

THE COUNCIL OF THE CITY OF NEW YORK

Hon. Corey Johnson
Speaker of the Council

Hon. Fernando Cabrera
Chair, Committee on Governmental Operations



Report of the Finance Division on the
Fiscal 2022 Preliminary Plan and the
Fiscal 2021 Preliminary Mayor's Management Report
Department of Citywide Administrative Services
March 15, 2021

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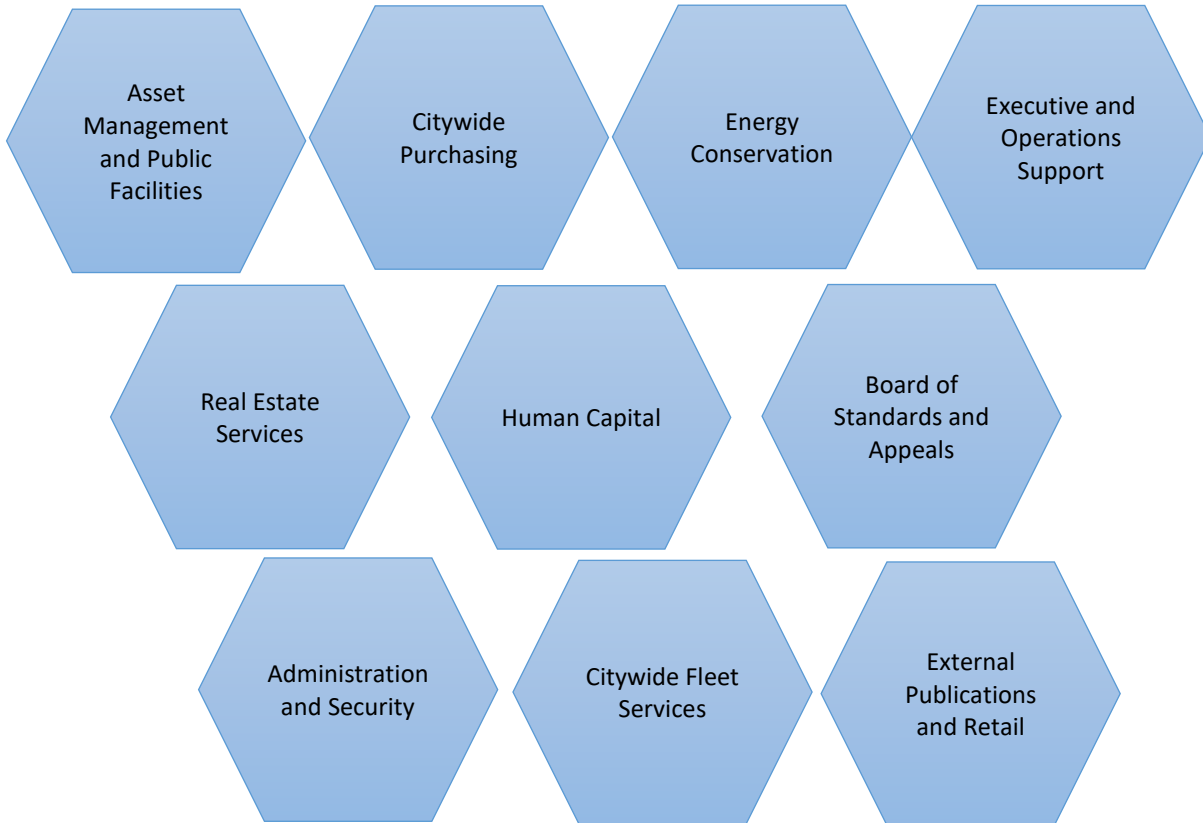
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Department of Citywide Administrative Services Overview

Program Areas



DCAS' activities include:

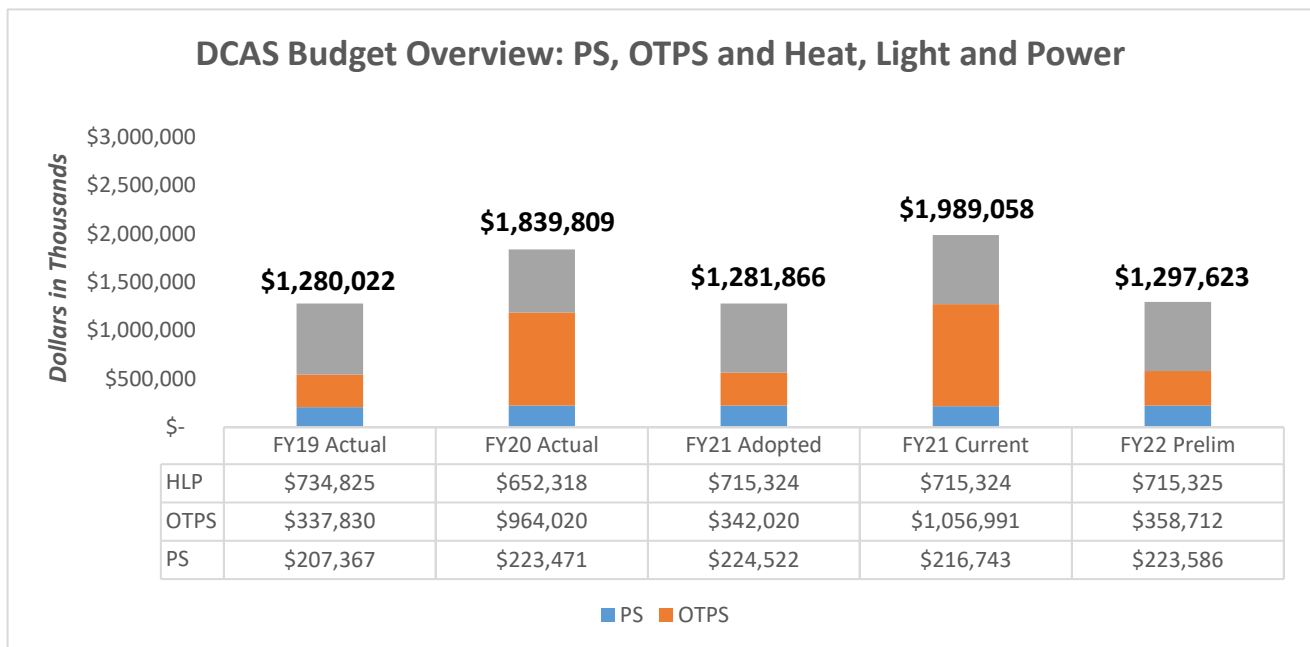
The Department of Citywide Administrative Services (DCAS) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public.

- 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.

DCAS Fiscal 2022 Preliminary Budget: Expense

The Department of Citywide Administrative Service’s (DCAS) Fiscal 2022 Preliminary Budget totals \$1.3 billion, including \$223.6 million in Personal Services (PS) funding to support 2,546 Full-Time (FT) positions and 208 full-time equivalent positions. Furthermore, \$715.3 million of DCAS’ Fiscal 2022 Preliminary Budget is allocated for the Citywide Heat, Light and Power (HLP) 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 percent of DCAS’ budget is funded through Intra-City procurement of goods and services for other agencies, and other services provided to other city agencies. Approximately 29.5 percent of DCAS’ budget is City tax-levy funding, with the majority of remaining funding coming from State and Other Categorical funding sources. DCAS’ budget is subdivided into 20 Units of Appropriation (U/As), with a PS and Other than Personal Services (OTPS) U/A for each of the Department’s ten program areas.¹

Figure 1



The Department of Citywide Administrative Service’s Fiscal 2022 Preliminary Budget is \$15.8 million more than its Fiscal 2021 Adopted Budget of \$1.28 billion. This is primarily due to additional savings that were registered for DCAS’ Energy Management Division for Fiscal 2021, as of the release of the Preliminary Plan, that were not recognized in its Fiscal 2022 budget. Since the Adoption of the Fiscal 2021 Budget, DCAS has identified \$29.9 million in new needs for Fiscal 2021, and \$3.6 million in Fiscal 2022, primarily to fund the Non-Public School Security Guard Reimbursement Program in Fiscal 2021 and funding for façade projects across the City. These new needs are discussed in greater detail later on in the report. Additionally, DCAS will generate budgetary savings of \$16.5 million in Fiscal 2021, \$8.4 million in Fiscal 2022, and baselined savings of \$506,000 beginning in Fiscal 2023 as part of the Citywide Savings Program introduced in the November 2020 Financial Plan and the Fiscal 2022 Preliminary Financial Plan. Savings are in PS due to underspending in Divisions across the agency, delays in hiring, among other major savings programs.

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

Financial Plan Summary

Table 1

DCAS Expense Budget						
	FY19	FY20	FY21	Preliminary Plan		**Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	FY21	FY22	FY22 - FY21
Budget by Program Area						
Administration and Security	\$43,493	\$47,042	\$30,891	\$50,419	\$29,157	(\$1,734)
Asset Management-Public Facilities	277,156	869,697	273,661	973,180	273,957	296
Board of Standards and Appeals	2,788	2,829	2,953	2,928	2,749	(\$204)
Citywide Fleet Services	57,473	58,505	31,203	39,944	29,721	(\$1,482)
Energy Conservation	781,050	725,782	818,548	799,855	839,754	21,206
Executive and Operations Support	36,302	40,835	33,921	34,958	33,331	(\$590)
External Publications and Retail Operations	3,218	3,198	3,435	3,400	3,439	4
Human Capital	33,385	34,191	36,132	34,127	34,447	(1,685)
Office of Citywide Purchasing	41,755	44,199	39,666	38,809	39,636	(30)
Real Estate Services	3,402	13,531	11,456	11,438	11,432	(24)
TOTAL	\$1,280,022	\$1,839,809	\$1,281,866	\$1,989,058	\$1,297,623	\$15,758
Funding						
City Funds			\$365,136	\$375,795	\$382,837	\$17,701
Other Categorical			82,108	84,235	82,108	0
Capital- IFA			1,414	1,403	1,414	0
State			61,880	66,083	61,890	10
Federal - Community Development			105	22,765	105	0
Federal - Other			2,147	662,215	2,147	0
Intra City			769,076	776,563	767,123	(1,953)
TOTAL	\$1,280,022	\$1,839,809	\$1,281,866	\$1,989,058	\$1,297,623	\$15,758
Headcount						
Full-Time Positions - Civilian	2,379	2,403	2,555	2,447	2,546	(9)

***The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.*

The Department of Citywide Administrative Service's Fiscal 2022 Preliminary Budget totals \$1.29 billion, and is \$15.8 million more than its Fiscal 2021 Adopted Budget of \$1.28 billion. This increase is primarily due to energy savings initiatives, introduced over the course of Fiscal 2021, that impacted DCAS' Energy Management Division in its Fiscal 2021 budget, which have not impacted its budget for Fiscal 2022.

DCAS' current year budget totals \$1.98 billion, which is \$707.2 million more than its Fiscal 2021 Adopted Budget of \$1.28 billion. This is primarily brought about by increases in federal funding, totaling \$682.7 million in Fiscal 2021, to cover expenses associated with the COVID-19 pandemic, that have yet to be recognized in DCAS' Fiscal 2022 budget. Since the Adoption of the Fiscal 2021 budget, DCAS' budget contains new needs which amount to \$29.6 million in Fiscal 2021 and \$3.6 million in Fiscal 2022. Of this total, \$19.8 million was added in Fiscal 2021 during the November 2020 Financial Plan to fund the Non-Public School Security Guard Reimbursement Program, as required by Local Law 2 of 2016. Other new needs include \$3.2 million added in Fiscal 2021 and Fiscal 2022 to fund façade projects across the City, and \$2.2 million in Fiscal 2021 and \$271,000 in Fiscal 2022 to fund the Learning Bridges Program. For additional information regarding budgetary actions in DCAS' budget since the Fiscal 2021 Adopted Budget, please refer to Appendix A.

Financial Plan Actions since Adoption

The Fiscal 2022 Preliminary Plan included moderate changes to DCAS' overall budget. These changes included \$13 million in new needs, a net decrease of \$5.1 million in other adjustments, and \$15.2 million in citywide savings across Fiscal 2021 and Fiscal 2022. The chart and section below provide highlights of financial plan actions that have occurred since the Fiscal 2021 Adopted Budget that have impacted DCAS' budget.

Table 2

Budget Actions since the Fiscal 2021 Adopted Budget					
<i>Dollars in Thousands</i>	FY21	FY22	FY23	FY24	FY25
FY21 Adopted	\$1,281,866	\$1,307,372	\$1,297,088	\$1,297,093	\$1,297,093
<i>New Needs</i>	20,400	0	0	0	0
<i>Other Adjustments</i>	698,835	(4,885)	(1,482)	(1,482)	(1,482)
<i>Savings Program</i>	(4,057)	(5,808)	(506)	(506)	(506)
Total Changes	\$715,178	\$(10,693)	\$(1,988)	\$(1,988)	\$(1,988)
2020 Nov Plan	\$1,997,044	\$1,296,680	\$1,295,099	\$1,295,104	\$1,295,104
<i>New Needs</i>	9,520	3,580	0	0	0
<i>Other Adjustments</i>	(5,071)	(20)	(20)	(20)	(20)
<i>Savings Program</i>	(12,435)	(2,617)	0	0	0
Total Changes	\$(7,986)	\$943	\$(20)	\$(20)	\$(20)
FY22 Prelim	\$1,989,058	\$1,297,623	\$1,295,079	\$1,295,084	\$1,295,084

New Needs

In the November 2020 and Preliminary Plan, DCAS has recognized \$29.9 million in new needs in Fiscal 2021 and new needs of \$3.6 million in Fiscal 2022. New Needs in the Preliminary Plan total \$9.5 million in Fiscal 2021 and \$3.6 million in Fiscal 2022.

- **Non-Public School Security Guard Reimbursement Program.** In the November 2020 Financial Plan, DCAS added \$19.8 million in Fiscal 2021, in its Division of Administration and Security, to fully fund the Non-Public School Security Guard Reimbursement Program, which provides private, unarmed security services for Non-Public Schools, as required by Local Law 2 of 2016.
- **Building Maintenance Projects.** In the Preliminary Plan, there is a new need of \$1.6 million in Fiscal 2021 and \$7,000 in Fiscal 2022 in the Division of Asset Management, for building maintenance projects. The majority of this funding has been allocated to fund netting installation around the second Public Service Answering Center (PSAC II) in the Bronx, the fix of a roof leak repair at the Bronx Hall of Justice, the removal of graffiti from the Civic Center following the George Floyd protests, among other projects.
- **Façade Projects.** In the Fiscal 2022 Preliminary Plan, there is a new need of \$3.3 million for both Fiscal 2021 and Fiscal 2022 for façade projects in its Division of Asset Management. This funding is associated with DCAS' work to provide maintenance to the façades of different city-owned buildings, of which \$1.5 million has been allocated to 253 Broadway, while other smaller portions are being allocated to 345 Adams Street, the Criminal Court at 100 Center Street, among other locations.
- **Learning Bridges Program.** In the Fiscal 2022 Preliminary Plan, there is a new need of \$2.2 million in Fiscal 2021 and \$271,268 in Fiscal 2022 for the Learning Bridges Program in its Division of Asset Management. This funding has been allocated to DCAS as it will fund the licenses associated with the Learning Bridges Program.

- **Life Safety Projects.** In the Fiscal 2022 Preliminary Plan, there is a one-time new need of \$2.3 million for Fiscal 2021 for Life Safety projects in its Division of Asset Management. This funding has been allocated to provide additional funding for façade redesign and remediation work across the City.
- **Space Measurement.** In the Fiscal 2022 Preliminary Plan, there is a one-time new need of \$160,000 in Fiscal 2021, in its Division of Real Estate Services, for the Space Measurement Program. This adds funding to the program that would establish a more thorough review process of all City agencies' present and future space requests, with the aim of using the spaces owned by the City and rents in a more efficient and less costly manner.

Other Adjustments

Since Adoption of the Fiscal 2021 Budget, DCAS has recognized other adjustments of \$693.7 million in Fiscal 2021, a decrease of \$4.9 million in Fiscal 2022, and baselined reductions of \$1.5 million beginning in Fiscal 2023. Other Adjustments in the Preliminary Plan include a reduction of \$5.1 million in Fiscal 2021, and a baselined reduction of \$20,000 beginning in Fiscal 2022. Highlights of other adjustments in DCAS' budget include the following:

- **Recognition of Federal Funding.** Since Adoption of the Fiscal 2021 budget, there has been a net increase of \$682.7 million in Federal funding in Fiscal 2021, all of which has been allocated for COVID-19 related equipment purchases and reimbursements for related purchases;
- **Managerial and OJ Furloughs.** Although not part of DCAS' savings program, in the November 2020 Plan, DCAS' budget included a reduction of \$564,000 in Fiscal 2021 for projected savings associated with the furlough program, which requires certain City employees to take five unpaid furlough days over the six-month period from October 2020 through March 2021;
- **Enhanced Space Management.** The November 2020 Financial Plan included a decrease of \$3 million in Fiscal 2022 for enhanced space management. This is part of the Space Management Program citywide savings initiative, in which DCAS' Division of Asset Management will establish a more thorough review process of all City agencies' space requests, with the aim of using the spaces the City owns and rents in a more efficient and less costly manner.

Citywide Savings Program

The Citywide Savings Program is the City's strategy to find savings in the Expense Budget through hiring delays, debt service re-estimates, operational efficiencies, amongst other means. In the November 2020 and Preliminary Plans, DCAS has identified savings of \$16.5 million in Fiscal 2021, \$8.4 million in Fiscal 2022, and baselined savings of \$506,000 beginning in Fiscal 2023. Savings in the Preliminary Plan total \$12.4 million in Fiscal 2021, \$2.6 million in Fiscal 2022. Highlights of significant savings initiatives include the following:

- **Hiring Freeze.** In the November 2020 Financial Plan, DCAS generated savings of \$380,000 in Fiscal 2021 and baselined savings of \$506,000 beginning in Fiscal 2022 through a hiring freeze that permanently eliminates nine vacant positions. Of this total, the Division of Asset Management will generate savings of \$210,934 in Fiscal 2021 and baselined savings of \$281,245 beginning in Fiscal 2022 with the permanent reduction of five vacant positions, while the Division of Energy Management will generate savings of \$168,747 in Fiscal 2021 and baselined savings of \$224,996 beginning in Fiscal 2022 with the permanent reduction of four vacant positions.

- **PS Savings.** Across the November 2020 and the Preliminary Plan, DCAS will generate savings of \$6.5 million in Fiscal 2021 and \$748,000 in Fiscal 2022 through underspending in PS funding at multiple Divisions, including the Division of Energy Management, the Division of Executive and Operations Support, and the Division of Human Capital. Of this total, the Division of Energy Management will generate saving of \$4.3 million in Fiscal 2021, the Division of Executive and Operations Support would generate savings of \$148,000 in both Fiscal 2021 and Fiscal 2022, and the Division of Human Capital would generate savings of \$2.1 million in Fiscal 2021 and \$600,000 in Fiscal 2022.

Hiring and Attrition Management. Introduced in the Fiscal 2022 Preliminary Budget, the City has imposed strict hiring controls for civilian employees in all City agencies, whereby three positions would need to be vacant before and agency could seek permission to hire one additional staff. Uniformed staff, DOE teachers, staff at the Campaign Finance Board (CFB) and the Board of Elections (BOE), as well as civilian staff vital to health and public safety are exempt. DCAS will generate one-time savings of \$1.6 million in Fiscal 2022 through this process, and would generate a one-time reduction in headcount of 116 positions at the agency in Fiscal 2022.

- The savings and headcount reduction in Fiscal 2021 by DCAS division is as follows:
 - **Division of Human Capital.** \$287,000 and 21 positions;
 - **Division of Executive and Operations Support.** \$310,000 and 22 positions;
 - **Division of Administration and Security.** \$161,000 and 12 positions;
 - **Division of Asset Management.** \$558,000 and 40 positions;
 - **Office of Citywide Purchasing.** \$117,000 and eight positions;
 - **Division of Real Estate Services.** \$116,000 and eight positions;
 - **Division of External Publications and Retail Operations.** \$28,000 and two positions; and
 - **Division of Citywide Fleet Services.** \$38,000 and three positions.
- **Real Time Vehicle Tracking Savings.** In the November 2020 Financial Plan, DCAS's Division of Citywide Fleet Services generated savings of \$245,000 in both Fiscal 2021 and Fiscal 2022 as vehicle tracking spending will be reduced as the City reduces its fleet size. According to DCAS, these savings will also be achieved through suspending tracking of specialized seasonal vehicles;
- **Retro-Commissioning Savings.** In the November 2020 Financial Plan, DCAS's Division of Energy Management generated one-time savings of \$1.8 million in Fiscal 2022 by combining planned expense-funded agency energy efficiency projects into larger capital projects;
- **Contractual Security Reduction.** In the Preliminary Plan, DCAS' Division of Administration and Security will generate one-time savings of \$1.7 million in Fiscal 2022 through the reduction on contractual security services at City-owned buildings;
- **Energy Management Pre-Scoping.** In the Preliminary Plan, DCAS' Division of Energy Management will generate one-time savings of \$2 million in Fiscal 2021 through less than anticipated spending in energy project pre-scoping;

- **ExCEL Savings.** In the Preliminary Plan, DCAS’ Division of Energy Management will generate one-time savings of \$2.7 million from a re-estimate in the Expenses for Conservation and Efficiency Leadership (ExCEL) program:
- **IT Re-estimate.** In the Preliminary Plan, DCAS’ Division of Executive and Operations Support will generate savings of \$185,000 in Fiscal 2021 and \$45,000 in Fiscal 2022 through the re-estimate of information technology (IT) costs.

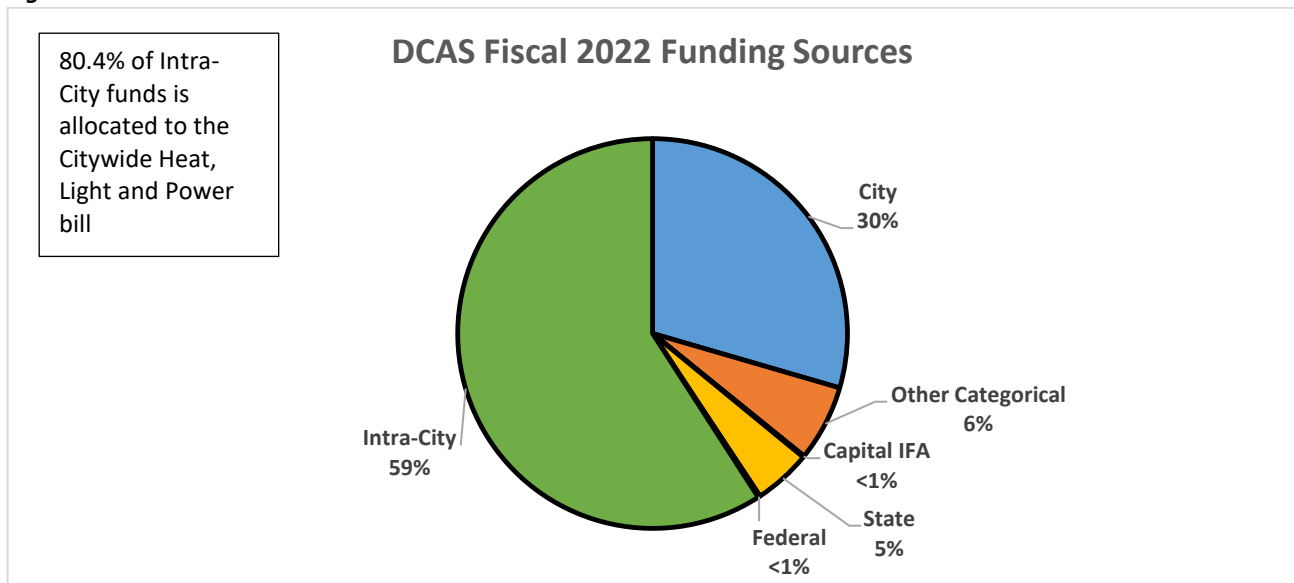
While savings are reported by individual agency, there is also a section covering “Citywide Initiatives”. These savings were added in the November 2020 Financial Plan, and are not direct savings in DCAS’ budget, but DCAS does play a critical role in the execution of some of these Citywide Initiatives. Below is a list of DCAS’ savings initiatives since Adoption of the Fiscal 2021 Budget.

- **Discretionary Training Freeze.** This citywide savings initiative, which impacts the budgets of multiple City agencies, and is administered by DCAS, will generate one-time savings of \$1.4 million only in Fiscal 2021 as City agencies will pause the Intra-City payment of non-mandated DCAS trainings over the course of the fiscal year.
- **Vehicle Purchase Freeze.** This citywide savings initiative, which is administered by DCAS, will generate savings of \$30 million in Fiscal 2021 and \$50.5 million in Fiscal 2022 through the freeze on purchases of vehicles that are not critical to the City.

Agency Funding

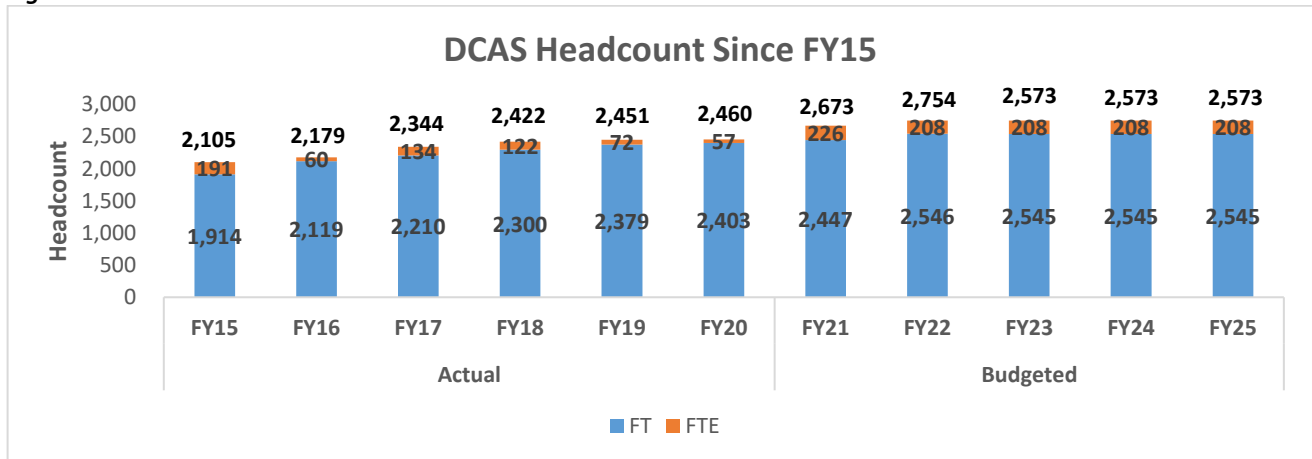
The Citywide Heat, Light and Power Budget, the City Government’s heat and power utilities bill, is budgeted for \$715.3 million as for the Fiscal 2022 Preliminary Budget. The majority of the Citywide Heat, Light and Power Budget is funded through Intra-City transfers from other City agencies. Although Intra-City funds constitute approximately 59 percent of DCAS’ Fiscal 2022 budget, close to 80.4 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 Intra-City funds constitutes payments from other City agencies to the Citywide Purchasing Division for the purchase of goods and services. Other portions of DCAS’ Fiscal 2022 Preliminary Budget are financed through City, Other Categorical, and State funding sources, as seen in Figure 2 below.

Figure 2



Headcount

Figure 3

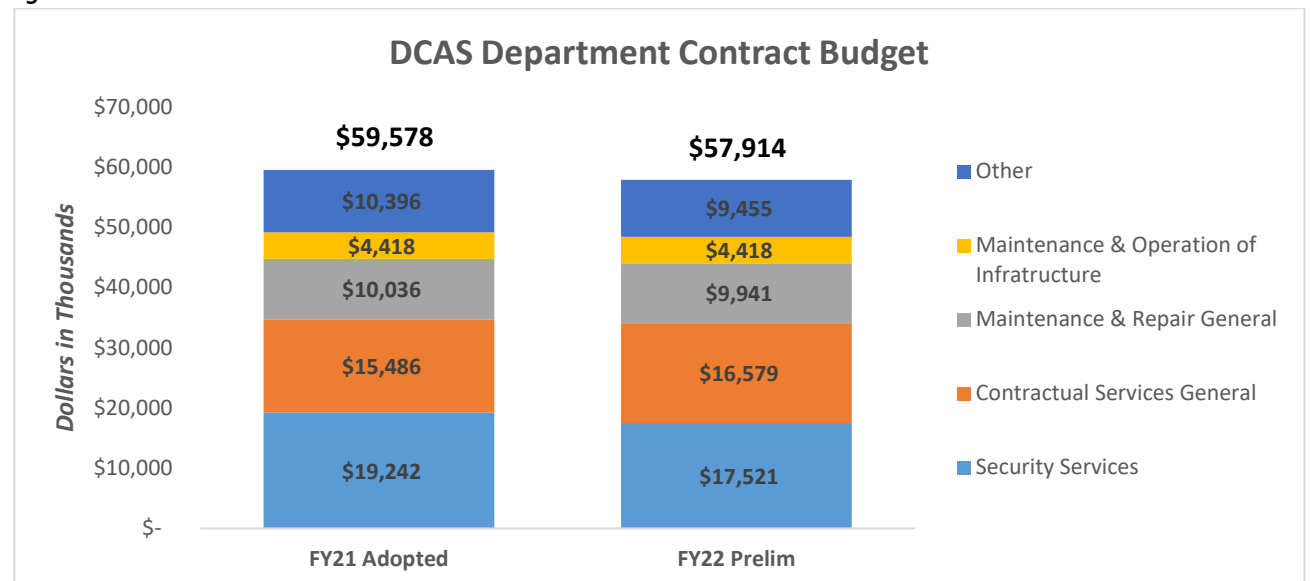


DCAS’ Fiscal 2022 Preliminary Budget provides \$223.6 million in PS funding to support 2,546 full-time positions and 208 full-time equivalent positions. As of November 2020, DCAS was operating with a full-time vacancy rate of 4.8 percent, equivalent to 116 full-time vacant positions. Of this total, 20 are City-funded vacant positions. The Asset Management – Public Facilities Division is DCAS’ largest in terms of headcount, with 1,256 budgeted full-time positions, comprising 49.3 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 2022 Preliminary Contract Budget totals \$17 billion for procurement expenditures across all agencies.

Figure 4



DCAS' Fiscal 2022 Preliminary Contract Budget totals \$57.9 million for 132 contracts accounting for 4.5 percent of the Department's total Fiscal 2022 OTPS budget. However, when the \$715.3 million for the Citywide Heat, Light and Power Budget is excluded, DCAS' Contract Budget accounts for a much larger portion of its Fiscal 2022 budget, totaling 9.9 percent. Contracts for Security Services and General Maintenance and Repair collectively make up 47.4 percent of DCAS' overall Fiscal 2022 Contract Budget, representing the agency's work in maintaining and providing security for a large building stock. DCAS' Fiscal 2022 Contract Budget is \$1.7 million less than its Fiscal 2021 Adopted Contract Budget of \$59.6 million, primarily due to an underdeveloped contract budget 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 related to DCAS' Contract Budget, please refer to Appendix C.

Fiscal 2021 Preliminary Mayor's Management Report

The Preliminary Mayor's Management Report (PMMR) for Fiscal 2021 contains information regarding City agencies and offices that allow the public to better understand how NYC programs are performing. DCAS' PMMR report includes over 70 different metrics, which provide high-level information regarding DCAS' numerous operations, including its efforts to reduce fuel and emissions, its work to optimize the citywide fleet, cleanliness and maintenance of DCAS-managed facilities, among others. Most of these metrics contain valuable information, with targets that take into account historical performance. Notwithstanding, some of DCAS' metrics do not contain specified targets, which makes the analysis of these metrics difficult over time. Some notable performance metrics provided by the Department of Citywide Administrative Services in the Fiscal 2021 PMMR include the following.

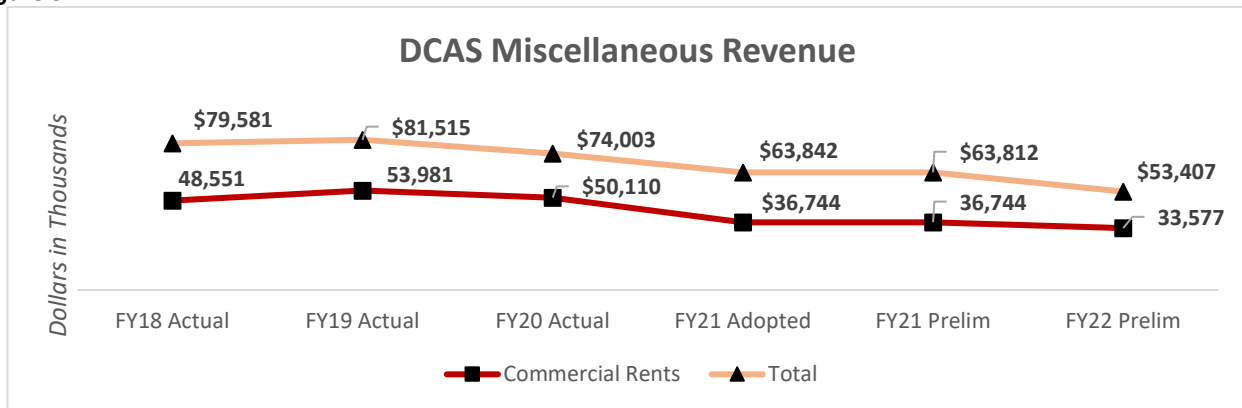
- **Civil Service Exams.** During the first four months of Fiscal 2021, the number of applications received for all DCAS civil service exams decreased 38 percent, when compared to the same time period in Fiscal 2020. This change was primarily caused by the COVID-19 pandemic, as the exam schedule was re-evaluated so that exams with virtual administration were prioritized for administration to minimize the risks of public gatherings. As a result, the exams that opened for registration during this time were for titles that attract smaller applicant pools.
- **City Procurement.** Due to the demand of COVID products and the nature of the market as a result of the COVID-19 pandemic, City procurement rules were suspended by Executive Order in March 2020 to facilitate the rapid purchase of personal protective equipment (PPE) and medical products from a variety of vendors, including those with whom that DCAS did not have an active contract. According to the PMMR, all COVID-specific items delivered through Fiscal 2020 and Fiscal 2021 have been directed to the DCAS Central Storehouse for distribution. During the first four months of Fiscal 2021, the Central Storehouse has distributed \$65.5 million worth of products to City agencies and other public entities, of which \$54.5 million were COVID-specific items, such as PPE.
- **Citywide Fleet.** DCAS manages the citywide vehicle fleet and is in charge of reducing fuel use and emissions. For Fiscal 2020, the number of electric vehicles in the DCAS-managed fleet totaled 561, an increase of 25 electric vehicles since Fiscal 2019. Additionally, the percentage of hybrid or alternative fuel vehicles in the citywide fleet has increased by two percent, from 63 percent in Fiscal 2019 to 65 percent in Fiscal 2020, which is in line with previous years.

For additional information regarding DCAS' Fiscal 2021 performance metrics, please refer to the Fiscal 2021 Preliminary Mayor's Management Report, found here: https://www1.nyc.gov/assets/operations/downloads/pdf/pmmr2021/2021_pmmr.pdf

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

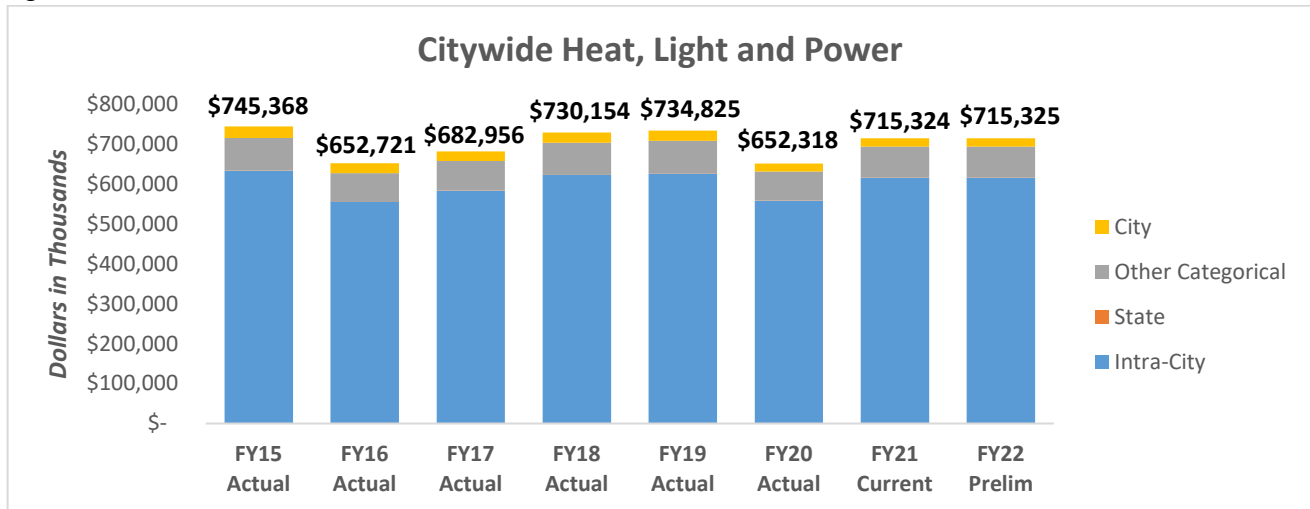


The Fiscal 2022 Preliminary Plan estimates that DCAS will generate miscellaneous revenue of \$53.4 million in Fiscal 2022. DCAS' annual miscellaneous revenue generation can vary substantially from year to year, due to one-time sales of property and equipment and other non-recurring payments. Excluding property sales and other non-recurring payments, commercial rents accounts for the majority of DCAS' annual miscellaneous revenue, and is expected to generate \$33.6 million in Fiscal 2022, or 62.9 percent of DCAS' miscellaneous revenue for Fiscal 2022. Additionally, DCAS' miscellaneous revenue for Fiscal 2022 is \$10.4 million less than its Fiscal 2021 Adopted Budget, which is primarily brought about by changes in Fiscal 2022 miscellaneous revenue from commercial rents and revenue from salvaging. Of note, in the Fiscal 2021 Adopted Budget, DCAS anticipated it would generate \$30,000 in Fiscal 2022 through training fees. However, due to the COVID-19 pandemic, DCAS has been unable to provide training to non-governmental agencies, and as such, has zeroed out its miscellaneous revenue from this source through Fiscal 2025. For additional information regarding DCAS' miscellaneous revenue streams, please refer to Appendix D.

Citywide Heat, Light, and Power

Budgeted at \$715.3 million in Fiscal 2022, the Citywide Heat, Light and Power (HLP) Budget makes up 55.1 percent of DCAS' Fiscal 2022 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 2020, as well as planned HLP expenditures for the current and upcoming fiscal year (Fiscal 2021 and Fiscal 2022). 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. For example, expenditures for Fiscal 2020 decreased significantly when compared to previous years, primarily due to the closure of City offices due to the COVID-19 pandemic. For additional information regarding the City’s Heat, Light and Power Budget, please refer to Appendix E1. Of the total \$616.6 million in Intra-City funds allocated to the Heat, Light and Power Budget in Fiscal 2022, the Department of Education (DOE) is the agency that has the largest amount allocated to HLP, totaling \$242.4 million, followed by the Department of Environmental Protection (DEP) at \$96.1 million, the Department of Transportation (DOT) at \$61.8 million, and the Department of Sanitation (DSNY) at \$22.2 million, among other City agencies. For additional information regarding an agency breakdown of the City’s Heat, Light and Power Budget for Fiscal 2022, please refer to Appendix E2.

Budget Issues

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 upwards of \$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 251,638 metric tons in Fiscal 2020, an increase of 28,894 metric tons reduced since Fiscal 2019. 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 only slightly increased to 10.68 MW for Fiscal 2020, an increase of 0.17 MW since Fiscal 2019. According to DCAS, the City’s growth of the program over the past few 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. DCAS has also allocated \$1.3 billion in Fiscal 2021 – 2025 Preliminary Capital Commitment Plan for energy related investments, which is discussed in greater detail in the “*Preliminary Capital Commitment Plan*” section of this report.

Fiscal 2022 Preliminary Budget: DCAS Capital Structure

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 under the purview of the Mayor’s Office of Recovery & Resiliency.

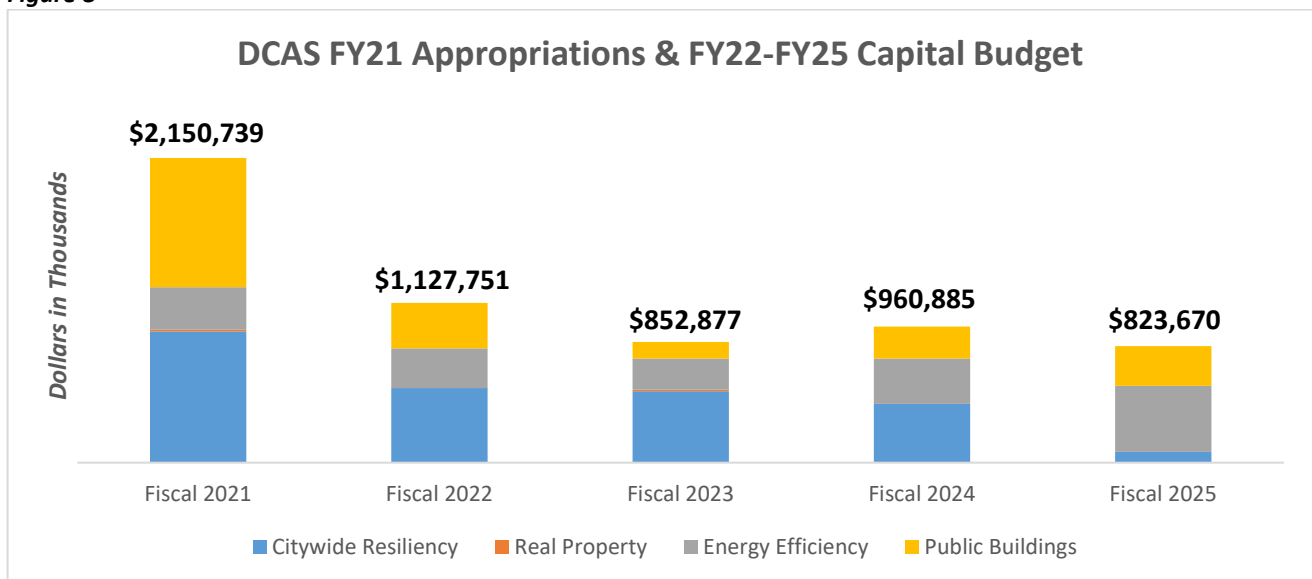
² City Government GHG emissions make up less than ten percent of overall City GHG emissions. However, for both the City Government and the City as a whole, building electricity and heating systems account for approximately 2/3rds of GHG emissions, making the reduction of emissions from this source critical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

There are two other categories of capital projects that fall into DCAS’ Capital Budget that are not covered in this report; namely 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 2022 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 2022 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.

Fiscal 2021 – 2025 Preliminary Capital Budget

As shown in the chart below, the Department of Citywide Administrative Services’ Fiscal 2022 Preliminary Capital Budget includes \$3.8 billion in Fiscal 2022-2025. This represents approximately 7.1 percent of the City’s total \$53.6 billion Capital Budget for Fiscal 2022-2025. DCAS’ Fiscal 2022 Preliminary Capital Budget is an estimate of the additional appropriations needed in addition to the projected excess appropriations for Fiscal 2021 to fully fund the Department’s capital projects planned for next year. As of November 2020, DCAS had a total of \$2.1 billion in available appropriations for Fiscal 2021.

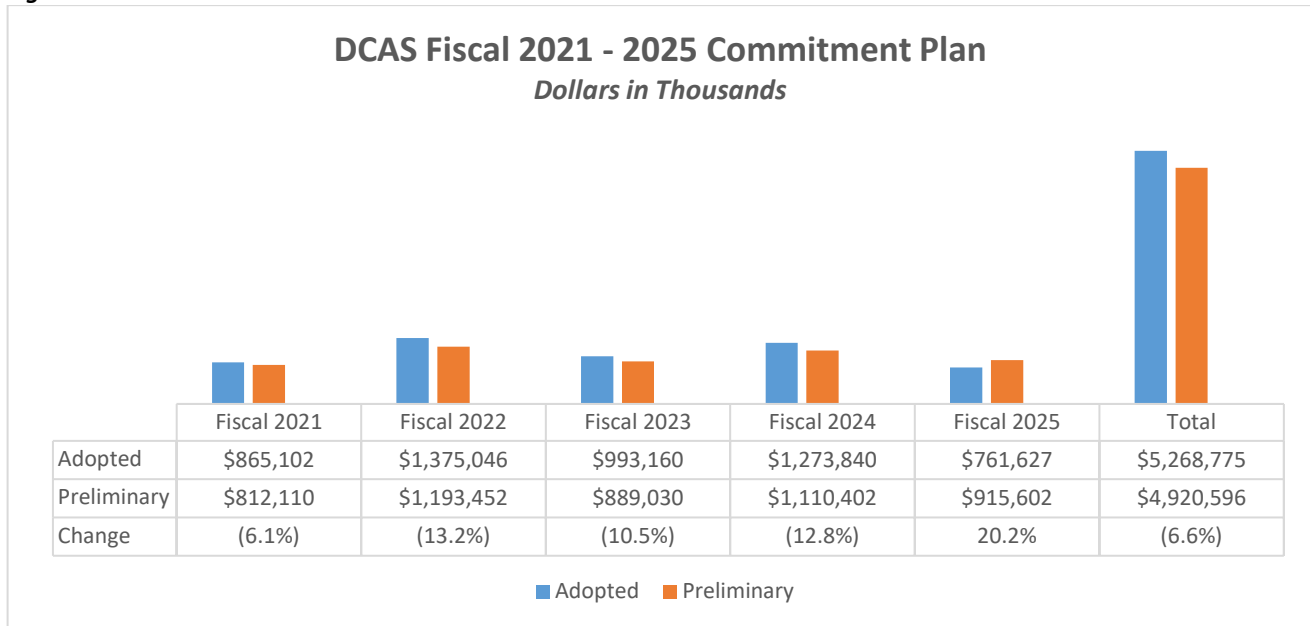
Figure 8



Preliminary Capital Commitment Plan for Fiscal 2021 – 2025

The Department of Citywide Administrative Services’ Preliminary Commitment Plan includes \$4.9 billion between Fiscal 2021-2025. This represents approximately 5.8 percent of the City’s total \$84.1 billion Preliminary Capital Commitment Plan.

Figure 9



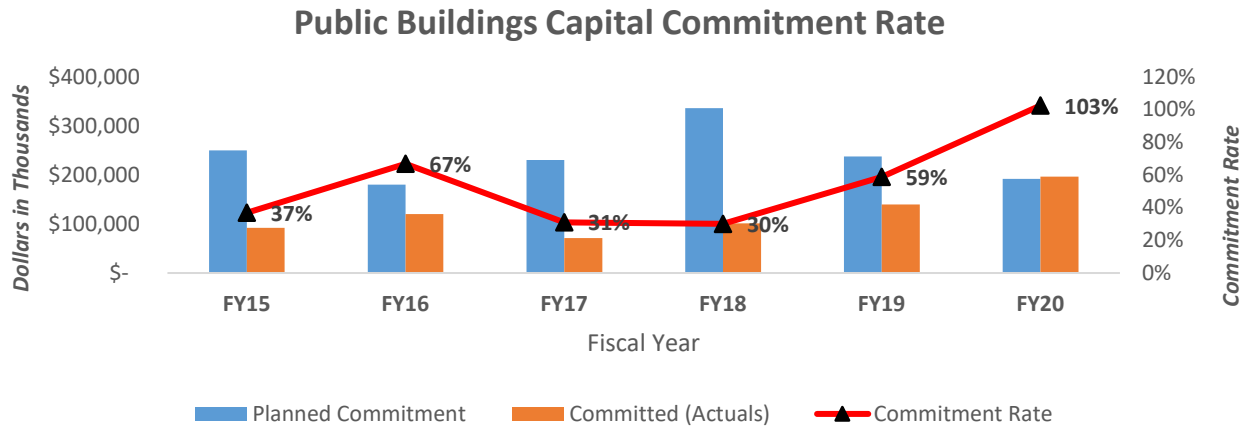
DCAS’ Preliminary Capital Commitment Plan for Fiscal 2021-2025 has decreased by \$348.2 million, to a total of \$4.9 billion, which demonstrates a 6.6% reduction when compared to the Department’s Adopted Capital Commitment Plan of \$5.3 billion. This is primarily due to decreases in capital funds that were rolled into the outyears, in order to reflect more accurate timelines for capital projects. The Capital Commitment Plan for Energy Efficiency projects decreased by \$226.5 million, the majority of which was moved into the outyears for projects associated with OneNYC, Mayor De Blasio’s overarching sustainability plan for NYC, and the Green New Deal, which aims to reduce greenhouse gas emissions by 80 percent by 2050. Additionally, the Capital Commitment Plan for Public Buildings projects decreased by \$63.7 million, the majority of which was moved into the outyears, specifically \$94.8 million into Fiscal 2025 and \$31.3 million into Fiscal 2026, with other amounts added in Fiscal 2027 onwards. The overall size of the Capital Commitment Plan for Real Property projects decreased by \$3.5 million, whereby although \$1.6 million was added to the Preliminary Capital plan in Fiscal 2023, \$6.3 million was moved from Fiscal 2025 into the outyears. Lastly, the Capital Commitment Plan for Citywide Resiliency projects decreased by \$54.5 million, funding which was also moved into the outyears.

DCAS Capital Commitment Rates

Public Buildings. In Fiscal 2020, the Public Buildings capital program area had planned commitments of \$191.8 million, of which \$196.8 million were actualized, resulting in a commitment rate of 103 percent, while its capital commitment rate since Fiscal 2015 has averaged 54 percent. The increase in the commitment rate from Fiscal 2019 to Fiscal 2020 is primarily due to the completion of large capital projects, such as the restacking plan for 345 Adams Street, a radio upgrade for the Office of Emergency Management (OEM), among others. The chart below displays the program area’s capital commitment plan as of the Fiscal 2015 through Fiscal 2020 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.³

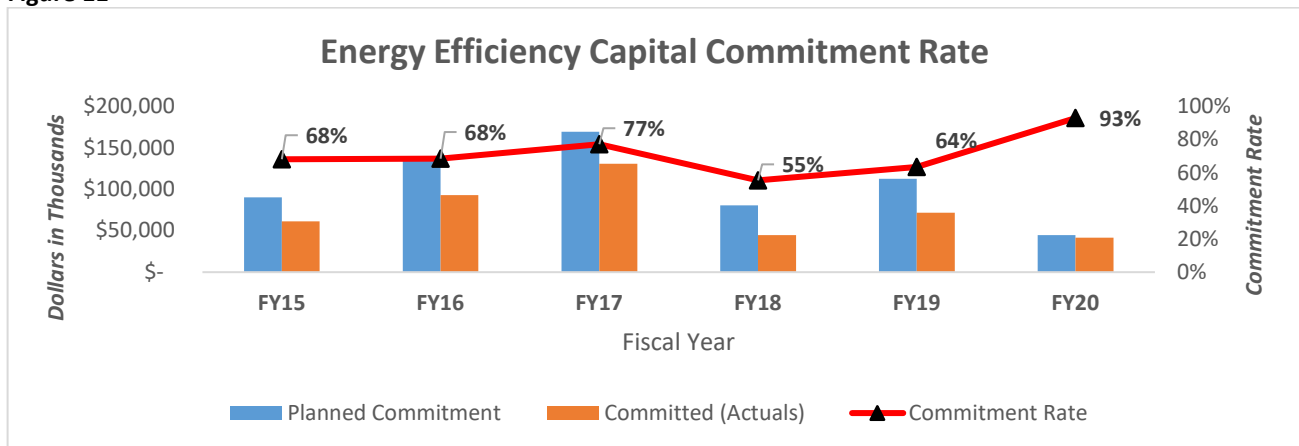
³ Note planned commitments are higher than the agency’s “target commitments.” Target commitments are a management tool used by OMB; they are “the actual aggregate levels that the managing agencies are expected to commit

Figure 10



Energy Efficiency. In Fiscal 2020, the Energy Efficiency capital program area had planned commitments of \$44.7 million, of which \$41.6 million were actualized, resulting in a commitment rate of 93 percent for Fiscal 2020, while its capital commitment rate since Fiscal 2015 has averaged 71 percent. Although that the program area’s capital commitment rate has increased from Fiscal 2019 to Fiscal 2020, primarily due to the completion of large capital projects, such as the installation of wireless pneumatic thermostats at 20 DOE schools, some funding for capital projects was moved into Fiscal 2021. This includes \$716,000 for energy upgrades at FDNY facilities, and \$1.5 million for energy upgrades at DOE schools. The chart below displays the program area’s capital commitment plan as of the Fiscal 2015 – 2020 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.⁴ 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 2022 and the outyears.

Figure 11

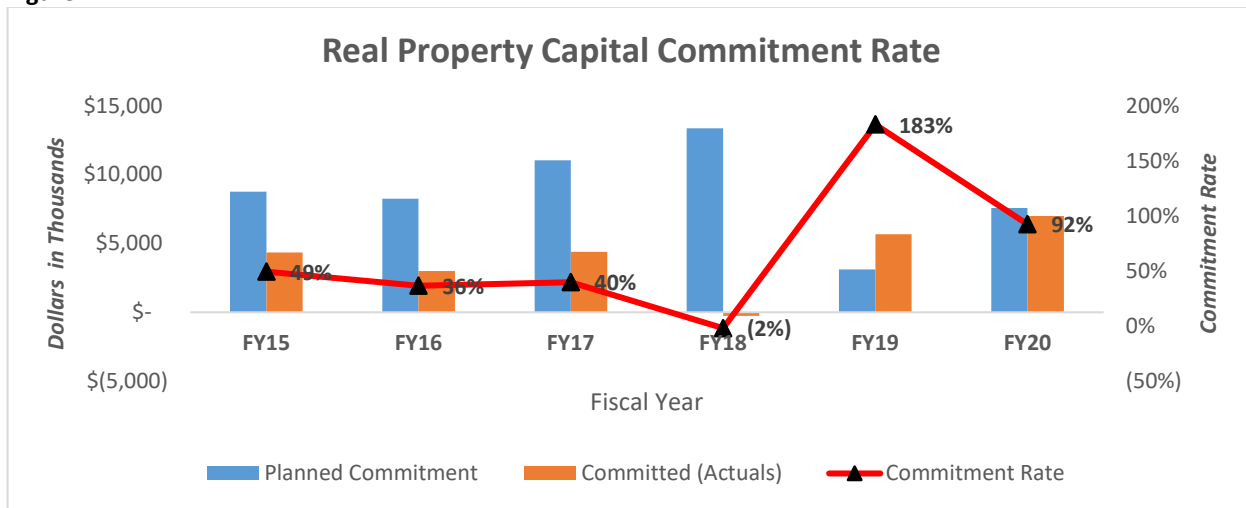


and against which their performance will be measured at the end of the fiscal year,” and are not broken out between City and non-City funds.

⁴ 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.

Real Property. In Fiscal 2020, the Real Property capital program area had planned commitments of \$7.6 million, of which \$6.9 million were actualized, resulting in a commitment rate of 92 percent for Fiscal 2020, while its capital commitment rate since Fiscal 2015 has averaged 67 percent⁵. The decrease in the commitment rate from Fiscal 2019 to Fiscal 2020 is primarily due to the fact that in Fiscal 2019, the program area had a commitment rate of 182.9 percent, 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. Additionally, the primary reason why its commitment rate for Fiscal 2020 totaled 92 percent, which is much higher than years past, was due to the addition of a new capital project at Adoption, whereby \$5.6 million was added for the demolition of 70 Mulberry Street, which was previously not included in the program area’s Executive Capital Budget. The chart also shows the capital commitment rate, which is the percentage of the capital plan that was committed per fiscal year.⁶

Figure 12



Citywide Resiliency. In Fiscal 2020, the Citywide Resiliency capital program area had planned commitments of \$182.3 million, of which only \$12.6 million were actualized, resulting in a commitment rate of seven percent for Fiscal 2020, while its capital commitment rate since Fiscal 2015 has averaged three percent. The commitment rate for Citywide Resiliency projects has been consistently low, since a major share of Citywide Resiliency capital commitments have been non-City funds, and therefore is outside of the City’s control. Furthermore, the Fiscal 2020 commitment rate underscores the impact the COVID-19 pandemic has had on this program area, since there was a State pause of cashflow for capital projects in Fiscal 2020 due to the dire financial situation the State found itself in. 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 estimated that the

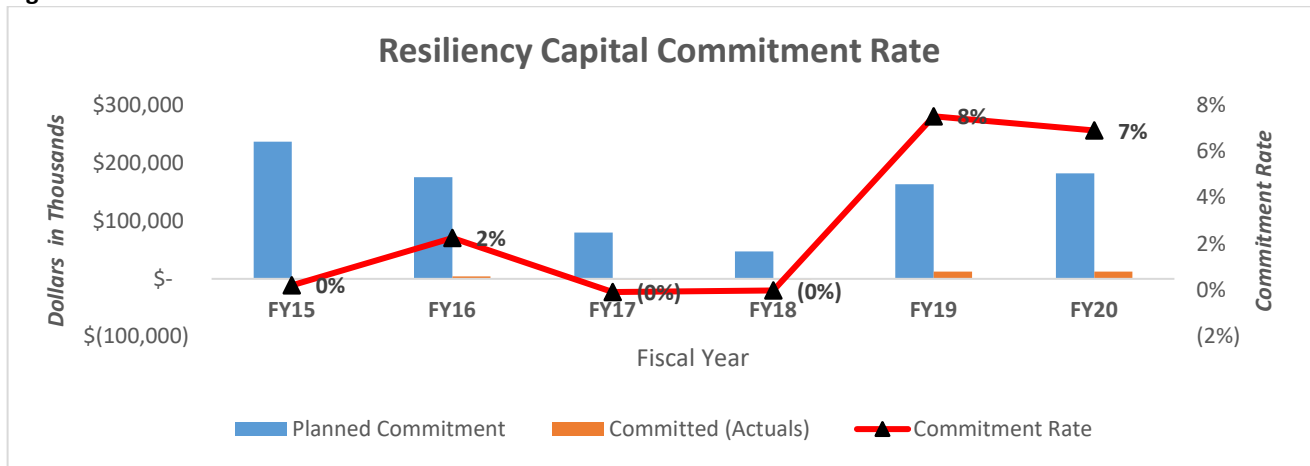
⁵ This average includes the commitment rate for Fiscal 2019.

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

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.

capital program area will end this year with unmet commitment targets and significant appropriations available to roll into Fiscal 2022 and the outyears.

Figure 13



DCAS Fiscal 2022 Preliminary Capital Commitment Plan Highlights

Major capital projects included in the Preliminary Capital Plan for Fiscal 2021 through Fiscal 2025 includes the following.

- **Public Buildings**
 - **Fuel Tank Replacement Program.** The Fiscal 2021 – 2025 Capital Commitment Plan includes \$133.5 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.
 - **125 Worth Street.** The Fiscal 2021 – 2025 Capital Commitment Plan includes \$55 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 2006.⁸
 - **TLC New Office Facility.** The Fiscal 2021 – 2025 Capital Commitment Plan includes \$136 million for a new office facility for the Taxi and Limousine Commission (TLC) at 24.55 VQE West in Woodside, Queens.
- **Energy Efficiency**
 - **Gravity Belt Thickener.** The Fiscal 2021 – 2025 Capital Commitment Plan includes \$35.9 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.

⁸ 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.

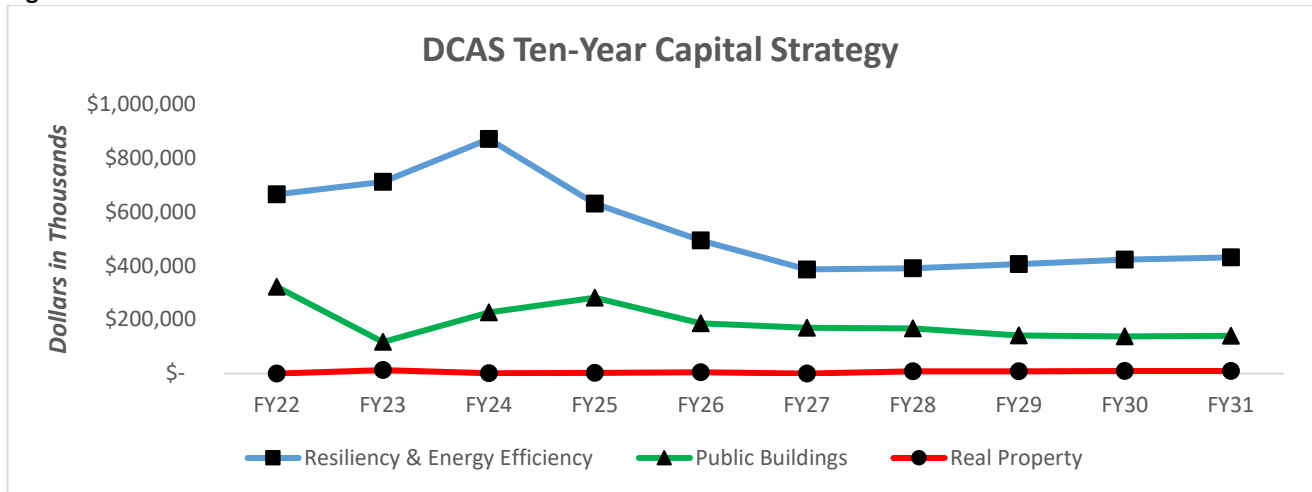
- **Health and Hospitals Corporation.** The Fiscal 2021 – 2025 Capital Commitment Plan includes a total of \$31.4 million for energy efficiency upgrades at Health and Hospitals Corporation facilities. Of this funding, \$27 million is for phase two energy efficiency upgrades at Lincoln Hospital, \$2.8 million for energy upgrades at the Queens Hospital North Building, and \$1.5 million to fund a boiler replacement at Coler Hospital.
 - **DOH Public Health Lab.** The Fiscal 2021 – 2025 Capital Commitment Plan includes \$26 million for deep energy retrofits for the Department of Health’s (DOH) Public Health Lab in the City.
 - **OneNYC.** The Fiscal 2021 – 2025 Capital Commitment Plan includes a total of \$925.2 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 will be moved to finance other projects as new needs are identified.
 - **Garages.** The Fiscal 2021 – 2025 Capital Commitment Plan includes a total of \$26.6 million to install energy efficiency retrofits at City-owned garages across the City, of which \$20.5 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 2021 – 2025 Capital Commitment Plan includes a total of \$19.1 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 2021 – 2025 Capital Commitment Plan includes \$2.4 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 \$2.4 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 2021 – 2025 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.

- **Various Waterfront Properties.** The Fiscal 2021 – 2025 Capital Commitment Plan includes \$4.3 million to fund the reconstruction of numerous waterfront properties. This funding acts as a holding code for projects associated with the reconstruction of waterfront properties, and as such, funds from this line are moved to finance other projects as new needs are identified.
- **Citywide Resiliency**
 - **East Side Coastal Resiliency.** The Fiscal 2021 – 2025 Capital Commitment Plan includes a total of \$1.3 billion for the East Side Coastal Resiliency (ESCR) project, which is subdivided into multiple phases. 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 Initiatives for Rebuilding and Resiliency (SIRR).** The Fiscal 2021 – 2025 Capital Commitment Plan includes \$178.3 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 2021 – 2025 Capital Commitment Plan includes \$157.8 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 2021 – 2025 Capital Commitment Plan includes \$114.6 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.

Preliminary Ten-Year Capital Strategy Fiscal 2022 - 2031

The City’s Ten-Year Strategy totals \$118.8 billion (all funds), which is \$1.9 billion larger than the \$116.9 billion Fiscal 2020 – 2029 Ten-Year Strategy. DCAS’ Ten-Year Capital Strategy totals \$7.4 billion, which is 6.2 percent of the City’s total Strategy. The following chart displays DCAS’ Ten-Year Capital Strategy.

Figure 14



As shown in Figure 37 above, funding for Public Buildings and Real Property has planned spending that is heavily concentrated in the first few years of the plan, with funding being somewhat balanced in the outyears, as of Fiscal 2026. When compared to the previous Strategy, it shows that DCAS has made significant strides to limit the skewed distribution of capital funding in the outyears in these two program areas. However, funding for Resiliency and Energy Efficiency projects is not balanced throughout the ten-year period, with planned capital spending being heavily concentrated in the first years of the plan, and then dropping significantly after Fiscal 2024.

Appendices

A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY21			FY22		
DCAS Budget as of the Adopted 2021 Budget	City	Non-City	Total	City	Non-City	Total
	\$365,136	\$916,730	\$1,281,866	\$391,168	\$916,204	\$1,307,372
New Needs						
Non-Public School Security	19,800	0	\$19,800	0	0	\$0
Open Restaurant Barriers	600	0	\$600	0	0	\$0
Subtotal, New Needs	\$20,400	\$0	\$20,400	\$0	\$0	\$0
Other Adjustments						
City Adjustments	(2,229)	0	\$(2,229)	(3,487)	0	\$(3,487)
Other Categorical Adjustments	0	2,127	\$2,127	0	0	\$0
State Adjustments	0	4,202	\$4,202	0	0	\$0
Federal Adjustments	0	686,140	\$686,140	0	0	\$0
Intra-City Adjustments	0	8,606	\$8,606	0	(1,398)	\$(1,398)
Capital IFA Adjustments	0	(12)	\$(12)	0	0	\$0
Agency Energy Personnel	0	0	\$0	(2,330)	0	\$(2,330)
BSA Lease Savings	0	0	\$0	(103)	0	\$(103)
Hiring Freeze	(380)	0	\$(380)	(506)	0	\$(506)
PS Savings	(3,432)	0	\$(3,432)	0	0	\$0
Real Time Vehicle Tracking	(245)	0	\$(245)	(245)	0	\$(245)
Retro-Commissioning Savings	0	0	\$0	(1,750)	0	\$(1,750)
Training Reduction	0	0	\$0	(874)	0	\$(874)
Subtotal, Other Adjustments	\$(6,286)	\$701,063	\$694,777	\$(9,295)	\$(1,398)	\$(10,693)
Total All Changes	\$14,114	\$701,063	\$715,177	\$(9,295)	\$(1,398)	\$(10,693)
DCAS Budget as of the November 2020 Plan	\$379,250	\$1,617,794	\$1,997,044	\$381,874	\$914,806	\$1,296,680
New Needs						
Building Maintenance Projects	1,618	0	\$1,618	7	0	\$7
Façade Projects	3,302	0	\$3,302	3,302	0	\$3,302
Learning Bridges Program	2,163	0	\$2,163	271	0	\$271
Life Safety Projects	2,277	0	\$2,277	0	0	\$0
Space Measurement	160	0	\$160	0	0	\$0
Subtotal, New Needs	\$9,520	\$0	\$9,520	\$3,580	\$0	\$3,580
Other Adjustments						
City Adjustments	(540)	0	\$(540)	0	0	\$0
Intra-City Adjustments	0	(1,118)	\$(1,118)	0	(20)	\$(20)
Federal Adjustments	0	(3,413)	\$(3,413)	0	0	\$0
Agency Energy Personnel Savings	(2,826)	0	\$(2,826)	0	0	\$0
BSA Lease Savings	0	0	\$0	(104)	0	\$(104)
Contractual Security Reduction	0	0	\$0	(1,721)	0	\$(1,721)
Energy Mgmt Project Pre-Scoping	(2,000)	0	\$(2,000)	0	0	\$0
ExCEL Savings	(2,735)	0	\$(2,735)	0	0	\$0
Hiring & Attrition Mgmt	(1,615)	0	\$(1,615)	0	0	\$0
IT Re-estimate	(185)	0	\$(185)	(45)	0	\$(45)
PS Savings	(2,220)	0	\$(2,220)	(748)	0	\$(748)
PS Savings - Energy Mgmt	(854)	0	\$(854)	0	0	\$0

Subtotal, Other Adjustments	\$(12,975)	\$(4,531)	\$(17,506)	\$(2,618)	\$(20)	\$(2,638)
Total All Changes	\$(3,455)	\$(4,531)	\$(7,986)	\$962	\$(20)	\$942
DCAS Budget as of the 2022 Prelim Budget	\$375,795	\$1,613,263	\$1,989,058	\$382,837	\$914,786	\$1,297,623

B: DCAS Headcount

Fiscal Year	Actual - Year End						Budgeted - FY22 Prelim Plan				
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Full-Time	1,914	2,119	2,210	2,300	2,379	2,403	2,447	2,546	2,545	2,545	2,545
Full-Time Equivalent	191	60	134	122	72	57	226	208	208	208	208
Total	2,105	2,179	2,344	2,422	2,451	2,460	2,673	2,754	2,753	2,753	2,753

C: DCAS Contract Budget

DCAS Contract Budget				
<i>Dollars in Thousands</i>	FY21 Adopted		FY22 Prelim	
Category	# of Contracts	Amount	# of Contracts	Amount
Contractual Services General	10	\$ 15,486	10	\$ 16,579
Telecommunications Maint	5	37	5	37
Maint & Repair Motor Vehicles	3	3,265	3	2,609
Maint & Repair General	25	10,036	25	9,941
Office Equipment Maintenance	7	92	7	92
Data Processing Equipment	8	251	8	251
Printing Contracts	8	707	8	688
Security Services	9	19,242	9	17,521
Temporary Services	7	524	7	430
Cleaning Services	9	108	9	108
Transportation Expenditures	5	125	5	124
Training Prgm for City Employees	11	1,688	11	1,682
Maint & Operation of Infrastructure	2	4,418	2	4,418
Professional Svcs: Accounting & Auditing	1	1	1	1
Professional Svcs: Engineering & Architectural	1	957	1	957
Professional Svcs: Computer Services	7	1,754	7	1,589
Professional Svcs: Other	13	866	13	866
Bank Charges Public Assistance Account	1	21	1	21
Total	132	\$ 59,578	132	\$ 57,914

D: DCAS Miscellaneous Revenue

DCAS Miscellaneous Revenue							
Dollars in Thousands	Actual			FY21 Adopted	FY22 Prelim		*Difference (FY22-FY21)
	2018	2019	2020		2021	2022	
In Rem Redemption Fees	\$1,800	\$1	\$2	\$1	\$1	\$1	\$-
Training Fees	-	-	0	30	-	-	\$(30)
BSA Filing Fees	1,302	1,164	1,179	1,696	1,696	1,696	\$-
Civil Service Exam Fees	6,324	6,959	4,643	6,784	6,784	3,760	\$(3,024)
Third Party Gas & Electric	3,802	4,561	3,528	3,800	3,800	3,800	\$-
Lease Audit Revenue	7	1,018	0	0	-	-	\$-
Commercial Rents	48,551	53,981	50,110	36,744	36,744	33,577	\$(3,167)
Mortgage Payment Non Inrem	364	352	122	100	100	100	\$-
Salvage (Autos, Equipment, Other)	12,971	11,424	12,569	12,107	12,107	7,893	\$(4,214)
City Publishing Center	723	782	566	743	743	743	\$-
Bulletin, Pamphlet & Copy Sale	4	3	3	9	9	9	\$-
Claims for Damage to Vehicles	780	800	737	735	735	735	\$-
Procurement Card Rebates	2,953	470	544	1,093	1,093	1,093	\$-
Total	\$79,581	\$81,515	\$74,003	\$63,842	\$63,812	\$53,407	\$(10,435)

*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget

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

CITYWIDE HEAT, LIGHT AND POWER BUDGET AND HISTORICAL EXPENDITURES								
Dollars in Thousands								
Funding Source	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actuals	FY21 Prelim	FY22 Prelim
Intra-City	\$ 633,972	\$ 557,293	\$ 583,711	\$ 623,675	\$ 627,564	\$559,408	\$ 616,608	\$ 616,608
City	28,852	24,299	24,040	25,651	25,608	20,084	20,833	20,834
Other Categorical	82,123	70,735	74,355	80,089	81,498	72,093	76,876	76,876
State	421	394	850	739	155	733	1,007	1,007
Total	\$ 745,368	\$ 652,721	\$ 682,956	\$ 730,154	\$ 734,825	\$ 652,318	\$ 715,324	\$ 715,325

E2: Agency Breakdown of Fiscal 2022 Budget for Heat, Light and Power

Agency	FY22 Budget
Department of Education	\$242,401
Department of Environmental Protection	96,118
Department of Transportation	61,817
Department of Sanitation	22,180
Police Department	21,788
City University	18,816
Department of Parks & Recreation	16,715
Department of Correction	15,105
Department of Cultural Affairs	38,516
Department of Health & Mental Hygiene	11,055
Department of Social Services	8,770
All Other	\$162,044
Total	\$715,325

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

Division of Administration and Security Financial Summary						
<i>Dollars in Thousands</i>	FY19	FY20	FY21	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY21	FY22	FY22-FY21
Personal Services						
Additional Gross Pay	\$463	\$403	\$102	\$102	\$102	\$0
Full-Time Salaried - Civilian	12,223	14,058	12,483	12,235	12,469	(14)
Unsalaries	166	157	393	393	393	0
Overtime - Civilian	2,289	2,362	1,630	1,630	1,630	0
P.S. Other	57	165	9	9	9	0
SUBTOTAL	\$15,198	\$17,145	\$14,617	\$14,369	\$14,603	(\$14)
Other Than Personal Services						
Contractual Services	\$26,878	\$28,611	\$15,008	\$34,790	\$13,287	(\$1,721)
Fixed & Misc. Charges	10	8	7	11	7	0
Other Services & Charges	880	835	595	642	595	0
Property & Equipment	322	185	255	407	255	0
Supplies & Materials	205	257	410	200	410	0
SUBTOTAL	\$28,295	\$29,896	\$16,275	\$36,050	\$14,554	(\$1,721)
TOTAL	\$43,493	\$47,041	\$30,892	\$50,419	\$29,157	(\$1,735)
Funding						
City Funds			\$30,057	\$49,498	\$28,322	(\$1,735)
Intra-City			835	921	835	0
TOTAL	\$43,493	\$47,041	\$30,892	\$50,419	\$29,157	(\$1,735)
Budgeted Headcount						
Full-Time Positions - Civilian	211	251	216	202	214	(2)

*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget

F2: Division of Administration and Security Budget Detail

Division of Asset Management - Public Facilities Financial Summary						
<i>Dollars in Thousands</i>	FY19	FY20	FY21	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY21	FY22	FY22-FY21
Personal Services						
Additional Gross Pay	\$5,364	\$5,941	\$1,007	\$1,007	\$1,007	\$0
Full-Time Salaried - Civilian	83,167	77,087	82,751	81,741	82,378	(373)
Unsalaries & Other Salaried	763	790	2,388	1,631	1,631	(757)
Overtime - Civilian	24,041	24,572	18,925	19,188	19,078	153
P.S. Other	300	301	791	791	791	0
SUBTOTAL	\$113,635	\$108,691	\$105,862	\$104,358	\$104,885	(\$977)
Other Than Personal Services						
Contractual Services	\$33,359	\$29,838	\$26,102	\$26,805	\$26,908	\$806
Fixed & Misc. Charges	5,040	3,759	1	275	1	0
Other Services & Charges	114,906	123,561	134,648	160,339	135,331	683
Property & Equipment	1,505	25,681	1,504	19,685	1,288	(216)
Supplies & Materials	8,710	578,167	5,544	661,718	5,544	0
SUBTOTAL	\$163,520	\$761,006	\$167,799	\$868,822	\$169,072	\$1,273
TOTAL	\$277,155	\$869,697	\$273,661	\$973,180	\$273,957	\$296
Funding						
City Funds			\$102,714	\$118,453	\$105,007	\$
Other Categorical			3,766	3,766	3,766	2,293
Capital- IFA			1,029	1,022	1,029	0
State			61,266	63,733	61,275	0
Federal			0	682,663	0	9

Intra-City			104,886	103,543	102,880	(2,006)
TOTAL	\$277,155	\$869,697	\$273,661	\$973,180	\$273,957	\$296
Budgeted Headcount						
Full-Time Positions - Civilian	1,194	1,140	1,260	1,216	1,256	(4)

*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget

F3: Division of Citywide Fleet Services Budget Detail

Division of Citywide Fleet Services Financial Summary						
<i>Dollars in Thousands</i>	FY19	FY20	FY21	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY21	FY22	FY22-FY21
Personal Services						
Full-Time Salaried - Civilian	\$3,190	\$3,254	\$2,989	\$2,934	\$2,996	\$7
Unsalariated	0	0	175	175	175	0
Overtime - Civilian	35	95	0	0	0	0
P.S. Other	122	87	1	1	1	0
SUBTOTAL	\$3,347	\$3,436	\$3,165	\$3,110	\$3,172	\$7
Other Than Personal Services						
Contractual Services	\$9,990	\$10,679	\$3,887	\$8,048	\$3,235	(\$652)
Fixed & Misc. Charges	0	1	2	0	2	0
Other Services & Charges	1620	3794	3778	3382	2967	(811)
Property & Equipment	2,421	2,391	1,201	28	1,226	25
Supplies & Materials	40,095	38,204	19,169	25,376	19,119	(50)
SUBTOTAL	\$54,126	\$55,069	\$28,037	\$36,834	\$26,549	(\$1,488)
TOTAL	\$57,473	\$58,505	\$31,202	\$39,944	\$29,721	(\$1,481)
Funding						
City Funds			\$9,632	\$9,333	\$8,228	(\$1,404)
Other Categorical			1,169	1,169	1,169	0
Intra-City			20,401	29,442	20,324	(77)
TOTAL	\$57,473	\$58,505	\$31,202	\$39,944	\$29,721	(\$1,481)
Budgeted Headcount						
Full-Time Positions - Civilian	36	37	35	32	35	0

*The difference between Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget

F4: Division of Energy Management Budget Detail

Energy Conservation Financial Summary						
<i>Dollars in Thousands</i>	FY19	FY20	FY21	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY21	FY22	FY22-FY21
Spending						
Personal Services	\$4,708	\$5,841	\$16,683	\$12,166	\$18,351	\$1,668
Other Than Personal Services	\$776,343	\$719,941	\$801,865	\$787,689	\$821,403	\$19,538
TOTAL	\$781,051	\$725,782	\$818,548	\$799,855	\$839,754	\$21,206
Personal Services						
Additional Gross Pay	\$122	\$59	\$23	\$23	\$23	\$0
Full-Time Salaried - Civilian	4,573	5,749	16,637	12,120	18,305	1,668
P.S. Other	12	33	23	23	23	0
SUBTOTAL	\$4,707	\$5,841	\$16,683	\$12,166	\$18,351	\$1,668
Other Than Personal Services						
Contractual Services	\$6,754	\$10,776	\$8,865	\$12,538	\$8,865	\$-
Fixed & Misc. Charges	1	0	1	0	1	0
Other Services & Charges	768,559	701,850	792,986	772,503	812,524	19,538
Property & Equipment	197	7168	9	999	9	0
Supplies & Materials	832	146	4	1649	4	0
SUBTOTAL	\$776,343	\$719,940	\$801,865	\$787,689	\$821,403	\$19,538

TOTAL	\$781,050	\$725,781	\$818,548	\$799,855	\$839,754	\$21,206
Funding						
City Funds			\$124,648	\$104,024	\$145,854	\$21,206
Other Categorical			76,946	78,848	76,946	0
State			346	346	346	0
Intra-City			616,608	616,637	616,608	0
TOTAL	\$781,050	\$725,781	\$818,548	\$799,855	\$839,754	\$21,206
Budgeted Headcount						
Full-Time Positions - Civilian	52	67	130	125	130	0

*The difference between Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget

F5: Division of Executive Operations Support Budget Detail

Division of Executive and Operations Support Financial Summary						
	FY19	FY20	FY21	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	FY21	FY22	FY22-FY21
Personal Services						
Additional Gross Pay	\$701	546	\$310	\$310	\$310	\$0
Full-Time Salaried - Civilian	24,900	27,023	25,670	26,687	25,177	(493)
Other Salaried & Unsalariated	133	90	634	634	634	0
Overtime - Civilian	113	137	242	242	242	0
Fringe Benefits - SWB	2,035	5,789	1,465	1,465	1,465	0
P.S. Other	(11)	(3)	6	6	6	0
SUBTOTAL	\$27,871	\$33,582	\$28,327	\$29,344	\$27,834	(\$493)
Other Than Personal Services						
Contractual Services	\$4,823	\$4,596	\$2,669	\$2,924	\$2,598	\$(71)
Fixed & Misc. Charges	15	11	16	7	16	0
Other Services & Charges	2,145	2,120	1,583	1,378	1,558	(25)
Property & Equipment	1204	336	474	601	474	0
Supplies & Materials	244	190	852	704	851	(1)
SUBTOTAL	\$8,431	\$7,253	\$5,594	\$5,614	\$5,497	(\$97)
TOTAL	\$36,302	\$40,835	\$33,921	\$34,958	\$33,331	(\$590)
Funding						
City Funds			\$32,989	\$32,069	\$32,400	\$(589)
Other Categorical			4	100	4	0
Capital- IFA			386	380	386	0
Federal			105	169	105	0
State			268	2004	268	0
Intra-City			169	236	168	(1)
TOTAL	\$36,302	\$40,835	\$33,921	\$34,958	\$33,331	(\$590)
Budgeted Headcount						
Full-Time Positions - Civilian	271	275	263	264	264	1

*The difference between Fiscal 2021 Adopted Budget and Fiscal 2022 Preliminary Budget

F6: Division of External Publications and Retail Operations Budget Detail

Division of External Publications and Retail Operations Financial Summary						
	FY19	FY20	FY21	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	FY21	FY22	FY22-FY21
Personal Services						
Additional Gross Pay	\$154	\$139	\$8	\$8	\$8	\$0
Full-Time Salaried	1,971	1,942	1,886	1,869	1,909	23
Unsalariated	110	128	41	41	41	0
Overtime - Civilian	76	110	134	134	134	0
Amounts to be Scheduled	0	0	345	345	345	0
SUBTOTAL	\$2,311	\$2,319	\$2,414	\$2,397	\$2,437	\$23
Other Than Personal Services						

Contractual Services	\$496	\$516	\$391	\$485	\$372	(\$19)
Fixed & Misc. Charges	0	0	0	0	0	0
Other Services & Charges	1	8	40	8	40	0
Property & Equipment	28	1	32	0	32	0
Supplies & Materials	382	353	558	509	558	0
SUBTOTAL	\$907	\$878	\$1,021	\$1,002	\$1,002	(\$19)
TOTAL	\$3,218	\$3,197	\$3,435	\$3,399	\$3,439	\$4
Funding						
City Funds			\$3,435	\$3,399	\$3,439	\$4
TOTAL	\$3,218	\$3,197	\$3,435	\$3,399	\$3,439	\$4
Budgeted Headcount						
Full-Time Positions - Civilian	26	25	30	28	30	0

*The difference between Fiscal 2021 Adopted Budget and Fiscal 2022 Preliminary Budget

F7: Division of Human Capital Budget Detail

Division of Human Capital Financial Summary						
	FY19	FY20	FY21	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	FY21	FY22	FY22-FY21
Personal Services						
Additional Gross Pay	\$413	\$358	\$200	\$200	\$200	\$0
Full-Time Salaried	21,109	21,868	20,294	17,850	19,709	(585)
Other Salaried & Unsalariated	4,479	4,220	5,562	5,906	5,002	(560)
Overtime - Civilian	419	318	799	799	799	0
Amounts to be Scheduled	0	0	1,992	1,992	1,992	0
SUBTOTAL	\$26,420	\$26,764	\$28,847	\$26,747	\$27,702	(\$1,145)
Other Than Personal Services						
Contractual Services	\$2,548	\$1,955	\$1,520	\$1,748	\$1,513	(\$7)
Fixed & Misc. Charges	0	6	16	20	3	(13)
Other Services & Charges	3,636	5,257	5,432	5,359	4,913	(519)
Property & Equipment	373	110	149	149	149	0
Supplies & Materials	408	99	167	103	167	0
SUBTOTAL	\$6,965	\$7,427	\$7,284	\$7,379	\$6,745	(\$539)
TOTAL	\$33,385	\$34,191	\$36,131	\$34,126	\$34,447	(\$1,684)
Funding						
City Funds			\$32,002	\$29,552	\$30,337	(1,665)
Other Categorical			224	253	224	0
Federal - Other			2,147	2,147	2,147	0
Intra-City			1,758	2,174	1,739	(19)
TOTAL	\$33,385	\$34,191	\$36,131	\$34,126	\$34,447	(\$1,684)
Budgeted Headcount						
Full-Time Positions - Civilian	315	311	321	298	319	(2)

*The difference between Fiscal 2021 Adopted Budget and Fiscal 2022 Preliminary Budget

F8: Office of Citywide Purchasing Budget Detail

Division of Citywide Purchasing Financial Summary						
	FY19	FY20	FY21	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	FY21	FY22	FY22-FY21
Personal Services						
Additional Gross Pay	\$222	\$222	\$149	\$149	\$149	\$0
Full-Time Salaried - Civilian	10,860	11,632	10,458	10,301	10,472	14
Unsalariated	26	0	590	590	590	0
Overtime - Civilian	235	663	253	284	253	0
Amounts to be Scheduled	0	0	4	4	4	0
SUBTOTAL	\$11,343	\$12,517	\$11,454	\$11,328	\$11,468	\$14
Other Than Personal Services						
Contractual Services	\$1,261	\$1,044	\$957	\$935	\$957	\$0

Fixed & Misc. Charges	0	0	4	2	4	0
Other Services & Charges	6,355	6,322	7,310	7,557	7,279	(31)
Property & Equipment	197	148	45	148	45	0
Supplies & Materials	22,598	24,167	19,896	18,839	19,882	(14)
SUBTOTAL	\$30,411	\$31,681	\$28,212	\$27,481	\$28,167	(45)
TOTAL	\$41,754	\$44,198	\$39,666	\$38,809	\$39,635	(\$31)
Funding						
City Funds			\$15,565	\$15,411	\$15,383	(\$182)
Other Categorical			0	100	0	0
Intra-City			24,101	23,298	24,252	151
TOTAL	\$41,754	\$44,198	\$39,666	\$38,809	\$39,635	(\$31)
Budgeted Headcount						
Full-Time Positions - Civilian	152	159	157	148	156	(1)

*The difference between Fiscal 2021 Adopted Budget and Fiscal 2022 Preliminary Budget

F9: Board of Standards and Appeals Budget Detail

Board of Standards and Appeals Financial Summary						
	FY19	FY20	FY21	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	FY21	FY22	FY22-FY21
Personal Services						
Additional Gross Pay	\$29	\$40	\$8	\$8	\$8	\$0
Full-Time Salaried - Civilian	2,248	2,278	2,477	2,453	2,480	3
Other Salaried, Unsalaries and Overtime	46	51	136	136	136	0
SUBTOTAL	\$2,323	\$2,369	\$2,621	\$2,597	\$2,624	\$3
Other Than Personal Services						
Contractual Services	\$6	\$6	\$18	\$28	\$18	\$0
Other Services & Charges	434	422	278	249	71	(207)
Property & Equipment	17	25	10	44	10	0
Supplies & Materials	7	7	26	9	26	0
SUBTOTAL	\$464	\$460	\$332	\$330	\$125	(207)
TOTAL	\$2,787	\$2,829	\$2,953	\$2,927	\$2,749	(\$204)
Funding						
City Funds			\$2,953	\$2,927	\$2,749	(\$204)
TOTAL	\$2,787	\$2,829	\$2,953	\$2,927	\$2,749	(\$204)
Budgeted Headcount						
Full-Time Positions - Civilian	22	23	26	26	26	0

*The difference between Fiscal 2021 Adopted Budget and Fiscal 2022 Preliminary Budget

F10: Division of Real Estate Services Budget Detail

Real Estate Services Financial Summary						
	FY19	FY20	FY21	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	FY21	FY22	FY22-FY21
Personal Services						
Additional Gross Pay	\$4	\$167	\$176	\$176	\$176	\$0
Full-Time Salaried - Civilian	203	10,591	10,319	10,113	10,296	(23)
Amounts to be Scheduled & Unsalaries	0	49	36	36	36	0
SUBTOTAL	\$207	\$10,807	\$10,531	\$10,325	\$10,508	(\$23)
Other Than Personal Services						
Contractual Services	\$2,258	\$2,208	\$161	\$388	\$161	\$0
Fixed & Misc. Charges	0	275	202	230	202	0
Other Services & Charges	232	68	409	247	409	0
Property & Equipment	615	168	76	187	76	0
Supplies & Materials	89	5	77	61	77	0

SUBTOTAL	\$3,194	\$2,724	\$925	\$1,113	\$925	0
TOTAL	\$3,401	\$13,531	\$11,456	\$11,438	\$11,433	(\$23)
Funding						
City Funds			\$11,140	\$11,127	\$11,117	(\$23)
Intra-City			316	\$311	\$316	0
TOTAL	\$3,401	\$13,531	\$11,456	\$11,438	\$11,433	(\$23)
Budgeted Headcount						
Full-Time Positions - Civilian	100	115	117	108	116	(1)

*The difference between Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget