

**THE CITY OF NEW YORK
OFFICE OF MANAGEMENT & BUDGET
75 Park Place
New York, NY 10007-2146**

OUR ORGANIZATIONAL STRUCTURE

OMB is headed by a Budget Director with assistance from Deputy and Associate Directors in the oversight of the City budget. OMB's main role, budget preparation, implementation and monitoring, is primarily performed through the Expense and Capital Budget Divisions. These Divisions provide oversight of agency budgets and are overseen by a Deputy Director. These Divisions are further divided into task forces that have specific focus areas and are overseen by an Assistant Director.

The Expense and Capital Divisions play a major role in the budget process. This Division receives support from various ancillary support units within OMB. Some of these units possess expertise in specific areas of budgeting and therefore serve as a valuable resource in areas of technical, legal, financial and administrative support.

In order to perform its duties, OMB is divided into approximately 30 different Task Forces. The following descriptions provide a synopsis of the duties under the purview of each Task Force:

ADMINISTRATION OF JUSTICE

The Administration of Justice Task Force has primary oversight responsibilities for all criminal justice agencies in the City of New York. This task force includes major agencies such as the Police Department, Department of Correction, Department of Juvenile Justice, Department of Probation and Offices of the District Attorneys. Major issues of focus are crime reduction, emergency response times, arrest processing and the impact of case processing on detention population levels.

FIRE, PARKS & SANITATION

This Task Force provides oversight of four mayoral agencies with a combined operating budget of approximately \$3.2 billion in fiscal year 2010. The Task Force is comprised of three units: the Fire Unit, the Sanitation Unit and the Parks Unit, which includes the Landmarks Preservation Commission. Each Unit monitors the expense and capital budgets of its respective agencies and evaluates the efficiency of programmatic decisions in achieving its missions.

ADMINISTRATIVE AGENCIES AND ELECTED OFFICIALS

This Task Force prepares and manages the operating and capital budgets for administrative agencies and the offices of elected officials, as well as evaluating their programs and policies. Our portfolio includes over 30 agencies, offices, boards and commissions and deals with such diverse issues as Information Technology Management, Space Management of owned and leased properties, Vehicle Fleet Management, Emergency Management, Customer Service/Citizen Engagement, Legal Services, Financial Services and Personnel/Human Resources. Our agencies support other City agencies as well as the public. Major agencies within our portfolio include the Department of Information Technology and Telecommunications (including the 311 Citizen Service Center), the Department of Citywide Administrative Services (including the Citywide Energy Efficiency program), the Law Department and the Department of Finance, as well as elected officials such as the Mayor's Office, the Office of the Comptroller and the City Council. We focus on evaluating cross-cutting programs, coordinating government operations and establishing consistent Citywide policies.

INFRASTRUCTURE, CULTURALS & LIBRARIES, TRANSIT AUTHORITY

This Task Force develops, monitors and maintains budgets for nine infrastructure, environmental protection and cultural-related agencies. It addresses issues such as upstate watershed agreements, waste water treatment, construction and maintenance of highways and bridges, subsidies for transit services and funding for cultural institutions and libraries.

SOCIAL SERVICES

This Task Force oversees budgets totaling more than \$6.9 billion for the five social services agencies. They are the Human Resources Administration, Administration for Children's Services, Department of Homeless Services, Department for the Aging and Department of Youth and Community Development. Examples of ongoing responsibilities include projecting welfare caseloads, foster care trends, and staffing for AIDS case management. Additional projects that Task Force members have developed or participated in address child care needs for families moving from welfare to work, reimbursement models for foster care contract agencies and the impact of welfare reform in New York City.

HEALTH

The Health Task Force is responsible for fiscal oversight and policy coordination for the Department of Health and Mental Hygiene, the City's Medicaid Program, and the Health and Hospitals Corporation (HHC) the nation's largest public hospital system. The combined operating budgets for these programs total more than \$13.2 billion. The oversight role involves preparation of the financial plan through analysis and development of proposals to optimize the use of resources and requests to fund new initiatives; monitoring agency expenditures, operations and key programmatic indicators to ensure adherence with the financial plan and management priorities; and participating in special projects and Citywide initiatives to facilitate efficient agency operations.

Program issues addressed by the Task Force include balancing the City's dual role as a payer and provider of health care services to the poor, analyzing changes in State and Federal funding for public health services, and examining the financial and service impact of managed care expansion. Task Force staff have participated in projects to develop strategies to improve revenue collections at HHC hospitals, address the needs of the uninsured, evaluate critical operations and space needs at the Public Health Laboratory, and numerous value-engineering and analysis workshops to streamline operations and implement best practices.

HOUSING & ECONOMIC DEVELOPMENT

This Task Force is responsible for the operating and capital budgets for the Departments of Housing Preservation & Development, Buildings, City Planning, and Small Business Services, as well as various entities including the Housing Development Corporation, the New York City Housing Authority, the Economic Development Corporation, and the Battery Park City Authority.

EDUCATION & CITY UNIVERSITY OF NEW YORK

The Education Task Force oversees the expense and revenue budgets for both the Department of Education and the City University of New York (CUNY), which equal approximately one-third of the total City budget. The Task Force consists of three specific areas: Expense, Capital and Revenue. The Task Force analyzes the various needs of students, enrollment trends and programmatic changes.

The Department of Education provides primary and secondary education to more than one million school-age children, while CUNY serves approximately 460,000 students.

INTERGOVERNMENTAL RELATIONS

The Intergovernmental Relations Task Force deals with the legislative process at the Local, State and Federal levels. The Task Force analyzes how the actions of other governmental entities impact the City's budget. An analyst in the Task Force evaluates pending City, State and Federal budget documents for City budget impact and communicates with other OMB Task Forces, agency staff and the Mayor's legislative offices on legislative/budget issues. In addition, the analysts respond to various legislative proposals and track legislation in assigned issue areas. Limited travel to Albany is necessary.

COMMUNITY BOARD RELATIONS

New York City has 59 Community Boards which monitor service delivery, participate in developing the City's capital and expense budgets, and review land use proposals. The Community Board Task Force prepares and monitors the Boards' operating budgets. This Task Force also coordinates consultations among the Community Boards and City agencies that deliver local services. It then publishes the Community Boards Capital and Expense Budgets requests for the upcoming Fiscal Year.

TAX POLICY, REVENUE FORECASTING & ECONOMIC ANALYSIS

This Task Force forecasts and monitors \$39 billion in locally-generated tax revenue and the underlying national and local economic indicators using various quantitative and econometric techniques. Analysts in this Task Force also monitor state and national tax policy and assess the impact of these policies on the City's economy and tax revenue. The Task Force also recommends City tax policy.

FEDERAL & STATE REVENUE MONITORING, GRANT MONITORING & SPECIAL PROJECTS

This Task Force coordinates the systematic forecasting and monitoring of intergovernmental and private grant revenues and cash payments received by City agencies. The Task Force staff also provides expertise on general grant financial administration issues, serves as liaison to New York State and federal agencies on matters related to grant payments and assists City agencies in addressing issues raised by grantors and grant auditors.

MISCELLANEOUS REVENUES & INTERFUND AGREEMENT

The Miscellaneous Revenues Task Force forecasts and monitors the City's miscellaneous revenues that include all sources of monies with the exception of taxes and grants. These revenues are comprised of direct charges to the public which include: licenses, permits and franchises, payment for the use, rental or purchase of City-owned property or supplied services, water and sewer charges, fines and forfeitures, interest income and other miscellaneous sources of revenue. The Task Force also initiates and manages many projects designed to increase revenue and improve revenue-related operations.

The Task Force monitors interfund revenue, which are reimbursements from the Capital Fund to the General Fund for architectural and engineering costs incurred by the City's own engineering and support staff.

COMMUNITY DEVELOPMENT

The Community Development Task Force coordinates policy and manages both the revenues and expenditures of the City's Community Development Block Grant Program. Congress established this program in 1974 to provide Federal funds for housing, economic development, neighborhood facilities and public support services that principally benefit low and moderate income persons. The program includes the maintenance and rehabilitation of City-owned apartments for low-and moderate-income families, upgrading of day care centers and revitalization of neighborhood retail areas.

FINANCIAL & PERSONNEL PLANNING & BUDGET PUBLICATIONS

This Task Force establishes monthly spending allotments and aggregate position limits for each City agency. It also coordinates the publishing of the Preliminary, Executive and Adopted Budgets.

Establishing spending allotments involves instructing the agencies on the preparation of their monthly plans which includes reviewing, updating and monitoring these plans during the year. This also involves the review of monthly expenditure and personnel variance reports and the coordination of a surplus/needs analysis for the fiscal year. Other responsibilities include: coordinating OMB's review of Planned Action Reports (agency requests for new hires, promotions and redeployment of personnel) and compiling Citywide personnel statistical data, including the funding of full-time headcount and reporting of attrition.

BUDGET COORDINATION & SYSTEMS CONTROL

The Budget Coordination & Systems Control Task Force is responsible for the coordination and technical implementation of the City's expense and revenue budgets in the City's Financial Management System (FMS) during budget preparation and for maintaining the budget during the year. The unit instructs and guides agencies and OMB personnel on system implementation and is responsible for implementing system updates to reflect technology changes. The unit also reviews and monitors energy usage, prices and market conditions for projecting energy costs to be included in agency budgets. In addition, the unit reviews and monitors monthly revenue cash flows.

FINANCIAL PLAN, CASH FLOW REPORTING, PEG MONITORING & CONTRACT COORDINATION

This unit within the Office of Budget Review (OBR) oversees the development, analysis and administration of the City's budget in the following four areas: Financial Plan reporting, cash flow reporting, PEG monitoring and contract coordination.

Financial Plan reporting involves the publication of financial plan and budget documents and the submission to the Financial Control Board. Cash flow reporting involves the monitoring and forecasting of the City's cash flows and the publication of the Financial Plan Statements. PEG monitoring involves planning and reporting on the implementation of initiatives proposed to reduce spending or increase revenues to eliminate projected budget gaps. Contract coordination involves reviewing and approving City contracts for goods and services.

LABOR CONTRACT ANALYSIS

This Task Force gathers research and analyzes data for use by City labor negotiators. It also acts as a junior member of the City's bargaining team. In addition, the Task Force performs budgetary analysis of all issues concerning employment costs and works on Citywide personnel issues. Further, the unit monitors State and Federal legislation.

MISCELLANEOUS BUDGET & PENSION ANALYSIS

The Miscellaneous Budget and Pension Analysis Task Force is responsible for \$12.7 billion in expenses that are not allocated to specific agencies. These include Citywide expenses for items such as: fringe benefits, judgments and claims, subsidies, and contractual expenses. The Task Force also monitors contributions to defined-benefit pension systems, which are supported by assets of almost \$100 billion.

Analysts in this Task force prepare expense projections based on payroll, population, and other data to develop annual forecasts and costs of various initiatives. Significant time is also devoted to reviewing proposed legislation. The Task Force works closely with outside benefit consultants and many other City agencies such as the Office of the Actuary, City Comptroller, Law Department and the Office of Labor Relations.

ACCOUNTING SERVICES

New York City's budget is statutorily required to be balanced in accordance with governmental generally accepted accounting principles (GAAP). The Accounting Services Unit is responsible for monitoring changes to GAAP and providing advice on its interpretation and application. In conjunction with the City Comptroller's Office and the Mayor's Office of Operations, the Unit staff coordinates the annual audits of the City's financial statements and Federal programs which are conducted by an independent CPA firm. The Task Force is also involved with the negotiation of grant overhead and fringe benefit reimbursement rates with the Federal government.

CAPITAL FINANCIAL PLANNING

This Task Force develops and participates in the formation of Capital Planning strategies with the Mayor, City Council, Borough Presidents and senior administration officials. It also advises senior administration officials on budget and policy issues relating to capital management, eligibility and impact on operating budgets.

This Task Force is responsible for the preparation and analysis of the Mayor's four-year Capital Budget and Ten-Year Capital Strategy. In conjunction with the City Comptroller's Office it forecasts and monitors cash flow analysis used to project long-term borrowing for the City's financing program. In addition, it negotiates capital budget adoption and modification with the City Council and Borough Presidents. The Task Force manages the activities in the review, processing and monitoring of appropriations

FINANCING POLICY & COORDINATION

This Division manages the City's long-term capital financing program and seasonal borrowing. In addition to implementing the NYC General Obligation Bond financing program, the Division is also directly responsible for debt issuance through and management of four financing entities: the New York City Water Finance Authority, the New York City Transitional Finance Authority, Hudson Yards Infrastructure Corporation, and TSASC. (TSASC is a not-for-profit corporation established by the City to secure Tobacco Settlement Revenues.)

The Finance Division also works with conduit borrowers, such as the New York State Dormitory Authority and the New York City Industrial Development Corporation. Here the Division implements lease financing for various City capital projects. The staff in this Division works closely with external investment bankers, bond lawyers, and financial advisors on securities transactions. It is responsible for preparing and managing the debt service budget of the City and its related financing entities as well as providing various analysis relating to bond structure, pricing, ongoing debt management, and legal compliance.

COUNSEL'S OFFICE

The Counsel's Office advises OMB on legal issues in connection with the City budget such as the issuance of securities by the City and affiliated issuers, the financing of capital projects, contracting and procurement, legislation, and other general legal matters.

TECHNICAL SERVICES/VALUE ENGINEERING & ASSET MANAGEMENT

This Task Force has two distinct sections: Value Engineering and Asset Management. The Value Engineering Unit conducts value management workshops using the value engineering and value analysis methodologies and outside consultants. The Unit conducts value engineering reviews on selected capital projects at an early design phase in order to identify potential problems and resolve them. It also works to ensure functionality while reducing life cycle costs.

The Asset Management Unit maintains the City's capital asset inventory database and manages annual surveys of these assets. The reports give a comprehensive overview of the physical condition of City-owned assets for capital review and planning purposes. In addition to describing the "state-of-good-repair" needs, these reports also indicate how much progress the agencies are making towards addressing these needs.

INFORMATION SYSTEMS

Information Systems supports OMB staff members by providing all hardware and software necessary for day to day operations, as well as for budget preparation. It also provides graphics and layout design for all OMB publications and for the Mayor's Office press briefings and other presentations.

INFORMATION SYSTEMS MANAGEMENT

The Information Systems Management Task Force (ISM) is responsible for the approval and oversight of the funding, acquisition, and implementation of all computer technology and telecommunications initiatives within New York City government. ISM serves as the OMB representative to the Citywide Technology Steering Committee which reviews and analyzes all City Information Technology projects as to technical feasibility, financial justification, programmatic merit and procurement methodology. ISM prepares and monitors the capital budget related to the funding and acquisition of computer systems and provides oversight for the implementation of individual agency and Citywide Information Technology projects.

PERSONNEL MANAGEMENT & ADMINISTRATION

Personnel Management & Administration (PMA) has a two-fold mission that must be accomplished within the framework of Citywide policies and directives: to design, develop and assure the proper implementation of personnel programs shaped to meet the needs of Agency personnel and to provide continuous delivery of timely and efficient services to our employees.

This Division consists of two major areas, Personnel Management and Administrative Services. The Personnel Management area encompasses payroll, timekeeping, fringe benefits, human resources, training, equal employment opportunity, employee relations and administration of the Agency's budget. The Administrative Services area provides support services such as purchasing, reproduction, mail, car service, out-of-town travel, and telephone services.