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## **Adirondack Park Agency**

- The Department's savings target is \$191,000. Although there is no change in the anticipated FTE level of 72 in the enacted budget, General Fund personal service savings of \$75,340 in 2008-09 and \$137,500 in 2009-2010 will be achieved through delayed hiring, attrition and workforce management.
- Non-personal service savings of \$115,660 in 2008-09 and \$53,500 in 2009-10 will be achieved through increased conservation, paper reduction and general efficiencies.
- The department's overall General Fund spending for State Operations in SFY 2008-09 will be \$5.4 million, a \$400,000 (7%) increase over its actual General Fund State Operations spending for SFY 2007-08

## **Aging, State Office for the**

- The Office's spending reduction target is \$95,000: \$93,000 in General Fund savings and \$2,000 in Special Revenue Other funds (HCRA). \$74,000 of the General Fund savings is achieved through personal service reductions and \$19,000 is through non-personal service reductions, recurring in SFY 2009-10. The non-personal service reductions will be achieved through a two-tiered authorization process for purchases of goods or services and review of requests for travel by the Executive Deputy Director.
- The Office's overall General Fund spending for State Operations in SFY 2008-09 will be \$2,835,000, a 25.82% decrease from its actual SFY 2007-08 General Fund State Operations spending. Total Special Revenue Other State Operations spending will be \$32,000, a 5.88% reduction from actual SFY 2007-08 Special Revenue Other State Operations spending.
- The Office's projected FTE level for 3/30/09 was 141 FTEs. The agency's plan projects a targeted FTE level of 133, a reduction of 8 FTEs to be achieved through attrition. The Office indicates that negotiated salary increases in 2007-08 through 2010-11 will likely result in the loss of ability to fund 3 positions per year. No additional federal funding is anticipated in coming years.

## **Agriculture and Markets, Department of**

- The Department's savings target is \$1.9 million. This will be achieved through General Fund personal service reductions of \$350,000 in 2008-09 and \$380,000 in 2009-10. Saving in Special Revenue Other funds total \$780,000, including personal service reductions of \$500,000 in 2008-09 and 2009-10. The balance of savings will be in non-personal service reductions, particularly travel, technology, vehicle use and contracts.
- The Department will reduce its approved FTE level by (5) to 631. The abolition of 2 positions related to collection and dissemination of dairy statistics will result in personal service savings of \$100,000 and a position related to the audit of market order funds will be left vacant for a savings of \$50,000. Vacancy controls and the elimination of the summer internship program will save an additional \$425,000. Holding vacant 3 Farm Products Inspection positions as attrition occurs and delaying hiring will save \$300,000. Effort will be made to increase staffing in priority areas such as Farmland Protection, Nonpoint Source Pollution control. Vacancies in the Food Inspection Program (to which 21 positions were added in the enacted budget) will be filled.
- Phasing out consultant for technology project to centralize licenses into single database and bringing project in-house will save \$500,000.
- The department's overall General Fund spending for State Operations in SFY 2008-09 will be \$36.1 million, a \$2 million (5.9%) increase over its actual General Fund State Operations spending for SFY 2007-08. Total Special Revenue Other spending for State Operations will be \$26.5 million, a \$1.3 million decrease from its actual Special Revenue Other State Operations spending for SFY 2007-08.

## **Alcohol Beverage Control, Division of**

- The Division's savings target is \$500,000 which will be achieved through Special Revenue Other (SRO) Fund personal service reductions of \$185,000 and SRO Fund non-personal service reductions of \$315,000, both of which will recur in SFY 2009-10 and SFY 2010-11. The personal service reductions will be achieved by eliminating the Chief Executive Officer position (\$140,000), not filling an hourly Administrative Law Judge position in New York City (\$30,000), and reducing the work schedule of the Assistant Director of Enforcement (\$15,000). The non-personal service reductions will be achieved by cancelling board meetings and educational seminars in Long Island, the Finger Lakes, and New York City and reductions in the purchase of supplies, travel, equipment, and leases and contracts.
- The Division's overall SRO spending for State Operations in SFY 2008-09 will be \$17,578,000.
- The Division's projected FTE level for 3/30/09 was 165 FTEs; its target FTE level will now be 163.8 FTEs reflecting the position reductions discussed above. Currently the Division has filled 152.8 FTE positions.

## **Alcohol and Substance Abuse Services, Office of**

- The Office's spending reduction target is \$2.1 million; however \$3,037,000 in savings is identified in the revised Financial Management Plan. All of the savings are in Special Revenue Other funds (reflecting the shift in the 2008-09 budget from General Fund to Special Revenue Other funds), including \$1,264,000 achieved through personal service reductions (decreasing to \$1,150,000 in SFY 2009-10) and \$1,773,000 through non-personal service reductions (increasing to \$2,459,000 in SFY 2009-10). The non-personal service reductions will be achieved through: limiting attendance at conferences and travel activity; eliminating non-essential subscriptions and supplies, office equipment and PC purchases; reducing the reliance on non-essential consultant and temporary services; and eliminating non-essential spending at the Addiction Treatment Centers
- The Office's overall Special Revenue Other spending for State Operations in SFY 2008-09 will be \$108,656,000, a 2.29% increase over its actual SFY 2007-08 Special Revenue Other State Operations spending.
- The Office's projected FTE level for 3/30/09 was 1,010 FTEs. The agency's plan projects a targeted FTE level of 999, a reduction of 11 FTEs, to be achieved through attrition.
- OASAS plans on preserving several initiatives including establishing a swing bed detoxification program at Ward ATC, which was associated with 9 FTEs in the Executive Budget. The staffing details for this initiative should be addressed at statewide labor management.

## **Arts, Council on the**

- The Council's savings target is \$206,000 which will be completely achieved through General Fund personal service cuts.
- The Council will restructure the Executive and Finance and Administration units by permanently eliminating three vacant management positions – Deputy Directory, Executive Assistant to the Chair and Senior Mail and Supply Clerk.
- The Council's projected FTE level for 3/30/09 was 55 FTEs. It will now be 52 FTEs reflecting the elimination of 3 FTE positions. Currently the Council has 48 FTE positions filled.

## **Audit and Control, Department of**

- The department's savings target is \$4.8 million; \$4.7 million in General Fund savings and \$142,800 in savings in Special Revenue Other funds. \$2.35 million of the department's General Fund savings is achieved through personal service reductions and \$2.35 million is achieved through non-personal service reductions. The non-personal service reductions will be achieved by minimizing discretionary expenditures for supplies, materials, equipment, publications and travel. In addition, most expenditures on information technology acquisitions must first be approved by the Chief Information Officer. The \$142,400 in Special Revenue Other savings will also be achieved by unspecified equal reductions of \$71,400 for personal and non-personal services.
- The department's overall General Fund spending for State Operations in SFY 2008-09 will be \$139,700,000, a \$6.92 million (5.21%) increase over its actual General Fund State Operations spending for SFY 2007-08. Total Special Revenue Other spending for State Operations will be \$4 million, a \$472,000 (13.3%) increase over its actual Special Revenue Other State Operations spending for SFY 2007-08. This Special Revenue Other spending does not include the \$5 million added by the Legislature for the new Abandoned Property Audit Account.
- The Department's projected FTE level for 3/30/09 was 2,643 FTEs not including any new FTEs added for the new Abandoned Property Audit program. The agency's plan does not specify a new FTE level for 3/30/09. It simply states "Each program area will be given an allocation for personal services, with an authorized FTE target..." The actual program FTE targets should be requested at Statewide Labor Management. The department plans to achieve its personal service savings by controlling the timing of the filling and backfilling of vacated positions.

## **Banking Department**

- The Department's savings target is \$2 million. The FTE level will decrease by (5) to 545 as the Department anticipates personal service savings of \$1 million in Special Revenue Other Funds in 2008-09 and \$850,000 in 2009-2010 to be achieved through delayed hiring, attrition and workforce management. The remaining savings will be in non-personal service; reductions will be achieved by minimizing discretionary expenditures for supplies, materials, equipment, publications and travel.
- Total Special Revenue Other spending for State Operations will be \$80.5 million, a \$2 million (2.4%) decrease from its actual Special Revenue Other State Operations spending for SFY 2007-08.

## **Children and Family Services, Office of**

- The Office's spending reduction target is \$9,276,000: \$9,091,000 in General Fund savings and \$185,000 in Special Revenue Other funds. \$4 million of the savings comes from the Youth Facilities Program. \$6,063,000 of the General Fund savings is achieved through personal service reductions and \$3,028,000 is through non-personal service reductions, recurring in SFY 2009-10. The non-personal service reductions will be achieved through: consolidation of leased space (the Albany Regional Office is moving to Rensselaer); restrictions on communications devices; equipment controls; travel restrictions and curtailment; reduction of the agency fleet; competitive bidding of 14 (out of 70) training projects—the purpose and impact of this contracting out should be raised at Labor Management; closure of the Library in the Training Department (the incumbent will be reassigned to other training activities); and increased use of automation. EBCI contracts will be reduced by \$70,000 each year in SFY 2008-09 through SFY 2010-11.
- The Office's overall General Fund spending for State Operations in SFY 2008-09 will be \$2,066,010,000, an 8.46% increase over its actual SFY 2007-08 General Fund State Operation

spending . The spending projections include salary increases for M/C and CSEA contracts but they do not include PEF salary increases (which will result in a greater increase in overall General Fund spending). Total Special Revenue Other State Operations spending will be \$27,525,000, a 1.85% reduction from actual SFY 2007-08 Special Revenue Other State Operations spending.

- The Office's projected FTE level for 3/30/09 is 3,988 FTEs unchanged from the initial target which includes the 126 FTEs over the projected workforce of 3,862 in the Executive Budget, reflecting restoration of 115 positions for Great Valley Residential Center and Pyramid Reception Center, and 11 positions related to the administration of the Americorps program. The Office has implemented an internal hiring freeze; 80 positions will remain vacant and additional vacancies will be filled at a slower rate. The use of temporary employment agency staff is limited to critical facility medical personnel.
- The plan includes the reduction of underutilized beds (closure of Cass, Auburn, Brace, Gloversville, downsizing of Lansing and Adirondack) and continual assessment of bed capacity needs. Facility "rightsizing" options for 2009-10 include mothballing distinct units in underutilized facilities, bed changes at specific sites and closure. While there is a reduction in limited secure and non secure populations, secure center operations are operating over capacity and additional beds may be needed. Staff redeployment related to the closures and reductions will continue—82 positions have been vacated, 57 remaining staff will need to be placed by January 1, 2009.

## **Civil Service, Department of**

- The department's State Operations savings target was \$800,000; \$700,000 from its General Fund programs and \$100,000 from programs funded by other funds. \$421,000 of the department's General Fund savings is achieved through personal service reductions and \$279,000 in savings is achieved through non-personal service reductions. The department's total number of FTEs on 3/31/09 will be 581, 3 FTEs fewer than funded in the enacted SFY 2008-09 budget
- The department's total enacted SFY 2008-09 General Fund appropriation was \$23,025,000, a \$234,000 (1%) increase over its enacted SFY2007-08 General Fund appropriation. The department's spending plan does not provide a new General Fund appropriation for SFY 2008-09 after its reduction. However it does state that total General Fund cash spending after its reduction will be \$22,850,000 which is a \$389,000 (1.7%) increase over its actual General Fund cash spending for SFY 2007-08.
- Saves \$251,000 in General Fund personal services spending by abolishing the Planning and Training Division and 3 FTEs associated with the program. The division's functions, including the Statewide Employee Suggestion Program, the Human Resources Academy and new employee orientation, will be provided by other divisions in the department. This savings will recur in SFY2009-10.
- Saves \$170,000 in General Fund personal services spending through attrition; the department anticipates a large number of retirements and believes the lengthy time it takes to recruit and hire viable candidates will produce these savings. This savings will recur in SFY2009-10 and 2010-11.
- Saves \$175,000 in General Fund non-personal services spending by discontinuing the NYSTEP information technology consultant contract with Solutions Delivery Inc. Existing department staff will assume the duties currently performed by the consultant. This savings will grow to \$264,000 in SFY 2009-10 and 2010-11.
- Saves \$104,000 in General Fund non-personal services by moving some costs to non-General Fund funding sources, severe restrictions on spending for travel, equipment, and furniture purchases and other unspecified efficiencies.
- Saves \$100,000 in Special Revenue Other non-personal services spending by reducing information technology spending in the Exam Fee and Miscellaneous Revenue Account.

## **Consumer Protection Board**

- The department's savings target is \$100,000. The department will achieve \$124,000 in Special Revenue Other Fund savings through personal service reductions of \$70,000 and non-personal service reductions of \$54,000 including \$20,000 in printing, information technology, travel, and publications savings. In addition the department will not spend \$320,000 in General Fund appropriations for the new created Office of Airline Consumer Advocate because the law creating the office is in litigation. The Office was to be staffed by 5 new FTEs.
- The department's overall All Funds spending for State Operations in SFY 2008-09 will be \$4,632,000 a \$530,000 (13%) increase over its actual All Funds State Operations spending for SFY 2007-08. It appears that at least \$320,000 of this increase will not be spent because of the litigation surrounding the Office of Airline Consumer Advocate. This issue should be clarified with agency management.
- The Department's projected FTE level for 3/30/09 was 39 FTEs which included 7 new FTEs. It will have 33 FTE positions by 3/30/09. Currently only 31 FTE positions are filled at the Board. 5 FTEs will not be filled due to the Office of Airline Consumer Advocate litigation. Two new FTE positions will be filled relating to product safety and recall and responding to consumer complaints in this area. Another FTE professional position will not be filled which will achieve \$70,000 in personal services savings in SFY 2007-08 and SFY 2009-10 as well as \$34,000 in General State Charges (non-personal service) savings. The functions of this position may be provided through contractual services if necessary. This issue should be clarified with agency management.

## **Commission of Correction**

- The department's savings target is \$94,000 which will be achieved through General Fund personal service reductions of \$40,000, including the elimination of a vacant Secretary 1 position, and non-personal service reductions of \$54,000, including \$24,000 in travel savings and \$30,000 by eliminating contract clerical employees. These savings will reoccur in SFY 2009-10 and 2010-11.
- The department's overall All Funds spending for State Operations in SFY 2008-09 will be \$2,709,995 a \$56,405 (2%) decrease over its actual All Funds State Operations spending for SFY 2007-08.
- The Department's projected FTE level for 3/30/09 was 35 FTEs. It will now be 34 FTEs reflecting the elimination of the Secretary 1 position.

## **Crime Victims Board**

- The department's savings target is \$200,000 which will be achieved through General Fund personal service reductions of \$112,000, which will grow to \$134,000 in SFY 2009-10, and non-personal service reductions of \$60,500, which will grow to \$67,500 in SFY 2009-10. The personal service reductions will be achieved by eliminating one unidentified FTE (\$52,000 in savings, growing to \$54,000 in SFY 2009-10) and by reducing overtime (\$60,000 in savings, growing to \$80,000 in SFY 2009-10). According to the Board these reductions are possible due to efficiencies gained through the implementation of the Claims Assistance Processing System.
- The department's overall General Fund spending for State Operations in SFY 2008-09 will be \$4,552,000 a \$535,517 (13%) increase over its actual General Fund State Operations spending for

SFY 2007-08. The plan does not anticipate any cuts in the Board's Special Revenue Other and federal funding and no specific spending plan or numbers are provided for these funds.

- The Department's projected FTE level for 3/30/09 was 103 FTEs. It will now be 100.8 FTEs reflecting the elimination of 1 FTE position and not filling 1.2 of their current 13.2 FTE vacancies.

## **Criminal Justice Services, Division of**

- The Division's savings target is \$2,700,000 which will be achieved through General Fund personal service reductions of \$451,400, which will completely recur in SFY 2009-10 and SFY 2010-11, and General Fund non-personal service reductions of \$1,553,700, of which \$1,222,700 will recur in SFY 2009-10. There will also be \$732,000 in non-personal service savings in the Special Revenue Other Fingerprint Identification and Technology and Conference and Signs accounts. The personal service reductions will be achieved by eliminating 4.5 unidentified FTE positions, "downgrading items", instituting vacancy controls and reducing overtime. Identification of the positions to be eliminated and the items to be downgraded should be sought at statewide labor management.
- The Division's overall General Fund spending for State Operations in SFY 2008-09 will be \$58,791,000 a \$278,000 (.4%) increase over its actual General Fund State Operations spending for SFY 2007-08. Total State Operations spending in Special Revenue Other funds will be \$25,299,000 a \$9,840,700 increase over SFY 2007-08. The enacted budget for SFY 2007-08 appropriated \$26,149,000 in Special Revenue Other funds which indicates that over \$10 million of these funds were appropriated but not spent in SFY 2007-08. This issue should be clarified at statewide labor management.
- The Division's projected FTE level for 3/30/09 was 738 FTEs. It will now be 733.5 FTEs reflecting the elimination of 4.5 FTE positions. Currently the Division has 701 FTE positions filled. **The Division notes that 102 FTE positions are supported by federal funds, 82.5 of which are funded through Byrne grants which have been drastically reduced. Absent the restoration of these funds the Division will not be able to maintain all of these positions.** The division indicates that it will support as many of those positions as possible by using unspent prior year Byrne grants. The implication of this loss of federal funds for PEF positions at DCJS should be clarified at statewide labor management.

## **Economic Development, Department of**

- The Department's savings target is \$1.695 million. This will be achieved through General Fund personal service reductions of \$481,000 and a non-personal service reduction of \$1.1 million, and Special Revenue Other savings of \$120,000, including personal service savings of \$15,000.
- The plan will reduce planned hiring for SFY 2008-09. Specifically, the 3/30/09 approved FTE level will be reduced by (15), to 215. This is an increase of 22 FTEs from the current fill level. The reduction will be achieved through elimination of funded vacancies, natural attrition and a reduction in the number of planned hires. The hires that are proposed are essential to: 1) meet the agencies mission and strategic priorities; 2) avoid expenses for temporary personnel; and 3) avoid expenses in consultant costs.
- Contractual Service reductions will save approximately \$600,000. The plan to eliminate IT consultant contracts assumes DED is able to find programmer candidates with the skill set and expertise necessary to continue seamless operations of its computer system.
- The department's overall General Fund spending for State Operations in SFY 2008-09 will be \$42 million a \$12 million (42.7%) increase over its actual General Fund State Operations spending for

SFY 2007-08. Total Special Revenue Other spending for State Operations will be \$1.8 million, a \$125,000 (5.9%) decrease from its actual Special Revenue Other State Operations spending for SFY 2007-08.

## Education Department

- The SED State operating funds savings target was set at \$4.6 million, however SED's revised financial management plan identifies \$4.9 million in State Operating Funds (appropriation) savings (\$2.04 million in General Funds (GF) and \$2.9 million in Special Revenue Other (SRO) savings). While the plan shows a GF appropriation savings of \$2.04 million, it also indicates a cash savings of \$1.775 million for the GF. If the GF savings is actually the cash savings, rather than the appropriation savings, then the total savings matches the \$4.6 million target. Since SED's plan gives its spending and savings targets as appropriations and cash rather than just as cash spending as provided by other agencies, this issue should be clarified at statewide labor management.
- Of the total State Operating Funds appropriation savings, \$2.4 million is personal service savings (\$1.1 million in GF and \$1.3 million in SRO savings) and \$2.5 million is non-personal service savings. The personal service savings will be achieved by reducing the FTE level through attrition and management of staff overtime. The SFY 2008-09 revised projection for total personal service funds is \$99.1 million (this is a decrease of -2.39% or -\$2.4 million from the enacted SFY 2008-09 budget and a -\$6.6 million decrease in personal service funds from the actual SFY 2007-08 appropriation).
- **The SED projected FTE level for 3/30/09 was 3,287 FTEs. The agency's plan projects a targeted FTE level of 3,266, a reduction of 21 FTEs.** SED has established staffing targets by program and funding source (targets will be continuously updated and prioritized). In times when staffing priorities need to be shifted, SED will achieve this through attrition in "less essential administrative and support staff programs," particularly in the administrative offices in programs. Where shifts in priorities are needed, as vacancies occur, the backfills will be redirected to the more critical programmatic needs. Based on the program targets set by SED, and the total filled or pending fill levels as of March 19, 2008, which was a total of 3,261.65, the agency expected the following changes, by program (to reach the 3/30/09 FTE target):
  - Office of Management Services Program -4.65 FTEs;
  - Elementary, Middle, Secondary and Continuing Education & Office of Higher Education +7.3 FTEs;
  - Office of Professions -9.25 FTEs;
  - Office of Cultural Education (OCE) +3.05 FTEs;
  - VESID +8.15 FTEs;
  - School for the Blind Program (Batavia) +0.20 FTEs;
  - School for the Deaf Program (Rome) -0.45 FTEs.
- To achieve savings on a recurring basis SED is: (1) pooling expertise across the OCE regarding collection management and disaster preparedness for the Museum, Archives and State Library. (2) partnering with other agencies, local governments, not-for-profit and community-based organizations and regional school based networks to provide services the Department once provided more directly to the field. (3) establishing priorities for team level activities within the Office of Education.

SED will transfer the Purchase Unit to the Fiscal Management program to obtain efficiencies and streamline the contract/purchase function; and transferring routine, repetitive, clerical work to the Key Bank lockbox service freeing up Professional Licensing staff to focus on reviewing applications against requirements in order to continue to process incoming mail within three days of receipt.

## **Elections, State Board of**

- The Board's savings target is \$300,000 which will be completely achieved through General Fund non-personal service reductions which will recur in SFY 2009-10 and SFY 2010-11. The non-personal service reductions will be completely achieved by no longer using the help desk resources of a private contractor for the Statewide Database. This will require the initial hiring of two additional staff within the agency's current FTE target to assume the responsibilities associated with help desk activities.
- The Board's overall General Fund spending for State Operations in SFY 2008-09 will be \$8,967,000, a \$3.4 million (61.4%) increase over the Board's actual General Fund spending in SFY 2007-08. Most of this increased spending is for contractual services related to the Voting Machines Examination account. It is important to note that in SFY 2008-09 the Board lost a significant amount of Special Revenue Other and federal funding for non-recurring expenditures related to the implementation of the Help America Vote Act.
- The Board's projected FTE level for 3/30/09 was 83 FTEs and will remain at that level. Currently the Board has filled 62 FTE positions.

## **Environmental Conservation, Department of**

- The Department's savings target is \$10.4 million. \$4.4 million in General Fund savings and \$6.07 million in savings in Special Revenue Other funds. \$1.78 million of the department's General Fund savings is achieved through personal service reductions in 2008-09. Recurring savings decreases to \$1.2 million in 2009-2010. Savings of \$2.6 million is achieved through non-personal service reductions in 2008-09, increasing to \$3.1 million in 2009-2010. Personal service and non-personal service reductions in Special Revenue Other will be \$2.3 million and \$3.7 million respectively in both 2008-09 and 2009-2010. The non-personal service reductions will be achieved by minimizing discretionary expenditures for supplies, materials, equipment, publications and travel.
- A decrease of 5 FTEs from the Enacted budget year end target of for a total of 3,747 FTEs. No layoffs are necessary as savings will be achieved through vacancy controls to manage attrition and replacement. All vacancies will be evaluated for health and safety, mission criticality or revenue generation. Fills will be subject to a 60 to 90 day lag.
- Redirecting staff from Freshwater Wetlands Appeals Board will provide an initial savings of \$40,000 and recurring savings of \$53,000.
- Reduction in Contractual Services will provide a recurring savings of \$581,000.
- Elimination of Forest Inventory Contract will provide a recurring savings of \$330,000.
- The department is investigating closing some of the more than 100 facilities to which staff are assigned. Savings of \$100,000 may be increased pursuant to this review.
- The department's overall General Fund spending for State Operations in SFY 2008-09 will be \$134.6 million a \$1.3 million (1%) decrease from its actual General Fund State Operations spending for SFY 2007-08. Total Special Revenue Other spending for State Operations will be \$162 million, a \$4.8 million (2.9%) decrease from its actual Special Revenue Other State Operations spending for SFY 2007-08.

## General Services, Office of

- The Office's savings target is \$5,055,000. However, according to OGS, in addition to this cut the Legislature and Governor agreed to \$11 million in cash spending cuts that are not reflected in the OGS SFY 2008-09 enacted budget appropriation. **This means that OGS must cut \$16 million from its State Operations budget.** The \$5.055 million savings will be achieved through General Fund personal service reductions of \$2,327,000, which will grow to \$3,827,000 in SFY 2009-10 and SFY 2010-11, and General Fund non-personal service reductions of \$2,728,000 which will decrease to \$1,228,000 in SFY 2009-10 and SFY 2010-11. It appears that the \$11 million in additional savings will all be achieved through cuts in non-personal services particularly for supplies and materials and miscellaneous contracts and leases.
- The General Fund personal service reductions will be achieved by refilling only half of the positions eliminated through attrition which will save \$1.5 million, growing to \$3 million in savings in SFY 2009-10 and 2010-11. This process will eliminate approximately 75 FTE positions and will primarily impact the Real Property Management – Building Administration and Parking Services programs. Identification of the positions to be eliminated should be sought at statewide labor management. In addition to these savings OGS will cut the use of hourly employees, which will save \$77,000, and reduce overtime, which will save \$750,000.
- The Division's overall General Fund and Special Revenue spending for State Operations in SFY 2008-09 will be \$146,716,000. The OGS plan does not specify how much the agency actually spent in General Fund and Special Revenue Other funds for State Operations in SFY 2007-08. This issue should be clarified at statewide labor management.
- The Division's projected FTE level for 3/30/09 was 1,776 FTEs. It will now be 1,701 FTEs reflecting the elimination of 75 FTE positions, all supported by the General Fund. The exact positions to be eliminated should be clarified at statewide labor management. OGS plans to add by 3/30/09, 22 new FTEs which will be supported by Internal Service Funds, 6 new FTEs which will be supported by Special Revenue Other Funds, and 2 new FTEs which will be supported by Enterprise Funds. These are probably the new positions for procurement services and real property management that were created in the SFY 2008-09 enacted budget but this should be clarified at statewide labor management.

## Health, Department of

- The DOH State Operating Funds savings target was set at \$20.45 million. The Department's revised financial management plan provides for \$20.5 million in savings (\$6.8 million in General Fund (GF) savings and \$13.7 million in Special Revenue Other (SRO) savings).
- Of the total state operating funds savings, \$10.3 million is personal service savings (\$3.2 million in GF and \$7.1 million in SRO) and \$6.8 million is nonpersonal service savings. Personal service savings will be achieved through the current vacancy control process to manage attrition and replacement. The savings does not include the GF salary increases of \$2.5 million. The revised spending projection for personal service, for these accounts, for SFY 2008-09 is \$271.2 million, which is a \$2 million decrease in personal service from the SFY 2007-08 actual funds expended. Total General Fund state operations spending for SFY 2008-09 is \$198.2 million, 4.1% over SFY 2008-09.
- The FTE target for DOH is reduced by 103, which was originally set at 6,040. The projected FTE level for March 31, 2009 is 5,937. As of May 14, 2008 there were 5,681 positions filled. According to DOH the 5,937 FTE level can be sustained in 2009-10. Details that were provided regarding the SRO account FTEs:

- Target redistribution is planned between institutions to accommodate the planned completion of 2 capital projects: 36 positions for the rebuilt and reconfigured Oxford Veterans' Home (Fall); and 13 additional positions for the reconfigured dining facilities at the Batavia Veterans' Home.
- A target reallocation is planned between the Federal and SRO categories to programs within the Central Office, which support the overall health reform agenda (emphasis will be on filling Child Health Plus positions to further the reform agenda directed at uninsured children; and on filling positions allocated to the Stem Cell initiative). 56 federal targets will not be filled due to lower federal grant levels.
- Filling and refilling positions will be based on priorities established by the Department and each major program organization. DOH much like the other agencies has set up a waiver process which includes review by internal budget and human resource staff. Overall, DOH will follow a personal service vacancy and attrition and replacement plan, which includes:
  - Approvals to fill vacancies will be limited to critical positions that are required for the health and safety of patients and staff; those needed to comply with regulatory, statutory or administrative mandates; and key organizational infrastructure fills required to continue to maintain DOH's goals in future years.
  - Redeployment of staff will be considered and utilized, if warranted.
  - Existing blanket waivers for overtime are being reexamined and revised to ensure that only essential overtime services are authorized.
- Currently, the following Federal categorical and block grants are subjected to a vacancy freeze due to inadequate awards when compared to existing obligations including effects of statewide collective bargaining agreements: Maternal & Child Services Block Grant; Preventive Health and Health Services Block Grant; and the Immunization, Tuberculosis and Early Intervention categorical grants.

## **Higher Education Services Corporation**

- The Corporation's savings target is \$1,789,000 which will be achieved through permanent reductions in General Fund non-personal service spending. \$3,138,000 will be saved by reducing OFT data center costs by data center modernization, controlling utilization and revising estimates to reflect lower-than projected rates.
- The Division's overall Special Revenue Other (SRO) Fund spending for State Operations in SFY 2008-09 will be \$103,177,000 a \$731,000 (1%) increase over its actual SRO State Operations spending for SFY 2007-08.
- HESC will continue to implement the new initiative to collect defaulted student loans for the U.S. Department of Education (DOE). Revenue anticipated from this proposal is \$5 million in 2008-09, \$14 million in 2009-10, \$16 million in 2010-11 and \$18 million in 2011-12.
- The Higher Education Services Corporation has implemented a temporary hiring freeze and will fill only those positions identified as revenue generating and/or critical to carrying out its mission. In order to hire staff to implement the new federal collections initiative, HESC will reduce other staff through attrition.
- The Corporation's projected FTE level for 3/30/09 was 700 FTEs which will remain the target.

## **Homeland Security, Office of**

- The Offices' savings target is \$600,000 which will be achieved through General Fund non-personal personal service reductions of \$401,000, and General Fund personal service reductions of \$7,000, both of which will completely recur in SFY 2009-10. There will also be \$200,000 in non-personal service savings in the Special Revenue Other accounts. The personal service reductions will be

achieved by instituting vacancy controls and reducing overtime. The non-personal service reductions will be achieved by cancelling the Kids Safe Online Conference, reduced costs for consulting and subscription services, reduced maintenance of the State Streets and Address Database from monthly to quarterly, a reduction in the pace that the "Orthoimagery Program" is updated, from every four years to every four and one-half years, and reduced travel, training, and equipment costs.

- The Division's overall General Fund spending for State Operations in SFY 2008-09 will be \$10,668,000, a \$35,000 (.01%) decrease from its actual General Fund State Operations spending for SFY 2007-08. The Plan includes an additional figure for actual General Fund State Operations spending for SFY 2007-08 that is inconsistent with its appropriation. In addition, total State Operations spending in Special Revenue Other funds is not clearly stated in the plan. These issues should be clarified at statewide labor management.
- The Office's projected FTE level for 3/30/09 was 192 FTEs which remains its target FTE level.

## **Housing and Community Renewal, Division of**

- The Department's savings target is \$2.16 million; \$1,060,000 in General Fund savings (\$871,000 in personal service and \$189,000 in non-personal service) and \$1.1 million in Special Revenue Other funds (non-personal service). This will be achieved through personal and non-personal service reductions, including the following:
- The Department will decrease its authorized FTE fill level by (10) for a year end FTE level of 940. Workforce management, delayed hiring, and attrition will provide savings of \$400,000. Anticipates adding staff in Community Development and in Housing Management programs. Workforce management proposals include elimination of the eight day work schedule and a title restructuring plan that will be implemented in the summer of 2008.
- Automation of the Manufactured Homes Program, the annual Rent Registration process and the Rural Rent Assistance Program payment process.
- Eliminate the Office of Innovation and Quality Assurance (IQA) for a savings of \$170,000 and integrate the Office of Small Cities into DHCR, saving \$153,000.
- Agency wide spending controls for a savings of \$495,000.
- Limit site visits to a Priority System. This will allow staff to focus efforts on problem units and new groups receiving assistance. All steady/good performing groups will be given a desk audit and phone interview when appropriate for a savings of \$150,000.
- Consolidate rent offices for savings of \$295,000.
- The department's overall General Fund spending for State Operations in SFY 2008-09 will be \$27 million, a \$2.8 million decrease (-9.3%) from its actual General Fund State Operations spending for SFY 2007-08.

## **Human Rights, Division of**

- The Division's savings target is \$421,000 which will be achieved through a combination of permanent reductions in General Fund personal (\$300,000) and non-personal service (\$121,000) spending.
- The Division's overall General Fund spending for State Operations in SFY 2008-09 will be \$12,407,000 a \$134,000 (1%) increase over its actual General Fund State Operations spending for SFY 2007-08.
- Personal Service Reductions: The Division will not add two new regional supervisory positions as planned, saving \$120,000. Additional personal service reductions of \$180,000 will be achieved by

the selective filling of ten professional positions that are now vacant (only 7 FTE positions will be filled).

- Non-Personal Service Reductions: Further efficiencies in the procurement of supplies and services and reducing staff travel to all but critically essential trips will achieve \$121,000 in savings.
- The Division's projected FTE level for 3/30/09 was 208 FTEs. It will now be 203 FTEs reflecting the elimination of 5 FTE positions. Currently the Division has 196 FTE positions filled.

## Insurance Department

- The department's savings target is \$9.7 million, but the revised financial plan identifies savings of \$11.8 million. Special Revenue Funds-Other personal service funding will be reduced by \$2.3 million and non-personal service will be reduced by \$9.5 million. General Fund savings total \$27,000 in personal service.
- The Department's overall General Fund spending for State Operations in SFY 2008-09 will be \$90.9 million, and increase about \$26 million or 42% over its actual General Fund State Operations spending for SFY 2007-08. Total Special Revenue Other spending for State Operations will be \$536 million, an increase of \$126 million, or 31% over its actual Special Revenue Other spending for SFY 2007-08.
- The workforce will be managed by selective hiring, planned attrition and potential reduction in the size of the incoming insurance examiner trainee class. Based on the current roster, the Department estimates a **year-end fill level of 951 special revenue and 12 general** fund FTEs in 08-09, a **total of 963** or (-5) fewer than the Enacted Budget. In addition, the First Deputy Superintendent will approve all requests to fill vacant positions and the director of administration will approve all requests for overtime or other non-routine personal service expenditures. Recurring savings of \$2.3 million will be achieved, including indirect costs.
- Contractual services will be reduced through a tightly controlled competitive bidding process for a recurring savings of **\$250,000** annually. In addition, the Department completed a review of all contractual and ongoing obligations to determine those obligations that are mission-critical and should be continued. As a result of this review, the department will: a.) Postpone a plan to acquire additional office space in lower Manhattan; b.) Reduce the vehicle fleet by 3%; and; c.) ***Reduce its use of private vendor for training and will instead maximize in-house expertise for these efforts to achieve*** a recurring savings of **\$50,000** annually.
- Asserts that Insurance Examiners currently comprise **almost half** of the Department's staffing and as the Department loses its higher level examiners and those with considerable expertise to attrition and retirement, it is imperative that the Department hire new examiners in order to keep consistent and current with the regulation of insurance companies, monitor consumer issues, and develop new initiatives to continuously maintain and improve the insurance industry and consumer protection.

## Labor, Department of

- The Department's savings target is \$1,636,000 which will be achieved with cuts of \$33,000 in General Fund personal service and \$14,000 in General Fund non-personal service. In addition there will be \$1,599,000 in Special Revenue Other (SRO) cuts including cuts of \$800,000 in SRO personal service and \$799,000 in SRO non-personal service.
- The Department's overall General Fund spending for State Operations in SFY 2008-09 will be \$1,720,000 a \$456,000 (36%) increase over its actual General Fund State Operations spending for SFY 2007-08. Most of this increase is for personal services and is the result of filing many

department vacancies. Total State Operations spending in Special Revenue Other (SRO) funds will be \$61,076,000 a \$538,000 (.9%) increase over actual SFY 2007-08 SRO spending.

- The Department will make further reductions from its original projected 3/31/09 FTE workforce of 3,643. The 21-day amendments recommended a 3,543 FTE workforce and, as of June 30, DOL is anticipating a FTE workforce of 3,490, on 3/31/09. This reduction is largely due to elimination of vacant positions.
- According to the Department, “Personal Service savings will be achieved by closely managing our workload and targeting staff resources accordingly.” A vacancy review control process has been initiated in the agency.
- The Department will achieve its non-personal service savings by reducing its leasing costs, restricting travel, extending their PC replacement schedule from 4 years to 5 years, monitoring usage of cell phones and other devices, and maximizing utilization of fleet vehicles rather than reimburse mileage for use of personal vehicles. The Utica and Syracuse offices will undergo consolidations, utilizing less space while remaining in their current locations. The Staten Island office will close and move to a partner run location. In White Plains, plans are for a partner to move into the office and offset rent costs by \$18,645 per month. The 345 Hudson St. NYC office lease expires 1/31/09. Staff will be relocated to a temporary site until renovations at the DOL-owned 250 Schermerhorn St. office building are complete.
- In addition to the savings actions already discussed the department will also seek savings in the Unemployment Insurance System Improvement/Modernization project (USIM). The department believes it may be beneficial to make stronger efforts to hire permanent staff rather than consultants. The resulting savings will be redirected to support program administration services in an environment of reduced federal funding. Our UISIM Project will use an average of 70.5 consultants during SFY2008-09 at an average cost of \$288,000 per consultant. Hiring a GR27 will cost approximately \$170,000 annually including fringe benefits and overhead costs. A GR23 would be approximately \$143,000 annually.

## **Lottery, Division of**

- The Department’s savings target is \$6 million, of which \$210,000 is Special Revenue-Other personal service and \$5.7 million in non-personal service. Non-personal service reductions include savings from telecommunications (\$1.45 million) and instant ticket printing (\$2.3 million).
- The department’s overall Total Special Revenue Other spending for State Operations will be \$204.8 million, an \$18 million (7.95%) decrease from its actual Special Revenue Other State Operations spending for SFY 2007-08.
- The FTE level is (-3) less than the enacted fill level of 361. All vacancies will be reviewed for delayed refilling or not refilling the item. The staffing plan may be adjusted pursuant to an operational review of the information technology portions of the Department being undertaken by KPMG.

## **Medicaid Inspector General, Office of the**

- The OMIG State Operating Funds savings target was set at \$1.1 million, however \$2.5 million in state operating funds savings is identified in the revised financial management plan (\$2.3 million in General Fund (GF) and \$168,800 in Special Revenue Other (SRO) savings). The Office recommends that these additional savings not be captured as they will likely be required in the future to support OMIG operations.
- Of the total state operating funds savings, \$220,200 is personal service savings (\$100,000 in GF and \$120,200 in SRO) and \$2.2 million is nonpersonal service savings. Personal services savings will be

achieved by reconfiguring the staffing plan and managing fill levels through program monitoring and attrition (e.g. reassessing the timing of new hires, managing vacancies). The total revised projection for personal service funds in these accounts is \$18.03 million (+38.4% or +\$5 million from the actual SFY 2007-08 expenditure). Total General Fund state operating funds for SFY 2008-09 are \$28.6 million, a 54.1% increase over SFY 2007-08.

- The OMIG reduced the FTE target, which was set at 753, by 71 to 682 (by March 31, 2009). However, OMIG plans to reach its authorized personnel target of 753 by June 2009.
- In the OMIG's SFY 2008-09 executive budget the adjusted FTE level for SFY 2007-08 was increased by 75, which increased the FTE level to 753 (now the June 2009 target). The budget did not identify the FTE adjustment by program, but the revised financial plan allocates those FTEs as follows: Investigations & Enforcement +15, Medicaid Audit +40, Revenue Initiatives +4, Information Technology & Fraud Detection Systems +8, and Councils Office +8.
- The OMIG currently maintains (as of April) a total of 481 FTE positions and is experiencing recruitment difficulties, which will be addressed with the following activities: (1) Using recruiting staff in an aggressive outreach program targeting colleges and universities across NYS with accounting and auditing majors. (2) Negotiated an expedited hiring process for Auditor Trainee positions with the Department of Civil Service, which includes the ability to offer positions to prospective college graduates before graduation; administer respective Civil Service tests on-site; and temporarily employ these candidates before Civil Service examination results are available and lists canvassed. (3) Establishing student intern positions for graduating seniors. (4) Seeking new transfer determinations from the Department of Civil Service in an effort to recruit candidates from other state agencies. (Currently other State agency employees are unable to transfer to the OMIG – though job duties are quite similar.)
- The OMIG Albany offices will be consolidated and relocated to 800 North Pearl Street beginning in July 2008. Additional office space will be procured for respective regional offices.
- Non-personal services spending particularly in the contractual services area will be evaluated to ensure that agency needs are being met. As additional staff are acquired, according to the OMIG, the dependence on contracts may lessen.
- The Federal-State Health Reform Partnership (FSHRP) demonstration agreement mandated certain performance milestones for the OMIG. Failure to meet the targets will result in a penalty to be paid to the Federal Government. To meet the FSHRP mandated targets the OMIG will need to continue investing in the auditor and investigator positions; as well as invest in the other activities and tools that were provided for in the SFY 2008-09 budget.

## **Mental Health, Office of**

- The department's savings target is \$8.4 million, however this does not include reductions agreed to in the enacted budget but not reflected in actual appropriation reductions. Unlike other agencies, which separate General Fund and Special Revenue Other funds, OMH groups these together in a State Operating fund summary. The total \$23,059,000 in State Operating fund reductions includes \$14.3 million in savings achieved through personal service reductions (reduced to \$8.3 million in SFY 2009-10) and \$2.3 million achieved through non-personal service reductions (\$1.3 million in SFY 2009-10). The non-personal service reductions will be achieved by eliminating discretionary non-personal service spending and promoting physical plant efficiencies. \$9.7 million in non-recurring savings will be achieved by reductions in the Sex Offender Management and Treatment Act program reflecting slower than anticipated growth in the program. Funding for new initiatives is reduced by 50%.
- The department's overall State Operating funds spending in SFY 2008-09 will be \$1,852,057,000, a \$40.6 million (2.2%) increase over its actual State Operating funds for SFY 2007-08.

- The Department's projected FTE level for 3/30/09 was 17,267 FTE (which includes the 10 research positions for NYS Psychiatric Institute added in the enacted budget), with a revised target of 17,167, a reduction of 100 FTEs. New hires have been reviewed and reduced to the degree practicable. Specific staffing targets have been issued to all psychiatric centers. Hiring will be limited to only those essential positions necessary to ensure health and safety or to meet core agency requirements. The department plans to achieve its personal service savings by controlling the timing of the filling and backfilling of vacated positions. Additional savings will be achieved through enhanced controls for standby on-call pay and overtime.

## **Mental Retardation and Developmental Disabilities, Office of**

- The Office's spending reduction target is \$6,850,000 in Special Revenue Other funds (reflecting the shift in the 2008-09 budget from General Fund to Special Revenue Other funds), including \$5.2 million in savings achieved through personal service reductions and \$1,650,000 in savings achieved through non-personal service reductions, in both SFY 2008-09 and 2009-10. The non-personal service reductions will be achieved by restricting travel; eliminating and/or reducing contract and equipment expenditures for non-priority services; mandating electronic transmission of internal and external communication where feasible; establishing a central office workgroup to identify shedding and other streamlining actions; and continuing the IT request review process for all IT purchases.
- The Office's overall Special Revenue Other spending for State Operations in SFY 2008-09 will be \$1,990,360, a 2.9% increase over its actual SFY 2007-08 Special Revenue Other State Operations spending.
- The Office's projected FTE level for 3/30/09 was 22,622 FTEs. The agency's plan projects a targeted FTE level of 22,569, a reduction of 53 FTEs, which will be held vacant. Other workforce management actions will include: review of all requests to fill, with priority given to direct support positions and critical clinical positions; establish stronger controls for review and approval of hiring, including the requirements for central office oversight of district fills; administrative requests to fill will be permitted only if failure to fill would impact health and safety, certification or revenue generation; approval of the Executive Deputy Commissioner for all central office fills; and increased controls on the use of overtime. \$750,000 of non-personal service savings is substituted to proceed with 128 new internships.
- The plan includes downsizing and redefining institutional capacity with the goal of transitioning as many individuals living in institutional settings to community settings.
- Long term strategies include reviewing all services provided through contracts to determine whether there is additional potential for revenue maximization.

## **Military and Naval Affairs, Division of**

- The Division of Military and Naval Affairs State Operating Funds savings target is \$1.37 million. The complete agency management plan appears has two parts, which consist of the DMNA and the State Emergency Management Office (SEMO). Together, the \$1.37 million target was reached. The DMNA revised financial management plan identifies \$851,600 in state operating funds savings. The SEMO plan identifies \$509,000 in state operating funds savings.
- DMNA identifies \$662,600 in General Fund (GF) and \$189,000 in Special Revenue Other (SRO) State Operating Funds savings. DMNA's total General Fund spending for State Operations in SFY 2008-09 will be \$19.5 million, a 10.1% percent increase over SFY 2007-08.

- The DMNA SFY 2008-09 state operating funds savings does not include personal service reductions. The total projection for personal service funds is \$12.7 million, which includes \$11.6 million in GF and \$1.1 million in SRO. The personal service savings will be realized in SFY 2009-10 (\$125,000 reduction).
- SEMO identifies \$217,000 in GF and \$292,000 in SRO State Operating Funds savings. SEMO's total General Fund spending for State Operations in SFY 2008-09 will be \$6.3 million, a 5% decrease over SFY 2007-08.
- The SEMO SFY 2008-09 state operating funds savings includes \$112,000 in personal service savings (\$92,000 in GF and \$20,000 in SRO savings). This savings will be achieved through controlling the fill of vacancies and minimizing overtime. SEMO plans on filling, as close as possible, to its authorized FTE level. The delay in filling these positions will provide the required projected savings during SFY 2008-09.
- According to the Executive Budget the initial DMNA FTE target for SFY 2008-09 is 654 FTEs. The combined DMNA and SEMO's FTE target levels is 654 FTEs. The DMNA has a plan to eliminate five positions through attrition over the course of the next two years. It appears that DMNA will reduce its FTE level by 2 FTEs in SFY 2008-09. However, together the number of FTEs that DMNA (529 FTEs) and SEMO (125 FTEs) list as their planned FTE total for March 31, 2009 equals 654. This may be a calculation error or an indication of the future 2 FTE reduction (DMNA indicates that its current FTE level is 493, and that it will be reduced by 2 FTEs and that the recurring impact of the vacancy-refilling plan will result in +36, which should equal 527, rather than the 529 indicated by DMNA). DMNA & SEMO's current fill levels are below their targets. This should be clarified at Statewide labor management.

The DMNA will re-examine contractual agreements to identify potential savings.

## **Motor Vehicles, Department of**

- The Department's savings target is \$2,738,000 which will be achieved through a combination of permanent reductions in General Fund personal service (\$62,000) and non-personal service (\$2,686,000) spending.
- The personal service cuts will be achieved through tighter controls on hiring and these savings are expected to recur in SFY 2009-10 and SFY 2010-11. The non-personal service cuts will be achieved by reducing annual spending on consultants by \$1.607 million, reducing credit card usage (\$345,000), and reducing lower priority equipment and supplies (\$703,000). All of these non-personal service savings are expected to recur in SFY 2009-10 and SFY 2010-11.
- The department also must cut \$8,418,000 from its Capital Projects budget funded by the Dedicated Highway & Bridge Trust Fund that will reduce both personal (\$2,956,000) and non-personal (\$5,462,000) services in the agency. The personal service cuts will be achieved through tight controls on overtime, filling vacancies and use of seasonal, per diem and hourly employees. The non-personal service cuts will be achieved by reducing the scope of the Facial Recognition project, cancelling planned renovations, tighter controls on travel, reductions on lower priority equipment purchases, reductions in publications, training and service contracts, and a reduction in life cycle replacement for lower priority IT equipment.
- The Department's overall Special Revenue Other (SRO) Fund spending for State Operations in SFY 2008-09 will be \$100,590,000, a \$1,010,000 (1%) increase over its actual SRO State Operations spending for SFY 2007-08. The Department's Capital Projects spending in SFY 2008-09 will be \$204,336,000, a \$5,559,000 (2.8%) increase over the Department's actual Capital Projects Spending in SFY 2007-08. This does not include the \$15,896,000 in SFY2008-09 Capital Projects spending for the new Western Hemisphere Travel Initiative.

- The Department's projected FTE level for 3/30/09 was 2,943 FTEs. It will now be 2,938 FTEs reflecting the elimination of 5 FTE positions. Currently the Department has 2,766 FTE positions filled. The SFY 2008-09 DMV budget reflects 110 additional FTEs to assist in the implementation of the Enhanced Drivers License (EDL) issuance. DMV expects to incrementally increase staff over the first half of the SFY 2008-09 in order to issue the EDL in the summer of 2008.

## **Parks, Recreation and Historic Preservation, Office of**

- The Office's savings target is \$6.3 million, recurring in SFY 2009-10. The General Fund personal service savings will be \$1.8 million and the non-personal service savings will be \$2.6 million. Additionally, \$1.9 million in savings will be achieved through cash management actions in Special Revenue funds. Nonpersonal service savings will be achieved through the reduction of operational services, supplies and materials purchases, deferring equipment repairs and replacement, reduction of core programs, and fleet management efficiencies.
- The Office's overall General Fund State Operations spending for SFY 2008-09 will be \$132.3 million, a decrease of \$2.5 million or (1.9%) from actual spending for SFY 2007-08. Total Special Revenue Other spending for State Operations for SFY 2008-09 will be \$57.7 million a decrease of \$2 million or (3.2%) from actual spending for SFY 2007-08.
- The FTE level is (-5) less than the enacted fill level of 2,276. The department plans to achieve its personal service savings by controlling the timing of the filling and backfilling of vacated positions. The implementation of new initiatives (including new staffing) will be deferred until fall 2008.

## **Parole, Division of**

- The Division of Parole State Operating Funds savings target is \$5.7 million, which is achieved through General Fund reductions. The total General Fund spending for State Operations in SFY 2008-09 will be \$168 million, a 1.8% increase over SFY 2007-08.
- Of the total savings for State Operations, \$2.56 million is personal service savings and \$3.19 million is nonpersonal service savings. The personal service savings target will be attained by controlling vacancies, including instituting more stringent reviews of hiring decisions, and reducing its General Fund supported positions (more information below). The revised projection for personal service funds is \$129.7 million for SFY 2008-09 (a 3.6% increase from the actual SFY 2007-08 expenditure).
- The Division reduced the FTE target, which was set at 2,273, by 68 to 2,205 FTEs by March 31, 2009. The current fill level is below the target level at 2,145 FTEs.
- The Division will institute a vacancy control policy, which involves waiting three months from the day the previous incumbent vacates the item to the date the item is filled. With a projected average annual salary of \$40,000, this vacancy control policy will generate a non-recurring savings of approximately \$600,000 during SFY 2008-09.
- The Division redefined its Sex Offender Containment Strategy, which includes eliminating the 10:1 supervision of the non court-mandated Administrative Strict and Intensive Supervision and Treatment (SIST) cases in favor of a 25:1 caseload; and strengthening the Sex Offender Management Unit (SOMU) by adding seven additional polygraphists. The changes to the Division's Sex Offender Containment strategy eliminate the need for 59 additional fills associated with this initiative and one training class during the SFY 2008-09, which translates to \$1.66 million in personal service savings and approximately \$400,000 in nonpersonal service savings in SFY 2008-09 (\$3.3 million in savings for SFY 2009-2010). In addition, this approach has eliminated the need for approximately \$1 million in nonpersonal service funding associated with electronic monitoring.

- Nine of the 36 additional positions for enhanced community preparations will not be necessary because the Parole Board will be meeting every four months instead of every two, for a savings of \$300,000 in General Fund Personal Service expenditures.
- The Division will save \$200,000 by ensuring that all procurements are health and safety related and imperative to carrying out the agency's mission (non-recurring savings).
- The Division will implement three training classes during the fiscal year. The plan for administering training classes is as follows: August 2008 (40 FTE), October 2008 (40 FTE), and January 2009 (40 FTE).

## **Prevention of Domestic Violence, Office for the**

- The Office for the Prevention of Domestic Violence (OPDV) State Operating Funds savings target is \$100,000, which is achieved through General Fund reductions. The total General Fund spending for State Operations in SFY 2008-09 will be \$1.5 million, a 1.4% decrease over SFY 2007-08.
- Of the total State Operating Funds savings, \$44,700 is personal service savings and \$55,300 is non-personal service savings. Personal service savings will be reached through the reassignment of personnel, and leaving vacant non-essential positions open through natural agency attrition. OPDV's proposed plan assumes that some essential functions currently performed by OPDV would be absorbed by their host agency DCJS (transition began 6 months ago). The revised projection for personal service funds is \$1.1 million (an increase of 28.6% from the actual SFY 2007-08 expenditure).
- The OPDV reduced the FTE target, which was set at 33, by 0.70 to 32.3 FTEs by March 31, 2009. The current FTE level is 29.30.

The OPDV will continue to explore other possible sources of revenue such as grants, more flexible or otherwise enhanced contracts with sister State agencies, and close scrutiny of all personnel assignments and hiring.

## **Probation and Correctional Alternatives, Division of**

- The Division's savings target is \$100,000 which will be achieved through General Fund personal service reductions of \$59,200 and General Fund non-personal service reductions of \$40,800. The Division expects its non-personal service savings to grow to \$100,000 in SFY 2009-10. The personal service reductions will be achieved by keeping a SG-23 and a SG-14 position vacant for the rest of SFY 2008-09. The non-personal service reductions will be achieved by reducing spending on contractual services (-\$35,100), supplies (-\$2,700) and equipment (-\$3,000). Beginning in SFY 2009-10 DPCA expects to reduce spending on contractual services by \$100,000 annually by transitioning the COMPAS Risk/Needs Assessment Project to a centralized statewide platform.
- The Division's overall General Fund spending for State Operations in SFY 2008-09 will be \$2,122,800 a \$472,000 (22%) increase over its actual General Fund State Operations spending for SFY 2007-08.
- The Division's projected FTE level for 3/30/09 was 37 FTEs; its target FTE level will now be 35 FTEs. Currently only 32 FTE positions are filled; DPCA plans to fill a Community Corrections Representative (SG-23) position as well one Secretary and one Keyboard Specialist position in the near future.

## **Public Service, Department of**

- The Department's savings target is \$1.9 million. This will be achieved through Special Revenue Other funds personal service reductions of \$690,000 and non-personal service savings of \$1.2 million.
- The Department does not provide an FTE level, but states that saving will accrue through workforce management, delayed hiring, and the anticipated retirement of employees at the job rate being replaced by those at the hiring rate. Non-personal service reductions will be achieved by minimizing discretionary expenditures for supplies, materials, equipment, publications and travel.
- The department's overall Special Revenue Other spending for State Operations in SFY 2008-09 will be \$57.1 million, a \$7 million (14.67%) increase over its actual State Operations spending for SFY 2007-08.

## **Quality of Care and Advocacy for Persons with Disabilities, Commission on**

- The Commission's spending reduction target is \$200,000, all of which is in the General Fund. \$179,900 of the savings is achieved through personal service reductions (increasing to \$219,000 in SFY 2009-10) and \$20,100 is through non-personal service reductions (increasing to \$21,800 in SFY 2009-10). The non-personal service reductions will be achieved through a cost shifting to federal funds for vehicle expenses and implementing additional controls on conference attendance and equipment purchasing (including approval by the Deputy Director of Administration).
- The Commission's overall General Fund spending for State Operations in SFY 2008-09 will be \$5,019,500, a 15% increase over its actual SFY 2007-08 General Fund State Operations spending (the revised projection includes funding for M/C and CSEA negotiated salary increases but not PEF salary increases). Total Special Revenue Other State Operations spending will be \$3.5 million, a 24.6% increase over the actual SFY 2007-08 Special Revenue Other State Operations spending.
- The Commission's projected FTE level for 3/30/09 was 124 FTEs. The agency's plan projects a targeted FTE level of 121, a reduction of 3 FTEs. The three positions will be SG 23 SHU positions which were slated to start July 1. Additional personal service savings will be achieved by a delay in filling two support staff for four months.

## **Racing and Wagering, Division of**

- The Board's savings target is \$600,000. Recurring Special Revenue-Other personal service savings will be \$253,000 and the nonpersonal service savings will be \$347,000. Nonpersonal service savings will be achieved through eliminating duplicative offices (including the Manhattan office) and reduction of travel expenses.
- The Board's overall Special Revenue-Other state operations will be \$22.3 million a decrease of \$800,000 or (3.78%).
- The FTE level is (-9) less than the enacted fill level of 136. The Board plans to achieve its personal service savings by controlling the timing of the filling and backfilling of vacated positions. In addition the department anticipates employing 4 fewer casino inspectors and one fewer race track inspector per track, and reducing the number of temporary and per diem employees. The agency is also offering VRWS to all employees.

## **Real Property Services, Office of**

- The Office of Real Property Services (ORPS) State Operating Funds savings target is \$1.05 million, which is achieved through reductions to the Special Revenue Other account. The total state operating funds for SFY 2008-09 will be \$29.7 million, a 2.2% increase over SFY 2007-08.
- Of the total state operating funds savings, \$830,000 is personal service savings and \$223,000 is nonpersonal service savings. Personal service savings will be achieved through reductions to the approved FTE target and attrition (Sales Fund). The revised projection for personal service funds is \$22.97 million (an increase of 0.1% from the actual SFY 2007-08 expenditure).
- The ORPS reduced the FTE target, which was set at 384, by 12 to 372 by March 31, 2009. The Office is currently 28 FTEs below fill level. The plan for managing the workforce will consist of evaluating staffing needs in light of the agency's highest priorities. ORPS notes that it may have to propose legislative, and/or administrative amendments to discontinue current programs and commitments not rising to the level of priority of the proposed initiatives, if the initiatives entail significant resource (personnel) commitments.
- Future savings opportunities may include the lease renewal of the Albany main office and the Batavia regional office, and possible joint efforts to support ongoing program activities and the sharing of staff with other agencies.
- The nonpersonal service savings is attributable to the reduction of 12 positions; cancellation of certain technology equipment purchases; and travel, conference, and training efficiencies.
- Revenues from fees collected from real property transfers will continue to be significantly lower than the agency's normal operating needs require.

## **Science, Technology and Innovation, NYS Foundation for**

- The Department's savings target is \$136,000. This will be achieved through General Fund personal service reductions of \$83,000 and \$65,000 in non-personal service reductions. The personal service savings will be achieved by maintaining a FTE level of 28 which is a decrease of (2) from the approved fill level. The current fill level is 26 FTEs.
- Total General Fund spending for State Operations will be \$3.9 million, a \$145,000 (3.6%) decrease from its actual General Fund State Operations spending for SFY 2007-08.
- Programmatic savings will be achieved through a combination of decreasing the number and amount of awards. Operational savings will be achieved through curtailment of spending in travel, office purchases and contractual services (fewer expert reviewers will be needed if fewer award competitions are carried out).

## **State, Department of**

- The Department's savings target is \$1.7 million. The Department identifies \$763,000 in General Fund savings and \$1.1 million in Special Revenue Other savings.
- Although there is no change in the anticipated FTE level of 900 in the enacted budget, General Fund personal service savings of \$200,000 and \$618,000 Special Revenue Other will be achieved through delayed hiring, attrition and workforce management. The Department is currently 92 positions below target.
- The department's overall General Fund spending for State Operations in SFY 2008-09 will be \$20.4 million, a \$1 million (4%) decrease from its actual General Fund State Operations spending for SFY 2007-08. Total Special Revenue Other spending for State Operations will be \$38.4 million, a \$2.2

million (6%) increase over its actual Special Revenue Other State Operations spending for SFY 2007-08.

## **State University of New York**

- \$148.2 million in State Operating Funds savings. The savings include: -\$11.2 million from the State General Fund; -\$60 million against targeted expenditures from the Revenue Fund; and -\$40 million of SUNY Revenue Fund expenditures related to University activities in support of other New York State Agency programs. The rest of the savings is from reductions that have already been absorbed through the State budget process.
- SUNY's plan does not apply the 3.35 percent reduction to Tuition and Fees (Revenue Offset Fund); and additional appropriations will be provided to SUNY for collective bargaining funding as those pay-bills are developed.
- SUNY will meet their reduction targets through:
  - Soft and hard hiring freezes: for faculty and faculty support positions that may become vacant during the year; and for non-faculty positions that support campus operations.
  - Reduced or delayed equipment and vehicle purchases from campus and System Administration budgets.
  - Closer scrutiny of travel and related expenses.
  - Expanded procurement review to ensure that the specific purchases of goods and services are necessary and that they are obtained at the best price.
  - Review of organization structures and responsibilities to identify where consolidation or restructuring can be done to maintain core services at a reduced cost.
- Potential future savings opportunities included the proposed SFY 2008-09 Article VII language to increase regulatory flexibility for SUNY and CUNY. This proposal included provisions which included authorization for SUNY and CUNY trustees to relocate programs and sell surplus properties as a means to achieve efficiencies; eliminate approval by the Attorney General and State Comptroller for contracts; and exempt SUNY from complying with procurement lobbying statutes.

## **Tax and Finance, Department of**

- The Department's savings target is \$13.5 million.
- General Fund savings of \$9.9 million in SFY 2008-09 and 2009-10. Personal service funds will be reduced by \$6.6 million in 2008-09 and \$5.3 million in recurring savings by delaying the hiring by one year for 100 FTEs (25 auditors, 25 criminal enforcement investigators, 25 tax compliance representative, 25 tax technicians), eliminate 70 temporary positions, delay general Department-wide hiring (critical staffing fills related to revenue generation will be delayed four weeks, less critical or support functions will be delayed at least eight weeks), and eliminate 25 FTEs.
- A \$6.8 million reduction in non-personal service funds, including \$3.3 million in General Funds and \$3.6 million in other funds (Special Revenue Other and Internal Services Funds). General Fund non-personal service reductions will be achieved through use of technology, reduction in printing and mailing, use of less costly paper, reduce Audit Program travel and conferences and various administrative actions. Out year savings will also be achieved through sub lease of underutilized Manhattan District Office space.
- The Department's projected FTE level for 3/30/09 was 5,041 FTEs not including any new FTEs added related to the new appropriation of \$3.5 million in personal services to the Audit, Collection

and Enforcement Program in the enacted Budget. The agency's plan identifies an additional 175 positions in its initial target. The agency's plan indicates that through its workforce management plan, the FTE level on 3/3/09 will be 5,091.

- Notes that the mission of Tax and Finance is to generate revenue for NYS and FTE reductions place this mission at risk. In addition, proposal notes that the enacted budget assumes that several new missions related initiatives are implemented and implies that implementation will be difficult due to personal service reductions.
- The department's overall General Fund spending for State Operations in SFY 2008-09 will be \$319 a \$4.5 million (1.5%) increase over its actual General Fund State Operations spending for SFY 2007-08. Total Special Revenue Other spending for State Operations will be \$115.3 million, a \$4.4 million (3.7%) decrease over its actual Special Revenue Other State Operations spending for SFY 2007-08.

## Technology, Office for

- The Office for Technology (OFT) State Operating Funds savings target was set at \$800,000, however \$1.6 million in state operating funds savings is identified in the revised financial management plan (\$800,000 in General Fund (GF) and \$800,000 in Special Revenue Other (SRO) savings).
- Of the total state operating funds savings, \$250,000 is personal services savings (GF only) and \$1.35 million in nonpersonal service savings. Personal service cost savings will be achieved by monitoring and managing personal service attrition and fill levels on a centralized basis by the Deputy CIO for Shared Services. The revised projection for personal service funds is \$13.4 million (\$10.6 million in GF and \$2.7 million in SRO), which is an increase of 9% or \$1.1 million from the actual SFY 2007-08 expenditure. The total General Fund state operating funds for SFY 2008-09 is \$24.6 million, a 14.8% increase.
- The OFT will maintain the FTE level that was authorized in the 2008-09 adopted budget, which was 749 by March 31, 2009. The additional positions included in the budget documents were included to enable OFT to implement a number of priorities and initiatives, among those initiatives: establishing a centralized one-stop Customer Care Center, which **enables OFT to eliminate an expensive outsourced call center operated by Unisys** under a contract which is set to expire on 12/08; and building an Enterprise Program Management Office (EPMO) to enhance OFT's ability to ensure central accountability and project management oversight of major IT investments by State agencies.
- OFT will provide monthly spend reduction reports detailing planned versus actual FTEs and a separate monthly report on the insourcing of contractors, including the number of contractors employed by OFT, the number insourced each month and the reduction in total contractors
- OFT is requesting a 15% rate reduction for IT contracts with all IT vendors spending at least \$.5 million with OFT to generate \$150,000 of the nonpersonal service savings in 2008-09.
- OFT is implementing insourcing for selected IT services, which will result in \$100,000 of the 2008-09 nonpersonal service savings. **Savings of at least 30% per employee can be achieved based on current contract rates in which the average external IT consultant rate is approximately \$186,000 annually.** Only those contractors for whom savings of at least 30%, including fringe benefits and indirect costs, will be considered for insourcing. Also, only those consultants willing to transition to the State workforce will be included in this analysis. Insourcing savings can also be achieved in the Internal Service Funds (ISF) to drive down customer agency service rates. OFT is seeking personnel target adjustments solely for this purpose and will report progress in monthly performance reports.
- OFT is reducing engineering and financial consulting services in the Statewide Wireless Network (\$800,000 of the 2008-09 nonpersonal service savings).

- The OFT will issue a statewide enterprise RFP for a centralized staff augmentation contract to reduce consulting rates for all eligible state agencies. This planned contract will be executed by the third quarter of 2008 and agencies will begin to migrate to this contract as their existing contracts expire. With an estimated \$400 million in annual spending statewide on staff augmentation, OFT estimates at least \$30 million in full annual savings statewide as a result of this new contract.
- OFT is partnering with SUNY (Albany) College of Nanoscale Science, SUNY IT (Utica), the Department of Civil Service and GOER to ensure the \$15 million provided by the Legislature to the two SUNY schools, for IT workforce development includes a component to train or retrain existing State IT staff in new technologies and programs to recruit, train and retain a talented IT management and high tech staff to meet the growing computing demands of the State.

## **Temporary and Disability Assistance, Office of**

- The OTDA State Operating funds savings target is \$2.3 million (\$1.5 million in General Fund (GF) savings and \$768,000 in Special Revenue Other (SRO) savings). OTDA achieves its savings target by delaying the refilling of vacant positions, limiting hiring to those that are required for client health and safety, cost avoidance, revenue generation, and improved program integrity efforts, especially to avoid penalties or the issuance of incorrect benefits; lowering information technology costs and controlling other non-personal service spending, including a thorough review of all vendors.
- Of the total state operating funds savings, \$200,000 of that total is in personal service savings. The personal service savings will be achieved through vacancy controls as the agency moves to only fill the most critical positions.
- OTDA will reach the FTE target of 2,295 by March 31, 2009. OTDA refers to this target as the initial target, though Budget documents show that the SFY 2008-09 target was set at 2,305. To reach the new 3/31/2009 target OTDA will need to increase its current FTE level by 61. Currently, the agency's Disability Determinations Program (DDP) is below target because of a high level of attrition/retirements, and because until recently, they were not able to backfill due to Federal funding constraints. However, in May the Social Security Administration notified OTDA that they would be able to start filling a large number of critical positions.
- Purchasing and contracts are undergoing a greater pre-clearance and post-audit process. OTDA will be reviewing vendor staff, including requisite expertise, long-term needs, and documentation of the reasonableness of cost, alternative options, and state oversight, with the goal of judiciously replacing expensive contract staff wherever a state employee can be hired or reassigned to that function without any disruption in service or reduced quality. "Body Shop" contracts (which involve hiring temporary staff to supplement current state employees) were specifically mentioned as one type of contract that will be scrutinized for "urgency, core business, and renewal alternatives."
- General Fund State Operations spending for 2008-09 will be \$44.8 million, a 33% decrease from actual SFY 2007-08 spending. Spending projections for Special Revenue Other funds are not provided.

## **Transportation, Department of**

- The Department's savings target is \$721,000. The Department will achieve these savings through reductions in non-essential program activity and services funded by a variety of Special Revenue Funds. Savings will be accomplished through a combination of Personal Service and Non-personal Service expenditure reductions.
- The Department does not identify FTE levels, but states that saving will accrue through workforce management, delayed hiring, attrition, and reduced planned hiring of main office maintenance staff.

Non-personal service reductions will be achieved by minimizing discretionary expenditures for supplies, materials, equipment, publications and travel.

## Veterans' Affairs, Division of

- The Division of Veterans' Affairs savings target was set at \$200,000, however \$213,000 is identified in state operating funds savings in the Division's revised financial management plan (all General Fund savings).
- Of the total state operating funds savings, \$140,000 is personal service savings and \$73,000 is nonpersonal service savings. Personal service savings will be achieved by implementing a hiring freeze on certain administrative positions and through planned attrition, with the backfilling of mission critical positions only. The revised projection for personal service funds is \$5.47 million (-6% or -\$360,000 from the actual SFY 2007-08 expenditure). The total General Fund state operating funds for SFY 2008-09 is \$6.2 million, a 1% decrease from SFY 2007-08.
- The Division projects that the Fill level will be 111 by March 31, 2009, which is 2 FTEs lower than the 113 FTE level set in the budget documents.
- Nonpersonal service savings will be achieved by recovering federal reimbursement and monitoring travel and other contractual services.
- The Division will relocate select field staff to areas with higher per-veteran population rates to achieve greater market penetration of our clients at less expense.
- For additional 2008-09 savings, the Division will begin utilizing an on-line version of accreditation training required by the Department of Veterans' Affairs.

## Workers Compensation Board

- The Workers Compensation Board (WCB) State Operating Funds savings target is \$5.1 million, which is met through a \$5.12 million reduction in Special Revenue Other (SRO) Funds. The total SRO spending for State Operations in SFY 2008-09 will be \$193.7 million, a 1.3% increase over actual SFY 2007-08 spending. There is a possible additional \$5 million reduction, which according to WCB, is under discussion with DOB.
- Of the total State Operating Funds savings, \$1.9 million is personal service savings and \$3.2 million is non-personal service savings. Personal service savings will be achieved through eliminating vacant positions (-\$1.39 million); attritions throughout the fiscal year (-\$435,000); and by reducing overtime/stand-by (-\$114,000). Another reduction linked to the personal service savings is the reduction in associated fringe benefits/indirect costs (-\$1.3 million). The revised SFY 2008-09 spending projection for personal service funds is \$89.9 million (an increase of 3.3% from the actual SFY 2007-08 expenditure).
- The WCB will reach the target level of 1,539 FTEs by March 31, 2009; this is the same target level that was set in the Executive Budget documents. The current fill level is 1,509 FTEs. **The number of positions needed to fully implement a technology in-sourcing initiative is 40 FTEs; but WCB notes that the number expected to be filled in SFY 2008-09 will be less.** The number of FTEs required for implementation of the Waiver Agreement Management Office, the Return to Work Program, the Medical Guidelines Program, the Data Warehouse Program, and the Self Insurance Program are not reflected in the FTE figures provided.
- The WCB proposes in-sourcing certain technology functions (conversion of consultants to State workers over the next three years). The WCB has identified 40 positions that are currently vacant or expected to become vacant, which can be eliminated. These positions will be used to absorb the responsibilities of technology services currently performed by private contractors, for a savings of

\$600,000 in SFY 2008-09 (savings of \$2.6 million when fully implemented). WCB notes that if this cannot be done on the assumed schedule it could jeopardize some of the expected savings. To mitigate this risk, the WCB will work with Civil Service and Budget to establish the appropriate items that will be needed for this conversion effort.

- WCB will close 11 customer service centers (\$100,000 in savings in SFY 2008-09). WCB states that these closures could cause some concern in those communities and claimants relative to those closures, but does not indicate which centers will be closed. This issue should be clarified at statewide labor management.
- Additional savings will be achieved by reducing or eliminating the Maintenance Undistributed appropriations to the Department of Labor and the Department of Health within the WCB budget.
- The WCB is examining the possibility of using technology to replace the need for the physical presence of a Verbatim Reporter at every hearing for future potential savings.