

# THE COUNCIL OF THE CITY OF NEW YORK

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Chair, Committee on Environmental Protection

Hon. Vanessa Gibson  
Chair, Subcommittee on Capital Budget



Report of the Finance Division on the  
Fiscal 2019 Preliminary Budget and the  
Fiscal 2018 Preliminary Mayor's Management Report for the  
**Department of Environmental Protection**

March 14, 2018

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## Contents

Department of Environmental Protection .....	1
Fiscal 2019 Preliminary Budget Highlights .....	1
Financial Plan Summary .....	4
Funding Sources .....	5
Contract Budget .....	5
Miscellaneous Revenue.....	6
Financing the Water and Sewer System .....	7
Operations and Maintenance (O&M) Payment .....	7
Rental Payment .....	8
Program Areas.....	9
Agency Administration and Support.....	9
Customer Services and Water Board Support .....	9
Engineering Design and Construction.....	11
Environmental Management.....	11
Miscellaneous .....	13
Upstate Water Supply.....	13
Wastewater Treatment Operations.....	15
Water & Sewer Maintenance Operations .....	16
Capital Program.....	18
Fiscal 2019 Preliminary Capital Budget and Commitment Plan for Fiscal 2018-2022.....	18
2019 Preliminary Capital Commitment Plan Highlights .....	21
Appendices .....	22
A: Budget Actions in the November and the Preliminary Plans .....	22
B. Program Areas .....	24
Agency Administration and Support .....	24
Customer Services & Water Board Support.....	25
Engineering Design and Construction .....	26
Environmental Management .....	27
Miscellaneous.....	28
Upstate Water Supply .....	29
Water Treatment Operations.....	30
Water and Sewer Maintenance Operations .....	31

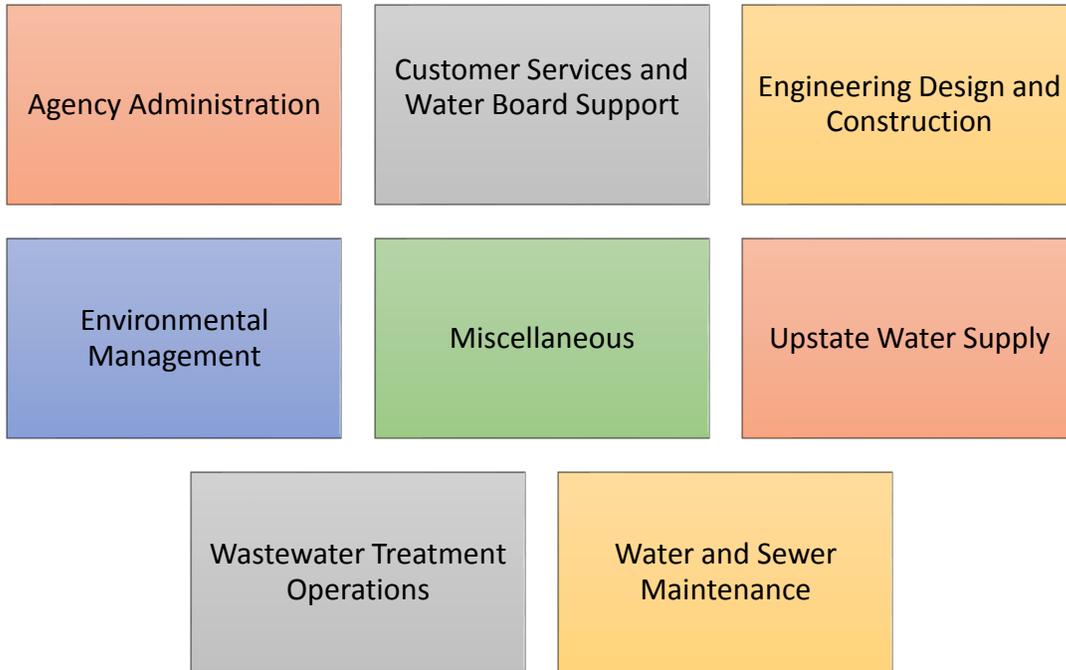
## Department of Environmental Protection

The New York City Department of Environmental Protection (DEP or the Department) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater, and reducing air, noise, and hazardous materials pollution.

### DEP’s activities include:

- Distributing more than one billion gallons of clean drinking water each day;
- Treating 1.3 billion gallons of wastewater each day; and
- Regulating air quality, hazardous waste, and critical quality of life issues, including noise.

### Program Areas

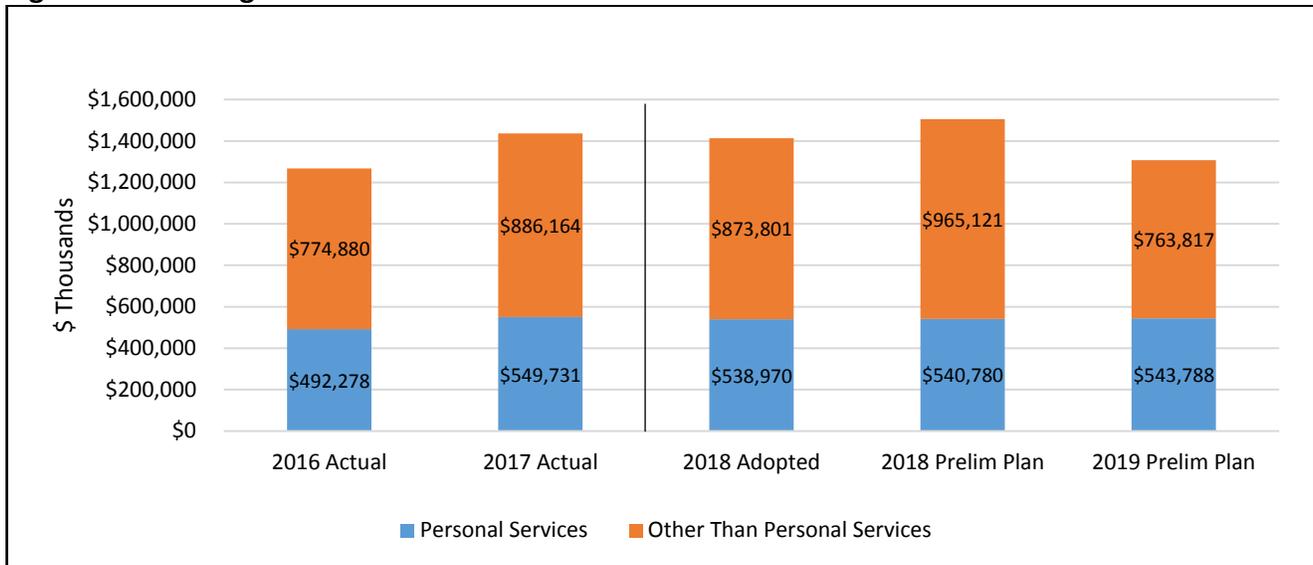


## Fiscal 2019 Preliminary Budget Highlights

The Department of Environmental Protection’s Fiscal 2019 Preliminary Budget totals \$1.31 billion (including City and non-City funds). DEP’s Fiscal 2019 Preliminary Budget is \$105.2 million, or 7.4 percent less than the Fiscal 2018 Adopted Budget of \$1.41 billion. The Department’s budget is divided into eight program areas, which reflect the agency’s major functions and operations.

For Fiscal 2019, DEP’s personal services (PS) budget totals \$543.8 million, or 41.6 percent of the total budget, and the Department’s other than personal services (OTPS) budget totals \$763.8 million, or 58.4 percent of the total budget. PS includes all full-time and part-time position costs as well as overtime. OTPS includes property, equipment, supplies, and services contracted out to private corporations. Since the Fiscal 2018 Adopted Budget, PS spending increased by \$4.8 million or less than one percent, while other than personal services (OTPS) decreased by \$109.9 million or 12.6 percent.

**Figure 1: DEP Budget Overview**



The key actions included in DEP’s Fiscal 2019 Preliminary Plan are as follows: \$ 6.5 million in new needs, \$57 million in other adjustments, and \$12.2 million in re-estimates. The changes introduced in the Preliminary Plan are listed in Appendix A, as are the changes included in the November 2017 Financial Plan. Major changes introduced in the Preliminary Plan include the following actions.

*New Needs*

- **Gowanus Canal Mandated Site Acquisition.** To comply with a strict timeline mandated by the United States Environmental Protection Agency (USEPA) in the cleanup of the Gowanus Canal, DEP must acquire a site for a combined sewer over flow tank, no later than April 2020. The Fiscal 2019 Preliminary Plan includes \$10 million in Fiscal 2018 that will allow DEP to work with the Economic Development Corporation (EDC) to secure an interest in the property for a prompt acquisition to occur after the Uniform Land Use Review Procedure is completed.
- **Flushing Bay Dredging.** Due to years of significant combined sewer overflow discharge into Flushing Bay, the Department is under a State Consent Order to improve water quality in the bay area. The Fiscal 2019 Preliminary Plan includes \$12.7 million in Fiscal 2018 and \$1.3 million in Fiscal 2019 to complete dredging activity.
- **Removal, Transportation, and Disposal of NYC Biosolids.** The Fiscal 2019 Preliminary Plan includes \$3.2 million in Fiscal 2018, which gradually grows to \$5.1 million in Fiscal 2022, as a result of increased costs for recently bid landfill disposal contracts. Contractors had been disposing of NYC biosolids at landfills close enough to the City to allow for two truck trips per day. These landfills have significantly reduced the amount of material they will accept from NYC. As a result, disposal will have to occur further away from the City, thus increasing the costs.
- **Maintenance of New Data Storage Centers.** The Fiscal 2019 Preliminary Plan includes \$1.1 million in Fiscal 2018 and \$696,000 in the outyears to procure maintenance and support services for the Department’s data centers.

- **Roundout West Branch Tunnel Shutdown Management Plan.** The Fiscal 2019 Preliminary Plan includes \$556,000 in Fiscal 2019 to procure consultant services to develop a Roundout West Branch Tunnel shutdown plan.
- **Cannonsville Dam Hydroelectric Study.** The Fiscal 2019 Preliminary Plan includes \$944,000 in Fiscal 2018 to conduct a feasibility study to assess potential risks related to construction of hydroelectric capture technology around the Cannonsville Dam.
- **Mobile Application Licenses - Inspections.** The Fiscal 2019 Preliminary Plan includes \$740,000 in Fiscal 2018 and \$133,000 in the outyears to procure software licenses for mobile reporting units utilized by inspectors.
- **Computer Systems Manager.** The Fiscal 2019 Preliminary Plan includes \$95,000 in Fiscal 2019 and in the outyears to hire a computer systems manager within the Department's Office of Environmental Remediation.
- **Pilots and Mechanic for DEP Owned Helicopter.** The Fiscal 2019 Preliminary Plan includes \$240,000 in Fiscal 2019 and in the outyears to hire one mechanic and two pilots for the purpose of patrolling the upstate water supply and facilities.
- **Mandated Conceptual Design for Catskill/Delaware Filtration Plant.** Since the 2002 Filtration Avoidance Determination (FAD) granted by the EPA, the City has been required to report on any updates to its preliminary design for filtration facilities for the Catskill/Delaware water supply, which was initially required by the 1993 FAD. While some updates to the preliminary design have been made, the City has determined, and New York State Department of Health (NYSDOH) has agreed, that a comprehensive review of this design should be conducted and that a new conceptual design should be developed using the knowledge and technologies that are currently available. The Fiscal 2019 Preliminary Plan includes \$346,000 in Fiscal 2020, and \$3.8 million in Fiscal 2021, to perform studies and design enhancements for the treatment of Catskill/Delaware water supply.

#### *Re-estimates*

- **Elimination of the Owls Head Wastewater Treatment Plant Dewatering Contract.** Sludge will now be shipped and treated off-site, resulting in a re-estimate of \$961,000 in Fiscal 2018 and \$4 million in Fiscal 2019.
- **Glycerin Reduction.** Modeling has shown that DEP can meet mandated biological nutrient goals with less Glycerin, resulting in a re-estimate of \$4 million in Fiscal 2018 and Fiscal 2019.

*See Appendix A on page 22, for additional Department re-estimates.*

## Financial Plan Summary

**Table 1: Department of Environmental Protection Financial Plan Summary**

<i>Dollars in Thousands</i>	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
<b>Spending</b>						
Personal Services	\$492,278	\$549,731	\$538,970	\$540,780	\$543,788	\$4,817
Other Than Personal Services	774,880	886,164	873,801	965,121	763,817	(109,985)
<b>TOTAL</b>	<b>\$1,267,158</b>	<b>\$1,435,894</b>	<b>\$1,412,772</b>	<b>\$1,505,900</b>	<b>\$1,307,605</b>	<b>(\$105,165)</b>
<b>Budget by Program Area</b>						
Agency Administration & Support	\$99,414	\$105,056	\$102,529	\$108,697	\$102,069	(460)
Customer Services & Water Board Support	46,566	50,936	54,218	52,263	54,923	705
Engineering Design and Construction	34,400	35,612	42,025	42,008	41,452	(573)
Environmental Management	28,179	28,899	35,461	32,944	27,718	(7,743)
Miscellaneous	153,304	199,722	138,343	213,556	63,608	(74,735)
Upstate Water Supply	352,782	365,146	395,302	387,014	385,066	(10,236)
Wastewater Treatment Operations	398,813	483,703	467,029	493,170	457,321	(9,708)
Water & Sewer Maintenance	153,700	166,820	177,863	176,249	175,448	(2,415)
<b>TOTAL</b>	<b>\$1,267,158</b>	<b>\$1,435,894</b>	<b>\$1,412,772</b>	<b>\$1,505,900</b>	<b>\$1,307,605</b>	<b>(\$105,165)</b>
<b>Funding</b>						
City Funds			\$1,187,275	\$1,195,920	\$1,159,382	(\$27,893)
Other Categorical			0	7,769	0	0
Capital - IFA			66,484	66,484	66,490	6
State			0	2,956	0	0
Federal - CD			157,498	221,805	80,212	(77,286)
Federal - Other			146	6,241	151	5
Intra City			1,369	4,725	1,369	0
<b>TOTAL</b>	<b>\$1,267,158</b>	<b>\$1,435,894</b>	<b>\$1,412,772</b>	<b>\$1,505,900</b>	<b>\$1,307,605</b>	<b>(\$105,165)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	5,720	5,748	6,251	6,392	6,360	109

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

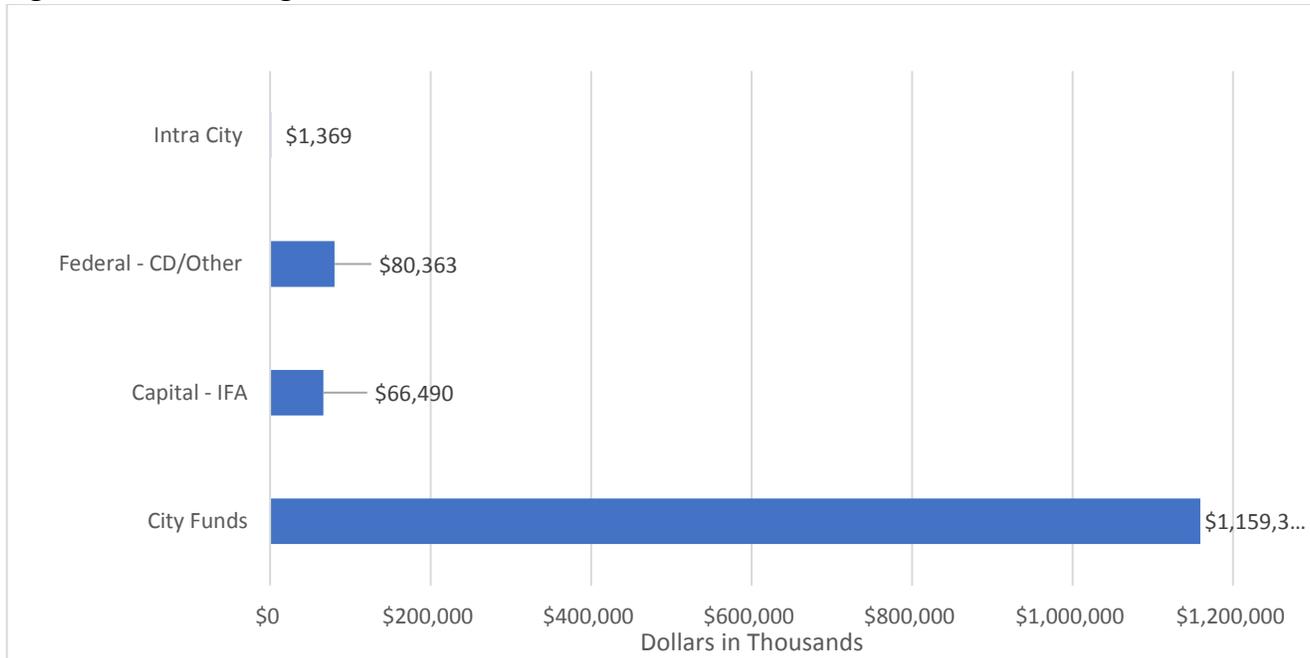
Generally, agency program areas can provide insight into which programs are priorities, as well as how the budget affects program outcomes. As illustrated in the chart above, DEP's functions can be broken down into eight program areas. These program areas are funded with a combination of City tax-levy funds and other sources. For Fiscal 2019, three of DEP's program areas – Upstate Water Supply (29.4 percent), Wastewater Treatment Operations (34.9 percent), and Water & Sewer Maintenance (13.4 percent) - comprise over 77.7 percent of the agency's funding.

Since the Fiscal 2018 Adopted Budget, the Financial Plans have introduced several changes to DEP's Fiscal 2018 and Fiscal 2019 budgets. For Fiscal 2018, these include \$28.6 million in new needs, offset by a decrease of \$64.6 million in other adjustments, which is almost entirely due to a re-estimate for Housing Recovery Operations – Build It Back funding, as well as various re-estimates. For Fiscal 2019, changes include \$6.5 million in new needs, of which \$4.3 million is for Bio-Solid removal; \$1.3 million is for Flushing Bay dredging; \$889,000 is to hire a consultant to develop a Roundout West Branch Tunnel shutdown management plan; and \$555,000 is for information technology maintenance support. The above actions reconcile the DEP to its current budget of \$1.41 billion for Fiscal 2018 and \$1.31 billion for Fiscal 2019. See Appendix A, on page 23 for a breakdown of all actions.

The year-over-year comparison reflects decreased Fiscal 2019 funding, primarily due to \$75 million in Community Block Development Grant – Disaster Recovery (CDBG-DR) funding for Build It Back (BIB) that is not funded in the Fiscal 2019 Preliminary Budget; funding for BIB is typically re-estimated and restored in DEP’s Executive Budget. Similarly, funding for interceptor cleaning at Wards Island decreased from \$10.8 million in Fiscal 2018 to \$4.6 million in Fiscal 2019, as most of the work for this project will be completed during Fiscal 2018.

## Funding Sources

**Figure 2: DEP Funding Sources**



The Department’s Fiscal 2019 Budget as of the Fiscal 2019 Preliminary Plan is \$1.31 billion. Of the \$1.31 billion, \$1.2 billion, or 88.7 percent, is funded by City tax-levy. The remaining \$148.2 million, or 11.3 percent, is divided up amongst federal funds, capital inter-fund agreements (IFA) and intra-city funding. The \$80.4 million of federal funding the Department receives is nearly all related to the Build It Back and various environmental programs.

Approximately \$66.5 million, or five percent, of the Department’s funding comes from capital inter-fund agreements (IFA); these amounts are transferred from the capital budget to DEP’s expense budget for costs related to capital planning and design work performed by agency staff. The \$1.4 million of intra-city funding the Department receives is reimbursement from the New York City Police Department for leasing space within a DEP building in Queens.

## 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 2019 Preliminary Contract Budget totals \$15.6 billion for procurement expenditures across all agencies.

**Table 2: DEP's Contract Budget**

Category (Dollars in Thousands)	Fiscal 2018 Adopted	Number of Contracts	Fiscal 2019 Preliminary	Number of Contracts
Cleaning Services	\$5	18	\$507	18
Community Consultants	14	2	14	2
Contractual Services - General	162,213	44	141,019	42
Data Processing Equipment Maintenance	10,492	16	9,433	14
Economic Development	5	1	5	1
Maintenance and Operation of Infrastructure	2,330	39	2,330	39
Maintenance and Repairs - General	54,551	139	49,279	139
Maintenance and Repairs - Motor Vehicle Equip	563	25	563	25
Office Equipment Maintenance	465	13	455	13
Printing Services	538	9	531	9
Prof. Services - Computer Services	4,913	5	4,913	5
Prof. Services - Engineering and Architectural Services	22	1	22	1
Security Services	10,707	3	10,485	3
Telecommunications Maintenance	1,738	8	1,738	8
Temporary Services	19	6	19	6
Training Program for City Employees	1,513	41	1,496	41
<b>TOTAL</b>	<b>\$250,088</b>	<b>370</b>	<b>\$222,809</b>	<b>366</b>

DEP's Contract Budget for Fiscal 2019 is approximately \$222.8 million or \$27.3 million less than Fiscal 2018, which is primarily driven by a re-estimate for daily maintenance and operational support at the DEP facilities.

## Miscellaneous Revenue

DEP plans to collect approximately \$24.8 million from miscellaneous revenue sources in Fiscal 2019. This includes \$16 million from the issuance of asbestos and air quality permits, combined with collection of Superfund Amendments and Reauthorization Act of 1986 (SARA) fees, as well as \$7.5 million in revenue from upstate resources such as hydroelectric energy plants and easements. DEP's revenue budget for Fiscal 2019 is approximately \$2.9 million or 13 percent more than Fiscal 2019, which is primarily due to an increase in hydroelectric energy capture rates.

**Table 3: DEP's Miscellaneous Revenue Budget Overview**

<i>Dollars in Thousands</i>						
Revenue Sources	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Asbestos Program	\$7,680	\$7,470	\$6,300	\$6,300	\$6,300	\$0
Air Quality Permits	5,900	5,900	5,900	5,900	5,900	0
SARA Fees	3,800	3,800	3,800	3,800	3,800	0
Brownfield Enrollment Fee	0	3,800	0	0	0	0
WS - Hydroelectric Program	3,000	3,200	3,200	5,942	5,942	2,742
Environmental Designation Fees	1,200	0	689	689	689	0
Bids and Specifications	150	30	30	150	150	120
Upstate Rentals	1,565	2,500	1,565	1,565	1,565	0
Misc. and Sundries	500	500	500	500	500	0
<b>TOTAL</b>	<b>\$23,795</b>	<b>\$27,200</b>	<b>\$21,984</b>	<b>\$24,846</b>	<b>\$24,846</b>	<b>\$2,862</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**Financing the Water and Sewer System**

The Department shares certain aspects of its financial management duties of the system with the NYC Water Board (Water Board) and the NYC Municipal Water Finance Authority (the Authority). This relationship is the result of the NYC Municipal Finance Authority Act of 1984, which made the water and sewer system financially self-sustaining.

The system is funded by revenue collected through water and sewer rates. The Water Board sets rates annually and is responsible for ensuring that the operating and capital needs of the system can be met. The Authority provides funding through the issuance of bonds and other debt instruments to finance the capital projects required to keep the system running. The Authority’s borrowing is backed by water and sewer charges. DEP bills and collects on the approximately 835,000 water accounts on behalf of the Water Board. As stated previously, DEP operates and maintains the water and sewer system.

Most of the City’s agency infrastructure is financed by general obligation (GO) bonds, and operating expenses are paid for by the City’s general fund with tax revenues. DEP is different because expenses for the water and sewer system, including the debt service owed on the bonds issued by the Authority, are paid for by user fees according to the rates set by the Water Board.

**Figure 3: Water and Sewer Charges**



**Operations and Maintenance (O&M) Payment**

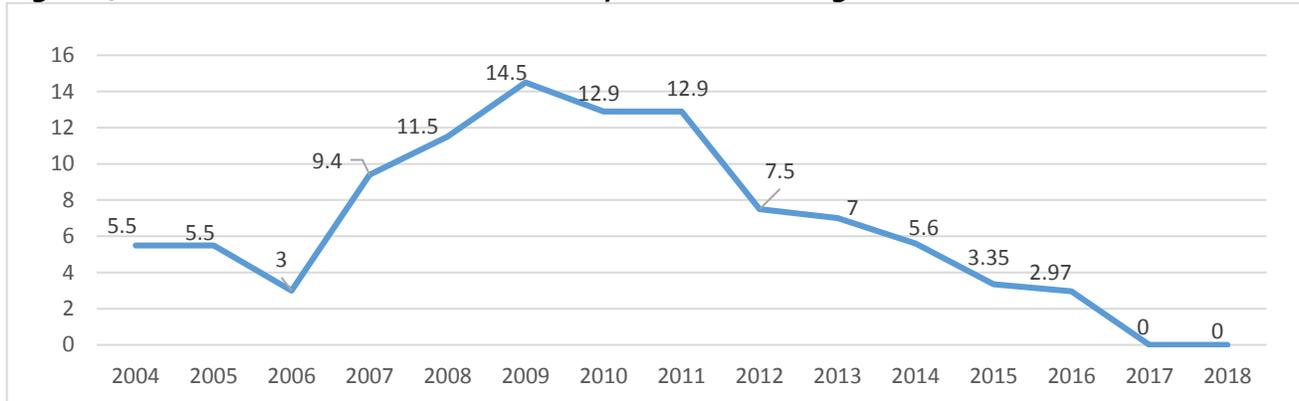
The chart above reflects the Office of Management and Budget’s (OMB) reconciled and planned payments from the Water Board to the City’s general fund. The Operations and Maintenance (O&M) Payment reflects the cost of DEP operating and maintaining the water and sewer system. The Fiscal 2019 Preliminary Plan includes a proposed \$1.39 billion payment to the City in Fiscal 2019.

Costs associated with DEP’s work that is not related to the water and sewer system, such as air and noise monitoring, and hazardous material emergency response, are not funded by Water Board O&M payments, but are paid with City tax-levy funding.

**Rental Payment**

The Rental Payment was phased out as of the Fiscal 2017 Adopted Budget.

**Figure 4: Water Rate and Sewer Rate History – Percent Change**



**PMMR Performance Measures**

DEP Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Estimated bills (%)	3.2%	3.0%	2.8%	4.0%	4.0%	3.0%	3.0%
Total revenue collected (\$000,000)	\$3,808.9	\$3,852.6	\$3,852.0	\$3,729.8	\$3,769.6	\$1,720.9	\$1,677.0
Total Revenue as a percent of target (%)	105.3%	104.5%	104.3%	100.0%	100.0%	101.9%	101.3%
Account receivable – Total Balance (\$000,000)	\$1,640	\$1,666	\$1,633	*	*	\$928	\$930
Billed amount collected in 30 days (%)	61.8%	63.1%	60.8%	*	*	62.1%	64.1%

In the first four months of Fiscal 2018, the total revenue collected was \$1.67 billion, which was \$43.9 million less than the same period in Fiscal 2018. According to the Mayor’s Management Report (MMR) Indicator Definitions, the total revenue is the “total amount of money collected by DEP for water and sewer charges.” This number refers to the Water Board’s total operating revenues, including water and sewer user payments, upstate revenues, and miscellaneous revenue. Total revenue as a percent of the target is strong at 101.3 percent in the first quarter of Fiscal 2018.

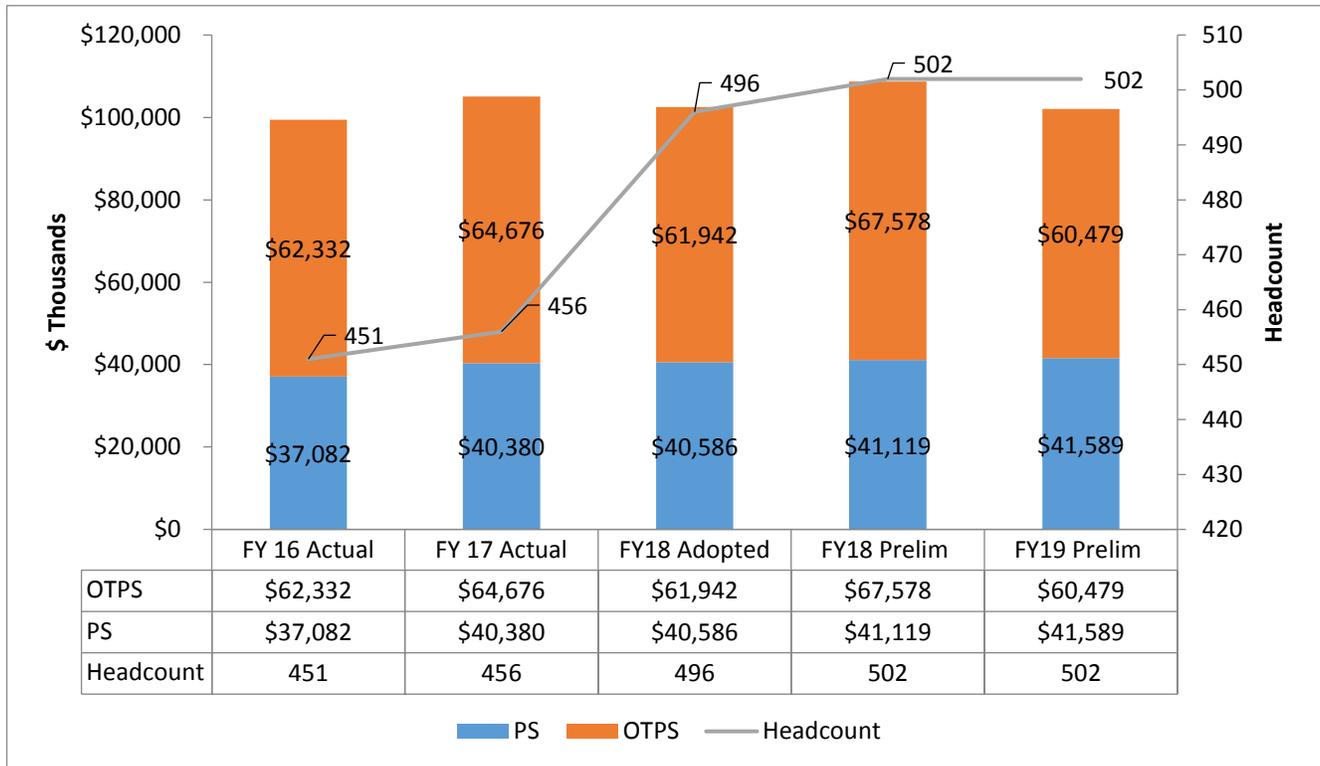
Accounts receivable increased by \$2 million, or less than one percent, in the first quarter of Fiscal 2018 when compared to the same period in Fiscal 2017. About 64.1 percent of bills were collected in 30 days or less in Fiscal 2018. This is an increase of two percent when compared to Fiscal 2017.

## Program Areas

### Agency Administration and Support

This program area includes funding for the Bureau of Agency Administration and Support, which manages and directs the entire Department, including setting policies and developing short and long-range plans and strategies for the Department. The administrative bureau provides support services to the entire Department. These functions include personnel, budgeting, payroll, legal, purchasing, auditing, vehicle and building maintenance, computer services, and community and intergovernmental relations.

**Figure 5: Agency Administration and Support Spending**



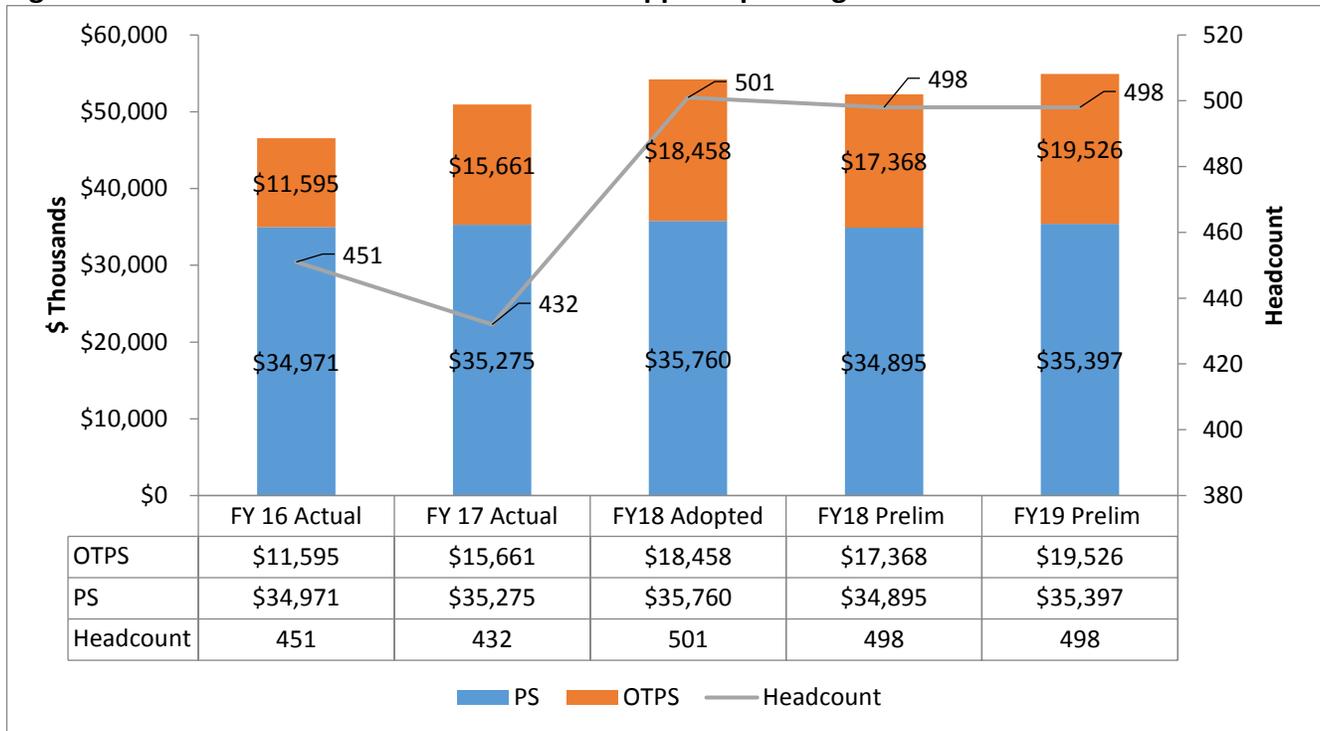
The Department’s Fiscal 2019 Preliminary Budget includes \$102.1 million for Agency Administration and Support. The Preliminary Budget for Fiscal 2019 for this area is \$461,000, or one percent less than the Fiscal 2018 Adopted Budget of \$102.5 million. This reduction reflects the following changes:

- A \$580,000 reduction in one-time funding in Fiscal 2018 that does not carry over into Fiscal 2019 for computer system maintenance;
- A \$335,000 reduction in one-time funding in Fiscal 2018 that does not carry over into Fiscal 2019 for a Jamaica Bay oyster project;
- A \$131,000 reduction in funding for job order contracts; DEP has requested that OMB restore this funding in the Fiscal 2019 Executive Budget); and
- A \$998,000 increase in personal services due to a technical headcount realignment.

### Customer Services and Water Board Support

This program area includes funding for the Bureau of Customer Services, which is responsible for all functions related to water and sewer billing for residents of NYC and certain upstate communities.

**Figure 6: Customer Services and Water Board Support Spending**



The Department’s Fiscal 2019 Preliminary Budget includes \$54.9 million for Customer Services and Water Board Support, which is \$705,000 or approximately one percent more than the Fiscal 2018 Adopted Budget of \$54.2 million. This overall decrease reflects the following changes:

- A \$1.8 million increase to evaluate new technologies to replace the existing water and sewer billing system;
- A \$400,000 reduction for outside collections; and
- A \$364,000 reduction in personal services due to a technical headcount realignment.

**PMMR Performance Measures**

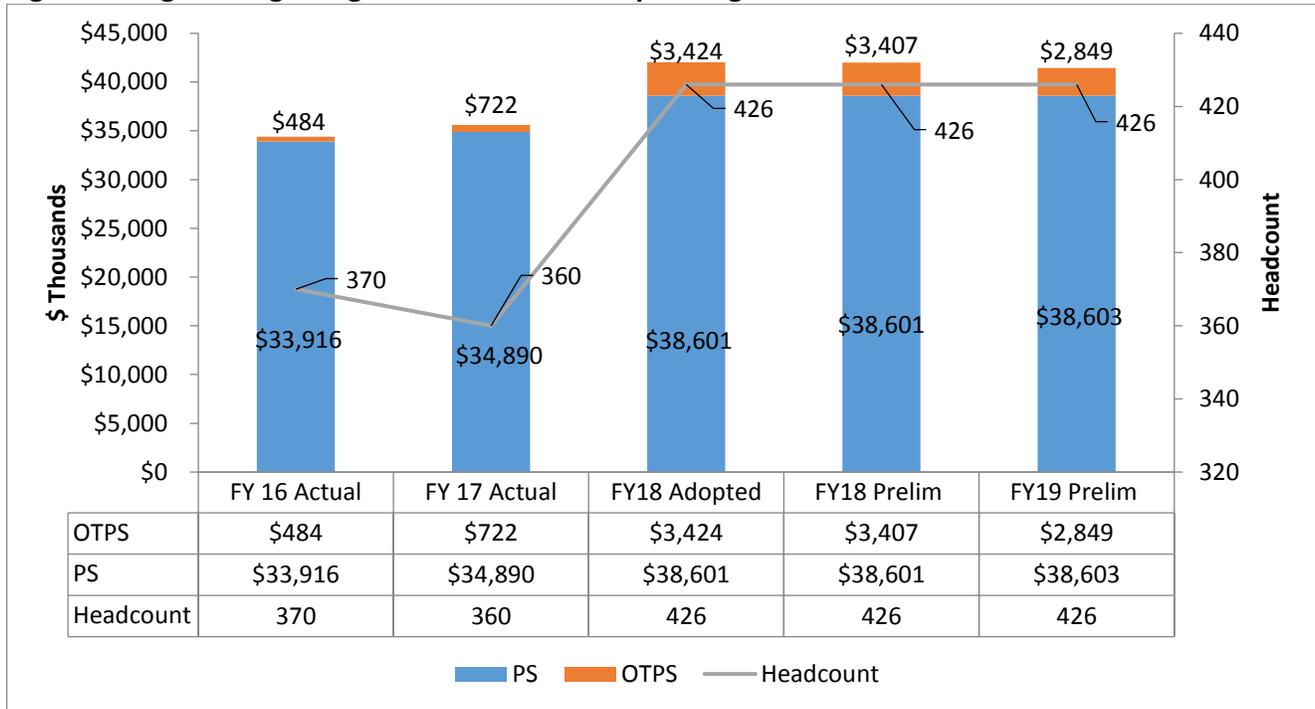
Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
E-mails responded to in 14 days (%)	86%	93%	100%	95%	95%	100%	100%
Letters responded to in 14 days (%)	99%	99%	99%	95%	95%	99%	99%
Calls answered in 30 seconds (%)	68%	73%	79%	76%	76%	75%	78%
Average customer in-person wait time (minutes)	6	5	4	5	5	NA	NA
Completed customer requests for interpretation	12,976	13,685	13,783	*	*	NA	NA
Visitors rating customer service at borough centers as good or better (%)	93%	95%	93%	90%	90%	NA	NA
CORE customer experience rating (0-100)	95	100	97	90	90	NA	NA

In the first four months of Fiscal 2018, the percentage of emails responded to within 14 days remained at 100 percent when compared to the same period in Fiscal 2017. Additionally, the number of letters responded to in 14 days remained at 99 percent in Fiscal 2018 when compared to the same period in Fiscal 2017. Calls answered within 30 seconds increased by three percent to 78 percent in Fiscal 2018 as compared to the same period in Fiscal 2017.

### Engineering Design and Construction

This program area includes funding for the planning, design and construction of major water quality related capital projects. These projects focus on two important issues for the City – the continued delivery of high quality drinking water to the City and the continued improvement of water quality within the New York Harbor and estuaries.

**Figure 7: Engineering Design and Construction Spending**

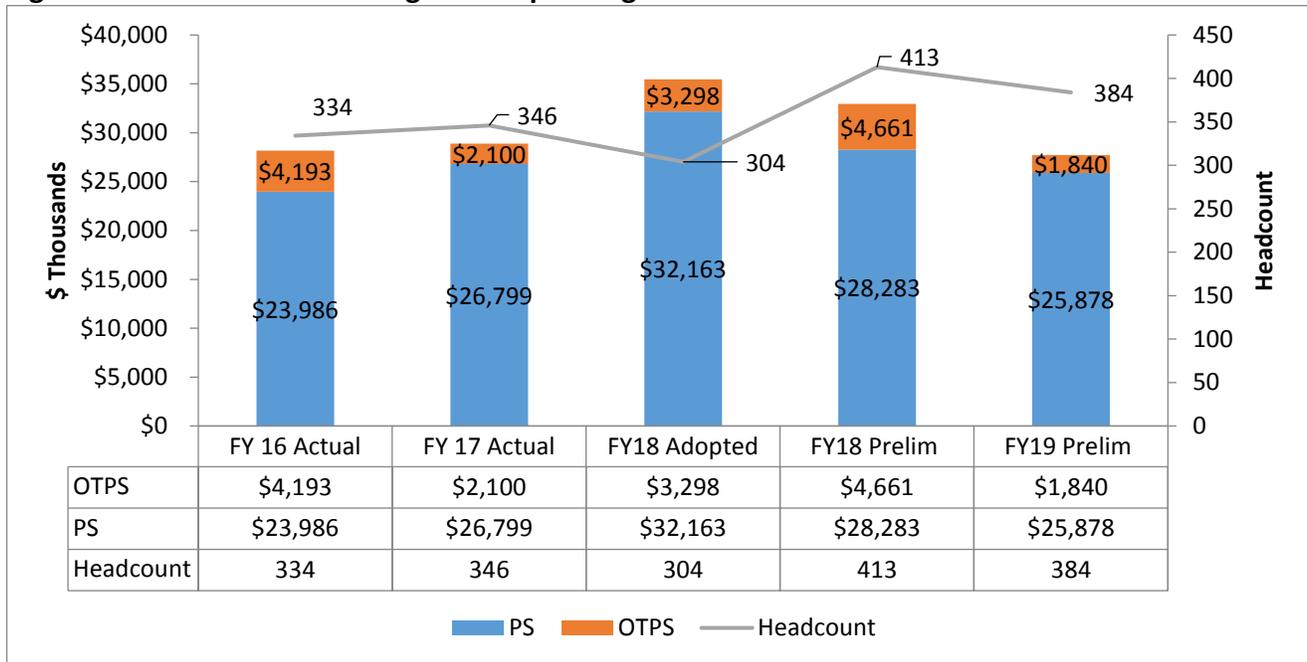


The Department’s Fiscal 2019 Preliminary Budget includes \$41.5 million for Engineering Design and Construction, which is \$573,000 or one and a half percent less than the Fiscal 2018 Adopted Budget of \$42 million. This change is mainly due to a decrease of \$695,000 in funding for studies. DEP has requested OMB restore this funding in the Fiscal 2019 Executive Budget. This decrease is slightly offset by an \$119,000 increase in contractual services for maintenance support services at the Croton Filtration Plant.

### Environmental Management

This program area includes funding for the Bureau of Environmental Management, which is responsible for responding to 1,360 hazardous material emergency incidents annually; maintaining a comprehensive database of 3,700 facilities containing hazardous and toxic materials; managing environmental investigations and assessments of contaminated sites; overseeing the remediation of four active hazardous waste municipal landfills; conducting 24,000 field inspections in response to 15,000 air and noise code complaints in a year; helping implement the requirements of the Clean Air Act Amendments of 1990; meeting with community and various public interest associations regularly to provide general information and promote compliance; and operating a New York State-approved environmental laboratory to perform analysis of asbestos, air pollutant and hazardous materials samples.

**Figure 8: Environmental Management Spending**



The Department’s Fiscal 2019 Preliminary Budget includes \$27.7 million for the Bureau of Environmental Compliance, which is \$7.7 million or 21.8 percent less than the Fiscal 2018 Adopted Budget of \$35.5 million. This change is mainly due a decrease of \$6.2 million in CDBG-DR funding allocated towards the BIB program in Fiscal 2018 that did not carry over into Fiscal 2019, as well as a \$721,000 reduction for landfill security services at Penn/Fountain Avenue. The Department’s headcount will increase by 80 positions in Fiscal 2019 due to a technical headcount realignment for the CDBG-DR BIB program.

**PMMR Performance Measures**

	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Air complaints received	8,776	9,858	8,807	*	*	3,188	2,958
Air complaints responded to within seven days (%)	95%	95%	96%	85%	85%	96%	98%
Average days to close air quality complaints	4.3	4	2.5	9	9	3.4	4
Noise complaints received	53,862	61,784	58,892	*	*	18,668	20,592
Average days to close noise complaints	5.9	5.6	4.3	9	9	4.5	5.2
Noise complaints not requiring access to premises responded to within 7 days (%)	97%	97%	98%	85%	85%	98%	98%
Asbestos complaints received	1,674	1,855	1,425	*	*	564	489
Average days to close asbestos complaints	0.37	0.34	0.34	1	1	0.22	0.78
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%

The average number of days to close air quality and noise complaints is up slightly from the same period last year, and higher than the three-year average in this category. For the first quarter of Fiscal 2018, 98 percent of air complaints were responded to within seven days, as were 98 percent of noise complaints that do not require access to private premises. However, it is important to note that an open case may be closed if an inspector is sent out and the person who made the complaint is not at home, or if the noise is not observed. Noise and air violations can be difficult to enforce, as the

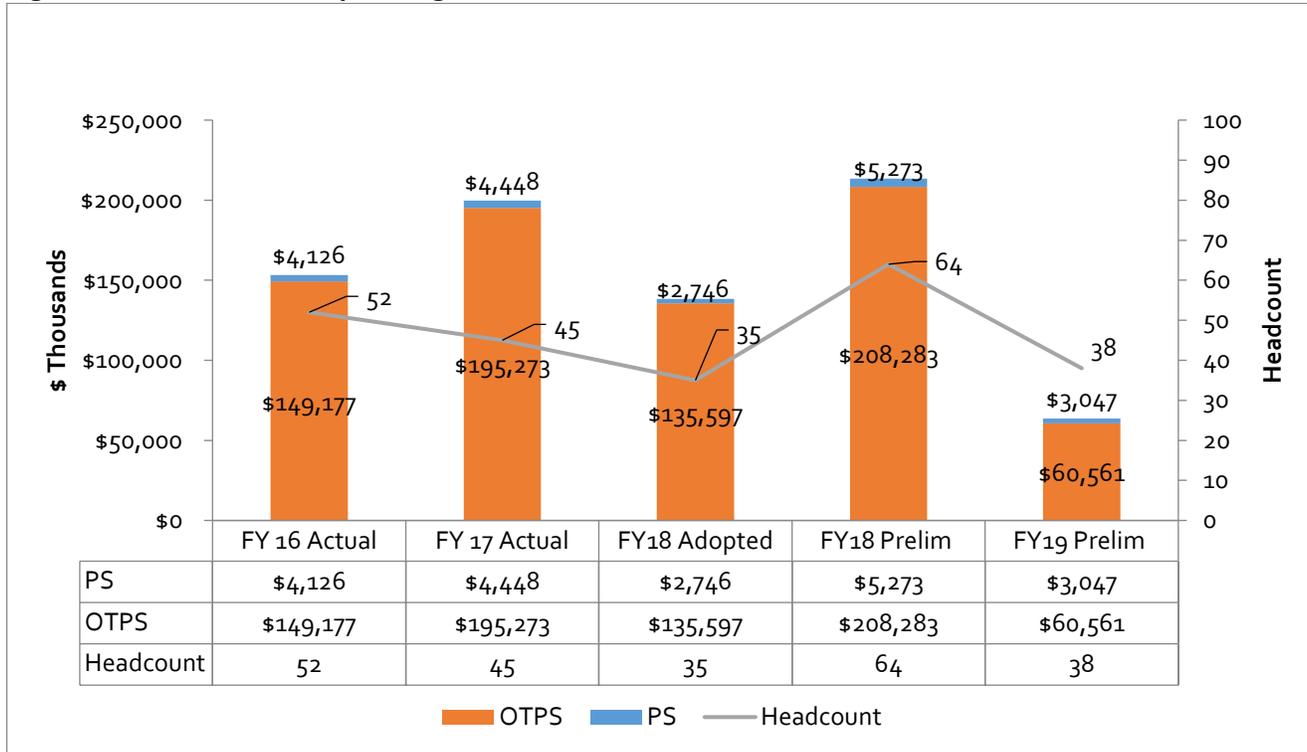
inspector must be able to observe the activity whether it be loud music from a bar or a truck idling for too long.

Asbestos is a serious health hazard and DEP has an excellent response time for responding to complaints. All asbestos complaints made in the first quarter of Fiscal 2018 were responded to within three hours.

**Miscellaneous**

This program area includes funding for any personal services or OTPS expenses that receive one-time funding. It also includes Homeland Security and brownfield grants.

**Figure 9: Miscellaneous Spending**

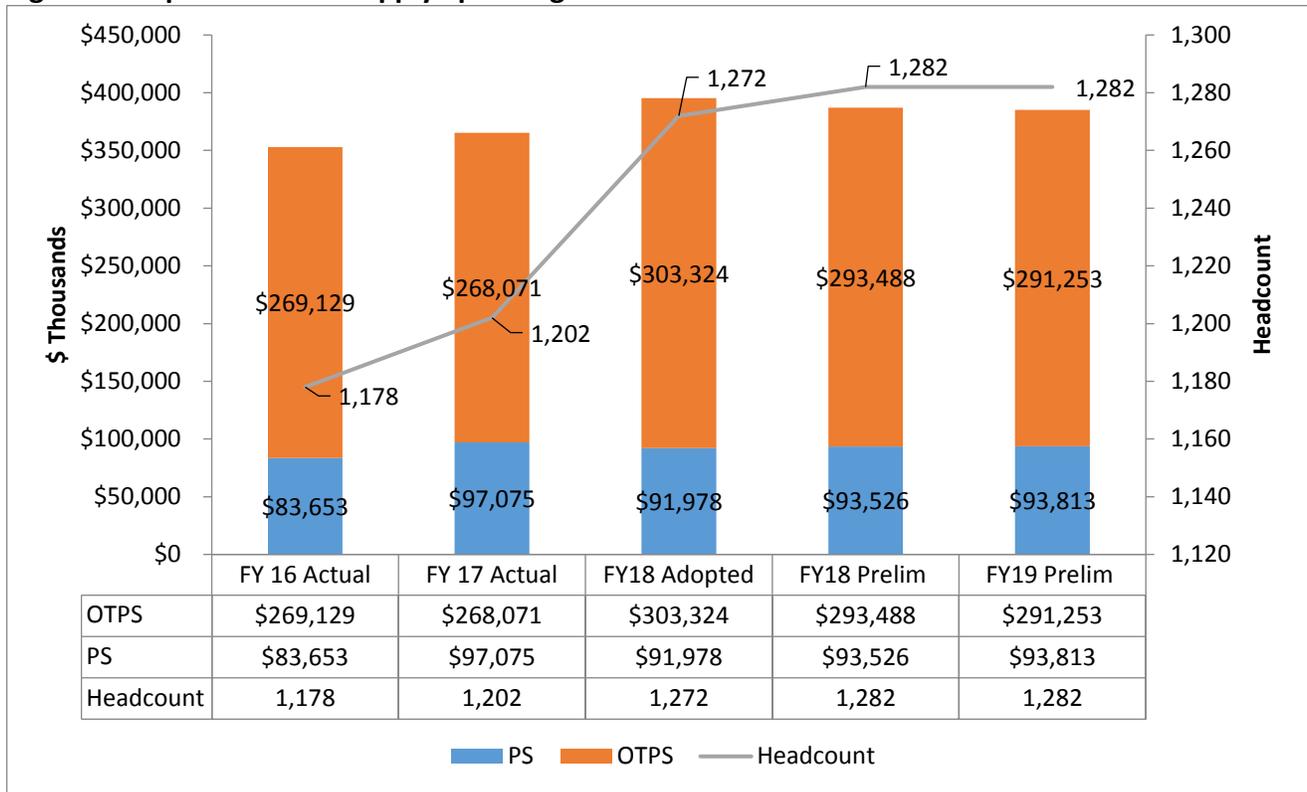


The Department’s Fiscal 2019 Preliminary Budget includes \$63.6 million for miscellaneous expenses, which is \$74.7 million less than the Fiscal 2018 Adopted Budget of \$138.3 million. This change is mainly due to a decrease of \$75 million in CDBG-DR funding for BIB. Funding is typically re-estimated and restored in DEP’s Executive Budget. This decrease is slightly offset by \$300,000 in funding to hire three full-time personnel for information technology support work within the Office of Environmental Remediation.

**Upstate Water Supply**

This program area includes funding for the Bureau of Water Supply to manage, operate and protect New York City's upstate water supply system to ensure the delivery of a sufficient quantity of high quality drinking water. The Bureau is also responsible for the overall management and implementation of the provisions of the City's \$1.5 billion Watershed Protection Program resulting from the Watershed Memorandum of Agreement (MOA) and for ensuring the City's compliance with the provisions of the Filtration Avoidance Determination.

**Figure 10: Upstate Water Supply Spending**



The Department’s Fiscal 2019 Preliminary Budget includes \$385.1 million for the Upstate Water Supply, which is \$10.2 million, or approximately two and a half percent less than the Fiscal 2018 Adopted Budget of \$395.3 million. This overall decrease reflects the following changes:

- A \$11.4 million funding reduction for water conservation programs related to the shutdown of the Roundout West Branch Tunnel (DEP is re-estimating project costs for the Fiscal 2019 Executive Budget);
- A \$1.2 million increase in personal services for security and water supply operations; and
- A \$534,000 increase in funding attributed to collective bargaining costs.

**PMMR Performance Measures**

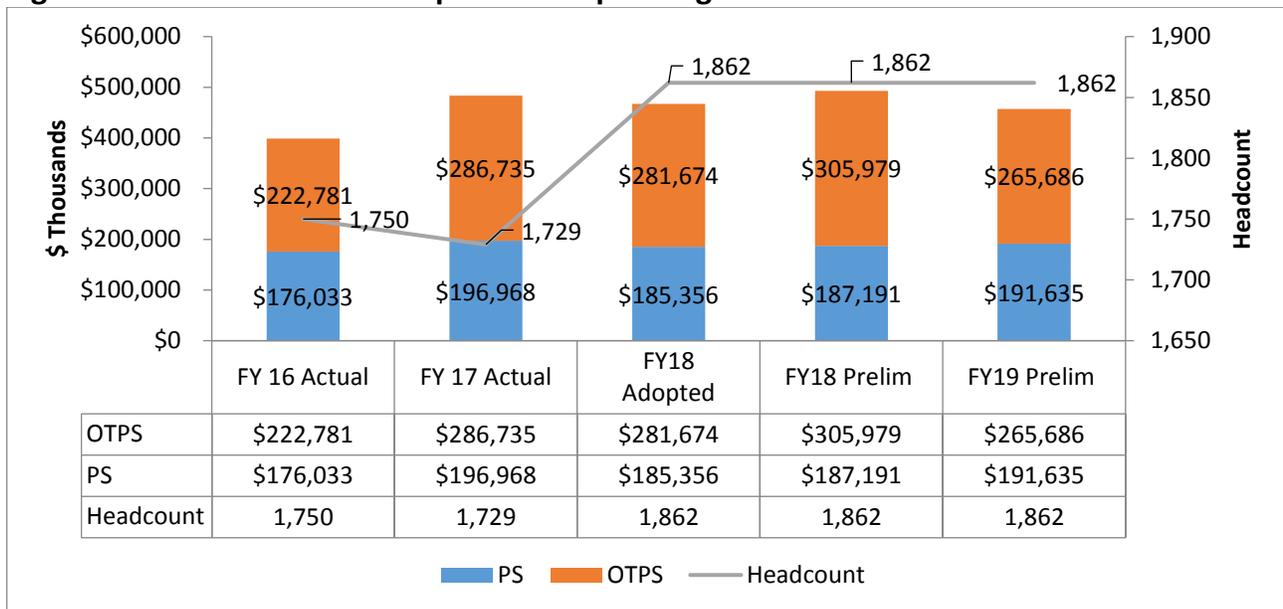
Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Samples testing positive for coliform bacteria (%)	0.3%	0.5%	0.3%	*	*	0.8%	0.6%
In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%
Acres of land solicited in watershed area	32,865	45,569	34,475	*	*	13,060	7,819
Water supply - Critical equipment out of service (%)	1.3%	1%	0.9%	*	*	0.9%	0.7%
Facility security checks	278,439	293,199	286,589	275,000	275,000	98,528	89,606
Overall enforcement activity	1,206	1,658	1,893	*	*	927	818

The In-City samples of water meeting standards for coliform bacteria remained at 100 percent in the first four months of Fiscal 2018 when compared to the first four months of Fiscal 2017. The 89,606 facility security checks by DEP police in the first four months of Fiscal 2018 is behind schedule to meet the goal of 275,000 by the end of the fiscal year. Acres of land solicited in the watershed area decreased by 5,241 acres, or 40.1 percent, when compared to the first four months of Fiscal 2017. Overall enforcement activity for the first four months of Fiscal 2017 reached 818 summonses, arrests, Notices of Violation and Notices of Warning issued. This is a decrease of 109 such issuances, or 11.8 percent, when compared to the first four months of Fiscal 2017.

### Wastewater Treatment Operations

This program area includes funding for the Bureau of Wastewater Treatment to maintain the chemical and physical integrity of New York Harbor and other local water bodies. The Bureau sustains the continued use and viability of the New York water environment through the removal of organic and toxic pollutants from the City's wastewater; exercises control of discharges from Combined Sewer Overflows and dry weather bypassing; ensures optimum operation of treatment plant collections system; integrates watershed management concepts into facilities' planning and design; and enforces a city-wide industrial pre-treatment and pollution prevention program.

**Figure 11: Water Treatment Operations Spending**



The Department’s Fiscal 2019 Preliminary Budget includes \$457.3 million for Water Treatment Operations, which is \$9.7 million or approximately two percent less than the Fiscal 2018 Adopted Budget of \$467 million. The variance reflects the following changes:

- A \$3.2 million reduction for Flushing Bay Dredging, as most of the work for this project will be performed in Fiscal 2018;
- A \$6.2 million reduction due to lesser chemical costs, including Glycerol and dewatering Polymers;
- A \$6.2 million reduction for interceptor cleaning on Wards Island, as most of the work for this project will be performed in Fiscal 2018; and
- A \$5.8 million funding increase attributed to collective bargaining costs.

**PMMR Performance Measures**

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.5%	99.5%	99.8%	100%	100%	99.9%	100%
Harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen (%)	94%	90%	92%	89%	89%	76%	80%
WWTPs - Critical equipment out-of-service (% below minimum)	2.5%	2.1%	1.8%	5.0%	5.0%	0.7%	1.4%

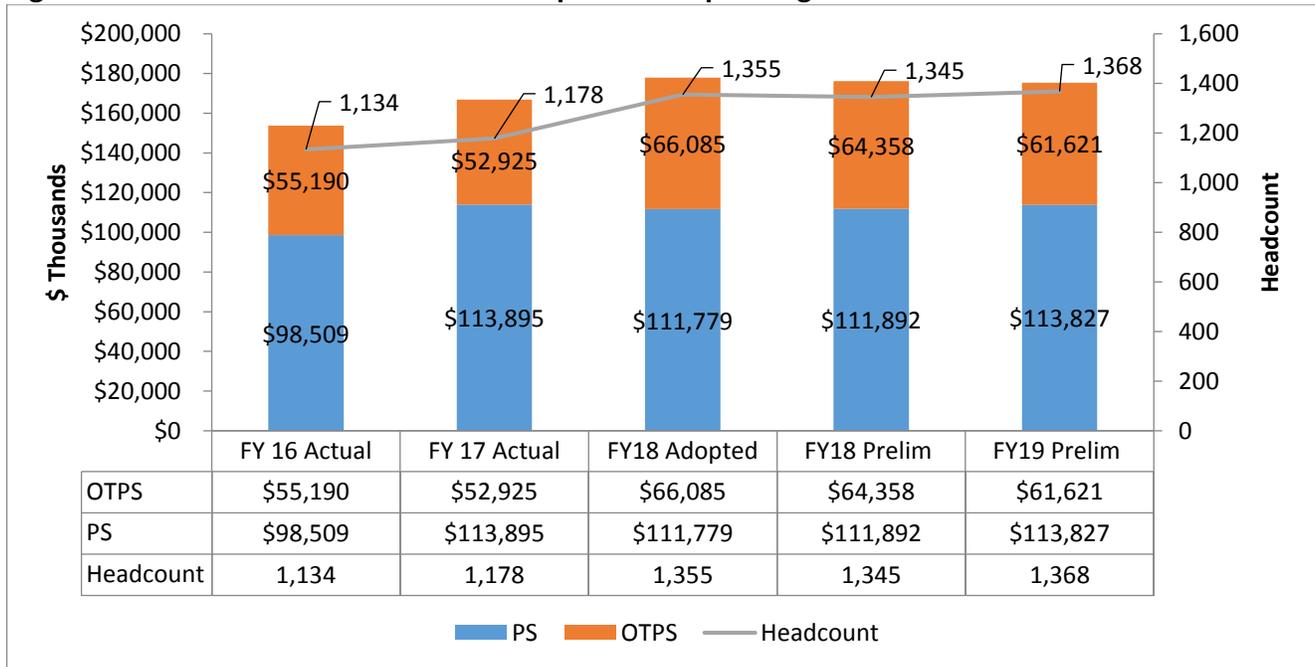
In the first four months of Fiscal 2018, the percentage of harbor survey stations meeting the fishable standard for dissolved oxygen increased to 80 percent when compared to the first four months of Fiscal 2017, in which the percentage of stations meeting fishable safety standards was 76 percent.

The percentage of wastewater treatment plant effluent meeting federal standards increased slightly in the first four months of Fiscal 2017 to 100 percent when compared to the first four months of Fiscal 2016, in which 99.9 percent of treated wastewater achieved federal standards.

**Water & Sewer Maintenance Operations**

This program area includes funding for the Bureau of Water and Sewer Operations to operate, maintain and protect the City's drinking water and wastewater collection (sewer) systems; the protection of adjacent waterways; and the development and protection of the Capital Water and Sewer Design Program.

**Figure 12: Water & Sewer Maintenance Operations Spending**



The Department’s Fiscal 2019 Preliminary Budget includes approximately \$175.4 million for Water and Sewer Maintenance Operations, which is \$2.4 million or one and a half percent less than the Fiscal 2018 Adopted Budget of \$177.9 million. This change reflects various OTPS adjustments for water and sewer projects, with respect to cost re-estimates and projected implementation timelines, as well as an increase of ten full-time positions for the green infrastructure program.

**PMMR Performance Measures:**

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Sewer backup complaints received	11,435	10,469	12,133	*	*	3,666	3,381
Sewer backup complaints resolved - Confirmed (on City infrastructure)	2,846	2,503	2,649	*	*	702	549
Unconfirmed (not on City Infrastructure or unfounded)	8,589	7,960	9,489	*	*	2,968	2,831
Sewer backup resolution time (hours)	3.9	3.7	3.8	7.0	7.0	3.6	3.3
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.2%	1.1%	1.2%	*	*	1.0%	1.1%
Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.3%	0.3%	0.3%	0.6%	0.6%	0.3%	0.3%
Street cave-in complaints received	4,073	4,174	3,847	*	*	1,680	1,442
Average time to respond to street cave-in complaints and make safe (days)	2.5	4.6	1.9	*	*	2.3	1.9
Water main breaks	563	397	425	*	*	89	90
Water main breaks per 100 miles of main in the last 12 months	8.0	5.7	6.1	NA	NA	5.7	6.1
Average time to restore water to customers after confirming breaks (hours)	5.1	4.2	4.4	6.0	6.0	5.9	6.2
Broken and inoperative hydrants (%)	0.50%	0.52%	0.54%	1.00%	1.00%	0.48%	0.36%
Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.5	2.9	2.5	7.0	7.0	3.0	2.9
Catch basin complaints received	8,851	8,020	8,943	*	*	2,936	2,687
Catch basin backup resolution time (days)	3.1	4.0	5.0	9.0	9.0	5.6	8.4
Catch basins surveyed/inspected (%) (cumulative)	31.4%	31.7%	98.3%	100.00%	100.00%	18.8%	25.1%
Catch basins cleaned	31,086	30,778	52,006	*	*	10,487	13,253
Backlog of catch basin repairs (% of system)	0.4%	0.7%	1.8%	1.0%	1.0%	1.0%	3.1%
Leak complaints received	3,622	3,642	3,673	*	*	1,063	1,104
Leak resolution time (days) (City infrastructure only)	9.3	10.2	10.0	12.0	10.6	10.3	11.0

The number of sewer backup complaints decreased by 285 complaints in the first quarter of Fiscal 2018 when compared to the same period in Fiscal 2017, or a nearly eight percent decrease. Of the 3,381 sewer backup complaints received in this period in Fiscal 2018, only 549 were confirmed as sewer conditions emanating from City infrastructure, while the rest were related to private property or unfounded complaints.

Street cave-in complaints decreased from 1,680 to 1,442 in the first four months of Fiscal 2018 when compared to the same period in Fiscal 2017, a decrease of 238 complaints or 14.2 percent. The average time it took DEP to respond to the complaints decreased from 2.3 days to 1.9 days.

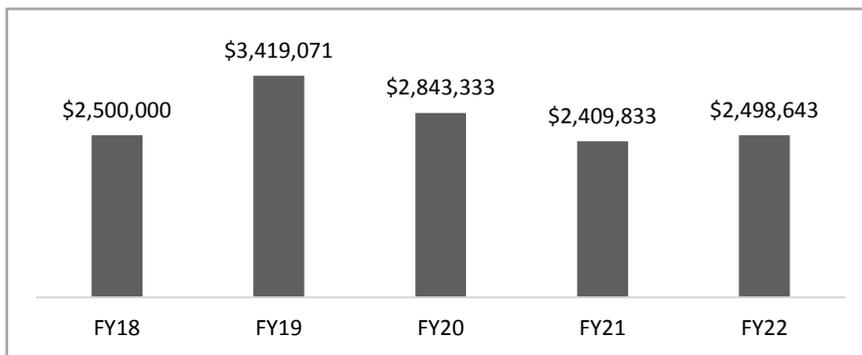
Water main breaks can be particularly damaging to City and private infrastructure, and can cause entire residential block-fronts to lose water. In the first four months of Fiscal 2018, there were 90 water main breaks, and it took DEP an average of 6.2 hours to restore water to customers after confirming breaks.

## Capital Program

### Fiscal 2019 Preliminary Capital Budget and Commitment Plan for Fiscal 2018-2022

The Capital Budget provides the required appropriations for Fiscal 2019 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 Commitment Plan, which is a five-year spending plan, is the plan to spend those appropriations. The Capital Budget is significantly less than the Capital Commitment Plan because it does not include the current appropriations for Fiscal 2018 or the amount of funding that may be reappropriated or rolled into Fiscal 2019 in the Executive and Adopted Budgets. This report will provide an overview of the Capital Budget and Commitment Plan for DEP.

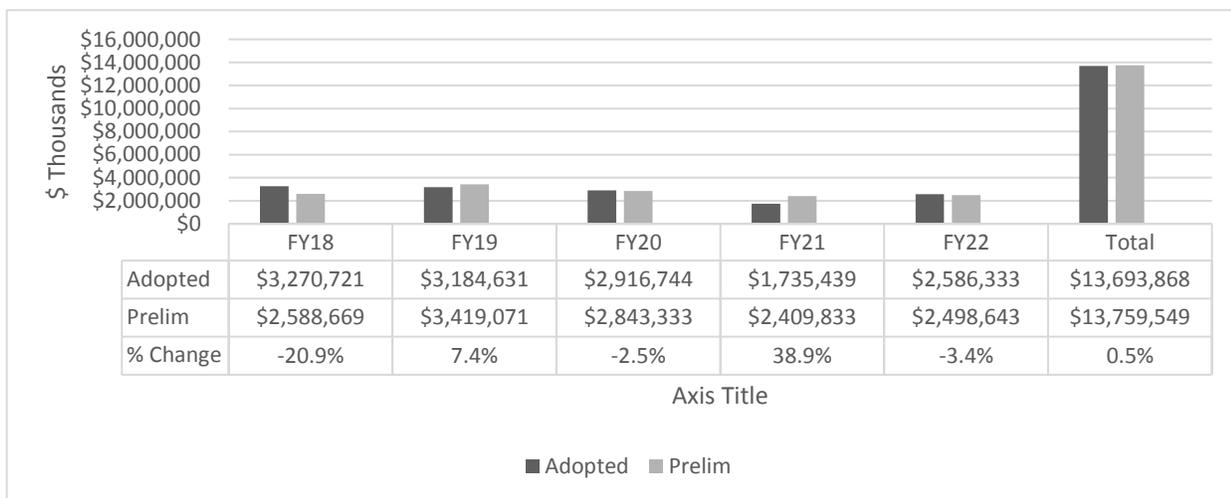
**Figure 13: DEP Fiscal 2018 Available Appropriations and Fiscal 2019-2022 Capital Budget**



As shown in the chart at left, the DEP’s Fiscal 2019 Preliminary Capital Budget totals \$11.2 billion in Fiscal 2019-2022. This represents approximately 24.4 percent of the City’s total \$45.9 billion Capital Budget for 2019-2022. Available appropriations for Fiscal 2018 total \$2.5 billion.

The Department’s Preliminary Commitment Plan includes \$13.8 billion in Fiscal 2018-2022. This represents approximately 17.3 percent of the City’s total \$79.6 billion Preliminary Commitment Plan.

**Figure 14: DEP Fiscal Commitment Plan**



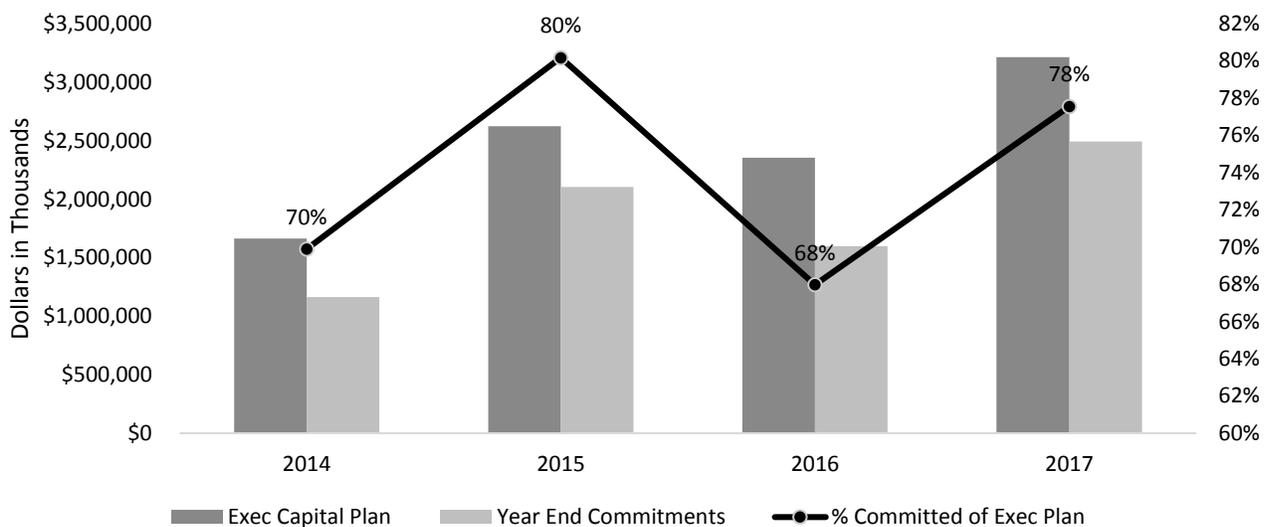
The Preliminary Capital Plan for the Department for Fiscal 2018-2022 has increased by more than \$65.7 million to a total of \$13.8 billion, demonstrating less than one percent growth when compared to the Department’s Adopted Commitment Plan. The increase can be attributed to a variety of

projects, including those related to water pollution control, water mains & treatment, sewers, water supply and equipment purchases.

The Commitment Plan typically frontloads planned commitments for capital projects in the first year or two of the plan, and agencies rarely meet these targets. The Department’s Commitment Plan shows nearly 80 percent of all commitments in the first year. DEP’s history of commitments is shown below. Given this performance history, it is likely that DEP will end this year with unmet commitment targets and significant appropriations available to be rolled into Fiscal 2019 and in the outyears.

The chart below displays the Department’s capital commitment plan as of the Fiscal 2014-2017 Executive Budget and the actual commitments in the corresponding fiscal year. The chart also shows the capital commitment rate (the percentage of the capital plan committed per fiscal year).<sup>1</sup> Since 2014, the Department has maintained a high commitment rate (above 68 percent) year-over-year.

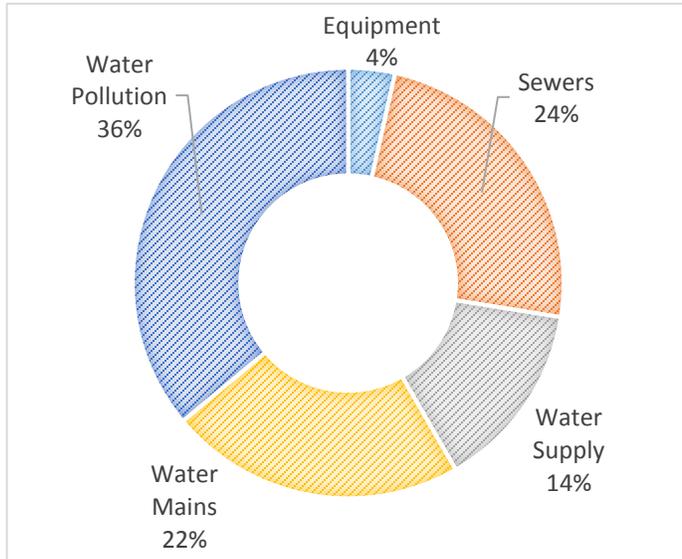
**Figure 14: DEP Capital Commitment Rate**



The Department’s Commitment Plan includes 67 budget lines and 1,176 project IDs across five project types, including: 1) equipment, 2) sewers, 3) water mains, sources, and treatment, 4) water pollution control, and 5) water supply.

<sup>1</sup> 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 Projects by Type:**



Water Pollution Control (WP) projects represent 36 percent of the total projects in the four-year capital plan. Activities in this category are directed at improving the quality of the City’s waterways and to ensure compliance with mandates imposed by the federal Clean Water Act.

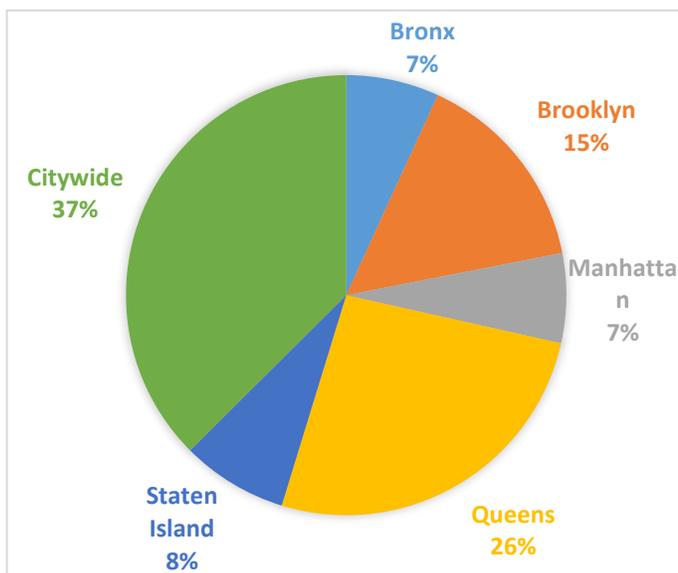
Sewer (SE) projects represent 24 percent of the projects in the four-year capital plan. Projects in this category include replacing existing sewers in areas requiring increased capacity, extending sewers to unserved or underserved areas, and replacing failing or collapsed sewer mains.

Watermains, Sources and Treatment (WM) projects represent 22 percent of the projects in the four-year capital plan. This category involves the protection and upkeep of the City’s source water supply and water distribution system.

Water Supply (W) projects represent 14 percent of the projects in the four-year capital plan. This category includes the development of alternate water sources associated with the Water for the Future Program, the modification of chambers at the Hillview Reservoir, and the City Water Tunnel No. 3.

Equipment (EP) projects represent four percent of the projects in the four-year capital plan. Activities in this category primarily focus on water meter installation and automated meter reading systems; facility purchases and reconstruction; payments for gas utility line relocation; and equipment purchases such as laboratory instruments, vehicles and computers.

**Capital Projects by Borough *(Includes Citywide)*:**



Multi-borough projects represent \$5.2 billion or 37 percent of the Department’s four-year capital plan. The majority of the \$5.2 billion is allocated to major construction projects, such as water supply, water mains, and water pollution control.

Queens-based projects represent 26 percent or \$3.6 billion of the four-year capital plan. Of the \$3.6 billion, 43 percent or \$1.55 billion is allocated towards sewers, while 24 percent or \$859 million is for water pollution control, 18 percent or \$658.1 million is for water supply, 14 percent or \$487.5 million is for water mains, and less than one percent or \$52.1 million is for equipment.

Brooklyn-based projects represent 15 percent or \$2.1 billion of the four-year capital plan. Of the \$2.1 billion, 66 percent (\$1.4 billion) is allocated towards water pollution control, while 22 percent or \$448.2 million is allocated towards sewers, 12 percent or \$245.3 million is for water mains, and less than one percent or \$15.8 million is for equipment and water supply.

Staten Island-based projects represent eight percent or \$1.1 billion of the four-year capital plan. Of the \$1.1 billion, 50 percent or \$532.1 million is for sewers, while 32 percent or \$346.2 million is for water pollution control, 14 percent or \$155.6 million is for water mains and 4 percent or \$39.7 million is for equipment.

Manhattan-based projects represent seven percent or \$906.8 million of the four-year capital plan. Of the \$906.8 million, 77.7 percent or \$704.8 million is for water pollution control, while 16.7 percent or \$151.3 million is for water mains, 4.9 percent or \$44.5 million is for sewers, and less than one percent or \$6.2 million is for equipment and water supply.

Bronx-based projects represent seven percent or \$940.2 million of the four-year capital plan. Of the \$940.2 million, 63 percent or \$592.3 million is for water pollution control, 31.2 percent or \$292.9 million is for water mains, 4.7 percent or \$44.6 million is for sewers, and 1.1 percent or \$10.4 million is for equipment and water supply.

### 2019 Preliminary Capital Commitment Plan Highlights

Major capital projects included in the Preliminary Capital Plan for Fiscal 2018-2022 are outlined below.

**Water Tunnel #3.** This critical project has been under construction since 1970. Once the tunnel is completed, it will allow Water Tunnels No. 1 and 2 to be inspected and repaired for the first time since they entered operation in 1917 and 1936, respectively. The Preliminary Capital Commitment Plan includes a total of \$658 million for the completion of the Brooklyn/ Queens leg of the City Tunnel No. 3; construction of shafts 17B and 18B; and connection to the Brooklyn Shaft Chamber.

**Citywide Combined Sewer Overflow Projects.** The Preliminary Capital Commitment Plan includes \$1.7 billion towards grey and green infrastructure projects (162 in total citywide) to control combined sewer overflow outfall into local waterbodies.

**South East Queens Sewer Buildout.** The Preliminary Capital Commitment Plan includes \$1.1 billion towards Southeast Queens flood mitigation. The Southeast Queens community has been experiencing chronic flooding for decades as residential and commercial development continued to outpace the extension of the City's sewer system. These measures, once implemented, will provide great relief to the neighboring community.

**Kenisco-Eastview Connection Tunnel.** The Preliminary Capital Commitment Plan includes \$822 million towards the Kensico-Eastview Connection Tunnel. As a result of the startup of the Catskill-Delaware Ultraviolet Facility, the portion of the Catskill Aqueduct between the Kensico Reservoir and Eastview was taken out of service. To replace the Catskill Aqueduct, and ensure future City demands can be met, DEP will build a new deep rock tunnel between the two sites.

**Reconstruction of Wastewater Treatment Plants/Pumping Stations.** As part of DEP's commitment to planning for climate change, the Preliminary Capital Commitment Plan includes \$354 million towards hardening infrastructure, including various wastewater treatment plants, pump stations, and other facilities across the City.

## Appendices

### A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	Fiscal 2018			Fiscal 2019		
	City	Non-City	Total	City	Non-City	Total
<b>DEP Budget as of the Fiscal 2018 Adopted Budget</b>	<b>\$1,187,275</b>	<b>\$225,497</b>	<b>\$1,412,772</b>	<b>\$1,168,910</b>	<b>\$75,251</b>	<b>\$1,244,161</b>
<b>New Needs</b>						
Biosolids Disposal	\$3,155	\$0	\$3,155	\$4,316	\$0	\$4,316
Cannonsville Dam Hydroelectric Study	944	0	944	(380)	0	(380)
Computer Systems Manager for the Office of Env. Remediation	42	0	42	95	0	95
Enterprise Mobile Application Licenses Use for Inspections	740	0	740	133	0	133
Environmental Quality Review Database Upgrade	0	0	0	234	0	234
Flushing Bay Dredging	12,670	0	12,670	1,265	0	1,265
Maintenance for DEP's New Data Storage Centers	1,135	0	1,135	555	0	555
Mandated Conceptual Design for Catskill/Delaware Filtration Plan	(717)	0	(717)	(860)	0	(860)
Mandated Site Acquisition for Gowanus Canal Cleanup	10,000	0	10,000	0	0	0
Pilots and Mechanic for DEP Owned Helicopter	120	0	120	\$40	0	240
Rondout West Branch Tunnel Shutdown Plan	556	0	556	889	0	889
<b>Subtotal, New Needs</b>	<b>\$28,645</b>	<b>\$0</b>	<b>\$28,645</b>	<b>\$6,487</b>	<b>\$0</b>	<b>\$6,487</b>
<b>Other Adjustments</b>						
Biowatch	\$2,318	\$0	\$2,318	\$0	\$0	\$0
Brownfield Grants	0	182	182	0	0	0
Bureau of Customer Services Surplus	(650)	0	(650)	(650)	0	(650)
Crane Operator Collective Bargaining L14	17	0	17	16	0	16
Carpet Personal Services Overtime	0	51	51	0	0	0
Croton Filtration Maint. & Repair Contracts	(1,298)	0	(1,298)	(1,298)	0	(1,298)
Disaster Recovery	0	6,708	6,708	0	0	0
Excel Program	0	904	904	0	0	0
FEMA Sandy Utilities	0	380	380	0	0	0
Food Waste Grant	0	137	137	0	0	0
HRO Rollovers	0	55,538	55,538	0	4,529	4,529
Intra-City Auditors	0	700	700	0	0	0
Lefrak Carpet	0	990	990	0	0	0
Lower Security Guard Contract Costs	0	(361)	(361)	0	(747)	(747)
Mayor's Office of Sustainability GreeNYC	100	0	100	100	0	100
New York State Energy Research and Development	0	50	50	0	0	0
New York State Energy Research and Development Retrofit/Neslin Lab	0	201	201	0	0	0
Oysters	0	507	507	0	0	0
Penn and Ftn Landfills	0	1,367	1,367	0	0	0
HRO Takedown	0	(30,000)	(30,000)	0	0	0
Retrofit Rollover from Fiscal 2017	0	2,570	2,570	0	0	0
Rodman's Neck Lead Remediation	0	952	952	0	0	0

<i>Dollars in Thousands</i>	Fiscal 2018			Fiscal 2019		
	City	Non-City	Total	City	Non-City	Total
Stationary Engineers L3 Collective Bargaining	7,528	0	7,528	7,417	0	7,417
Surplus in Retrofit Accelerator Program						
Funding	(459)	0	(459)	0	0	0
Trash Challenge Grant	0	20	20	0	0	0
Vacancy Savings	(2,004)	0	(2,004)	0	0	0
Wastewater and Water Treatment Chemical Savings	(4,022)	0	(4,022)	(9,322)	0	(9,322)
Water Reuse Grant Program Savings	(1,199)	0	(1,199)	0	0	
Watershed Taxes Savings	(2,250)	0	(2,250)	0	0	0
Water Use Cost Sharing Program Adjustment	(301)	0	(301)	0	0	0
Arterial Highway Catch Basin Cleaning Contract	(1,996)	0	(1,996)	(790)	0	(790)
Biowatch Rolldown	0	59	59	0	0	0
Personal Services Savings from Delayed Hiring	(2,000)	0	(2,000)	0	0	0
Centrifuge Maintenance	(1,000)	0	(1,000)	(1,000)	0	(1,000)
City Seasonal Aides Collective Bargaining	2	0	2	4	0	4
Citywide Infiltration/Inflow Analysis	(142)	0	(142)	0	0	0
Citywide Stormwater Engineering Analysis	(169)	0	(169)	0	0	0
Collection Contract Reduction	(400)	0	(400)	(400)	0	(400)
Croton Filtration Maint. Repair Contracts	(2,932)	0	(2,932)	(340)	0	(340)
Croton Filtration Plant Chemicals	(1,200)	0	(1,200)	0	0	0
Citywide Stormwater Study	0	2,000	2,000	0	0	0
Data Processing Software License Reduction	(95)	0	(95)	0	0	0
Auditors	0	800	800	0	0	0
Elimination Owls Head Treatment Plant Contracts	(961)	0	(961)	(4,000)	0	(4,000)
Flow Monitor Purchases	(155)	0	(155)	0	0	0
Glycerin Reduction	(4,000)	0	(4,000)	(4,000)	0	(4,000)
Green Infrastructure Maintenance	0	0	0	(500)	0	(500)
Green Infrastructure Research Contract	1,000	0	1,000	706	0	706
HRO Jan Plan Realign	0	36,769	36,769	0	68,442	68,442
Long Island Sound	0	1,400	1,400	0	0	0
Organizational Development Training Surplus	(100)	0	(100)	(75)	0	(75)
Reduction in Overtime Budget	(500)	0	(500)	0	0	0
Resiliency Program Contract	0	0	0	(250)	0	(250)
Surplus in Health and Safety Contracts	(30)	0	(30)	(70)	0	(70)
Termination of IBM Database Contract	(100)	0	(100)	0	0	0
Toliet Replacement Program	(275)	0	(275)	(278)	0	(278)
Water and Sewer Field Operations	0	0	0	(488)	0	(488)
Water and Sewer Savings	(50)	0	(50)	(50)	0	(50)
<b>Subtotal, Other Adjustments</b>	<b>(\$17,323)</b>	<b>\$81,924</b>	<b>\$64,601</b>	<b>(\$15,268)</b>	<b>\$72,224</b>	<b>\$56,956</b>
<b>TOTAL, All Changes</b>	<b>\$11,322</b>	<b>\$81,924</b>	<b>\$93,246</b>	<b>(\$8,781)</b>	<b>\$72,224</b>	<b>\$63,443</b>
<b>DEP Budget as of the Fiscal 2019 Preliminary Budget</b>	<b>\$1,195,920</b>	<b>\$307,421</b>	<b>\$1,505,900</b>	<b>\$1,159,382</b>	<b>\$147,475</b>	<b>\$1,307,605</b>

## B. Program Areas

## Agency Administration and Support

<b>Agency Administration &amp; Support</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$34,269	\$36,977	\$38,591	\$39,122	\$39,589	\$998
Other Salaried and Unsalariad	918	837	1,276	1,278	1,280	4
Additional Gross Pay	968	1,284	480	480	480	0
Overtime - Civilian	1,001	1,338	236	236	236	0
P.S. Other	(73)	(56)	0	0	0	0
Amounts to be Scheduled	0	0	3	3	3	0
<b>Subtotal</b>	<b>\$37,082</b>	<b>\$40,380</b>	<b>\$40,586</b>	<b>\$41,119</b>	<b>\$41,589</b>	<b>\$1,002</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$2,269	\$2,510	\$2,848	\$2,667	\$2,840	(\$8)
Fixed and Misc Charges	5,931	7,464	27	72	27	0
Property and Equipment	6,810	4,867	3,815	4,165	4,057	242
Other Services and Charges	34,143	34,501	40,741	40,524	40,217	(524)
Contractual Services	13,179	15,335	14,512	20,148	13,339	(1,173)
<b>Subtotal</b>	<b>\$62,332</b>	<b>\$64,676</b>	<b>\$61,942</b>	<b>\$67,578</b>	<b>\$60,479</b>	<b>(\$1,463)</b>
<b>TOTAL</b>	<b>\$99,414</b>	<b>\$105,056</b>	<b>\$102,529</b>	<b>\$108,697</b>	<b>\$102,068</b>	<b>(\$461)</b>
<b>Funding</b>						
City Funds			\$93,868	\$96,184	\$93,405	(\$463)
Capital- IFA			7,628	7,628	7,630	2
Federal - Other			0	1,400	0	0
Intra City			1,033	3,485	1,033	0
<b>TOTAL</b>	<b>\$99,414</b>	<b>\$105,056</b>	<b>\$102,529</b>	<b>\$108,697</b>	<b>\$102,068</b>	<b>(\$461)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	451	456	496	502	502	6
<b>TOTAL</b>	<b>451</b>	<b>456</b>	<b>496</b>	<b>502</b>	<b>502</b>	<b>6</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**Customer Services & Water Board Support**

<b>Customer Services &amp; Water Board Support</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$27,430	\$28,375	\$30,656	\$30,291	\$30,293	(\$364)
Other Salaried and Unsalari ed	2,936	3,570	2,558	2,558	2,558	0
Additional Gross Pay	1,417	1,245	843	843	843	0
Overtime - Civilian	3,188	2,085	1,703	1,203	1,703	0
<b>Subtotal</b>	<b>\$34,971</b>	<b>\$35,275</b>	<b>\$35,760</b>	<b>\$34,895</b>	<b>\$35,397</b>	<b>(\$364)</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$2,635	\$3,340	\$3,289	\$2,602	\$3,139	(\$150)
Fixed and Misc Charges	0	0	0	0	0	0
Property and Equipment	283	1,913	1,239	1,298	1,198	(40)
Other Services and Charges	2,966	3,687	5,024	3,906	6,683	1,658
Contractual Services	5,711	6,722	8,906	9,561	8,506	(400)
<b>Subtotal</b>	<b>\$11,595</b>	<b>\$15,661</b>	<b>\$18,458</b>	<b>\$17,368</b>	<b>\$19,526</b>	<b>\$1,068</b>
<b>TOTAL</b>	<b>\$46,566</b>	<b>\$50,936</b>	<b>\$54,218</b>	<b>\$52,263</b>	<b>\$54,923</b>	<b>\$705</b>
<b>Funding</b>						
City Funds			\$54,043	\$52,087	\$54,748	\$705
Other Categorical			0	175	175	175
Capital- IFA			175	0	0	(175)
<b>TOTAL</b>	<b>\$46,566</b>	<b>\$50,936</b>	<b>\$54,218</b>	<b>\$52,263</b>	<b>\$54,923</b>	<b>\$705</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	451	432	501	498	498	(3)
<b>TOTAL</b>	<b>451</b>	<b>432</b>	<b>501</b>	<b>498</b>	<b>498</b>	<b>(3)</b>

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

**Engineering Design and Construction**

<b>Engineering Design and Construction</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$32,074	\$32,846	\$36,509	\$36,509	\$36,511	\$2
Other Salaried and Unsalariad	181	205	29	29	29	0
Additional Gross Pay	1,090	1,122	1,424	1,424	1,424	0
Overtime - Civilian	571	717	639	639	639	0
<b>Subtotal</b>	<b>\$33,916</b>	<b>\$34,890</b>	<b>\$38,601</b>	<b>\$38,601</b>	<b>\$38,603</b>	<b>\$2</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$69	\$76	\$100	\$100	\$100	\$0
Property and Equipment	46	164	59	37	59	0
Other Services and Charges	69	180	2,461	2,501	1,766	(695)
Contractual Services	300	303	805	769	924	119
<b>Subtotal</b>	<b>\$484</b>	<b>\$722</b>	<b>\$3,424</b>	<b>\$3,407</b>	<b>\$2,849</b>	<b>(\$576)</b>
<b>TOTAL</b>	<b>\$34,400</b>	<b>\$35,612</b>	<b>\$42,025</b>	<b>\$42,008</b>	<b>\$41,452</b>	<b>(\$573)</b>
<b>Funding</b>						
City Funds			\$3,424	\$3,407	\$2,849	(\$575)
Other Categorical			0	0	0	0
Capital- IFA			38,601	38,601	38,603	2
<b>TOTAL</b>	<b>\$34,400</b>	<b>\$35,612</b>	<b>\$42,025</b>	<b>\$42,008</b>	<b>\$41,452</b>	<b>(\$573)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	370	360	426	426	426	0
<b>TOTAL</b>	<b>370</b>	<b>360</b>	<b>426</b>	<b>426</b>	<b>426</b>	<b>0</b>

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

**Environmental Management**

<b>Environmental Management</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$19,947	\$22,880	\$30,135	\$26,255	\$23,850	(\$6,286)
Other Salaried and Unsalari ed	75	68	166	166	166	0
Additional Gross Pay	870	866	408	408	408	0
Overtime - Civilian	3,094	2,983	1,454	1,454	1,454	0
<b>Subtotal</b>	<b>\$23,986</b>	<b>\$26,799</b>	<b>\$32,163</b>	<b>\$28,283</b>	<b>\$25,878</b>	<b>(\$6,286)</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$279	\$304	\$427	\$459	\$422	(\$6)
Property and Equipment	283	280	503	743	202	(302)
Other Services and Charges	134	148	506	267	329	(178)
Contractual Services	3,497	1,369	1,861	3,191	888	(973)
<b>Subtotal</b>	<b>\$4,193</b>	<b>\$2,100</b>	<b>\$3,298</b>	<b>\$4,661</b>	<b>\$1,840</b>	<b>(\$1,458)</b>
<b>TOTAL</b>	<b>\$28,179</b>	<b>\$28,899</b>	<b>\$35,461</b>	<b>\$32,944</b>	<b>\$27,718</b>	<b>(\$7,744)</b>
<b>Funding</b>						
City Funds			\$19,676	\$19,292	\$18,249	(\$1,427)
Capital- IFA			75	75	75	0
Federal - Community Development			15,374	11,494	9,058	(6,316)
Federal - Other			0	1,747	0	0
Intra City			335	336	336	1
<b>TOTAL</b>	<b>\$28,179</b>	<b>\$28,899</b>	<b>\$35,461</b>	<b>\$32,944</b>	<b>\$27,718</b>	<b>(\$7,744)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	334	346	304	413	384	80
<b>TOTAL</b>	<b>334</b>	<b>346</b>	<b>304</b>	<b>413</b>	<b>384</b>	<b>80</b>

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

**Miscellaneous**

<b>Miscellaneous</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$3,513	\$3,695	\$2,730	\$5,206	\$3,031	\$300
Other Salaried and Unsalariad	41	7	16	16	16	0
Additional Gross Pay	99	131	0	0	0	0
Overtime - Civilian	472	615	0	51	0	0
<b>Subtotal</b>	<b>\$4,126</b>	<b>\$4,448</b>	<b>\$2,746</b>	<b>\$5,273</b>	<b>\$3,047</b>	<b>\$300</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$259	\$600	\$75	\$354	\$70	(\$5)
Fixed and Misc Charges	59,547	59,169	71,419	74,757	31,779	(39,640)
Property and Equipment	159	65	88	143	75	(13)
Other Services and Charges	21,104	32,599	(6,605)	2,468	(19,597)	(12,992)
Contractual Services	68,109	102,840	70,621	130,561	48,235	(22,386)
<b>Subtotal</b>	<b>\$149,177</b>	<b>\$195,273</b>	<b>\$135,597</b>	<b>\$208,283</b>	<b>\$60,561</b>	<b>(\$75,036)</b>
<b>TOTAL</b>	<b>\$153,304</b>	<b>\$199,722</b>	<b>\$138,343</b>	<b>\$213,556</b>	<b>\$63,608</b>	<b>(\$74,735)</b>
<b>Funding</b>						
City Funds			(\$3,926)	(\$4,243)	(\$7,698)	(\$3,772)
Other Categorical			0	1,041	0	0
State			0	2,956	0	0
Federal - Community Development			142,124	210,311	71,155	(70,969)
Federal - Other			146	2,587	151	5
Intra City			0	904	0	0
<b>TOTAL</b>	<b>\$153,304</b>	<b>\$199,722</b>	<b>\$138,343</b>	<b>\$213,556</b>	<b>\$63,608</b>	<b>(\$74,735)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	52	45	35	64	38	3
<b>TOTAL</b>	<b>52</b>	<b>45</b>	<b>35</b>	<b>64</b>	<b>38</b>	<b>3</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**Upstate Water Supply**

<b>Upstate Water Supply</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$75,769	\$84,782	\$87,254	\$88,131	\$88,411	\$1,157
Other Salaried and Unsalari ed	320	508	245	245	245	0
Additional Gross Pay	3,746	6,712	2,279	2,950	2,957	677
Overtime - Uniformed	61	23	0	0	0	0
Overtime - Civilian	3,576	4,860	2,009	2,009	2,009	0
Fringe Benefits	181	189	188	188	188	0
Amounts to be Scheduled	0	0	3	3	3	0
<b>Subtotal</b>	<b>\$83,653</b>	<b>\$97,075</b>	<b>\$91,978</b>	<b>\$93,526</b>	<b>\$93,813</b>	<b>\$1,835</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$22,840	\$24,250	\$28,425	\$25,136	\$28,319	(\$106)
Fixed and Misc Charges	158,028	159,754	165,344	162,854	166,158	814
Property and Equipment	3,022	3,681	2,989	4,939	2,989	0
Other Services and Charges	57,459	52,848	69,606	67,239	59,295	(10,311)
Contractual Services	27,779	27,539	36,959	33,320	34,492	(2,467)
<b>Subtotal</b>	<b>\$269,129</b>	<b>\$268,071</b>	<b>\$303,324</b>	<b>\$293,488</b>	<b>\$291,253</b>	<b>(\$12,070)</b>
<b>TOTAL</b>	<b>\$352,782</b>	<b>\$365,146</b>	<b>\$395,302</b>	<b>\$387,014</b>	<b>\$385,066</b>	<b>(\$10,236)</b>
<b>Funding</b>						
City Funds			\$391,576	\$383,261	\$381,341	(\$10,235)
Other Categorical			0	27	0	0
Capital- IFA			3,726	3,726	3,726	0
<b>TOTAL</b>	<b>\$352,782</b>	<b>\$365,146</b>	<b>\$395,302</b>	<b>\$387,014</b>	<b>\$385,066</b>	<b>(\$10,236)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	1,178	1,202	1,272	1,282	1,282	10
<b>TOTAL</b>	<b>1,178</b>	<b>1,202</b>	<b>1,272</b>	<b>1,282</b>	<b>1,282</b>	<b>10</b>

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

**Water Treatment Operations**

<b>Water Treatment Operations</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$137,947	\$148,444	\$163,765	\$165,421	\$170,044	\$6,278
Other Salaried and Unsalari ed	64	50	103	103	104	0
Additional Gross Pay	16,984	22,862	7,546	7,546	7,546	0
Overtime - Civilian	18,363	23,449	10,857	10,857	10,857	0
Fringe Benefits	2,675	2,163	3,084	3,264	3,084	0
<b>Subtotal</b>	<b>\$176,033</b>	<b>\$196,968</b>	<b>\$185,356</b>	<b>\$187,191</b>	<b>\$191,635</b>	<b>\$6,279</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$38,041	\$43,933	\$52,307	\$50,071	\$45,299	(\$7,008)
Fixed and Misc Charges	721	1,587	597	589	597	0
Property and Equipment	1,172	8,875	4,847	4,671	4,786	(61)
Other Services and Charges	96,071	125,732	117,600	135,959	107,853	(9,747)
Contractual Services	86,776	106,607	106,322	114,689	107,151	829
<b>Subtotal</b>	<b>\$222,781</b>	<b>\$286,735</b>	<b>\$281,674</b>	<b>\$305,979</b>	<b>\$265,686</b>	<b>(\$15,987)</b>
<b>TOTAL</b>	<b>\$398,813</b>	<b>\$483,703</b>	<b>\$467,029</b>	<b>\$493,170</b>	<b>\$457,321</b>	<b>(\$9,708)</b>
<b>Funding</b>						
City Funds			\$458,852	\$477,785	\$449,143	(\$9,709)
Other Categorical			0	6,700	0	0
Capital- IFA			8,177	8,177	0	(8,177)
State			0	0	8,178	8,178
Federal - Other			0	507	0	0
<b>TOTAL</b>	<b>\$398,813</b>	<b>\$483,703</b>	<b>\$467,029</b>	<b>\$493,170</b>	<b>\$457,321</b>	<b>(\$9,708)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	1,750	1,729	1,862	1,862	1,862	0
<b>TOTAL</b>	<b>1,750</b>	<b>1,729</b>	<b>1,862</b>	<b>1,862</b>	<b>1,862</b>	<b>0</b>

\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

**Water and Sewer Maintenance Operations**

<b>Water &amp; Sewer Maintenance Operations</b>						
<i>Dollars in Thousands</i>						
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2018</b>	<b>2019</b>	<b>2018 - 2019</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$81,770	\$84,904	\$98,479	\$98,592	\$100,527	\$2,048
Other Salaried and Unsalari ed	554	850	1,684	1,684	1,684	0
Additional Gross Pay	5,945	14,326	5,859	5,859	5,859	0
Fringe Benefits	0	0	24	24	24	0
Overtime - Civilian	10,241	13,815	5,734	5,734	5,734	0
<b>Subtotal</b>	<b>\$98,509</b>	<b>\$113,895</b>	<b>\$111,779</b>	<b>\$111,892</b>	<b>\$113,827</b>	<b>\$2,048</b>
<b>Other Than Personal Services</b>						
Supplies and Materials	\$12,200	\$10,773	\$10,330	\$11,436	\$10,026	(\$305)
Fixed and Misc Charges	4,740	2,863	0	0	0	0
Property and Equipment	2,304	3,455	1,451	1,950	1,313	(138)
Other Services and Charges	20,234	21,068	38,894	28,896	37,668	(1,226)
Contractual Services	15,712	14,767	15,409	22,075	12,614	(2,796)
<b>Subtotal</b>	<b>\$55,190</b>	<b>\$52,925</b>	<b>\$66,085</b>	<b>\$64,358</b>	<b>\$61,621</b>	<b>(\$4,464)</b>
<b>TOTAL</b>	<b>\$153,700</b>	<b>\$166,820</b>	<b>\$177,863</b>	<b>\$176,249</b>	<b>\$175,448</b>	<b>(\$2,415)</b>
<b>Funding</b>						
City Funds			\$169,761	\$168,147	\$167,345	(\$2,416)
Capital- IFA			8,102	8,102	8,103	1
<b>TOTAL</b>	<b>\$153,700</b>	<b>\$166,820</b>	<b>\$177,863</b>	<b>\$176,249</b>	<b>\$175,448</b>	<b>(\$2,415)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	1,134	1,178	1,355	1,345	1,368	13
<b>TOTAL</b>	<b>1,134</b>	<b>1,178</b>	<b>1,355</b>	<b>1,345</b>	<b>1,368</b>	<b>13</b>

*\*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*