department's expense budget are then discussed. Analysis and highlights of DDC's Fiscal 2020–2024 Capital Commitment Plan follows. Appendix 1 reports the changes made to the Fiscal 2020 and Fiscal 2021 Budgets since Adoption of the Fiscal 2020 Budget.

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

Table 1

DDC Financial Summary						
<i>Dollars in Thousands</i>						
	2018	2019	2020	Executive Plan		*Difference
	Actual	Actual	Adopted	2020	2021	2020 - 2021
Spending						
Personal Services	\$116,709	\$118,839	\$140,610	\$122,388	\$135,965	(\$4,644)
Other Than Personal Services	434,157	167,968	49,908	201,655	32,993	(16,915)
TOTAL	\$550,866	\$286,807	\$190,517	\$324,043	\$168,958	(\$21,559)
Personal Services						
Additional Gross Pay	\$4,784	\$5,697	\$2,102	\$2,101	\$2,098	(\$4)
Fringe Benefits	2	2	0	0	0	0
Full-Time Salaried - Civilian	108,578	109,959	136,868	117,429	132,278	(4,589)
Full-Time Salaried- Uniformed	7	0	0	0	0	0
Other Salaried	0	0	2	2	2	0
Overtime - Civilian	2,663	2,536	1,100	2,320	1,075	(25)
P.S. Other	(2)	0	0	0	0	0
Unsalaries	678	644	538	535	512	(26)
SUBTOTAL	\$116,709	\$118,839	\$140,610	\$122,388	\$135,965	(\$4,644)
Other Than Personal Services						
Contractual Services	\$373,606	\$116,358	\$14,149	\$139,501	\$2,790	(\$11,359)
Contractual Services	1	0	0	0	0	0
Contractual Services – Prof. Services	30,825	25,051	8,447	42,966	6,391	(2,056)
Contractual Services - Waste Export	8	3	3	3	3	0
Fixed & Misc. Charges	14,161	10,704	84	86	84	0
Other Services & Charges	12,290	12,546	24,706	16,083	21,615	(3,091)
Property & Equipment	1,788	1,822	1,267	1,546	898	(369)
Supplies & Materials	1,478	1,484	1,252	1,472	1,212	(40)
SUBTOTAL	\$434,157	\$167,968	\$49,908	\$201,655	\$32,993	(\$16,915)
TOTAL	\$550,866	\$286,807	\$190,517	\$324,043	\$168,958	(\$21,559)
Funding						
City Funds			\$31,894	\$49,755	\$17,242	(\$14,652)
Other Categorical			0	2,731	0	0
Capital- IFA			145,363	132,009	147,538	2,175
State			0	11	0	0
Federal - Community Development			13,178	121,968	3,250	(9,927)
Federal - Other			47	6,759	0	(47)
Intra City			37	10,812	928	892
TOTAL	\$550,866	\$286,807	\$190,517	\$324,043	\$168,958	(\$21,559)
Budgeted Headcount						
Full-Time Positions - Civilian	1,346	1,307	1,555	1,555	1,552	(3)
TOTAL	1,346	1,307	1,555	1,555	1,552	(3)

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

Overall Increases/Decreases to DDC's Executive Budget

- The Department of Design and Construction's Fiscal 2021 Executive Budget totals \$169 million. Overall the Fiscal 2021 Executive Budget for DDC reflects a decrease of \$7.7 million in Fiscal 2020, an increase of \$1.4 million in Fiscal 2021 and \$1 million in Fiscal 2022 and beyond.
- Other adjustments decreased the budget by \$7.7 million in Fiscal 2020 and increased the budget by \$2 million in Fiscal 2021 and \$1.2 million in Fiscal 2022 and beyond.
- For the Citywide Savings Program and PEG, the Department of Design and Construction identified areas it can save City resources. The Department identified savings of \$650,000 in Fiscal 2021 and baselined savings of \$166,000 in Fiscal 2022 and beyond.

New in the Executive Budget

Other Adjustments

- **Lease Adjustment.** Due to re-estimates, DDC anticipates an increase of \$888,813 in Fiscal 2021 and in the outyears for costs associated with leased space.
- **Collective Bargaining.** The Department will receive additional funding of \$200,000 in Fiscal 2020, \$337,000 in Fiscal 2021, \$370,000 in Fiscal 2022, and \$325,000 in Fiscal 2023 and Fiscal 2024 for costs associated with collective bargaining agreements.
- **Heat, Light and Power.** Due to a re-estimate, DDC anticipates a decrease of \$33,982 in Fiscal 2020 and \$17,792 in Fiscal 2021 and in the outyears for costs associated with heat, light and power.
- **Silver Stars.** The Department anticipates a baseline savings of \$35,000 starting in Fiscal 2021 through the reduction of one position from the Silver Star program. The Silver Star program allows employees eligible for retirement to shift from full 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. The employees benefit by earning their pension while collecting partial wages. Agencies benefit 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.

PEG associated savings

Citywide Savings Program. In conjunction with the Fiscal 2021 Executive Plan, the Office of Management and Budget (OMB) released a Citywide Savings Program that outlined a plan to reduce City spending by \$2.7 billion across Fiscal 2020 and Fiscal 2021 combined. To develop the program, OMB asked all agencies to identify efficiencies, alternative funding sources and programmatic changes, including PEGs that would yield budgetary savings. DDC has identified the following savings.

- **Vacancy Reduction.** The Fiscal 2021 Executive Plan includes savings of \$650,000 in Fiscal 2021 and \$166,252 in Fiscal 2022 and in the outyears resulting from a vacancy reduction of two

City funded positions valued at \$83,126, which is consistent with the average salary for the agency. There are no specific positions identified at this time.

Budget Issues

On December 31, 2019, the Governor signed into law Chapter 749 of the Laws of 2019 which authorized several City agencies, including DDC, to use the design-build method for projects over \$10 million that are subject to a project labor agreement. Design-build was also authorized for certain other projects over \$1.2 million, including pedestrian ramps, libraries, and security infrastructure.

New York City currently uses the Design-Bid-Build method of procurement. What this means is that different firms design and then build the capital projects. This type of procurement is not always the most time or cost efficient, as is evidenced by the City's slow pace of project completions, along with time and money consuming change orders. For these reasons the process needed to be revisited.

The Design-Build procurement method allows projects to be designed and built by the same firm. Not only does this save time and costs involved with putting out multiple bids for the same project, but also it allows the City to hold the designer/constructor responsible for the timeframe and cost estimates given in the design phase. Costs are then saved by drastically reducing the need for change orders.

Until now, New York City was the only large municipality in the State without the legal authority to use the Design-Build method. The chart below indicates approximately how much funding the City believes it can save by adding Design-Build as a tool in its arsenal.

Table 2

Potential Cost Savings from Design-Build		
Project	Budgeted Cost	Estimated Savings of 6 percent
Rodman's Neck Training Facility	\$275 million	\$16.5 million
Crossroads Youth Facility	\$129 million	\$7.7 million
Horizons Adolescent Facility	\$170 million	\$10.2 million
New NYPD Precinct - SE Queens	\$70 million	\$4.2 million
Staten island Ferry Resiliency	\$25 million	\$1.5 million
Pelham Parkway Bridge	\$54.5 million	\$3.3 million
Elmhurst Hospital ER Renovation	\$20 million	\$1.2 million

From conversations with City agencies, the time saved by the use of Design-Build is, on average, about two years, but it could be more. The reduction in change orders and claims is a huge catalyst for allowing projects to be finished sooner in addition to savings in projects costs. It has been estimated that the cost savings the City could expect would at minimum be six percent, but it could be higher.

COVID-19 Impact

Since the Committee's Preliminary Budget hearing, the Governor and the Mayor have declared states of emergencies for the State and the City due to COVID-19 pandemic. The full impact of these measures on DDC's managed projects, although undetermined at this time, could mean delays in projects completion.

Capital Program

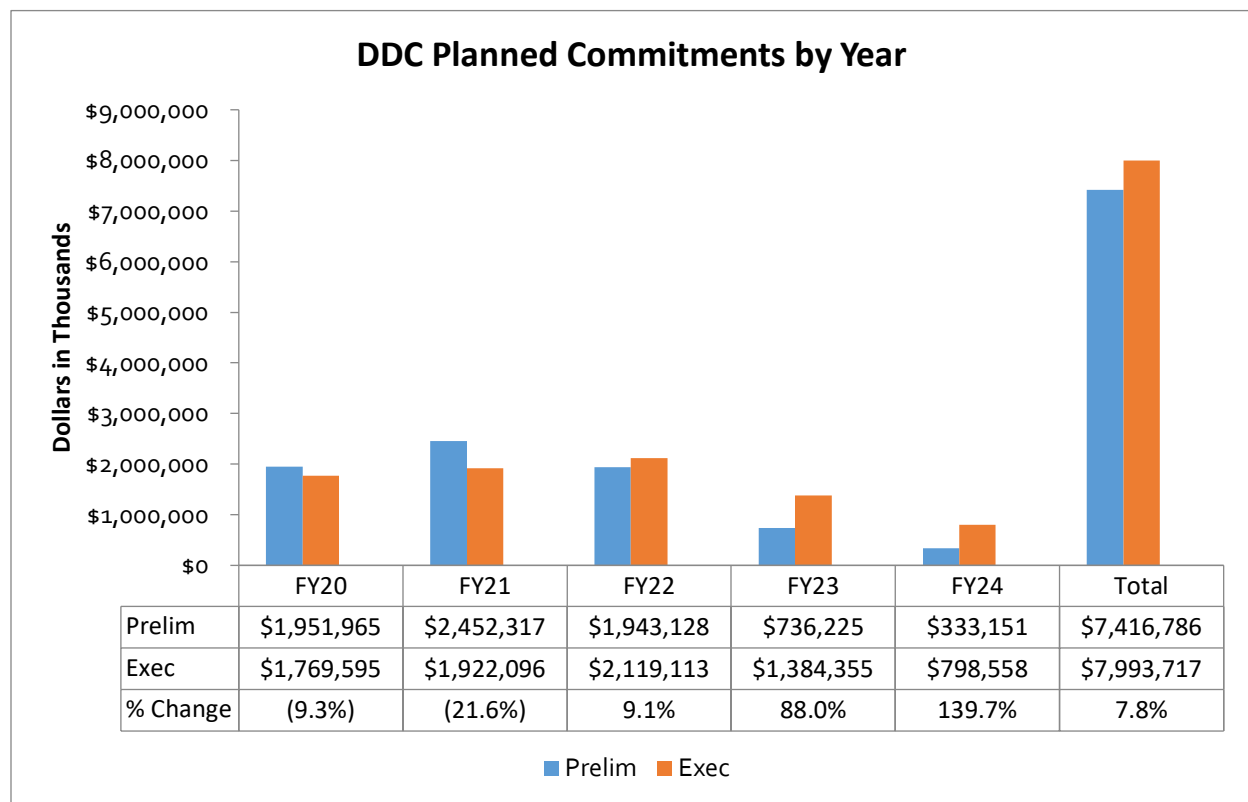
The Capital Budget provides the requested appropriations for Fiscal 2021 and planned appropriations for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption. The Capital Commitment Plan, which is a five-year spending plan, is the plan to spend those appropriations.

The Department of Design and Construction is a unique agency as it was created by the Council solely to manage capital projects for other City agencies. As a result, DDC does not have any budget lines of its own and is therefore not directly represented in the Capital Budget.

Fiscal 2021 Executive Capital Commitment Plan for Fiscal 2020-2024

DDC’s Fiscal 2021 Executive Capital Commitment Plan includes \$8 billion in Fiscal 2020-2024, with \$1.7 billion in Fiscal 2021. This represents 9.6 percent of the City’s total \$83.2 billion Capital Commitment Plan for Fiscal 2020-2024. The agency’s Executive Capital Commitment Plan for Fiscal 2020-2024 is almost eight percent more than the \$7.4 billion scheduled in the Preliminary Capital Commitment Plan, an increase of \$576 million.

Figure1



It is important to note that the Department of Design and Construction does not own its capital budget, nor does the Department get to choose the projects that it manages for other agencies. Currently, DDC manages all or a portion of the capital budgets of more than 22 client agencies. The chart below summarizes DDC’s Fiscal 2021 Executive Capital Commitment Plan by client agency.

Table 3

Client Agency	Dollars in Thousands		
	Preliminary Fiscal Years 20-24	Executive Fiscal Year 20-24	Variance Fiscal Years 20-24
ADMIN FOR CHILDREN'S SERVICES	\$32,077	\$31,877	(\$200)
BROOKLYN PUBLIC LIBRARY	135,432	135,432	0
CORRECTION	844	844	0
COURTS	258,453	265,714	7,261
CULTURAL INSTITUTIONS	226,995	232,085	5,090
DEP EQUIPMENT	71,839	74,032	2,193
DEPARTMENT FOR THE AGING	27,065	27,065	0
ECONOMIC DEVELOPMENT	15,816	15,407	(409)
FIRE	39,754	95,440	55,686
HEALTH	202,405	199,390	(3,015)
HIGHWAY BRIDGES	7,143	7,143	0
HIGHWAYS	2,237,703	2,368,901	131,198
HOMELESS SERVICES	195,344	200,967	5,623
HOUSING & DEVELOPMENT	805	292	(513)
HOUSING AUTHORITY	30,044	30,044	0
HUMAN RESOURCES	11,764	11,256	(508)
NEW YORK PUBLIC LIBRARY	111,131	113,920	2,789
NEW YORK RESEARCH LIBRARY	1,374	1,374	0
PARKS	197,690	328,904	131,214
POLICE	401,514	405,508	3,994
PUBLIC BUILDINGS	86,538	158,004	71,466
QUEENS BOROUGH PUB. LIB.	116,468	137,540	21,072
REAL PROPERTY	7,911	7,911	0
RESILIENCY, TECHNOLOGY & EQUIP.	1,518,530	1,573,232	54,702
SANITATION	194,372	193,697	(675)
SEWERS	716,295	732,076	15,781
TRAFFIC	37,849	39,771	1,922
WATER MAINS	307,008	329,202	22,194
WATER POLLUTION CONTROL	226,623	276,689	50,066
Grand Total	\$7,416,786	\$ 7,993,717	\$576,931

DDC manages a portfolio of more than \$7.9 billion of active projects in the City's capital program. This represents a \$577 million increase when compared to the Fiscal 2021 Preliminary Capital Commitment Plan. The increase in funding is primarily due to the rolled back of funding for highways, parks and public buildings projects potentially allowing the projects to advance earlier than expected. Even though DDC manages projects for over 22 agencies, nearly 59 percent of its budget and 50 percent of its total projects are for the Department of Environmental Protection and the Department of Transportation.

Strategic Blueprint

On January 24, 2019 DDC announced a comprehensive plan to improve capital projects delivery. The plan lays out four overall themes to deliver essential public works projects faster and within budget. The tenets of the plan were implemented in 2019. Six months later the Department released its Six-Month Blueprint Progress Plan that summarizes some of the significant changes that helped DDC transform project delivery. The Department has improved the way it's using City funds more efficiently and reducing design and construction durations to minimize delays. DDC

has already saved five months in the initiation process and three months in the procurement process. The agency expects an additional thirty months in design and construction for a typical project. Below are the four main themes of the plan. The agency has advanced every initiative in the initial Blueprint and developed new ones for 2020 and beyond.

Improve the pipeline. DDC has streamlined the review process to more effectively scope and budget capital projects. The agency has implemented several efforts to better identify and prioritize needs of its partner agencies. Those efforts include helping sponsor agencies plan for the future, front-end planning expansion, improved project initiation, Certificate to Proceed (CP) streamlining and acceleration, and enhancing the City's Asset Information Management (AIMS) Program. The Department is creating an Advance Capital Planning unit that will support sponsor agencies in planning for future programmatic needs. DDC's Front End Planning Unit now reviews all projects before they are accepted to ensure fully defined project scopes, appropriate budgets and no last-minute changes. Moreover, DDC has streamlined the Initiation process to meet the six-month target for the period when DDC accepts a project to when it starts design through standardized Certificate to Proceed (CP) requests for accelerated OMB approval and faster selection of designers.

Manage projects more effectively. DDC has improved and standardized internal project management controls and processes. The agency has provided new training that should establish and reinforce industry best-practice standards for project managers and empower them to oversee all aspects of the project. In order to measure and set agency performance standards, DDC has established an Office of Cost Control that is mining project information to standardize a range of unit costs. To speed project completion and reduce overall cost by streamlining approvals and minimize payment delays, DDC, OMB, and the Comptroller's Office are developing an Expanded Work Allowance pilot for more than twenty initial projects. Additionally, DDC has created a Construction Allowance and Change Order Task Force (CACO) to expedite review of Change Orders that in some cases are unavoidable. As reported by the agency, CACO has reduced central Change Orders' processing times by more than 50 percent (almost forty days). Also, to pay consultants and contractors faster, DDC is establishing a Payment Review Unit and reforming its Engineering Audit Office (EAO).

Get more out of contractors and construction managers. DDC decided to offer incentives that would reduce contractor risk and speed payment, but it also increased its expectations for contractors doing business with the agency. The agency is exploring a range of options to restructure contracts to promote timely performance. For example, DDC is creating a new Business Development Unit to broaden its engagement with the M/WBE community. Also, the agency is reforming its Pre-Qualified Lists to procure contractors more quickly, implementing Performance Management Measures to get the most from the vendors that help deliver the project, and it is exploring options like Design-Build and Construction-Manager-At-Risk.

Modernize Internal Systems and technology. DDC has modernized its internal systems and information technology to improve project execution and tracking which allows staff to manage complex projects more effectively. DDC implemented a comprehensive information technology strategy and created Standard Operating Procedures (SOPs). Also, the agency developed Complex Program Management Teams on efforts like the City's Coastal Resiliency Program, and the creation of a safer, more humane, borough-based jail system.

Fiscal 2021 Executive Capital Commitment Plan Highlights

While DDC manages various large projects. Below is a list of the current capital projects of note with significant increases in DDC's Capital Commitment Plan. The infrastructure projects provide all five boroughs with clean water, working sewage distribution systems, and working roadways and sidewalks for all manners of use and transportation.

Below are some of the projects that DDC is handling the design and construction on behalf of one or more client agencies.

East Side Coastal Resiliency Project

The Fiscal 2021 Executive Capital Commitment Plan includes over \$980 million in funding for the East Side Coastal Resiliency (ESCR) project and represents the total capital cost of design and construction of the ESCR Project, running from Montgomery Street in the south, to 25th Street in the north. The funding provides for a multi-year design process, installation of subsurface infrastructure, including extensive new sewers in the project area and bulkhead repairs; construction of a flood protection barrier system to prevent flooding that meets Federal Emergency Management Agency projections for a 100 year storm in the 2050's; replacement of three access bridges and their foundations to a NYC Parks' managed flyover bridge for enhanced bike and pedestrian access at the 13th Street "pinch point". The ESCR project also includes full reconstruction of East River Park and three other parks to be fully resilient. In response to the local community and elected officials' request, implementation of the project phasing will allow for approximately 50 percent of the park to remain open at all times during construction. Construction phase is scheduled to start in the fall 2020 in order to address community's request to keep Lower East Side Ecology Center compost yard in operation until the end of summer 2020. The construction procurement for ESCR continues to move forward. It is possible that Covid-19 will impact the schedule for this project, but it is too soon to get a sense of any specifics for this project.

Reconstruction of Queens Boulevard

The reconstruction of Queens Boulevard consists of four phases. Phase 1 includes reconstruction of Queens Boulevard from Roosevelt Avenue to 73rd Street with a current budget estimate of \$131 million with projected design phase completion of spring 2021. Phase 2, with a current budget of \$125 million, includes reconstruction of Queens Boulevard from 73rd Street to Eliot Avenue and is in design stage that should be completed in the fall of 2021. Phase 3 that includes reconstruction of Queens Boulevard from Eliot Avenue to Yellowstone Boulevard with estimated construction costs of \$80 million, is in the design stage and is scheduled for completion in the fall of 2022. Phase 4, which includes reconstruction of Queens Boulevard from Yellowstone Boulevard to Union Turnpike, is not currently in the design stage as it is awaiting the Department of Transportation to issue a Certificate to Proceed and to allocate the funding.

Storm Sewer Outlet in 224th Street

This project involves the placement of a storm sewer line along 224th Street in Queens between 149th Avenue and Rockaway Boulevard. The proposed sewer will likely go through Idlewild Park. The total estimated construction cost of the project is \$94.5 million. This project is currently in the final design phase.

Staten Island 1 and 3 Garage Construction

The Department of Sanitation (DSNY) is planning to develop Staten Island district 1 and 3 campuses that will include a new garage and district repair shop serving both districts. The renovation of the existing borough repair shop, and site improvements are on-going. The Department of Sanitation developed a rough construction estimate, which was used for the original Certificate to Proceed dated February 17, 2016. Site improvements will include new grading and drainage, new covered salt storage, new outdoor fueling, new household special waste collection, outdoor DSNY truck parking and a new force main sanitary line to connect to the NYC Department of Environmental Protection sewer. The project has been divided into parts to enhance construction timeline. Phase 1, which includes infrastructure connections to the facility, with an estimated cost of \$15.5 million, has a construction stage start date scheduled for spring 2020. Phase 1A, which includes roof and HVAC replacement on Staten Island 3, has an estimated cost of \$22.8 million and a construction stage start date scheduled for spring 2020. Phase 2, which includes construction of new garage, salt shed, fueling station, household recycling and site parking, has an estimated total cost of \$128 million and a contract registration scheduled date for summer 2020.

4th Ave Safety Improvements

The Fiscal 2021 Executive Capital Commitment Plan includes \$35.5 million in funding for the Vision Zero Great Streets' project that will bring safety improvements along 4th Avenue from 18th Street to 33rd Street and 52nd Street to 60th Street in the Sunset Park section of Brooklyn. DOT combined different phases of the project into one, accounting for the variance. The project is currently in the procurement stage and DDC plans to register the contract and start the construction stage upon New York State Department of Transportation (NYSDOT) and the Federal Highway Administration's (FHWA) approval of the City's Department of Transportation's (DOT) interim mitigation practices applied to the area.

Replacement of Combined Sewer and Water Main Work on 70th Street

This work will mitigate flooding conditions in the area by replacing and repairing combined sewers on 70th Street between 54th Avenue and Calamus Avenue in Queens. The current total estimated cost of this project is \$116 million. The project is currently in the construction stage that began in the fall of 2019. The work includes building large box sewers deep in the ground to connect to the Department of Environmental Protection (DEP) drainage plan. The sewer will be installed using micro-tunneling to address concerns of "open cut" sewer trench from a previous project in the area.

Facility Renovations at Crossroads Juvenile Facility in Brooklyn and Horizon Juvenile Facility in the Bronx

In April of 2017, New York State enacted a new law commonly referred to as "Raise the Age". The law prohibits the Department of Correction (DOC) from housing any juvenile inmate aged 16 and 17 years on Rikers Island after October 2018. As a result, 16 and 17 year-olds must be housed in a facility not on Rikers. Working with the Administration for Children's Services and DOC, DDC is redesigning and renovating both facilities to accommodate the new population.

The existing Horizon Juvenile Center was built in the 1990s to house youths under the age of 16 in a secure detention setting. The goal of the renovation is to provide a facility that is safe and secure while meeting residents' physical, medical, mental health and educational needs and connecting them to supportive services in the community. The renovations have been

developed to support the need for innovative programming and providing a positive learning experience. The facility is currently operational with 93 percent of the project completed. The full completion is projected for fall 2020, depending on COVID-19 related delays.

The existing Crossroads facility was built in the 1980s. Similar to the Horizon facility, it was designed and used for youth 15 years old and younger. Renovations are being conducted to expand and improve spaces needed for education (increase seat capacity), recreation (renovating the gymnasium and outdoor recreation areas) and vocational training (cooking, beauty salon). The facility is currently operational with 95 percent of the project completed. The full completion was projected for spring 2020.

The construction cost for the Crossroads Juvenile Facility in Brooklyn is \$68 million, and the construction cost of the Horizon Juvenile Facility in the Bronx is \$62.7 million.

Rodman's Neck, Bronx

The Fiscal 2021 Executive Plan includes \$242 million for a new Firearms Training Facility. Currently NYPD conducts firearms and tactical training, as well as bomb detonation for recovered ordnance while DOC uses the facility for firearms training. The training facility is a conglomeration of temporary structures, modular units and a scattering of permanent structures. The modular facilities are used for classrooms, simulation training, administrative offices, weapons cleaning, locker rooms, equipment distribution, firearms repair, ammunition storage, food services, and restroom facilities. Thirty storage containers are used for equipment and records storage. Six outdoor firing ranges are used for firearms training. The existing ranges consist of a wood frame shed for shooter locations and stationary targets downrange. The bullets fired within the range are captured by large earthen berms requiring constant hazardous material remediation to clear the berms of spent ammunition. This cyclical remediation requires the ranges to be taken out of service resulting in reduced training capacity.

The prime objective of this project is to design and construct new buildings and structures to replace or augment the existing facilities at the Rodman's Neck Firearms and Tactics Facility for NYPD. The new facility will provide critically needed program spaces that include, but is not limited to, the following components: Recruit and In-Service Instructional spaces, administrative offices, lecture environments, tactical village environments, firearm ranges, food services, ammunition storage, parking areas, exterior site improvements, and site infrastructure. The project is currently in the early stages of design.

Appendix 1: Fiscal 2021 Budget Actions since Fiscal 2020 Adoption

<i>Dollars in Thousands</i>	FY 2020			FY 2021		
	City	Non-City	Total	City	Non-City	Total
DDC Budget as of the Fiscal 2020 Adopted Budget	\$31,894	\$158,622	\$190,517	\$18,281	\$146,884	\$165,165
New Needs - Prelim 2021						
Legal Services for the Borough-Based Jail Program	\$1,500	\$0	\$1,500	\$0	\$0	\$0
Build Back Single-Family Home Program	17,583	0	17,583	0	0	0
Subtotal, New Needs	\$19,083	\$0	\$19,083	\$0	\$0	\$0
Other Adjustments						
City Funds	(\$1,230)	\$0	(\$1,230)	(\$366)	\$0	(\$366)
Other Categorical	0	2,731	2,731	0	0	0
Capital IFA	0	85	85	0	84	84
State	0	11	11	0	0	0
Federal CD	0	110,785	110,785	0	2,700	2,700
Federal Other	0	2,467	2,467	0	(47)	(47)
Intra-City	0	7,335	7,335	0	11	11
Subtotal, Other Adjustments	(\$1,230)	\$123,414	\$122,184	(\$366)	\$2,748	\$2,382
TOTAL, All Changes	\$17,853	\$123,414	\$141,267	(\$366)	\$2,748	\$2,382
DDC Budget as of the Fiscal 2021 Preliminary Budget	\$49,747	\$282,036	\$331,783	\$17,915	\$149,620	\$167,535
New Needs –Exec. 2021						
Subtotal, New Needs	\$0	\$0	\$0	\$0	\$0	\$0
Other Adjustments- Exec. 2021						
City Funds	\$8	\$0	\$8	(\$22)	\$0	(\$22)
Other Categorical	0	0	0	0	0	0
Capital IFA	0	(13,438)	(13,438)	0	1,169	1,169
State	0	0	0	0	0	0
Federal CD	0	183	183	0	9	9
Federal Other	0	2,068	2,068	0	0	0
Intra-City	0	3,440	3,440	0	917	917
Subtotal, Other Adjustments	\$8	(\$7,747)	(\$7,739)	(\$22)	\$2,095	\$2,073
PEGs, Restorations and Substitutions- Exec. 2020						
Vacancy Reduction	\$0	0	\$0	(\$650)	0	(\$650)
Subtotal PEGs, Restorations and Substitutions	\$0	0	\$0	(\$650)	0	(\$650)
TOTAL, All Changes Exec. 2021	\$8	(\$7,747)	(\$7,739)	(\$672)	\$2,095	\$1,423
DDC Budget as of the Fiscal 2021 Executive Plan	\$49,754	\$274,288	\$324,043	\$17,242	\$151,716	\$168,958