

PRELIMINARY MAYOR'S MANAGEMENT REPORT

FEBRUARY 2011

City of New York

Michael R. Bloomberg
Mayor

Stephen Goldsmith
Deputy Mayor for Operations

Elizabeth Weinstein
Director
Mayor's Office of Operations



Cover Image: *The Roses*, Will Ryman, artist, Park Avenue and 61st Street. Photograph by NYC Parks & Recreation, Art & Antiquities, January 2011.

Transforming the Park Avenue streetscape into a garden between 57th and 67th Streets, artist Will Ryman's 38 sculptures of rose blossoms tower as high as 25 feet and are complemented by 20 individual scattered rose petals. Reflecting Ryman's flair for the dramatic, roses painted in shades of pink and red spring up in vibrant contrast to the traditionally dormant winter months. Sponsored by the NYC Parks & Recreation and the Paul Kasmin Gallery, this temporary installation is on view until May 31, 2011. For more information, please visit www.nyc.gov or call 311.



THE MAYOR'S MANAGEMENT REPORT PRELIMINARY FISCAL 2011

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Stephen Goldsmith
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Director, Mayor's Office of Operations

February 2011



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PRELIMINARY MMR USER'S GUIDE

DEPARTMENT OF PARKS & RECREATION

Adrian Benepe, Commissioner



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Key Public Service Areas

- ✓ Maintain a green, clean and safe park system and urban forest for all New Yorkers.
- ✓ Strengthen the infrastructure of New York's park system.

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Scope of Agency Operations

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres including nearly 1,800 parks, nearly 2,500 greenstreet sites, over 1,000 playgrounds, more than 800 athletic fields, more than 550 tennis courts, 54 outdoor swimming pools, 12 indoor swimming pools, 31 indoor recreational centers, 12 field houses, six community centers, more than 600 comfort stations, 14 miles of beaches, 13 golf courses, six ice rinks, five major stadia, 17 nature centers, 13 marinas and four zoos. The Department is also responsible for approximately 650,000 street trees and two million park trees, 23 historic house museums and more than 800 monuments, sculptures and historical markers.

Critical Objectives

- Optimize the overall condition and cleanliness of park facilities and playgrounds.
- Plant and maintain street and park trees.

Preliminary Performance Highlights

- Overall condition ratings of parks improved by three points to 85 percent, and cleanliness ratings rose by one point to 89 percent.
- Approximately 26,000 trees were planted as part of the MillionTreesNYC initiative during July to October 2010. While considerably lower than the almost 40,000 trees planted in the same four months a year ago, when there was an exceptionally high volume of activity, the Department fully expects to meet its annual planting goals.
- The Department completed 63 capital projects compared to 51 last year, reflecting a greater proportion of projects that required fewer changes and advanced more quickly. Consequently, the percent of projects completed on or ahead of schedule and the percent completed within budget improved to 84 percent and 94 percent, respectively.

Performance Report

- ✓ Maintain a green, clean and safe park system and urban forest for all New Yorkers.

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| Performance Statistics | Actual | | | Target | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|--|--------|--------|--------|--------------|------|---------------------|---------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| ★ Parks rated "acceptable" for overall condition (%) | 86% | 82% | 83% | 85% | 85% | 82% | 85% |
| ★ Parks rated "acceptable" for cleanliness (%) | 91% | 90% | 88% | 90% | 90% | 88% | 89% |
| ★ Comfort stations in service (in season only) (%) | 93% | 90% | 94% | 90% | 90% | 94% | 96% |
| Parks with an affiliated volunteer group (%) | 57% | 58% | 58% | * | * | 58% | 59% |
| Summonses issued | 21,149 | 22,145 | 17,264 | * | * | 6,715 | 7,369 |
| Acres improved | 457.6 | 422.8 | 333.1 | * | * | 168.9 | NA |

★ Critical Indicator "NA" - means Not Available in this report

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Agency Customer Service

The Department of Parks and Recreation provides service to its customers through its walk-in facilities, website and correspondence.

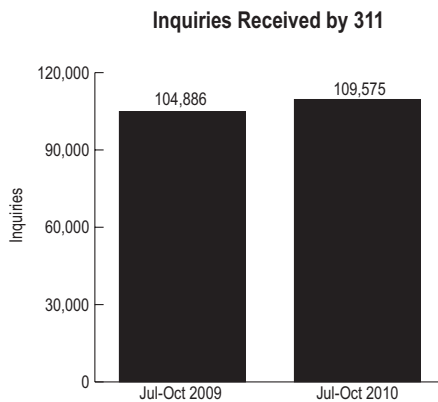
| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average response time for email correspondence (days)</i> | 14.47 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 14.19 | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | NA | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 9 | 367,322 |

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Inquiries and Service Requests Received by 311 Customer Service Center



The 311 Customer Service Center received 109,575 DPR-related inquiries from July through October 2010.



| <i>Top 5 DPR - related inquiries:</i> | Total | % of DPR Inquiries |
|--|--------|-----------------------|
| <i>Removal of Large Branch or Entire Tree - City Tree or Property</i> | 19,904 | 18.2% |
| <i>Wood Disposal Chipping and Pickup - Manhattan, Brooklyn, Queens and Northwest Staten Island</i> | 12,561 | 11.5% |
| <i>Find a Park</i> | 8,291 | 7.6% |
| <i>Find a Public Swimming Pool</i> | 7,840 | 7.2% |
| <i>Find an Event in a Park</i> | 5,483 | 5.0% |

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Top Five 311 Service Requests for DPR

| <i>Service Requests</i> | # of SRs | Expected Days to Action | Average Days to Action | % of SRs Meeting Time to Action |
|--|----------|----------------------------|---------------------------|---------------------------------------|
| <i>Damaged Tree - Branch or Limb Has Fallen Down</i> | 5,130 | 8 | 2 | 98% |
| <i>Dead Tree - Dead/Dying Tree</i> | 2,962 | 7 | 4 | 93% |
| <i>Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program</i> | 1,257 | 30 | 6 | 96% |
| <i>Overgrown Tree/Branches - Hitting Building</i> | 1,372 | 30 | 3 | 99% |
| <i>New Tree Request - For One Address</i> | 1,881 | 180 | 77 | 83% |

Agency Resources

| | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|-----------------------|-------------------|-------------------|-------------------|-------------------|
| Agency Resources | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| Expenditures (\$ millions) ² | \$370.6 | \$379.6 | \$382.7 | \$318.9 | \$362.7 | \$290.2 | \$151.1 | \$141.7 |
| Revenues (\$ millions) | \$97.5 | \$110.2 | \$59.0 | \$73.5 | \$68.3 | \$72.5 | \$24.8 | \$21.2 |
| Personnel (Total FT and FTE) | 7,245 | 7,395 | 7,242 | 5,757 | 6,393 | 5,217 | 6,955 | 6,679 |
| Full-time personnel | 3,702 | 3,760 | 3,581 | 3,059 | 3,415 | 3,081 | 3,725 | 3,474 |
| Full-time equivalent (FTE) personnel | 3,543 | 3,635 | 3,661 | 2,698 | 2,978 | 2,136 | 3,230 | 3,205 |
| - Parks Opportunity Program (POP) participants ³ | 2,293 | 2,203 | 2,053 | 1,733 | 1,733 | 1,582 | 2,211 | 1,808 |
| Overtime paid (\$000) | \$7,540 | \$6,912 | \$6,670 | * | * | * | \$2,538 | \$3,198 |
| Capital commitments (\$ millions) | \$507.4 | \$550.6 | \$542.1 | \$344.3 | \$1,145.6 | \$143.7 | \$148.4 | \$170.9 |
| Work Experience Program (WEP) participants assigned | 48 | 542 | 59 | * | * | * | 42 | 44 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

³ The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

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Noteworthy Changes, Additions or Deletions

- The Department updated four-month Fiscal 2010 data for 'Parks with an affiliated volunteer group,' 'Trees removed,' and the subset indicator that reports on the number of trees removed in response to a service request.
- Although the overall tree planting goal of the MillionTreesNYC initiative remains unchanged at 100,000, the individual targets for the Department and for its partners have been revised to reflect trends and projected activity. The target for the Department was increased by 10,000 trees and reduced by the same amount for its partners.

KEY TO USER'S GUIDE

1. **Easily Recognized Icon** – appears on every page of the agency section for fast reference.
2. **Key Public Service Areas** – the agency's long-term goals for delivering services to citizens.
3. **Critical Objectives** – steps the agency will take in pursuit of its Key Public Service Areas.
4. **Scope of Agency Operations** – a quick summary of agency activities, facilities and resources.
5. **Preliminary Performance Highlights** – bulleted highlights and statistics that show what measures an agency has taken and how it is progressing in achieving its Critical Objectives and key public service goals.
6. **Performance Report** – shows trends over time, or other comparisons related to services.
7. **Performance Statistics** – statistical measurements of agency inputs, workloads and results.
8. **Target** – projected levels of performance. (An asterisk means no target is available.)
 - **Updated FY11** – the target for Fiscal 2011 (July 2010 through June 2011) based on the City's January 2011 Financial Plan.
 - **FY12** – the target for Fiscal 2012 (July 2011 through June 2012) based on the City's January 2011 Financial Plan.
9. **★'Critical Indicator' Icon** – appears before the name of performance measures that have been identified as critical to agency performance. These indicators appear in the Citywide Performance Reporting (CPR) system. **To view updated data for critical indicators as it becomes available, access the CPR system at NYC.gov/CPR.**
10. **NA** – data for the reporting period is not currently available.
11. **Agency Customer Service** – statistics on agency performance in providing service to its customers through call centers, walk-in facilities, website and correspondence.
12. **Inquiries and Service Requests Received by 311 Customer Service Center**
 - **Inquiries Received by 311** – a table lists the period's top five categories of agency-related inquiries received by the City's 311 Customer Service Center; a chart shows four-month total agency-related inquiries received by 311 for the past two years.
 - **Top Five 311 Service Requests** – for 12 agencies which handle 311 service requests, a table lists the period's top five service request (SR) types generated by calls to 311, and performance data for each type including expected time to take action, actual time to take action, and the percentage of SRs where action was taken within the expected time.
13. **Agency Resources** – an overview of an agency's current and historical resources that affect performance.
14. **Noteworthy Changes, Additions or Deletions** – details and explanations of changes to agency performance statistics.

THE MAYOR'S MANAGEMENT REPORT ON THE INTERNET

The information below is now accessible on the Mayor's Office of Operations' website at NYC.gov.

Preliminary Fiscal 2011 Mayor's Management Report (PMMR) - provides performance highlights and statistics for agencies, as well as data on inquiries received by the 311 Customer Service Center;

Indicator Definitions - provides a description and the source of the information for each performance statistic in the Mayor's Management Report;

My Neighborhood Statistics - provides users with the ability to quickly display community information based on a street address or intersection. Color-shaded maps also allow for easy comparisons of highs and lows in different neighborhoods;

MMR Archives - Fiscal 1997 through Fiscal 2010 MMRs and PMMRs;

Additional Tables - provides additional agency data that is not available in the main portion of the Preliminary Mayor's Management Report;

Statistics for Multi-Agency Issues - provides users with the ability to view consolidated indicators for City services or initiatives that involve the efforts of more than one agency.



INTRODUCTION

MAYOR'S MANAGEMENT REPORT (MMR)

As mandated by Section 12 of the New York City Charter, the Mayor reports to the public and the City Council twice yearly on the performance of municipal agencies in delivering services, for reporting periods based on the City's fiscal year. The annual Mayor's Management Report (MMR) covers the twelve-month fiscal year period, from July through June. The preliminary Mayor's Management Report (PMMR) covers performance for the first four months of the fiscal year, from July 1st through October 31st. The Charter provisions governing the submission of the MMR can be viewed on the Mayor's Office of Operations' website at NYC.gov. While it has been published since 1977, the current structure of the MMR is the result of a comprehensive outreach effort conducted during the summer of 2002, designed to make the report as useful as possible to stakeholders.

The MMR covers primarily the operations of City agencies that report directly to the Mayor. A total of 46 agencies and organizations are included. While not all agency activities are represented, those that have a direct impact on residents - including the provision of fundamental support services to other agencies involved in serving residents - are addressed. These activities, and the City's overall goals in connection with these activities, are identified in the "Key Public Service Areas" listed at the beginning of each agency chapter. Within these service areas, "Critical Objectives" identify the steps the agency is taking to pursue its goals and to deliver services as effectively as possible. The Key Public Service Areas and Critical Objectives presented in the report are a direct statement of the policy priorities and operational strategies of the City's Commissioners and agency heads, and were developed through collaboration between the Mayor's Office of Operations and the senior managers of each agency.

The MMR's statistical tables present the following types of standard information for each performance measure:

- The trend in actual performance over the past five fiscal years.
- Numeric targets, if appropriate, which allow the comparison of actual performance against these projected levels of service. Targets are initially set in the preliminary MMR based on the City's Preliminary Budget and are later updated in the final MMR, if necessary, based on the Adopted Budget or revised performance expectations.
- In the preliminary MMR, actual results are shown for the first four months of the current and preceding fiscal years.

Beyond the basic performance measures, the MMR presents, for each agency, an overview of current and historical resources, including but not limited to staffing levels, overtime, expenditures, revenues and capital commitments. These resources affect an agency's ability to perform. Information received directly from the public and captured by the City's 311 Customer Service Center is also presented, including a summary of the most frequently received requests, complaints and inquiries on a citywide basis, as well as total call volume for each agency and the top five inquiries related to each agency's service areas. Customer service performance, including response times, number of customers surveyed, number of completed requests for interpretation, and walk-in facility ratings, for each agency that provides service directly through its call centers, walk-in facilities, website, and correspondence, is also listed.



In addition to the information provided in the printed edition of the MMR, four important types of related information are made available exclusively through the MMR web page at NYC.gov/operations:

- Community-level information for selected performance measures, disaggregated by local service district (Community Board, Police Precinct, or School District). This information is made available through the interactive My Neighborhood Statistics feature of NYC.gov.
- Definitions of each agency performance measure, including the data source.
- Thematic indicator tables, combining available performance measures on important service topics that cut across more than one agency. These are presented as “Statistics for Multi-Agency Issues” in ten key service areas.
- Additional tables showing special information of interest across agencies, not otherwise represented in the printed management report. Topics include workforce absence rates, vehicle fleets, and budgetary units of appropriation.

Prior to the Preliminary Fiscal 2008 MMR, a somewhat different set of Supplementary Indicator Tables appeared on the MMR web page at NYC.gov. This set of approximately 2,500 statistical indicators (roughly half of which still appear in the printed management report) reflected all agency performance measures that had appeared in the print MMR as of Fiscal 2001, before the last major restructuring of the MMR. Updating of this overlapping set of indicators on the MMR website afforded a measure of continuity for MMR users wishing to evaluate historical trends in performance. In the more than seven years since MMR restructuring, however, a substantial proportion of these measures became out-of-date, as the focus of agency performance measures have changed to reflect new priorities and operational methods. In addition, the new performance measures now appearing in the Citywide Performance Reporting (CPR) system, described below, are of much greater value as an addition to the MMR.

Each agency chapter in the Mayor’s Management Report includes a separate “Noteworthy Changes” section where revisions to previously published figures or performance measures are listed and explained.

For an overview and description of each component of the MMR, a User Guide has been included at the beginning of the Report.

EVOLUTION OF THE CITY'S PERFORMANCE REPORTING PRACTICE: THE NYCSTAT SYSTEM AND THE MMR



In February 2008 the amount of information on agency performance made available to the public by New York City government, as well as the ease of use of this information, was enhanced by the introduction of a new automated tool called the Citywide Performance Reporting system (CPR). With CPR, the City's critical performance measures were presented for the first time through a dynamic, web-based tool featuring flexible data access, frequent updates, and clear performance summaries.

In February 2009 the City took the next step forward – the **NYCStat** system. NYCStat is designed to be the City's one-stop-shop for all essential data, reports, and statistics related to City services. In addition to the basic agency performance measures that residents access through CPR, NYCStat provides quick access to a much wider range of information on service delivery and quality of life – from centralized citywide sources, as well as from data sources maintained by key individual agencies.

Detailed information about NYCStat, and access to all the data sources organized within the NYCStat framework, can be found at the website address nyc.gov/nycstat. In brief, the components of NYCStat are as follows.

- **CPR Agency Performance Reporting.** The interactive dashboard includes data from the same City agencies and covered organizations that are represented in the Mayor's Management Report. Data for more than 500 performance measures is updated monthly, quarterly, or annually depending on the specific measurement. The Agency Performance Reporting application is designed to track the most critical information about all important services delivered by New York City government to its residents.
- **NYC*SCOUT.** Since October 2007, inspectors of the Mayor's Street Condition Observation Unit (SCOUT) have surveyed all the City's streets monthly to record quality-of-life conditions on streets and sidewalks. The NYC*SCOUT web application provides street maps down to the neighborhood level showing the location of conditions identified by SCOUT such as potholes and catch basin defects, and allows users to track the progress of repairs for specific problem conditions.
- **Mayor's Management Report (MMR).** NYCStat is the user's quickest link to the twice-yearly MMR, including the online-only information described in the first section of this Introduction.
- **My Neighborhood Statistics (MNS).** Community-level information for approximately 50 selected performance measures, disaggregated by local service district (Community Board, Police Precinct, or School District), is presented in the form of thematic maps and accompanying tables.
- **Scorecard Cleanliness Ratings.** Scorecard is an inspection program run by the Mayor's Office of Operations. The program measures and reports on the cleanliness of City streets and sidewalks across the City's five boroughs.
- **311 Detailed Reports/Local Law 47 of 2005.** Monthly reports, mandated by local law, list selected 311 service requests including the time to respond to each request, broken down by borough, Community Board, City Council District, and zip code.
- **PlaNYC/Sustainability Reporting.** Developed in Fiscal 2009 by the Office of Long-Term Planning and Sustainability within the Mayor's Office of Operations, this new application within the Citywide Performance Reporting tool covers selected measures related to the City's sustainability and tracks progress toward the comprehensive PlaNYC 2030 initiative.



- **NYC Feedback: Citywide Customer Survey Results.** Results of the 2008 survey of New Yorker's opinions on the delivery of City services, including results within each Community Board.
- **Stimulus Tracker.** With the NYCStat Stimulus Tracker, New Yorkers can track the City's use of federal stimulus/recovery funds provided through the American Recovery and Reinvestment Act of 2009 (ARRA).
- **NYC Data Mine.** Provides performance statistics with detail beyond that included in centralized Agency Performance Reporting. This catalog supplies access to a repository of government-produced, machine-readable data sets from numerous City agencies and organizations.
- **NYC Service Performance Tracker.** With the NYC Service Performance Tracker, users can track the performance of major volunteer and civic engagement initiatives managed by NYC Service, launched in spring 2009 to facilitate New York City's capacity to inaugurate a new era of service.

Relationship between CPR Agency Performance Reporting and the MMR

The interlocking roles played by NYCStat and the MMR are as follows:

- The MMR is the Charter-required published report, issued twice-yearly on a schedule aligned with the City's budget cycle, which provides the fundamental assurance of accountability in City government operations. In addition to copious performance data, the MMR provides crucial information in narrative form to assist in the evaluation of performance issues.
- The CPR Agency Performance Reporting online tool – the original and most comprehensive part of NYCStat - provides the closest approach now feasible to real-time access to City performance data (most information is updated monthly). It also represents a substantial step forward in moving performance reporting toward a comprehensive focus on outcomes – that is, on the quality, timeliness, and final impact of agency service efforts. Agency Performance Reporting goes beyond the MMR in three ways: improved data access through new information technology; the inclusion of many new outcome-based performance measures; and at-a-glance performance evaluation.

Critical Indicators – the link between CPR Agency Performance Reporting and the MMR

The MMR and the CPR Agency Performance Reporting tool cover the same agencies and services, with a high degree of data overlap. The basis of data integration is the identification and emphasis on critical indicators. Among those performance measures which can and should be publicly reported, there is a subset identified by City managers as the most critical for judging performance – because they relate directly to today's operational goals, and/or best reflect the direct impact of service efforts on the lives of residents.

The Agency Performance Reporting online tool includes more than 500 performance measures, and all of these are considered critical indicators. These are highlighted in the MMR agency tables by a five-pointed star appearing directly before the name of the indicator (★). All the critical indicators included in Agency Performance Reporting appear in the MMR.

Since the critical indicators receive real-time updates in the NYCStat system, their progress can now be tracked between MMR releases. While some of these indicators are only updated once a year, the majority are updated on a monthly or quarterly basis. Updates may include revisions or corrections to figures appearing in this edition of the MMR, as well as figures for later reporting periods. **To see updates for the critical indicators highlighted in the Mayor's Management Report, go to the NYCStat system online at nyc.gov/operations/nycstat.**

HEALTH, EDUCATION AND HUMAN SERVICES



Department of Health and Mental Hygiene
Office of Chief Medical Examiner



Health and Hospitals Corporation



Department of Education
School Construction Authority



Human Resources Administration



Administration for Children's Services



Department of Homeless Services



Department for the Aging



Department of Youth and Community Development



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Thomas A. Farley, Commissioner

Key Public Service Areas

- ✓ **Promote health and mental hygiene, prevent and reduce alcohol and drug dependence, and reduce health disparities among New York City communities.**
- ✓ **Facilitate access to high-quality health and mental hygiene (mental health, developmental disabilities, and alcohol and drug use) services.**
- ✓ **Improve environmental health and safety.**
- ✓ **Provide high quality and timely services to the public.**

Scope of Agency Operations

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and mental well being of all New Yorkers. The Department provides mental health services; mental retardation and developmental disability services; alcohol and drug use services; and Early Intervention services to developmentally delayed infants and toddlers. DOHMH's community-based services include: District Public Health Offices; five borough-based Early Intervention offices; four year-round immunization walk-in clinics; nine TB/chest centers; nine STD clinics; HIV prevention and control services; health services at more than 1,250 schools; and health and mental hygiene services in the City's correctional facilities. DOHMH has programs to prevent and control chronic diseases such as heart disease, diabetes, asthma and cancer. The Department has also made reducing tobacco-related illnesses a priority. DOHMH generates community health profiles; issues birth and death certificates; conducts health and safety inspections to enforce the City Health Code; and protects public safety through immediate response to emergent public health threats.

Critical Objectives

- Reduce smoking and the illness and death caused by tobacco use.
- Improve overall health through scientific research and evidence-based initiatives.
- Prevent and control childhood diseases.
- Reduce new cases of HIV/AIDS, tuberculosis, sexually transmitted diseases and other preventable diseases.
- Facilitate access to quality mental health, Early Intervention, developmental disability, and alcohol and drug use services.
- Prevent lead poisoning.
- Promote the safety of child care programs.
- Promote the safety of commercial food establishments.
- Reduce rat infestation through inspection, notification and baiting.
- Reduce risks to human health from unwanted and abandoned animals.
- Provide birth and death certificates to the public quickly and efficiently.

Preliminary Performance Highlights

- The number of syphilis cases reported during the first four months of Fiscal 2011 decreased 12 percent from the same period in Fiscal 2010, to 333, while the number of new tuberculosis cases declined by 7 percent, to 237.
- The number of new cases among children less than 18 years requiring environmental intervention for lead poisoning decreased by 13.3 percent from the same period in Fiscal 2010. The decrease reflects the continued success of the city's lead poisoning prevention activities.
- The number of day care initial site inspections increased 16.4 percent above Fiscal 2010 levels. This is due in part to increasing use of a handheld inspectional system for state regulated programs, which has resulted in increased productivity by allowing field staff to spend more of their time in the field.
- During the first four months of Fiscal 2011, the proportion of food service establishments scoring 28 or more points on initial inspection ('C' grade equivalent) increased by 7.8 percentage points from the same period last year, to 27.5 percent from 19.7 percent. During the first four months of Fiscal 2011, the proportion of restaurants inspected declined, but performance is consistent with reporting periods prior to Fiscal 2010.
- Pest control initial inspections increased 65 percent in the first four months of Fiscal 2011 to approximately 38,000, compared to 23,000 during the first four months of Fiscal 2010. In the past year, the Department's indexing initiative has expanded from the Bronx to also include Manhattan. The Department's indexing initiative includes regular proactive inspections of selected geographic areas for Active Rat Signs (ARS) that are performed on all properties within specific high-need community districts. Index inspections target the highest need areas for regular inspections and reinspections. More inspectors have been trained in indexing to account for the expansion.
- Initial pest control inspections with signs of active rats declined by nearly 10 percentage points to 9.6 percent and compliance pest control inspection found to be rat free improved by 11 percentage points compared to the



same period last year. The Department focused on properties with repeat failures in the Bronx in the first four months of Fiscal 2010 while Manhattan properties were indexed for the first time during the first four months of Fiscal 2011.

- The Office of Vital Records has improved the average response time to requests for birth and death certificates through the expansion of online ordering. Vital Records also streamlined its internal procedures for processing online orders to speed processing of these orders. Online ordering of death certificates was introduced in September 2009.

Performance Report

- ✓ **Promote health and mental hygiene, prevent and reduce alcohol and drug dependence, and reduce health disparities among New York City communities.**

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|-------------|-------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Adults who smoke (%) (CY) | 16.9% | 15.8% | 15.8% | 13.2% | 13.2% | NA | NA |
| Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY) | 61.7% | 65.6% | 66.0% | 76.0% | 76.0% | NA | NA |
| Adults who consume an average of one or more sugar-sweetened beverage per day (%) (CY) | 35.9% | 32.6% | 31.6% | * | * | NA | NA |
| Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY) | 54.7% | 56.6% | 52.6% | 64.0% | 64.0% | NA | NA |
| ★ Hospitalization rate for asthma among children ages 0-14 (per 1,000 children) (CY) (preliminary) | 5.2 | 5.2 | 4.9 | 4.7 | 4.7 | NA | NA |
| ★ Infant mortality rate (per 1,000 live births) (CY) | 5.4 | 5.5 | 5.3 | 5.1 | 5.1 | NA | NA |
| ★ Children in the public schools who have completed required immunizations (%) | 97.9% | 98.8% | 98.8% | 98.8% | 98.8% | 92.9% | 91.8% |
| Number of Male Condoms Distributed (000) | 39,070 | 41,838 | 36,838 | * | * | 12,764 | 11,879 |
| Number of New Yorkers who die from HIV/AIDS (CY) | 1,115 | 1,073 | 933 | 900 | 900 | NA | NA |
| ★ New adult AIDS cases diagnosed (CY) (preliminary) | 3,388 | 3,124 | 2,969 | * | * | NA | NA |
| Persons diagnosed, living and reported with HIV/AIDS (CY) | 102,906 | 105,633 | 108,883 | * | * | NA | NA |
| ★ HIV tests conducted (preliminary) | 201,636 | 268,971 | 276,685 | * | * | NA | NA |
| Unduplicated clients enrolled in HIV/AIDS (Ryan White) health and supportive services (FY March - February) (000) | 64.7 | 88.0 | 90.9 | * | * | NA | NA |
| ★ Syphilis cases | 956 | 1,075 | 978 | * | * | 373 | 333 |
| ★ New tuberculosis cases (CY) (preliminary) | 914 | 895 | 760 | * | * | 254 | 237 |
| Patients who complete treatment for active tuberculosis (%) (CY) | 92.0% | 94.0% | 90.5% | 94.0% | 94.0% | 93.1% | 90.3% |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ **Facilitate access to high-quality health and mental hygiene (mental health, developmental disabilities, and alcohol and drug use) services.**

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|-------------|-------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health, and dental) | 817,437 | 838,467 | 817,012 | * | * | 277,921 | 283,546 |
| Children with Initial Early Intervention Program service plans (CY) | 15.8 | 17.7 | 16.9 | * | * | 20.2 | 20.1 |
| Children authorized for Early Intervention services during the year (CY) | 31.5 | 32.7 | 34.9 | * | * | NA | NA |
| Adult New Yorkers without a regular doctor (%) (CY) | 19.4% | 15.6% | 18.1% | * | * | NA | NA |
| Screening rates for breast cancer (CY) | 73.9% | 77.8% | 78.5% | 79.5% | 79.5% | NA | NA |
| Screening rates for cervical cancer (CY) | 79.8% | 82.5% | 81.6% | 83.0% | 83.0% | NA | NA |
| Calls to LifeNet (000) | 88.4 | 94.5 | 97.2 | * | * | 32.0 | 32.0 |

★ Critical Indicator "NA" - means Not Available in this report



| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|-------|-------|-------------|-------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Individuals in the assisted outpatient mental health treatment program | 1,061 | 1,274 | 1,344 | * | * | 1,287 | 1,387 |
| Units of supportive housing available to persons with severe mental illness diagnosis (000) | 15.3 | 15.9 | 17.3 | 17.7 | 17.7 | 16.0 | 16.6 |
| New Buprenorphine Patients | 4,177 | 6,733 | 7,006 | 7,600 | 7,600 | 2,450 | NA |
| ★ Deaths from Unintentional Drug Overdose | 849 | 736 | 698 | * | * | NA | NA |
| Alcohol-attributable mortality (CY) | 1,680 | 1,702 | 1,675 | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

✓ Improve environmental health and safety.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|--------|--------|-------------|--------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Childhood Blood Lead Levels - New cases among children less than 18 years requiring environmental intervention for lead poisoning | 584 | 500 | 532 | * | * | 240 | 208 |
| - Primary address inspected within 5 business days (%) | 90.2% | 88.6% | 86.9% | 95.0% | 95.0% | 85.5% | 84.0% |
| ★ - New cases among children aged 6 months to less than 6 years with blood lead levels greater than or equal to 10 micrograms per deciliter | 1,822 | 1,455 | 1,398 | * | * | 611 | 590 |
| Day Care site complaints received | 1,554 | 1,525 | 1,425 | * | * | 519 | 543 |
| Day Care Initial site inspections | 18,695 | 15,989 | 20,280 | * | * | 6,124 | 7,130 |
| Restaurants inspected (%) | 80.1% | 99.1% | 99.7% | 100.0% | 100.0% | 43.7% | 37.2% |
| ★ Food Service Establishments scoring 28 or more points on initial inspection ('C' grade equivalent) | 25.6% | 24.3% | 21.0% | * | * | 19.7% | 27.5% |
| ★ Pest control complaints received by DOHMH (000) | 23.0 | 22.1 | 21.8 | * | * | 8.8 | 9.2 |
| Initial Pest Control Inspections (000) | 72 | 89 | 85 | * | * | 23 | 38 |
| Initial Inspections with Active Rat Signs (ARS) (%) | 22.3% | 13.1% | 15.1% | * | * | 19.4% | 9.6% |
| ★ Compliance inspections found to be rat free (%) | 42.2% | 40.8% | 43.5% | * | * | 34.6% | 45.6% |
| Dog licenses issued (000) | 91.8 | 101.0 | 99.4 | 105.0 | 105.0 | 34.6 | 35.2 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Provide high quality and timely services to the public.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|------|------|-------------|------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Average response time for birth certificates by mail/online (days) | NA | 5.1 | 5.7 | 5.0 | 5.0 | 5.7 | 4.2 |
| ★ Average response time for death certificates by mail/online (days) | NA | 12.0 | 9.8 | 8.0 | 8.0 | 13.5 | 6.8 |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

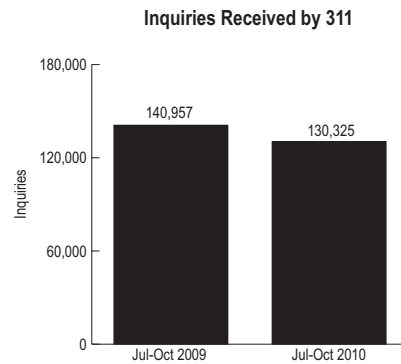
The Department of Health and Mental Hygiene provides service to its customers through its call centers, walk-in facilities, website and correspondence.

| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|--------------------------------|--|
| <i>Average call wait time (in seconds)</i> | 527.0 | 190.1 |
| <i>Average response time for email correspondence (days)</i> | 18.5 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 36.5 | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | 16:11 | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 3,814 | 367,322 |

Inquiries and Service Requests Received by 311 Customer Service Center



The 311 Customer Service Center received 130,325 DOHMH-related inquiries from July through October 2010.



| Top 5 DOHMH - related inquiries: | Total | % of DOHMH inquiries |
|---|--------------|-----------------------------|
| <i>Birth Certificate from 1910 to Present</i> | 14,996 | 11.5% |
| <i>Rodent Complaint - Other Location</i> | 9,511 | 7.3% |
| <i>Preventing and Getting Rid of Bed Bugs Safely Brochure</i> | 7,212 | 5.5% |
| <i>LifeNet</i> | 6,865 | 5.3% |
| <i>Day Care Center License and Operation</i> | 4,724 | 3.6% |

Top Five 311 Service Requests for DOHMH

| Service Requests | # of SRs | Expected Days to Close | Average Days to Action | % SRs Meeting Time to Close |
|-----------------------------|-----------------|-------------------------------|-------------------------------|------------------------------------|
| <i>Food Establishment</i> | 2,324 | 14 | 4.9 | NA |
| <i>Food Poisoning</i> | 933 | 2 | 1.5 | NA |
| <i>Indoor Environmental</i> | 1,833 | 14 | 4.2 | NA |
| <i>Rodent</i> | 9,230 | 14 | 13.3 | NA |



Agency Resources

| Agency Resources | A c t u a l | | | September | Updated | | 4-Month | 4-Month |
|---|-------------|-----------|-----------|------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | 2010 MMR FY11 | FY11 ¹ | FY12 ¹ | Actual FY10 | Actual FY11 |
| Expenditures (\$ millions) ² | \$1,518.5 | \$1,646.3 | \$1,619.9 | \$1,538.4 | \$1,600.7 | \$1,483.6 | \$1,116.5 | \$1,006.2 |
| Revenues (\$ millions) | \$129.5 | \$65.3 | \$69.2 | \$76.8 | \$76.9 | \$80.2 | \$20.0 | \$24.0 |
| Personnel | 6,070 | 6,073 | 5,578 | 5,656 | 5,898 | 5,358 | 5,837 | 5,445 |
| Overtime paid (\$000) | \$5,509 | \$6,216 | \$7,772 | * | * | * | \$1,663 | \$1,449 |
| Capital commitments (\$ millions) | \$52.7 | \$51.1 | \$50.5 | \$261.4 | \$368.5 | \$58.0 | \$10.1 | \$114.4 |
| Human services contract budget (\$ millions) | \$800.6 | \$947.8 | \$934.4 | \$900.7 | \$893.6 | \$901.7 | \$378.5 | \$274.1 |
| Work Experience Program (WEP) participants assigned | 192 | 188 | 293 | * | * | * | 186 | 175 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- Data for the indicator 'New Buprenorphine Patients' is unavailable for the preliminary Fiscal Year 2011 reorting period. Reporting will continue in the Fiscal 2011 Mayor's Management Report.
- The indicator 'Food Service Establishments requiring reinspection' has been renamed 'Food Service Establishments scoring 28 or more points on initial inspection ('C' grade equivalent)' to reflect the new Restaurant Grading Initiative.
- The average call wait time increased by 512 seconds compared to the same period last year. This increase is a result of the call center assuming responsibility for calls from the Office of Vital Records in April of Fiscal 2010. Vital record call data was not previously included in the calculation of this indicator. The actual volume of calls received from Vital Records doubled the anticipated volume based upon historical data. The call center is working to reduce wait time by enhancing its telephony system and collaborating with Vital Records on improved information sharing processes.





DEPARTMENT OF HEALTH AND MENTAL HYGIENE

OFFICE OF CHIEF MEDICAL EXAMINER

Charles S. Hirsch, M.D., Chief Medical Examiner

Key Public Service Areas

- ✓ Perform forensic investigations.
- ✓ Recover and identify remains of decedents following a mass fatality incident.

Scope of Agency Operations

The Office of Chief Medical Examiner (OCME) is responsible for investigating deaths resulting from criminal violence, accident or suicide; that occur suddenly, when in apparent good health; when unattended by a physician; in custody; or occurring in any suspicious or unusual manner. The Office also investigates deaths where an application for cremation is made. The Office provides additional forensic services, including DNA testing, to support criminal investigations. The Office also manages all functions of the City mortuary, including the retrieval and processing of deceased bodies; assistance with autopsies; and body preparation for City burial.

Critical Objectives

- Provide prompt issuance of death certificates, completion of autopsy reports, and response to requests for cremation.
- Provide timely and accurate forensic laboratory services for Toxicology and DNA analysis.
- Provide prompt and timely response to the scene of a fatality.

Preliminary Performance Highlights

- In the first four months of Fiscal 2011, turnaround time for DNA reports related to sexual assault cases and homicides increased. The median time to complete DNA sexual assault cases was 22 days in this reporting period, up 47 percent from 15 days in the corresponding period of Fiscal 2010. The median time to complete DNA homicide cases was 116 days for the first four months of Fiscal 2011, a 16 percent increase from 100 days in the same period of the previous year. OCME attributes these increases to reduced staffing in the Forensic Biology laboratory and elsewhere in the agency. It also notes that DNA lab data is released to investigative agencies once it is available, while these indicators track the time from its receipt of DNA case evidence to issuance of the final OCME written case report.
- Phase 3 of the World Trade Center excavation effort has been concluded, and no additional remains were recovered in the first four months of Fiscal 2011. OCME continues its related DNA identification work; 13 previously discovered remains yielded profiles linking them to other previously discovered remains. OCME continues to monitor all work at the World Trade Center site, and expects to begin Phase 4 in 2011.



Performance Report

✓ Perform forensic investigations.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|-------|-------|-------------|------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Median time for MLI scene arrivals (hours) | 1.5 | 1.6 | 1.6 | * | * | 1.6 | 1.6 |
| ★ Median time to complete autopsy reports (days) | 49.0 | 48.0 | 53.5 | 51.0 | 51.0 | 47.5 | 50.5 |
| Median time to process cremation requests (hours) | 1.4 | 0.9 | 1.2 | 1.5 | 1.5 | 1.1 | 1.0 |
| ★ Median time to complete toxicology cases (days) | 26.0 | 30.5 | 35.0 | 28.0 | 28.0 | 28.5 | 29.5 |
| Median time to complete toxicology sexual assault cases (days) | 16.0 | 17.5 | 17.0 | 17.0 | 17.0 | 14.5 | 15.0 |
| Median time to complete toxicology DUI cases (days) | 12.5 | 13.5 | 13.0 | 10.0 | 10.0 | 11.0 | 14.0 |
| Average days to complete analysis of a DNA case | 49.0 | 89.8 | 76.0 | 75.0 | 75.0 | 77.0 | 74.0 |
| ★ Median time to complete DNA homicide cases, from evidence submission to report (days) | 65.0 | 97.0 | 112.0 | 90.0 | 90.0 | 100.0 | 116.0 |
| ★ Median time to complete DNA property crime cases, from evidence submission to report (days) | 36.0 | 70.5 | 58.0 | * | * | 58.0 | 54.0 |
| ★ Median time to complete DNA sexual assault cases, from evidence submission to report (days) | 37.0 | 17.5 | 19.0 | 50.0 | 50.0 | 15.0 | 22.0 |
| DNA matches with profiles in database | 1,453 | 1,264 | 1,264 | * | * | 447 | 521 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Recover and identify remains of decedents following a mass fatality incident.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|--------|--------|-------------|------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Remains recovered following a disaster or mass fatality incident (cumulative) | 21,741 | 21,745 | 21,813 | * | * | 21,745 | 21,813 |
| Remains identified following a disaster (cumulative) | 11,989 | 12,762 | 12,770 | * | * | 12,765 | 12,770 |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The Office of Chief Medical Examiner provides service to its customers through its walk-in facilities, website and correspondence.

| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|--|----------------------------|------------------------------------|
| Average response time for email correspondence (days) | 1.0 | 7.0 |
| Average response time for letters/mail correspondence (days) | 13.0 | 9.0 |
| Average wait time to speak with a customer service agent at a walk-in facility (min:sec) | NA | 26:40 |
| Number of completed customer requests for interpretation | 43 | 367,322 |

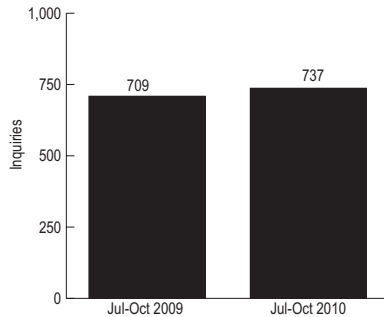


Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 737 OCME-related inquiries from July through October 2010.

Inquiries Received by 311



| <i>Top 5 OCME - related inquiries:</i> | Total | % of OCME Inquiries |
|--|-------|---------------------|
| <i>Death Inquiries</i> | 478 | 64.9% |
| <i>Proof of Death</i> | 106 | 14.4% |
| <i>Autopsy Report</i> | 98 | 13.3% |
| <i>Cremation Inquiries</i> | 47 | 6.4% |
| <i>World Trade Center DNA Samples</i> | 8 | 1.1% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | 68.4 | \$79.1 | \$65.6 | \$64.8 | \$74.9 | \$59.3 | \$23.0 | \$16.0 |
| <i>Revenues (\$000)</i> | \$5 | \$6 | \$2 | \$503 | \$503 | \$503 | \$1 | \$1 |
| <i>Personnel</i> | 661 | 652 | 652 | 744 | 705 | 691 | 652 | 625 |
| <i>Overtime paid (\$000)</i> | \$2,869 | \$1,383 | \$1,791 | * | * | * | \$606 | \$452 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

None.





HEALTH AND HOSPITALS CORPORATION

Alan D. Aviles, President

Key Public Service Area

- ✓ Provide comprehensive medical, mental health and substance abuse services to New York City residents regardless of their ability to pay.

Scope of Agency Operations

The Health and Hospitals Corporation (HHC), the largest municipal hospital and health care system in the country, is a \$6.7 billion public benefit corporation. It provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six large diagnostic and treatment centers and more than 80 community and school-based clinics. HHC also provides specialized services such as trauma, high risk neonatal and obstetric care and burn care. HHC acute care hospitals serve as major teaching hospitals. HHC operates a certified home health agency and a health maintenance organization, MetroPlus. HHC serves 1.3 million New Yorkers every year and is the single largest provider of health care to uninsured New Yorkers.

Critical Objectives

- Improve health outcomes.
- Achieve/surpass local and national performance for specific health interventions and efficient delivery of health services.
- Reduce unnecessary emergency room visits and rehospitalizations.
- Improve access to outpatient services.
- Expand enrollment in insurance programs.

Preliminary Performance Highlights

- The percentage of eligible women ages 40 to 70 receiving a mammogram at the end of the first quarter of Fiscal 2011 increased from 70.3 percent to 72.1 percent compared to the same period last year and surpassed the Corporate target of 70 percent. HHC will maintain efforts to increase the number of women ages 40 to 70 screened to enhance breast cancer detection and reduce mortality.
- As a result of the efficient care provided by HHC staff, the general care average length of stay (excluding psychiatry and rehabilitation) at HHC hospitals remained stable at 4.6 days and has exceeded the Corporate target of 4.7 days at the end the first four months of Fiscal 2011.
- The proportion of patients living with HIV/AIDS at HHC acute care facilities who use dedicated HIV clinics remained unchanged at 99.2 percent from the prior year. HHC is committed to improving the quality of life for its patients living with HIV/AIDS.
- As a result of the efforts of facility-specific asthma programs that provide close follow-up of asthma patients, the rate of emergency room revisits within seven days of discharges for pediatric asthma patients decreased from 3.2 percent in the first quarter of Fiscal 2010 to 2.3 percent in the first quarter of Fiscal 2011. For those patients who do visit the Emergency Department, a follow-up clinic visit is scheduled and each patient is referred to his or her primary care provider (PCP). Those patients who do not have a PCP are assigned to one.
- At the end of the first four months of Fiscal 2011, HHC was able to meet the average cycle time goal of 60 minutes for two of the three primary care services (pediatric and women's health). The average cycle time for an adult medicine care clinic visit was above the target at 61 minutes.
- As a result of operational efficiency, the net days of revenue for accounts receivable has decreased from 54.5 in the first quarter of 2010 to 53.6 in the first quarter of Fiscal 2011. This indicator reflects the efficiency of HHC's collection of accounts receivable.



Performance Report

- ✓ Provide comprehensive medical, mental health and substance abuse services to New York City residents regardless of their ability to pay.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|---------|---------|-------------|---------|---------|---------|
| | FY08 | FY09 | FY10 | FY11 | FY12 | Actual | Actual |
| ★ Percentage of prenatal patients retained in care through delivery | 89.0% | 89.2% | 86.5% | 90.0% | 90.0% | 88.2% | 89.6% |
| ★ Percent of eligible women aged 40-70 receiving a mammogram screening from HHC | 70.9% | 71.0% | 72.8% | 70.0% | 70.0% | 70.3% | 72.1% |
| ★ Percent of HIV patients using dedicated HIV clinics | 99.0% | 99.3% | 99.2% | 99.0% | 99.0% | 99.2% | 99.2% |
| Percent of two-year olds immunized | 97.0% | 97.0% | 96.5% | 98.0% | 98.0% | NA | NA |
| ★ General Care average length of stay (days) | 4.7 | 4.6 | 4.6 | 4.7 | 4.7 | 4.6 | 4.6 |
| ★ Emergency room revisits for adult asthma patients (%) | 5.2% | 4.7% | 5.1% | 5.0% | 5.0% | 5.4% | 5.8% |
| ★ Emergency room revisits for pediatric asthma patients (%) | 3.1% | 3.3% | 3.2% | 3.2% | 3.2% | 3.2% | 2.3% |
| Percent of adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days | 4.6% | 5.2% | 5.1% | 5.0% | 5.0% | 5.6% | 5.3% |
| ★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine | 66.0 | 60.0 | 59.0 | 60.0 | 60.0 | 57.0 | 61.0 |
| ★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine | 59.0 | 61.0 | 58.0 | 60.0 | 60.0 | 63.0 | 60.0 |
| ★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health | 59.0 | 60.0 | 61.0 | 60.0 | 60.0 | 60.0 | 60.0 |
| ★ Uninsured patients served | 448,705 | 452,576 | NA | * | * | NA | NA |
| Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees | 373,284 | 436,526 | 474,118 | 450,000 | 450,000 | 450,716 | 478,356 |
| - MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees | 323,746 | 355,172 | 383,797 | 370,000 | 402,845 | 364,964 | 388,238 |
| ★ Net days of revenue for Accounts Receivable | 59.17 | 56.28 | 55.51 | 56.00 | 56.00 | 55.45 | 53.56 |

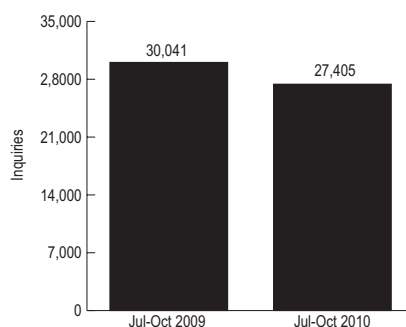
★ Critical Indicator "NA" - means Not Available in this report

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 27,405 HHC-related inquiries from July through October 2010.

Inquiries Received by 311



| Top 5 HHC - related inquiries: | Total | % of HHC Inquiries |
|---------------------------------------|--------|--------------------|
| Find a Public Hospital | 19,305 | 70.4% |
| Find a Child Health Clinic | 1,141 | 4.2% |
| Immunization 19 and Older | 1,012 | 3.7% |
| Become a Nurse | 939 | 3.4% |
| Immunization Multiple Individuals | 712 | 2.6% |



Agency Resources

| Agency Resources | A c t u a l | | | September | Updated | | 4-Month | 4-Month |
|---|-------------|-----------|-----------|------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | 2010 MMR FY11 | FY11 ¹ | FY12 ¹ | Actual FY10 | Actual FY11 |
| Expenditures (\$ millions) ² | \$5,823.5 | \$5,955.4 | \$6,113.4 | \$6,597.3 | \$6,599.8 | \$6,691.3 | \$1,819.3 | \$1,966.4 |
| Revenues (\$ millions) | \$6,702.8 | \$6,188.8 | \$6,478.7 | \$7,411.0 | \$7,327.1 | \$7,056.1 | \$2,750.0 | \$2,364.6 |
| Personnel | 40,522 | 40,834 | 39,872 | 38,729 | 38,729 | 38,129 | 40,307 | 39,573 |
| Overtime paid (\$000) | \$106,490 | \$106,986 | \$123,086 | * | * | * | \$40,734 | \$43,373 |
| Capital commitments (\$ millions) | \$178.7 | \$229.5 | \$124.4 | \$86.2 | \$295.5 | \$218.2 | \$33.0 | \$61.2 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- Fiscal 2010 data for the indicator 'Uninsured patients served' is unavailable. Reporting will continue in the Fiscal 2011 Mayor's Management Report.





DEPARTMENT OF EDUCATION

Cathleen P. Black, Chancellor

Key Public Service Areas

- ✓ Improve academic performance.
- ✓ Ensure principal and teacher quality.
- ✓ Promote parental involvement in education.
- ✓ Ensure school safety.
- ✓ Ensure adequate and well-maintained classroom space.

Scope of Agency Operations

The Department of Education (DOE) provides primary and secondary education to over 1 million pre-kindergarten to grade 12 students in 32 school districts in over 1,500 schools, and employs approximately 75,000 teachers. DOE prepares students to meet grade level standards in reading, writing and math, and prepares high school students to pass Regents exams and to meet graduation requirements. The School Construction Authority (SCA) coordinates the development of DOE's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools and supervises conversion of administrative space for classroom use.

Critical Objectives

- Increase student attendance.
- Improve performance on standardized English Language Arts and Math tests.
- Improve performance on Regents examinations.
- Increase graduation rates and decrease dropout rates for high school students.
- Improve the ability of non-English speaking students to learn English and improve academic progress.
- Ensure students are appropriately placed in special education.
- Ensure resources to support student academic performance.
- Increase the proportion of certified teachers and overall principal and teacher qualifications.
- Increase parent involvement in school programs.
- Address crime in schools.
- Improve building conditions.
- Work with the School Construction Authority to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

Preliminary Performance Highlights

- For School Year 2009-10, the percent of schools receiving an A on the Progress Report declined substantially, while the percent of schools receiving a B, C, D or F increased. To raise the bar for schools and promote stability in light of the changes to the proficiency threshold of New York State tests, the Department of Education graded the Progress Reports for elementary, middle, and K-8 schools according to a set distribution, limiting A and B grades to the top-scoring schools. The Progress Reports for high schools were not subject to this set distribution; any school scoring above a designated threshold was awarded the corresponding grade, although those thresholds were raised from the prior year to continue to challenge high schools to improve performance. As a result, the School Year 2009-10 grade distribution had a lower percentage of A and B grades than the preceding year.
- As highlighted in the Fiscal 2010 Mayor's Management Report, the New York State Department of Education raised the benchmark for proficiency on the ELA and math exams during the 2009-2010 School Year. While the recalibration of this calculation meant that fewer students met or exceeded standards in Fiscal 2010, this does not necessarily mean that student performance declined; rather, the students of New York City are now being held to a higher standard.
- The rate of students with 90% or better attendance increased 3.2 percentage points to 79.4 percent from the reporting period of September 2009 – October 2009 to the reporting period of September 2010 – October 2010. Average daily attendance in elementary, middle, and high schools remained flat over the same reporting period.
- The average number of breakfasts served daily over the reporting period of September 2010 – October 2010 increased by 2.6 percent to 219,368. The



average number of lunches served daily increased by 1.4 percent over the same time period to 666,606.

- The number of teachers employed by the Department of Education declined 2.1 percent to 75,145 over the reporting period of July 2009 – October 2009 to the reporting period of July 2010 – October 2010. The number of teachers with 5 or more years experience increased by 3.1 percentage points over the same time period.
- Major felony crime in the City's public schools decreased 16.5 percent during the first four months of Fiscal 2011 compared to the same period of Fiscal 2010.
- During the 2009-10 School Year, the proportion of elementary schools that exceeded capacity increased 3 percentage points to 31 percent, while fewer middle schools exceeded capacity, declining from 12 percent to 9 percent. The proportion of high schools exceeding capacity remained stable. The proportion of students in schools that exceed capacity increased slightly at all levels; 24 percent of elementary school and middle school students were in schools that exceeded capacity and 53 percent of high school students were in schools that exceeded capacity. This represents an increase of 2 percentage points and 1 percentage point respectively, compared to the prior school year, and reflects the impact of increased student enrollment for the 2009-10 School Year.
- As a result of continuing capital investment from the five-year capital plan, school condition ratings improved during the 2009-10 School Year; 48.9 percent of schools were in 'Fair to Good' or 'Good' condition, compared to 47.9 percent the prior year.
- The hazardous buildings violations total backlog declined approximately 11 percent over the reporting period of July 2009 – October 2009 to the reporting period of July 2010 – October 2010.

Performance Report

✓ Improve academic performance.

| | Actual | | | Target | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|---------|---------|---------|-----------------|-------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| ★ Percent of schools with scores of Well Developed on Quality Reviews | NA | 48.1% | 43.8% | * | * | NA | NA |
| ★ Percent of schools with scores of Proficient on Quality Reviews | NA | 44.8% | 50.9% | * | * | NA | NA |
| ★ Percent of schools with scores of Underdeveloped with Proficient Features on Quality Reviews | NA | 4.8% | 3.3% | * | * | NA | NA |
| ★ Percent of schools with scores of Underdeveloped on Quality Reviews | NA | 2.2% | 2.0% | * | * | NA | NA |
| ★ Percent of schools receiving an A on school Progress Report | 38.0% | 75.1% | 28.8% | * | * | NA | NA |
| ★ Percent of schools receiving a B on school Progress Report | 41.0% | 17.0% | 33.5% | * | * | NA | NA |
| ★ Percent of schools receiving a C on school Progress Report | 15.0% | 5.7% | 32.0% | * | * | NA | NA |
| ★ Percent of schools receiving a D on school Progress Report | 4.0% | 1.9% | 4.7% | * | * | NA | NA |
| ★ Percent of schools receiving an F on school Progress Report | 2.0% | 0.2% | 1.0% | * | * | NA | NA |
| Student enrollment as of October 31 in grades pre-kindergarten to 12 (000) (Preliminary unaudited) | 1,035.3 | 1,029.5 | 1,036.7 | * | * | 1,036.7 | 1,008.1 |
| ★ Average daily attendance (%) | 89.8% | 90.0% | 90.7% | 90.0% | 90.0% | 92.2% | 92.2% |
| - Elementary/middle (%) | 92.6% | 92.4% | 93.3% | 92.0% | 92.0% | 94.8% | 95.0% |
| - High school (%) | 83.4% | 84.3% | 86.9% | 83.0% | 83.0% | 86.6% | 86.2% |
| Students with 90% or better attendance rate (%) | 70.2% | 69.8% | 74.3% | 72.0% | 72.0% | 76.2% | 79.4% |
| ★ Students in grades 3 to 8 meeting or exceeding standards | | | | | | | |
| - English Language Arts (%) | 57.6% | 68.8% | 42.4% | * | * | NA | NA |
| ★ - Math (%) | 74.3% | 81.8% | 54.0% | * | * | NA | NA |
| Students in grades 3 to 8 scoring below standards progressing into a higher level | | | | | | | |
| - English Language Arts (%) | 64.8% | 78.8% | 25.7% | * | * | NA | NA |
| - Math (%) | 59.2% | 68.6% | 30.5% | * | * | NA | NA |
| Students in grades 3 to 8 progressing from below standards to meeting standards | | | | | | | |
| - English Language Arts (%) | 27.3% | 37.9% | 5.9% | * | * | NA | NA |
| - Math (%) | 31.3% | 38.6% | 4.3% | * | * | NA | NA |

★ Critical Indicator 311 related "NA" - means Not Available in this report



| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|----------|---------|-------------|--------|-------------------|-------------------|
| | FY08 | FY09 | FY10 | FY11 | FY12 | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Students in grades 1 to 9 promoted (%) | 97.4% | 97.7% | NA | 98.0% | 98.0% | NA | NA |
| Students in the graduating class taking required Regents examinations | 51,247 | 53,087 | NA | 45,000 | 45,000 | NA | NA |
| Students passing required Regents examinations (%) | 63.1% | 66.4% | NA | 66.0% | 66.0% | NA | NA |
| Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%) | 81.9% | 84.6% | NA | 82.0% | 82.0% | NA | NA |
| - Math (%) | 79.0% | 80.6% | NA | 79.0% | 79.0% | NA | NA |
| - United States history and government (%) | 79.4% | 82.1% | NA | 76.0% | 76.0% | NA | NA |
| - Global history (%) | 69.5% | 72.5% | NA | 71.0% | 71.0% | NA | NA |
| - Science (%) | 73.3% | 76.1% | NA | 76.0% | 76.0% | NA | NA |
| Students in graduating class with a 55 to 100 passing score on the Regents Examination - English (%) | 91.5% | 91.2% | NA | 93.0% | 93.0% | NA | NA |
| - Math (%) | 92.9% | 92.3% | NA | 96.0% | 96.0% | NA | NA |
| - United States history and government (%) | 92.3% | 92.0% | NA | 96.0% | 96.0% | NA | NA |
| - Global history (%) | 86.8% | 87.0% | NA | 90.0% | 90.0% | NA | NA |
| - Science (%) | 90.1% | 91.0% | NA | 92.0% | 92.0% | NA | NA |
| ★ Percent of all students in cohort graduating from high school in 4 years (NYSED) | 56.4% | 59.0% | NA | * | * | NA | NA |
| ★ Percent of all students in cohort graduating from high school in 6 years (NYSED) | NA | NA | NA | * | * | NA | NA |
| ★ Percent of students with disabilities in cohort graduating from high school in 4 years (NYSED) | 22.5% | 24.7% | NA | * | * | NA | NA |
| ★ Percent of students with disabilities in cohort graduating from high school in 6 years (NYSED) | NA | NA | NA | * | * | NA | NA |
| ★ Percent of all students in cohort dropping out from high school in 4 years (NYSED) | 13.5% | 11.8% | NA | * | * | NA | NA |
| Percent of all students in cohort dropping out from high school in 6 years (NYSED) | NA | NA | NA | * | * | NA | NA |
| ★ Percent of students with disabilities in cohort dropping out from high school in 4 years (NYSED) | 21.6% | 21.0% | NA | * | * | NA | NA |
| Percent of students with disabilities in cohort dropping out from high school in 6 years (NYSED) | NA | NA | NA | * | * | NA | NA |
| Students enrolled as English Language Learners (000) | 148 | 149 | 165 | * | * | NA | NA |
| English Language Learners testing out of ELL Programs (%) | 13.4% | 15.1% | 19.1% | 17.0% | 17.0% | NA | NA |
| ★ English Language Learners testing out of ELL programs within 3 years (%) | 52.5% | 50.6% | 54.1% | 55.0% | 55.0% | NA | NA |
| Students receiving special education services (Preliminary Unaudited) | 195,201 | 206,760 | 213,831 | * | * | 192,340 | 195,609 |
| Special education enrollment - school-age | 173,856 | 184,020 | 190,092 | * | * | 176,484 | 179,838 |
| - Public school | 154,881 | 162,034 | 166,761 | * | * | 160,851 | 163,543 |
| - Non-public school | 18,975 | 21,986 | 23,331 | * | * | 15,633 | 16,295 |
| Special education enrollment - pre-school | 21,345 | 22,740 | 23,739 | * | * | 15,856 | 15,771 |
| - Public school | 772 | 781 | 748 | * | * | 355 | 313 |
| - Non-public school | 20,573 | 21,959 | 22,991 | * | * | 15,501 | 15,458 |
| Students recommended for special education services | 24,077 | 23,050 | 22,967 | * | * | 4,634 | 4,473 |
| Students no longer in need of special education services | 6,257 | 6,183 | 5,774 | * | * | 2,637 | 2,142 |
| ★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%) | 55.3% | 73.2% | 20.0% | * | * | NA | NA |
| ★ - Math (%) | 45.9% | 60.1% | 23.2% | * | * | NA | NA |
| Schools Under Registration Review | 32 | 20 | 14 | * | * | NA | NA |
| Average lunches served daily | 624,266 | 623,039 | 642,264 | * | * | 657,406 | 666,606 |
| Average breakfasts served daily | 198,990 | 205,317 | 220,923 | * | * | 213,717 | 219,368 |
| Average expenditure per student (\$) | \$17,696 | \$17,929 | NA | * | * | NA | NA |

★ Critical Indicator 📞 311 related "NA" - means Not Available in this report



| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|----------|------|-------------|------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| - Elementary school (\$) | \$18,141 | \$18,265 | NA | * | * | NA | NA |
| - Middle school (\$) | \$17,496 | \$17,582 | NA | * | * | NA | NA |
| - High school (\$) | \$15,371 | \$15,648 | NA | * | * | NA | NA |
| - Full-time special education (District 75) (\$) | \$65,681 | \$69,376 | NA | * | * | NA | NA |
| Average direct services to schools expenditure per student (\$) | \$15,498 | \$16,510 | NA | * | * | NA | NA |

★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

✓ Ensure principal and teacher quality.

| | A c t u a l | | | T a r g e t | | | |
|---|-------------|--------|--------|-------------|--------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Teachers | 79,109 | 79,021 | 76,795 | * | * | 76,795 | 75,145 |
| Teachers with 5 or more years teaching experience (%) | 61.5% | 64.4% | 69.2% | * | * | 69.2% | 72.3% |
| Teachers hired to fill projected vacancies (%) | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Principals with more than 3 years experience as principal (%) | 62.2% | 53.5% | 59.7% | * | * | NA | NA |
| Teachers absent more than 10 days (%) | 13.4% | 12.9% | 12.6% | * | * | 1.2% | 1.2% |

★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

✓ Promote parental involvement in education.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|-------|-------|-------------|-------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Phone calls responded to by parent coordinator (000) | 1,572 | 2,006 | 1,973 | 1,500 | 1,500 | 502 | 434 |
| Parent walk-ins receiving parent coordinator assistance (000) | 778 | 794 | 857 | 759 | 759 | 230 | 202 |
| Parent coordinator workshops held for parents (000) | 38 | 35 | 26 | 35 | 35 | 8 | 4 |
| Parents attending parent coordinator workshops (000) | 706 | 670 | 594 | 600 | 600 | 190 | 133 |
| Parents attending parent-teacher conferences (000) | 1,152 | 1,167 | 792 | 1,282 | 1,282 | 134 | 91 |

★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

✓ Ensure school safety.

| | A c t u a l | | | T a r g e t | | | |
|---|-------------|-------|-------|-------------|------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| <i>Performance Statistics</i> | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ <i>School safety - Seven Major Crimes</i> | 1,042 | 902 | 839 | * | * | 206 | 172 |
| ★ <i>- Other criminal categories</i> | 4,533 | 3,559 | 3,302 | * | * | 594 | 653 |
| ★ <i>- Other incidents</i> | 7,456 | 5,843 | 5,354 | * | * | 919 | 972 |

★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

✓ **Ensure adequate and well-maintained classroom space.**



| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|--------|--------|-----------------|-------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| ★ <i>Average class size (end of October) (Preliminary Unaudited) - Kindergarten</i> | 20.6 | 20.7 | 21.7 | * | * | 21.7 | 22.0 |
| ★ - Grade 1 | 21.1 | 21.3 | 22.0 | * | * | 22.0 | 22.9 |
| ★ - Grade 2 | 21.1 | 21.4 | 22.2 | * | * | 22.2 | 23.2 |
| ★ - Grade 3 | 21.0 | 21.9 | 22.5 | * | * | 22.5 | 23.8 |
| ★ - Grade 4 | 23.5 | 23.4 | 24.4 | * | * | 24.4 | 25.0 |
| ★ - Grade 5 | 24.1 | 24.2 | 24.8 | * | * | 24.7 | 25.4 |
| ★ - Grade 6 | 25.5 | 25.6 | 26.1 | * | * | 25.8 | 26.3 |
| ★ - Grade 7 | 26.2 | 26.5 | 26.8 | * | * | 26.6 | 27.1 |
| ★ - Grade 8 | 26.6 | 26.8 | 27.5 | * | * | 27.4 | 27.4 |
| <i>Schools that exceed capacity - Elementary schools (%)</i> | 26.0% | 28.0% | 31.0% | * | * | NA | NA |
| - Middle schools (%) | 14.0% | 12.0% | 9.0% | * | * | NA | NA |
| - High schools (%) | 40.0% | 37.0% | 37.0% | * | * | NA | NA |
| <i>Students in schools that exceed capacity - Elementary/middle schools (%)</i> | 20.0% | 22.0% | 24.0% | * | * | NA | NA |
| - High schools (%) | 57.0% | 52.0% | 53.0% | * | * | NA | NA |
| <i>Total new seats created</i> | 12,932 | 14,329 | 18,525 | 3,684 | 8,800 | 0 | 0 |
| <i>Hazardous building violations total backlog</i> | 260 | 163 | 204 | * | * | 152 | 135 |
| ★ <i>School building ratings - Good condition (%)</i> | 2.4% | 1.7% | 1.7% | * | * | NA | NA |
| ★ - Fair to good condition (%) | 37.1% | 46.2% | 47.2% | * | * | NA | NA |
| ★ - Fair condition (%) | 60.3% | 52.0% | 51.0% | * | * | NA | NA |
| ★ - Fair to poor condition (%) | 0.1% | 0.2% | 0.1% | * | * | NA | NA |
| - Poor condition (%) | 0.0% | 0.0% | 0.0% | * | * | NA | NA |

★ Critical Indicator 📞 311 related "NA" - means Not Available in this report

Agency Customer Service

The Department of Education provides service to its customers through its call centers, walk-in facilities, website and correspondence.

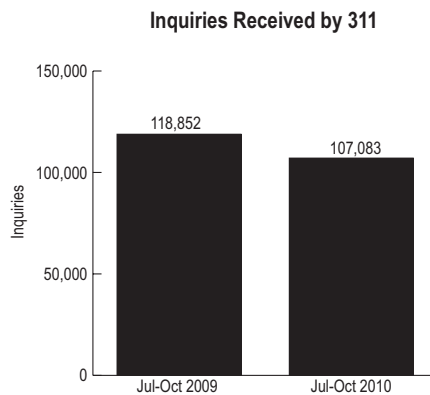
| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average call wait time (in seconds)</i> | 172.0 | 190.1 |
| <i>Average response time for email correspondence (days)</i> | 6.93 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 6.85 | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | 15:00 | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 3,284 | 367,322 |



Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 107,083 DOE-related inquiries from July through October 2010.



| <i>Top 5 DOE - related inquiries:</i> | Total | % of DOE Inquiries |
|---|--------|--------------------|
| <i>Find a School</i> | 21,188 | 19.8% |
| <i>Public School Calendar</i> | 13,907 | 13.0% |
| <i>Find a School Zone</i> | 8,097 | 7.6% |
| <i>Find a School District by Location</i> | 5,230 | 4.9% |
| <i>Find a School District by Name</i> | 3,987 | 3.7% |

Agency Resources

| Agency Resources | A c t u a l | | | September | Updated | | 4-Month | 4-Month |
|--|-------------|------------|------------|------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | 2010 MMR FY11 | FY11 ¹ | FY12 ¹ | Actual FY10 | Actual FY11 |
| <i>Expenditures (\$ millions)²</i> | \$16,977.0 | \$17,903.1 | \$18,498.5 | \$18,610.8 | \$18,819.6 | \$19,119.7 | \$5,096.1 | \$5,741.5 |
| <i>Revenues (\$ millions)</i> | \$69.9 | \$59.7 | \$68.1 | \$57.9 | \$57.9 | \$57.9 | \$20.6 | \$15.8 |
| <i>Personnel</i> | 140,268 | 139,208 | 136,368 | 135,778 | 135,777 | 130,194 | 136,749 | 134,385 |
| <i>Overtime paid (\$000)</i> | \$14,637 | \$12,257 | \$13,297 | * | * | * | \$1,815 | \$2,354 |
| <i>Work Experience Program (WEP) participants assigned</i> | 212 | 139 | 238 | * | * | * | 274 | 260 |

¹January 2011 Financial Plan

"NA" - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- Cathleen P. Black succeeded Joel I. Klein as Chancellor of the Department of Education during the reporting period.



DEPARTMENT OF EDUCATION

SCHOOL CONSTRUCTION AUTHORITY

Lorraine Grillo, President/CEO

Key Public Service Area

- ✓ Design and construct new schools, additions and capital improvement projects authorized by the Department of Education.

Scope of Agency Operations

The School Construction Authority (SCA) is the one agency accountable for new school construction and major renovations to older schools. SCA is responsible for all capital planning, budgeting, design and operations. SCA coordinates the development of the Department of Education's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools and supervises conversion of administrative space for classroom use.

Critical Objectives

- Produce the number of new school seats authorized by the Department of Education.
- Pursue cost efficiencies in construction.
- Increase the number of Capital Improvement Projects completed on schedule and within budget.
- Ensure project safety and quality.

Preliminary Performance Highlights

- Capital improvement projects constructed on time or early declined by 15 percentage points from the reporting period of July 2009 – October 2009 to the reporting period of July 2010 – October 2010. Capital improvement projects constructed within budget also declined by 10 percentage points over the reporting period. The SCA attributes these declines to an increased number of requests from principals to start work later in the day, resulting in fewer hours per day that contractors are able to work in the school building.

Performance Report

- ✓ Design and construct new schools, additions and capital improvement projects authorized by the Department of Education.

| Performance Statistics | Actual | | | Target | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|--|--------|--------|--------|-----------------|--------|------------------------|------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| Total new seats created | 12,932 | 14,329 | 18,525 | 3,684 | 8,800 | 0 | 0 |
| ★ New schools and additions constructed | 18 | 23 | 26 | 8 | 11 | NA | NA |
| New schools and additions - construction funds committed as a percent of initial authorized budget (%) | 94.0% | 95.7% | 94.6% | 100.0% | 100.0% | NA | NA |
| ★ Scheduled new seats constructed on time (%) | 100% | 100% | 100% | 100% | 100% | NA | NA |
| ★ Construction bid price for school capacity projects per square foot (\$) | \$468 | \$427 | \$443 | * | * | NA | NA |
| Average new school construction cost per square foot - Early childhood (\$) | \$543 | NA | \$605 | * | * | NA | NA |
| - Elementary (\$) | \$410 | \$551 | \$550 | * | * | NA | NA |
| - Intermediate (\$) | NA | \$571 | \$508 | * | * | NA | NA |
| - High school (\$) | \$452 | \$479 | \$566 | * | * | NA | NA |
| ★ Capital improvement projects constructed on time or early (%) | 79% | 77% | 83% | 80% | 80% | 84% | 69% |
| ★ Capital improvement projects constructed within budget (%) | 90% | 86% | 88% | 80% | 80% | 88% | 78% |
| Ultimate cost of insurance losses as % of construction value (per calendar year) | 6.25% | 6.32% | NA | * | * | NA | NA |

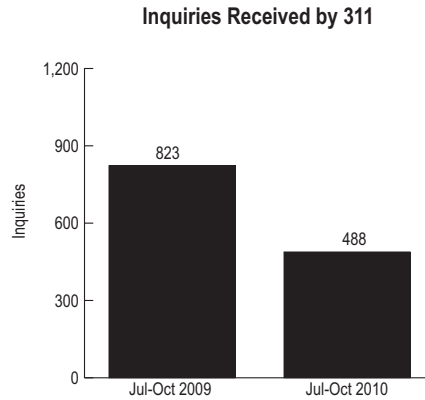
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 488 SCA-related inquiries from July through October 2010.



| <i>Top SCA - related inquiries:</i> | Total | % of SCA Inquiries |
|--|-------|--------------------|
| <i>School Construction Complaint</i> | 409 | 83.8% |
| <i>School Construction Information</i> | 79 | 16.2% |

Agency Resources

| <i>Agency Resources</i> | A c t u a l | | | September | Updated | | 4-Month | 4-Month |
|--|-------------|-----------|-----------|------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | 2010 MMR FY11 | FY11 ¹ | FY12 ¹ | Actual FY10 | Actual FY11 |
| <i>Personnel</i> | 676 | 707 | 690 | 715 | 715 | 715 | 703 | 683 |
| <i>Capital commitments (\$ millions)</i> | \$3,183.4 | \$2,632.5 | \$2,247.1 | \$2,616.8 | \$1,974.9 | \$1,858.0 | \$506.8 | \$478.4 |

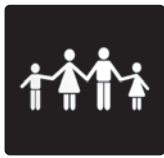
¹January 2011 Financial Plan

"NA" - Not Available in this report

¹Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

None.



HUMAN RESOURCES ADMINISTRATION

Robert Doar, Commissioner

Key Public Service Areas

- ✓ Provide services that will ensure the self-sufficiency of lower-income New Yorkers, especially current or potential cash assistance participants, by engaging them in activities that lead to employment, enhancing their skills and education, maintaining and/or advancing their careers, and help custodial parents to secure child support payments.
- ✓ Provide cash assistance, food stamps and/or public health insurance to eligible individuals and families, and help expand access to private and public health insurance.
- ✓ Provide necessary and appropriate support services to eligible vulnerable, frail and/or disabled residents.
- ✓ Manage HRA's resources efficiently to ensure the Agency's capacity to serve its clients.

Scope of Agency Operations

The Human Resources Administration (HRA) assists individuals and families in achieving and sustaining their maximum degree of self-sufficiency. HRA provides cash assistance and employment services at 24 Job Centers and the Riverview Annex, of which 13 are Model Offices designed to streamline workflow and enhance access to services. Food stamps are provided at 17 offices (12 are Model Offices and two are for all SSI and congregate care cases). HRA offers public health insurance at 17 Medicaid Community Model Offices; HASA support services to medically eligible individuals are provided through 12 centers (9 are Model Offices); and adult protective services through 6 HRA borough offices and 6 contracted programs. HRA determines the personal care eligibility of disabled or frail Medicaid recipients through 9 Community Alternative Systems Agency offices and 63 personal care provider agencies. Services to victims of domestic violence are offered through 52 State-licensed residential programs, 15 nonresidential programs, and various HRA programs. HRA assists New York City families in obtaining child support orders and collecting child support payments at 4 borough and 5 Family Court offices.

Critical Objectives

- Assist cash assistance participants to increase their employability, find jobs, retain their employment, and move to self-sufficiency.
- Assist custodial parents in obtaining child support orders from the court; ensure that they receive their payments in a timely manner; and assist low-income, non-custodial fathers to pay child support obligations, while providing them with employment and parenting services.
- Provide cash assistance, food stamps and/or public health insurance to eligible individuals and families and help expand access to public and private health insurance.
- Provide short-term crisis intervention services to resolve immediate risk, and provide ongoing services for eligible vulnerable, frail and disabled clients to ensure their safety and independence.

Preliminary Performance Highlights

- HRA met its monthly job placement goals for the first four months of Fiscal 2011. HRA sets its annual job placement goal each January based on the projected cash assistance caseload. The 2009 and 2010 calendar year goals were both 75,000 job placements.
- The City's family work participation rate averaged 35.6 percent for federal fiscal year that ended in September 2010. The federal government has set an overall annual family work participation goal of 50 percent. The Agency anticipates that because of its family caseload reduction, the State and the City will receive percentage point credits toward meeting this goal. While these adjustments will not be finalized until several months after the 2010 federal fiscal year concludes, HRA anticipates that with the credits and its continued efforts to enhance participation that the City will achieve the required 50 percent federal goal. For the state fiscal year ending in March 2011, the City continues to achieve a Safety Net work participation rate above the State-required 50 percent.
- The amount of child support collected increased by 2.3 percent in the July-October period in Fiscal 2011 compared to the same period in the previous fiscal year.
- The number of persons receiving cash assistance decreased slightly as of the end of the first four months of Fiscal 2011, compared to the same point in time in Fiscal 2010. HRA has continued its welfare reform efforts designed to engage recipients in work and work-related activities in order to increase their ability to obtain employment and reach their maximum level of self-sufficiency. The October 2010 number of cash assistance recipients is the lowest number of recipients since December 1963.
- The number of persons receiving food stamps increased by 11.4 percent during the first four months of Fiscal 2011, compared to the same period in Fiscal 2010. Among these recipients, the number of non-cash assistance persons receiving food stamps increased 18.2 percent, reaching an all-time high. HRA has improved food stamp access by making several structural program changes, which have reduced the need for people to visit an HRA office. The application process has been streamlined and HRA allows phone interviews and applications to be submitted via mail, fax and



online. HRA has also developed partnerships with community organizations to accept applications for electronic submission to HRA.

- The average number of days to initiate Home Attendant and Housekeeper services for all cases increased by 34.6 percent for the first four months of Fiscal 2011, compared to the same period in Fiscal 2010. This increase occurred during the transition to an automated tracking system that will more accurately reflect the average days to service. HRA is still transitioning to this new system and is providing additional training to facilitate the assessment process, which is expected to improve performance going forward.
- The average days to process applications for enhanced housing benefits that help HASA clients remain in stable housing has decreased by 21.7 percent and the number of days to issue benefits after an application is submitted has decreased 6.3 percent in the first four months of Fiscal 2011 compared to the same period in Fiscal 2010. This performance improvement is due to the implementation of an automated system that allows the agency to make decisions and issue benefits more quickly. HRA will complete the third and final phase of the project by December 2011.
- The domestic violence non-residential caseload decreased by 12.3 percent by the end of the first quarter of Fiscal 2011, compared to the same point in time in Fiscal 2010. This was largely due to a data reporting correction with one vendor in November 2009.
- During the first quarter of Fiscal 2011, the percent of homeless families seeking shelter at the Prevention Assistance and Temporary Housing (PATH) intake program who subsequently entered HRA's domestic violence shelters increased from 59.2 percent to 76.6 percent, an increase of 17.4 percentage points during the first quarter of Fiscal 2011. This increase was due to improved efforts by HRA staff to place eligible clients in domestic violence shelters, use of a computerized domestic violence shelter referral and placement system (SORTS), and an increase in available beds in domestic violence shelters.
- During the first four months of Fiscal 2011, the amounts collected and costs avoided as a result of efforts to combat Medicaid fraud, waste and abuse declined by 34.1 percent compared to the same period in Fiscal 2010. The decline is mostly due to the fact that one fewer computer match was conducted during the Fiscal 2011 reporting period to identify individuals simultaneously enrolled in Medicaid in New York City and any other State than in Fiscal 2010. As anticipated, following the reporting period, collections substantially increased due to the agency conducting a second computer match to locate beneficiaries with duplicate state Medicaid enrollments.

Performance Report

- ✓ **Provide services that will ensure the self-sufficiency of lower-income New Yorkers, especially current or potential cash assistance participants, by engaging them in activities that lead to employment, enhancing their skills and education, maintaining and/or advancing their careers, and help custodial parents to secure child support payments.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|-------|-------|-----------------|-------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| Cash Assistance applicants and recipients placed into jobs (000) | 80.2 | 78.7 | 76.8 | * | * | 27.2 | 25.8 |
| ★ Percent of Cash Assistance applicants and recipients placed into jobs as compared to monthly goal (Calendar year-to-date) (%) | 100.4% | 95.4% | 99.0% | * | * | 100.8% | 100.7% |
| Cash Assistance cases with an adult head of household who is temporarily or permanently unable to engage in any work or work-related activity (%) | 54.3% | 57.0% | 56.6% | * | * | 56.6% | 56.1% |
| Safety Net Assistance (SNA) cases participating in work or work-related activities as calculated in accordance with State guidelines (State fiscal year-to-date average) (%) | 63.9% | 62.0% | 59.0% | 50.0% | 50.0% | 59.0% | 59.8% |
| ★ Cash Assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%) | 36.3% | 32.3% | 35.6% | 50.0% | 50.0% | NA | NA |
| Cash Assistance cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%) | 57.0% | 56.1% | 53.7% | * | * | 54.6% | 52.3% |

★ Critical Indicator "NA" - means Not Available in this report



| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|---------|---------|-----------------|---------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| Safety Net Assistance (SNA) single cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%) | 67.4% | 66.8% | 65.6% | * | * | 67.4% | 64.4% |
| Cash Assistance cases that retained employment income 180 days after being placed in a job (Calendar year-to-date average) (%) | 80.6% | 80.3% | 80.4% | 75.0% | 75.0% | 80.7% | 80.8% |
| ★ Cash Assistance cases that remained closed for 180 days due to employment (Calendar year-to-date average) (%) | 80.3% | 79.8% | 80.3% | 75.0% | 75.0% | 80.4% | 81.0% |
| Child support collected (\$ million) | \$641.6 | \$671.3 | \$686.4 | \$700.1 | \$700.1 | \$229.9 | \$235.1 |
| ★ Current obligations collected (%) | 70.2% | 70.4% | 69.3% | 69.0% | 69.0% | 69.9% | 67.5% |
| ★ Child support cases with orders of support (%) | 72.4% | 76.2% | 70.5% | 73.0% | 73.0% | 74.1% | 70.5% |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ **Provide cash assistance, food stamps and/or public health insurance to eligible individuals and families, and help expand access to private and public health insurance.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|----------|----------|-----------------|------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| Persons receiving Cash Assistance (000) | 341.3 | 346.1 | 346.3 | * | * | 355.5 | 352.8 |
| ★ Cash Assistance application timeliness rate (%) | 90.7% | 88.9% | 91.9% | * | * | 90.6% | 88.8% |
| ★ Cash Assistance fair hearing win rate (%) | 86.6% | 87.2% | 87.9% | * | * | 87.4% | 88.3% |
| Average annual administrative cost per Cash Assistance case (\$) | \$461.83 | \$482.41 | \$473.44 | * | * | NA | NA |
| Persons receiving food stamps (000) | 1,241.6 | 1,502.4 | 1,731.9 | * | * | 1,607.2 | 1,789.7 |
| - Non-Cash Assistance persons receiving food stamps (000) | 607.4 | 860.1 | 1,071.0 | * | * | 948.9 | 1,121.6 |
| - SSI persons receiving food stamps (000) | 231.9 | 243.3 | 258.4 | * | * | 249.5 | 262.5 |
| ★ Food stamp estimated payment error rate (%) | 5.43% | 6.68% | 6.74% | * | * | 5.32% | NA |
| Public Health Insurance enrollees (000) | 2,563.8 | 2,704.9 | 2,843.6 | * | * | 2,809.6 | 2,892.9 |
| - Public Health Insurance Medicaid-only enrollees (000) | 1,820.4 | 1,949.2 | 2,088.4 | * | * | 2,037.5 | 2,119.3 |
| ★ Client responses to Public Health Insurance mailed renewal notices (%) | 68.6% | 74.6% | 74.6% | * | * | 74.8% | 73.6% |
| ★ Clients found eligible for Public Health Insurance who responded to a mailed renewal notice (%) | 91.6% | 95.4% | 93.9% | * | * | 94.5% | 94.1% |
| ★ Public Health Insurance Fair Hearing win rate (%) | 82.3% | 81.7% | 84.6% | * | * | 83.2% | 88.3% |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ **Provide necessary and appropriate support services to eligible vulnerable, frail and/or disabled residents.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|--------|--------|-----------------|-------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| Cases receiving home care services | 82,540 | 83,899 | 85,251 | * | * | 84,751 | 85,726 |
| ★ Average days to initiate home attendant and housekeeper services for all cases | 14.3 | 15.7 | 13.9 | * | * | 13.3 | 17.9 |
| ★ Personal care services - average weekly billable hours | 46.9 | 48.2 | 48.3 | * | * | 48.4 | 48.0 |
| ★ Serious personal care complaints resolved in 24 hours (%) | 100.0% | 100.0% | 100.0% | * | * | 100.0% | 100.0% |
| Adult Protective Services (APS) Assessment Cases | 2,994 | 3,236 | 3,405 | * | * | 3,349 | 3,412 |
| Adult Protective Services (APS) Cases Eligible for Services | 5,989 | 6,171 | 5,889 | * | * | 6,175 | 6,002 |
| ★ Individuals referred to an Adult Protective Services (APS) field office visited within three working days (%) | 95.7% | 98.4% | 98.9% | 85.0% | 85.0% | 98.8% | 99.6% |
| Adult Protective Services (APS) Assessment Cases accepted or denied for undercare within State-mandated 60 days (%) | 90.0% | 96.4% | 96.4% | * | * | 97.6% | 97.5% |

★ Critical Indicator "NA" - means Not Available in this report



| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|--------|--------|-----------------|-------|-------------------|-------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| <i>Individuals receiving HIV/AIDS services</i> | 30,915 | 31,289 | 32,119 | * | * | 31,659 | 32,366 |
| ★ <i>Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing</i> | 8.2 | 8.9 | 6.8 | * | * | 6.9 | 5.4 |
| ★ <i>Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients</i> | NA | NA | 17.5 | * | * | 17.6 | 16.5 |
| <i>HASA clients receiving ongoing enhanced housing benefits (%)</i> | 83.0% | 81.1% | 80.7% | * | * | 80.6% | 81.1% |
| <i>Individuals and families at imminent risk diverted from becoming homeless (%)</i> | 99.5% | 92.2% | 94.4% | 95.0% | 95.0% | 95.9% | 95.7% |
| <i>Total WeCARE cases</i> | 24,366 | 24,999 | 25,342 | * | * | 25,754 | 25,733 |
| <i>Number of WeCARE federal disability awards</i> | 4,927 | 6,419 | 7,128 | * | * | 2,528 | 2,202 |
| <i>Domestic Violence non-residential services programs active caseload</i> | 3,209 | 3,263 | 2,901 | * | * | 3,188 | 2,795 |
| <i>Number of Domestic Violence emergency beds (capacity)</i> | 2,144 | 2,144 | 2,208 | * | * | 2,144 | 2,208 |
| ★ <i>Families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)</i> | 27.0% | 62.2% | 70.0% | * | * | 59.2% | 76.6% |
| ★ Critical Indicator "NA" - means Not Available in this report | | | | | | | |

✓ **Manage HRA's resources efficiently to ensure the Agency's capacity to serve its clients.**

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|---------|---------|-----------------|------|-------------------|-------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| ★ <i>HRA human services contracts submitted to the Comptroller on time (%)</i> | 97.0% | 97.0% | 61.0% | * | * | NA | NA |
| ★ <i>Billed revenue as a percentage of budgeted revenue (%)</i> | 83.82% | 78.50% | 78.21% | * | * | 20.11% | 14.40% |
| ★ <i>Percentage of claims filed within 60 days of the close of the expenditure month (%)</i> | 89.0% | 100.0% | 100.0% | * | * | 100.0% | 100.0% |
| ★ <i>Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$ millions)</i> | \$82.8 | \$180.8 | \$233.7 | * | * | \$91.2 | \$60.1 |
| ★ Critical Indicator "NA" - means Not Available in this report | | | | | | | |

Agency Customer Service

The Human Resources Administration provides service to its customers through its call centers, walk-in facilities, website and correspondence.

| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average call wait time (in seconds)</i> | 330.0 | 190.1 |
| <i>Average response time for email correspondence (days)</i> | 10.7 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 10.2 | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | 57:10 | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 202,290 | 367,322 |

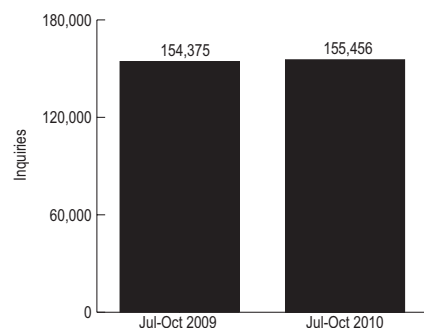
Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 155,456 HRA-related inquiries from July through October 2010.



Inquiries Received by 311



| Top 5 HRA - related inquiries: | Total | % of HRA Inquiries |
|---|--------|--------------------|
| Supplement Nutrition Assistance Program (SNAP) - Find a Food Stamp Center | 20,336 | 13.1% |
| Public Assistance or Welfare Information | 19,401 | 12.5% |
| Supplement Nutrition Assistance Program (SNAP) - Food Stamp Assistance | 16,666 | 10.7% |
| Medicaid - Existing Applicant or Enrollee | 13,574 | 8.7% |
| One Shot Deal - Short Term Emergency Assistance | 9,142 | 5.9% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|-----------|-----------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| Expenditures (\$ millions) ² | \$8,681.9 | \$8,327.8 | \$8,482.4 | \$8,406.1 | \$8,189.5 | \$9,331.3 | \$3,192.3 | \$3,029.7 |
| Revenues (\$ millions) | \$29.5 | \$27.5 | \$25.8 | \$25.6 | \$25.6 | \$25.6 | \$2.1 | \$6.0 |
| Personnel | 14,202 | 14,114 | 14,019 | 14,479 | 14,480 | 14,282 | 14,081 | 14,044 |
| Overtime paid (\$000) | \$31,668 | \$28,231 | \$19,445 | * | * | * | \$5,685 | \$7,132 |
| Capital commitments (\$ millions) | \$11.6 | \$11.7 | \$11.4 | \$37.5 | \$78.4 | \$11.0 | \$0.8 | \$0.1 |
| Human services contract budget (\$ millions) | \$622.7 | \$584.7 | \$609.2 | \$621.5 | \$664.7 | \$606.0 | \$176.1 | \$200.7 |
| Work Experience Program (WEP) participants assigned | 736 | 627 | 663 | * | * | * | 634 | 801 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- HRA has added a new indicator: 'Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients.' This new indicator is intended to demonstrate how well the Agency is complying with its mandate to issue approved benefits within 30 days of the submission of a completed application. The new indicator replaces 'Average number of days to issue approved housing-related enhanced housing benefits once the application is approved.'
- HRA has added the new indicator: 'Average weekly billable hours for personal care services.' This indicator measures the average number of weekly billable hours of service for all clients receiving personal care services (home attendant and housekeeping). Billable hours measures the number of hours during which service is actually provided.
- HRA is no longer reporting 'HRA Medicaid provider audits being conducted' to avoid possible lack of clarity in the information being provided. Upon review, the Agency determined that the calculation method for this indicator included data that was not applicable to determining the total savings and cost avoidance for the critical indicator 'Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$ millions).'





ADMINISTRATION FOR CHILDREN'S SERVICES

John B. Mattingly, Commissioner

Key Public Service Areas

- ✓ **Protect children from abuse and neglect.**
- ✓ **Provide preventive and foster care services to meet the needs of children and families.**
- ✓ **Ensure timely reunification or adoption services based on the needs of the child.**
- ✓ **Ensure access to quality, safe child care and Head Start services in communities.**
- ✓ **Provide custody and care of youth in secure and safe detention facilities.**
- ✓ **Provide services to prevent youth from returning to the juvenile justice system.**

Critical Objectives

- Respond within 24 hours to every allegation of abuse and neglect, and perform thorough assessments of safety and risk.
- Increase access to quality neighborhood-based services to support families and prevent placement or re-entry into foster care.
- Maximize rate of placement of children in foster homes within their own neighborhoods.
- Maximize rate of placement of children in foster care with family members and placement of children with their siblings as appropriate.
- Enhance family involvement in service planning for children in foster care.
- Provide a safe, stable foster care environment for children.
- Decrease the length of time children remain in foster care.
- Ensure availability and accessibility of child care services in communities.
- Maintain security and safety in detention facilities.
- Assure quality health care for detainees.
- Maximize the effectiveness of prevention and aftercare services.

Scope of Agency Operations

The Administration for Children's Services (ACS) is responsible for protecting the City's children from abuse and neglect, strengthening families, providing child care and Head Start programs and providing Youth and Family Justice services. The Child Care and Head Start division provides quality child development services for children from birth to school age for low-income working families and for children whose parents are entering the work force from public assistance. These services are purchased from private-non-profit agencies or informal private providers. The Youth and Family Justice division is charged with protecting public safety by detaining and providing short-term assistance to delinquent youth and their families while their cases are being processed by the courts; developing alternatives to incarceration for youth 15 years and under who have been found delinquent, and for helping families whose youth are out of control by using evidence-based programs involving the whole family. The Child Welfare division is charged with protecting the City's children from abuse or neglect within their families. The direct services for children and families are provided through contracts with private providers of foster care and adoption services.

Preliminary Performance Highlights

- Following the Nixmary Brown case in 2006, ACS was responsible for 57,145 new investigations of abuse and/or neglect. The number of investigations continued to rise since that case. This trend has continued into the first four months of Fiscal 2011, when the number of consolidated investigations increased to 16,916 from 16,343 in the first four months of Fiscal 2010. During the same period, the percent of investigations where credible evidence of abuse and/or neglect was found increased from 35.6 percent in Fiscal 2006 to 41.9 percent in Fiscal 2010 and 42.8 percent during the first four months of Fiscal 2011.
- Along with continued increases in the number of reports received and substantiated reports, the percent of children with substantiated reports followed by a second substantiated report within one year increased from 15.2 percent in the first four months of Fiscal 2010 to 16.9 percent in the first four months of Fiscal 2011. ACS continues to examine results closely through weekly ChildStat reviews, and will increase the focus on understanding these trends as the agency's Self Evaluation initiative is rolled out citywide over the next two years. The Self Evaluation initiative establishes borough-based teams to assess key trends including repeat maltreatment with the intent of using the findings to inform practice, policy and training changes needed.
- The average daily number of children receiving preventive services through ACS contracted programs decreased by 21.5 percent, from 30,047 in the first four months of Fiscal 2010 to 23,581 in the first four months of Fiscal 2011. ACS is currently investigating the causes of this trend and is working to ensure that Child Protection staff are making appropriate referrals, preventive providers increase responsiveness to referrals from child protection and others, and improve outreach to high-risk families.
- The percent of children placed in their home communities upon admission to foster care during the first four months of the Fiscal Year increased to 36.2 percent in Fiscal 2011 from 31.4 percent in Fiscal 2010, and the



percent of children placed in their own borough also improved from 55.0 percent to 63.7 percent for the same period.

- The number of children entering foster care during July through October decreased 5.4 percent from 2,377 in Fiscal 2010 to 2,249 in Fiscal 2011.
- ACS strives to place children with their relatives and, when possible, to place sibling groups together. The proportion of children entering foster care who were placed with relatives remained virtually unchanged at 24.5 percent during the reporting period; however, the proportion of siblings who were placed in the same foster home increased from 83.9 percent during the first four months of Fiscal 2010 to 84.1 percent during the first four months of Fiscal 2011.
- ACS continues to see progress in the overall reduction in the foster care census from its recent high of 16,854 in Fiscal 2007. Following efforts to increase the number of adoptions and decrease the length of time children spend in foster care, the average number of children in foster care during the first four months of the fiscal year declined 5.3 percent from 15,924 in Fiscal 2010 to 15,086 in Fiscal 2011. The number of children in residential care continued its decline, decreasing by 17.4 percent from 2,052 children to 1,695. There also was a 5.8 percent decrease in the number of children in kinship homes and a 1.9 percent decrease in non-relative foster boarding homes. With the implementation of Improved Outcomes for Children in June 2009, ACS identified key practice areas that needed strengthening to ensure children are safe in foster homes. This included Safety and Risk training for case workers and supervisors, implementation of Family Team Conference for all children where a foster parent is requesting replacement, restructuring the Office of Special Investigation, and strengthening evaluation and monitoring of practices. These changes may have contributed to the recent decrease in the kinship census.
- While the overall number of reports of abuse and/or neglect of children in foster care or child care received by ACS during the first four months of Fiscal 2011 remained stable at about 800, there was a 4.8 percent decrease in reports of abuse and/or neglect in foster care from 682 in Fiscal 2010 to 649 in Fiscal 2011, and a 26.4 percent increase in reports for child care from 121 to 153 for the same period. During the first four months of Fiscal 2011 34.7 percent of the foster care reports and 35.7 percent of the child care reports were substantiated. This increase may be partially attributable to the increased attention and focus on the responsibility of Child Care and Head Start workers to report any suspicion of abuse, as well as the full-implementation of citywide monitoring of legally-exempt providers.
- There was a 4.7 percent decline in the percent of children who spent less than a year in care before being reunified with their families during July through October, from 64 percent in Fiscal 2010 to 61 percent in Fiscal 2011. As part of the One Year Home campaign there has been a renewed focus on finding permanent homes for all children. As a result, a greater proportion of children and youth leaving the foster care system have been in care for longer periods of time.
- The percent of children who re-entered foster care within a year of discharge to their family increased from 10.6 percent during the first four months of Fiscal 2010 to 12.2 percent during the same period in Fiscal 2011. The agency is closely monitoring this critical trend and expects to see a decrease as a result of improved conferencing and permanency planning.
- During the first four months of Fiscal 2011, 345 adoptions were finalized, an increase of 15.8 percent from 298 in Fiscal 2010. The average time to complete adoption declined 12.1 percent during the same time period from 3.3 years to 2.9 years. While ACS is encouraged by the rising number of children that have achieved permanency through adoption and the decreasing time to adoption, foster care agencies and other stakeholders are being directed to continue their focus on adoption barriers to increase the number of children that are eligible for adoption.
- The average child care occupancy rate of 91.3 percent during the first four months of Fiscal 2011 is an increase from the average rate of 87.7 percent during the same period in Fiscal 2010. This change was largely driven by a 5.0 percent increase in the average occupancy rate for group child care, from 81.9 percent during Fiscal 2010 to 86.0 percent during Fiscal 2011.
- While there was little change in the total number of children using vouchers for child care during the first four months of the fiscal year, from 71,628 children in 2010 to 69,791 children during Fiscal 2011, there was a 10.0 percent decrease in the number of children in low-income families receiving vouchers and a slight increase in the number of children in TANF families receiving vouchers.
- Total admissions to detention decreased by 6.1 percent, the average length of stay in detention decreased by 3.3 percent, and the average daily population in detention decreased by almost 13 percent. These overall reductions in the use of detention, compared to the previous reporting period,



demonstrate the continued success of the City's juvenile justice reform efforts. These reforms, grounded in the use of the City's Risk Assessment Instrument (RAI), have resulted in increasing numbers of low- and mid-risk youth participating in the array of community-based alternatives to detention. The alternatives provide the judiciary with increased options for youth to be supervised and participate in programs that help promote public safety and youth development.

- The number of Youth-on-Youth assaults and altercations with injuries in juvenile detention dropped by 10 incidents compared to the previous reporting period to the lowest number in four years. Given the reductions in the average daily population, this decrease in incidents resulted in a 6.7 percent increase in the rate of Youth-on-Youth assaults and altercations with injuries. There were two fewer Youth-on-Staff assaults with injury compared to the previous period, which resulted in no change in the rate of these incidents. The decrease in the number of both incident types is attributable to the continued focus on violence prevention strategies including the increased monitoring of high-incident prevalence locations, developing targeted care plans for high-need youth, and focusing on alternate intervention and de-escalation strategies.
- The percent of youth in-care during the reporting period that received mental health services increased by 6 percentage points. This service need reflects both the continued high level of involvement in the juvenile justice system of youth with mental health needs and the agency's commitment to providing high quality mental health services. The mental health service provider begins work with youth previously served without waiting for a referral, thus increasing the percent of youth served as the rate in which youth admitted to detention who have been in detention previously continues to increase.

Performance Report

✓ Protect children from abuse and neglect.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|--------|--------|-----------------|--------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| ★ Number of State Central Register Consolidated Investigations | 59,317 | 59,161 | 59,228 | * | * | 16,343 | 16,916 |
| ★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%) | 97.3% | 97.6% | 95.8% | 100.0% | 100.0% | 94.3% | 97.3% |
| ★ Children in substantiated investigations with repeat substantiated investigations within a year (%) (Preliminary) | 14.2% | 14.7% | 16.9% | 12.0% | 12.0% | 15.2% | 16.9% |
| ★ Average child protective specialist caseload | 11.0 | 9.3 | 9.1 | 12.0 | 12.0 | 7.7 | 8.0 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Provide preventive and foster care services to meet the needs of children and families.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|--|-------------|--------|--------|-----------------|-------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| ★ Children receiving contract preventive services | 31,875 | 31,752 | 29,945 | * | * | 30,047 | 23,581 |
| ★ Children in foster care (average) | 16,701 | 16,439 | 15,895 | * | * | 15,924 | 15,086 |
| - Children in foster kinship homes | 5,399 | 5,575 | 5,559 | * | * | 5,555 | 5,233 |
| - Children in nonrelative foster boarding homes | 8,944 | 8,705 | 8,367 | * | * | 8,317 | 8,158 |
| - Children in congregate care | 2,358 | 2,159 | 1,970 | * | * | 2,052 | 1,695 |
| All children entering foster care (preliminary) | 7,401 | 7,406 | 7,108 | * | * | 2,377 | 2,249 |
| ★ Children who re-enter foster care within a year of discharge to family (%) (Preliminary) | 11.1% | 14.1% | 11.0% | 10.0% | 10.0% | 10.6% | 12.2% |
| Children placed in foster care in their borough (%) (Preliminary) | 54.0% | 57.8% | 58.8% | * | * | 55.0% | 63.7% |
| ★ Children placed in foster care in their community | 29.1% | 32.7% | 31.2% | * | * | 31.4% | 36.2% |

★ Critical Indicator "NA" - means Not Available in this report



| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|----------|----------|-----------------|------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ Children entering foster care who are placed with relatives (%) (Preliminary) | 24.3% | 24.5% | 25.0% | * | * | 24.2% | 24.5% |
| Siblings placed simultaneously in the same foster home (%) (Preliminary) | 79.7% | 80.9% | 83.0% | * | * | 83.9% | 84.1% |
| Children in foster care who had one or fewer transfers from one facility to another (%) | 58.6% | 59.2% | 58.2% | * | * | 58.2% | 57.7% |
| Abuse and/or neglect reports for children in foster care and child care | 2,027 | 2,366 | 2,548 | * | * | 803 | 801 |
| - for children in foster care | 1,650 | 1,940 | 2,170 | * | * | 682 | 649 |
| - for children in child care | 377 | 426 | 377 | * | * | 121 | 153 |
| Abuse and/or neglect reports for children in foster care and child care that are substantiated (%) (Preliminary) | 29.4% | 31.5% | 32.5% | * | * | 35.6% | 34.9% |
| - for children in foster care (%) (Preliminary) | 30.0% | 31.8% | 33.3% | * | * | 35.4% | 34.7% |
| - for children in child care (%) (Preliminary) | 26.8% | 30.1% | 28.3% | * | * | 36.4% | 35.7% |
| Cost per foster care case \$ - Congregate care by level of need - Level 1 | \$201.88 | \$213.44 | \$221.42 | * | * | NA | NA |
| - Level 2 | \$215.82 | \$225.35 | \$231.76 | * | * | NA | NA |
| - Level 3 | \$271.07 | \$294.63 | \$306.51 | * | * | NA | NA |
| - Foster boarding home | \$63.46 | \$66.94 | \$68.35 | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

✓ Ensure timely reunification or adoption services based on the needs of the child.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|-------|-------|-----------------|-------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| Median length of stay for children entering foster care for the first time who are returned to parent (months) | 9.3 | 8.3 | 5.3 | 6.0 | 6.0 | NA | NA |
| Children returned to parent(s) within 12 months (%) (Preliminary) | 66.8% | 65.4% | 64.2% | 60.0% | 60.0% | 64.0% | 61.0% |
| Children eligible for adoption (average) | 2,098 | 1,839 | 1,780 | * | * | 1,786 | 1,699 |
| Children adopted | 1,472 | 1,344 | 1,156 | * | * | 298 | 345 |
| Median length of stay in foster care before child is adopted (months) | 53.8 | 53.7 | 53.1 | 50.0 | 50.0 | NA | NA |
| Average time to complete adoption (years) | 3.4 | 3.2 | 3.2 | 3.0 | 3.0 | 3.3 | 2.9 |
| ★ Children eligible for adoption who are adopted (%) | 70.2% | 73.1% | 64.9% | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

✓ Ensure access to quality, safe child care and Head Start services in communities.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|---------|---------|-----------------|---------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ Total Head Start Enrollment | 18,147 | 18,561 | 18,563 | * | * | 18,090 | 17,870 |
| ★ Head Start capacity filled (%) | 92.0% | 96.0% | 96.1% | 95.0% | 95.0% | 93.7% | 92.5% |
| ★ Total Enrollment in Subsidized Child-Care (Low-Income Working/Other Families and TANF) | 102,292 | 104,275 | 102,246 | 102,000 | 102,000 | 100,923 | 99,820 |
| ★ Total Contracted Child care capacity filled (%) | 89.1% | 94.8% | 90.6% | 99.0% | 99.0% | 87.7% | 91.3% |
| Contracted Family Child Care capacity filled (%) | 98.4% | 102.7% | 102.5% | 99.0% | 99.0% | 101.7% | 104.0% |
| Contracted Group Child Care capacity filled (%) | 85.6% | 91.7% | 85.6% | 99.0% | 99.0% | 81.9% | 86.0% |
| Total Number of Children using Vouchers for Child Care (Low-Income Working/ Other Families) | 23,281 | 22,069 | 20,801 | * | * | 21,943 | 19,748 |
| Total Number of Children using Vouchers for Child Care (TANF) | 47,632 | 49,463 | 51,399 | * | * | 49,685 | 50,043 |

★ Critical Indicator "NA" - means Not Available in this report



| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|----------|----------|-------------|------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Total Number of Children using Vouchers for Child Care (TANF and Low-Income Working /Other Families) | 70,913 | 71,532 | 72,200 | * | * | 71,628 | 69,791 |
| Cost per child care slot - Group child care (voucher) (\$) | \$9,874 | \$10,080 | \$9,767 | * | * | NA | NA |
| - Family child care (voucher) (\$) | \$7,048 | \$7,151 | \$8,590 | * | * | NA | NA |
| - Group child care (contract) (\$) | \$13,095 | \$12,710 | \$13,672 | * | * | NA | NA |
| - Family child care (contract) (\$) | \$7,306 | \$7,457 | \$7,910 | * | * | NA | NA |
| Cost per Head Start slot (\$) | \$10,461 | \$10,820 | \$10,359 | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

✓ Provide custody and care of youth in secure and safe detention facilities.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|-------|-------|-------------|------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Total Admissions | 5,490 | 5,833 | 5,387 | * | * | 1,736 | 1,630 |
| ★ Average length of stay | 28 | 26 | 26 | * | * | 30 | 29 |
| ★ Average Daily Population (ADP) | 426.4 | 429.6 | 388.2 | * | * | 386.7 | 338.1 |
| ★ Average daily cost per youth per day (\$) | \$588 | \$622 | \$651 | * | * | NA | NA |
| ★ Youth on Youth Assaults and Altercations with Injury Rate (per 100 total ADP) | 0.37 | 0.33 | 0.33 | * | * | 0.30 | 0.32 |
| ★ Youth on Staff Assaults and Altercations with Injury Rate (per 100 Total ADP) | 0.03 | 0.03 | 0.02 | * | * | 0.02 | 0.02 |
| ★ Escapes from secure detention | 0 | 0 | 1 | 0 | 0 | 1 | 0 |
| ★ Abscond rate in non-secure detention (Average per 100 Total ADP in non-secure) | 0.03 | 0.04 | 0.02 | 0.06 | 0.06 | 0.02 | 0.03 |
| ★ Weapon Recovery Rate (Average per 100 Total ADP) | 0.06 | 0.04 | 0.03 | * | * | 0.05 | 0.02 |
| ★ Narcotics Recovery Rate (Average per 100 Total ADP) | 0.05 | 0.04 | 0.03 | * | * | 0.03 | 0.04 |
| ★ Child Abuse and/or Neglect Allegation Rate (Internal) (Average per 100 Total ADP) | 0.08 | 0.13 | 0.11 | * | * | 0.10 | 0.08 |
| Child Abuse/Neglect Allegations cases (internal) reported by OCFS as Substantiated | NA | NA | 30 | * | * | 10 | TBD |
| ★ Residents seen within 24 hours of Sick Call Report (%) | 97% | 98% | 100% | 95% | 95% | 100% | 100% |
| ★ In-Care Youth who were referred for mental health services (%) | NA | 43% | 48% | * | * | 41% | 40% |
| ★ In-Care Youth who were referred for and received mental health services (%) | NA | 37% | 44% | * | * | 40% | 46% |
| ★ General healthcare cost per youth per day (\$) | \$83 | \$95 | \$88 | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

✓ Provide services to prevent youth from returning to the juvenile justice system.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|-------|-------|-------------|------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Youth with previous admission(s) to detention (%) | 47.5% | 49.4% | 53.0% | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

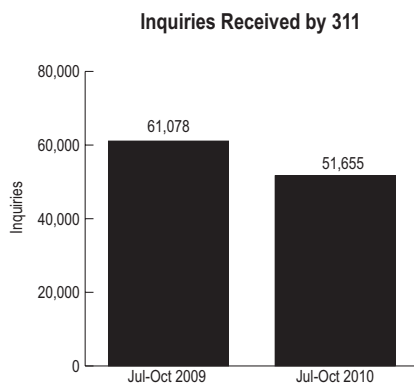
The Administration for Children's Services provides service to its customers through its website and correspondence.

| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|------------------------------------|--|
| <i>Average response time for email correspondence (days)</i> | 4.51 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 6.56 | 9.0 |
| <i>Number of completed customer requests for interpretation</i> | 17,014 | 367,322 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 51,655 ACS-related inquiries from July through October 2010.



| Top 5 ACS - related inquiries: | Total | % of ACS Inquiries |
|--|--------------|-------------------------------|
| <i>Child Care Financial Assistance - Eligibility Information and Application By Mail</i> | 8,136 | 15.8% |
| <i>Child Care Financial Assistance - Recertification</i> | 5,778 | 11.2% |
| <i>Child Care Financial Assistance - Children's Services Clients</i> | 4,966 | 9.6% |
| <i>Child Care Financial Assistance - Eligibility and Application In Person or By Phone</i> | 4,519 | 8.7% |
| <i>Child Care Financial Assistance - Eligibility and Application Online</i> | 4,299 | 8.3% |

Agency Resources

| <i>Agency Resources</i> ³ | A c t u a l | | | September 2010 MMR FY11 | Updated FY11¹ | FY12¹ | 4-Month Actual FY10 | 4-Month Actual FY11 |
|--|--------------------|-------------|-------------|--|-------------------------------------|-------------------------|------------------------------------|------------------------------------|
| | FY08 | FY09 | FY10 | | | | | |
| <i>Expenditures (\$ millions)</i> ² | \$2,985.5 | \$2,978.7 | \$3,015.8 | \$2,789.7 | \$2,962.2 | \$2,710.7 | \$1,699.3 | \$1,598.3 |
| <i>Revenues (\$ millions)</i> | \$3.8 | \$4.8 | \$3.1 | \$3.4 | \$3.4 | \$3.4 | \$0.7 | \$0.7 |
| <i>Personnel</i> | 7,925 | 7,463 | 6,564 | 6,887 | 6,768 | 6,367 | 6,971 | 6,500 |
| <i>Overtime paid (\$000)</i> | \$28,082 | \$19,756 | \$21,811 | * | * | * | \$5,561 | \$5,580 |
| <i>Capital commitments (\$ millions)</i> | \$6.5 | \$8.6 | \$6.8 | \$3.4 | \$91.5 | \$16.5 | \$1.5 | \$1.7 |
| <i>Human services contract budget (\$ millions)</i> | \$1,628.2 | \$1,629.6 | \$1,716.3 | \$1,491.2 | \$1,593.8 | \$1,395.4 | \$557.7 | \$570.5 |
| <i>Work Experience Program (WEP) participants assigned</i> | 125 | 64 | 76 | * | * | * | 43 | 103 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

³ This table includes resources for the Administration for Children's Services and those reported previously for, or allocated currently to, the Department of Juvenile Justice.



Noteworthy Changes, Additions or Deletions

- At the end of Calendar 2010, the Department of Juvenile Justice (DJJ) merged with the Administration for Children's Services (ACS), which is now responsible for the operation, management and reporting of juvenile detention services. Measures that relate to juvenile justice service areas are featured in this chapter.
- ACS has streamlined the indicator set published in this report and no longer reports the following indicators: 'Number of State Central Register Intakes', 'Children in substantiated investigations with repeat investigations within a year (%) (Preliminary)', 'Number of Families Entering Purchased Preventive Services', 'New Children Entering Foster Care', 'Searches', 'Youth Who Received a Medical Screening within 24 hours of Admission (%)' and 'Youth in detention more than 10 days released to the community with a re-entry plan (%)'.
- The figures for the Fiscal Year 2010 juvenile detention indicators 'Searches,' 'Youth on Youth Assaults and Altercations with Injury Rate (per 100 total ADP),' and 'Weapon Recovery Rate (Average per 100 Total ADP),' have been revised following a comprehensive quality assurance review of reported indicators.





DEPARTMENT OF HOMELESS SERVICES

Seth Diamond, Commissioner

Key Public Service Areas

- ✓ Prevent homelessness.
- ✓ Conduct outreach to street homeless individuals.
- ✓ Provide temporary emergency shelter for eligible homeless people.
- ✓ Assist homeless individuals and families to live independently by supporting their efforts to gain employment and access other appropriate benefits and services.

Scope of Agency Operations

The Department of Homeless Services (DHS) manages 12 City-run and 200 privately-run shelter facilities, consisting of 54 adult facilities and 143 family with children facilities and 14 adult family facilities. DHS also provides outreach services available 24 hours a day, seven days a week, as well as homeless prevention services through community-based programs known as “HomeBase.”

Critical Objectives

- Increase the number of people prevented from becoming homeless.
- Reduce street homelessness.
- Ensure the availability of temporary shelter for homeless individuals and families.
- Maintain shelter safety and cleanliness.
- Increase client engagement and responsibility in moving to permanent housing.
- Reduce clients’ length of stay in shelters.
- Increase placements into permanent housing.
- Reduce re-entries into the shelter services system.
- Increase the number of shelter residents who are working and making progress to independent living.

Preliminary Performance Highlights

- While homelessness prevention performance declined for single adults and families with children, DHS continued to exceed its prevention targets for all populations, helping more than ninety percent of clients receiving prevention services to stay in their communities and avoid shelter entry.
- Each month, street outreach teams respond to approximately 500 calls via 311 from citizens who see an individual on the street who may be in need of assistance. DHS continues to encourage citizen involvement as essential to reducing the number of street homeless individuals in New York City. Through October 2010, DHS and its outreach providers responded to 100 percent of citizens who called 311 to assist a street homeless individual and requested a call back.
- The number of families with children entering shelter decreased by 16 percent in the first four months of Fiscal 2011 compared to the same period in Fiscal 2010. The number of single adults and adult families entering shelter increased by 5.4 percent and 10.4 percent, respectively, during the same period. DHS is utilizing federal stimulus funding to expand services to help households stay in their communities. The agency receives 5 percent of federal stimulus funding directed to homelessness prevention and rapid-rehousing, while serving 10 percent of the individuals served nationwide.
- During the first four months of Fiscal 2011 the number of adult families and families with children in shelter each day decreased by 3 and 6 percent, respectively, compared to the same four months in Fiscal 2010. The decrease in the families with children census is due to continued strong placements and the reduction in entrants. DHS has also seen an increase in the number of single adults in shelter each day as a result of the increase in entrants. DHS continues to meet the demand for shelter, and is maintaining a low length of stay for its clients.
- In the first four months of Fiscal 2011 DHS increased the average school attendance rate for children in shelter, as well as the percentage of families placed into the shelter system according to their youngest school-aged child’s school address. These successes are due in part to the Mayor’s anti-



truancy initiative, “Every Student. Every Day,” a multi-agency initiative to increase the school attendance among the City’s children.

- During the first four months of Fiscal 2011, the rate of critical incidents increased in shelters for adult families and families with children due to an expansion of the definition of critical incidents. In keeping with the City’s commitment to combat domestic violence (DV), DHS retrained shelter staff to identify domestic violence and now classifies any DV incident in the family shelter system as a critical incident.
- The average length of stay remained stable or declined for all populations during the first four months of Fiscal 2011. This success can be attributed to DHS’ emphasis on placing families and individuals into permanent housing as quickly as possible, as well as the Department’s continued efforts to move the longest-term shelter residents into permanent housing. DHS holds itself and its providers accountable through performance-based contracts that incentivize rapid, high-quality placements into the community and short lengths of stay in shelter.
- In Fiscal 2011 through October, the number of families with children exiting shelter remained stable compared to the same period in Fiscal 2010. Placements for single adults and adult families declined by 6.1 and 28.8 percent, respectively. The decline in permanent placements is in part due to the transition in DHS’ rental subsidy program.
- The East River Job Center, which is operated by the Human Resources Administration (HRA) and serves homeless individuals and families, exceeded its job placement goals during the first four months of Fiscal 2011. The Center placed 3,220 homeless individuals and families into jobs, 138 percent of the year to date target. These placements are a subset of HRA’s overall job placements. Employment is cornerstone of DHS’ efforts to help homeless New Yorkers move back to independence and the East River Job Center plays an instrumental role, providing clients with tools to help them return to homes of their own.

Performance Report

✓ Prevent homelessness.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|-------|-------|-----------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| ★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%) | 96.0% | 95.8% | 94.6% | * | * | 93.7% | 91.6% |
| ★ Adult families receiving preventive services who did not enter the shelter system (%) | 95.9% | 98.6% | 94.6% | * | * | 96.1% | 97.4% |
| ★ Families with children receiving preventive services who did not enter the shelter system (%) | 89.8% | 91.3% | 92.6% | * | * | 94.3% | 91.2% |

★ Critical Indicator “NA” - means Not Available in this report

✓ Conduct outreach to street homeless individuals.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|--|-------------|-------|-------|-----------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| ★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City (HOPE) | 3,306 | 2,328 | 3,111 | * | * | NA | NA |
| Number of Chronically Homeless Individuals Placed into Permanent and Temporary Housing by Outreach Teams | NA | 689 | 880 | * | * | 236 | 178 |
| Response rate to 311 calls from constituents for Homeless Person Assistance | NA | NA | 94.6% | * | * | 97.6% | 100.0% |

★ Critical Indicator “NA” - means Not Available in this report

✓ **Provide temporary emergency shelter for eligible homeless people.**



| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|----------|----------|-------------|-------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Single adults entering the DHS shelter services system | 18,277 | 18,480 | 19,607 | * | * | 6,841 | 7,207 |
| ★ Adult families entering the DHS shelter services system | 1,040 | 1,278 | 1,208 | * | * | 385 | 425 |
| ★ Families with children entering the DHS shelter services system | 9,664 | 12,959 | 14,586 | * | * | 5,674 | 4,771 |
| ★ Average number of single adults in shelter per day | 6,737 | 6,526 | 7,167 | * | * | 6,746 | 7,961 |
| ★ Average number of adult families in shelters per day | 1,294 | 1,276 | 1,309 | * | * | 1,352 | 1,316 |
| ★ Average number of families with children in shelters per day | 7,548 | 7,948 | 8,629 | * | * | 8,616 | 8,088 |
| Cost per day for shelter facilities - Single adult facilities (\$) | \$72.38 | \$70.18 | \$69.25 | * | * | NA | NA |
| - Family facilities (\$) | \$99.81 | \$105.22 | \$100.49 | * | * | NA | NA |
| Families suitably placed in the shelter services system within 10 days (%) | 99.9% | 100.0% | 100.0% | 95.0% | 95.0% | 100.0% | 100.0% |
| Average school attendance rate for children in the DHS shelter services system (%) | 79.7% | 81.0% | 82.0% | * | * | 82.5% | 83.2% |
| Families placed in the shelter services system according to their youngest school-aged child's school address (%) | 82.9% | 81.3% | 84.3% | 85.0% | 85.0% | 80.6% | 86.2% |
| ★ Safety, maintenance, and cleanliness deficiencies noted on independent inspections of adult shelters | 93 | 54 | 39 | * | * | NA | NA |
| ★ Critical incidents in the Adult Shelter system, per 1,000 residents | 0.5 | 0.4 | 0.8 | * | * | 0.4 | 0.1 |
| ★ Critical incidents in the Adult Family shelter system, per 1,000 residents | 1.6 | 1.6 | 7.4 | * | * | 1.6 | 5.8 |
| ★ Critical incidents in the Families with Children shelter system, per 1,000 residents | 0.6 | 1.2 | 0.3 | * | * | 0.2 | 0.7 |

★ Critical Indicator "NA" - means Not Available in this report

✓ **Assist homeless individuals and families to live independently by supporting their efforts to gain employment and access other appropriate benefits and services.**

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|-------|-------|-------------|-------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Average length of stay for single adults in shelter (days) | 283 | 261 | 245 | * | * | 251 | 242 |
| ★ Average length of stay for adult families in shelter (days) | 505 | 370 | 325 | * | * | 329 | 329 |
| ★ Average length of stay for families with children in shelter (days) | 324 | 281 | 243 | * | * | 244 | 245 |
| ★ Single adults placed into permanent housing (Preliminary) | 9,412 | 9,107 | 7,573 | 8,000 | 8,000 | 2,566 | 2,411 |
| ★ Adult families placed into permanent housing (Preliminary) | 1,166 | 1,094 | 1,109 | * | * | 417 | 297 |
| ★ Families with children placed into permanent housing (Preliminary) | 6,426 | 7,716 | 8,762 | * | * | 2,870 | 2,812 |
| ★ Single adults placed into permanent housing who return to the DHS shelter services system within one year (%) | 15.8% | 12.9% | 12.1% | * | * | 12.4% | 11.3% |
| ★ Adult families placed into permanent housing who return to the DHS shelter services system within one year (%) | 5.3% | 2.8% | 6.4% | * | * | 9.1% | 11.9% |
| ★ Families with children placed into permanent housing who return to the DHS shelter services system within one year (%) | 4.2% | 3.4% | 3.8% | * | * | 3.5% | 3.4% |
| East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal (%) | NA | NA | NA | * | * | NA | 138.0% |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

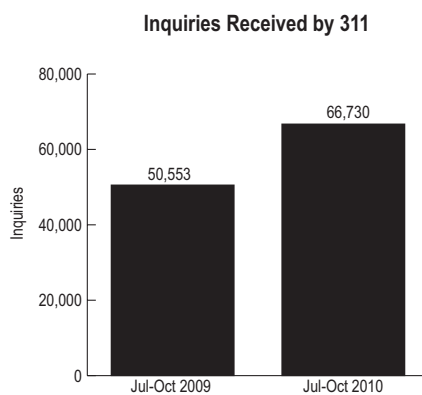
The Department of Homeless Services provides service to its customers through its call centers, walk-in facilities, website and correspondence.

| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|--------------------------------|--|
| <i>Average call wait time (in seconds)</i> | 119.0 | 190.1 |
| <i>Average response time for email correspondence (days)</i> | 10.8 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 11.0 | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | 31:00 | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 1,162 | 367,322 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 66,730 DHS-related inquiries from July through October 2010.



| Top 5 DHS - related inquiries: | Total | % of DHS Inquiries |
|--|--------------|---------------------------|
| <i>Advantage Program - Assistance for Enrolled Tenant</i> | 11,818 | 17.7% |
| <i>Homeless Shelter Intake for Single Adults</i> | 9,346 | 14.0% |
| <i>Homeless Shelter Intake for Families with Children</i> | 8,986 | 13.5% |
| <i>Advantage Program - Assistance for Landlord or Broker After Lease Signing</i> | 8,652 | 13.0% |
| <i>HomeBase Program to Prevent Becoming Homeless</i> | 3,846 | 5.8% |

Agency Resources

| | A c t u a l | | | September 2010 MMR FY11 | Updated FY11¹ | FY12¹ | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|--------------------|-------------|-------------|--------------------------------|---------------------------------|-------------------------|----------------------------|----------------------------|
| Agency Resources | FY08 | FY09 | FY10 | | | | | |
| <i>Expenditures (\$ millions)²</i> | \$785.5 | \$851.3 | \$942.0 | \$842.7 | \$1,045.2 | \$804.0 | \$608.5 | \$699.6 |
| <i>Personnel</i> | 2,084 | 2,027 | 1,927 | 2,049 | 2,012 | 1,915 | 1,964 | 1,910 |
| <i>Overtime paid (\$000)</i> | \$9,067 | \$9,987 | \$9,136 | * | * | * | \$3,091 | \$2,793 |
| <i>Capital commitments (\$ millions)</i> | \$69.2 | \$25.5 | \$33.7 | \$42.5 | \$56.2 | \$19.0 | \$5.2 | \$6.2 |
| <i>Human services contract budget (\$ millions)</i> | \$576.5 | \$643.8 | \$739.2 | \$643.8 | \$840.0 | \$598.6 | \$258.4 | \$271.6 |

¹January 2011 Financial Plan

"NA" - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.



Noteworthy Changes, Additions or Deletions

- DHS is now reporting on its response rate to 311 calls that request assistance for homeless individuals, adding the 'Response rate to 311 calls from constituents for Homeless Person Assistance'. The Department of Homeless Services depends on citizens as a key component of its outreach program, calling into 311 and letting the Department know about vulnerable New Yorkers on the streets. This indicator reflects the importance of citizen involvement in reducing the number of street homeless individuals.
- DHS has added an indicator, 'Percent of East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal' to the "Assist homeless individuals and families to live independently by supporting their efforts to gain employment and access other appropriate benefits and services" section of this report. Finding employment is an essential step in moving out of shelter, and DHS and HRA work together to help shelter residents gain independent living through employment.





DEPARTMENT FOR THE AGING

Lilliam Barrios-Paoli, Commissioner

Key Public Service Areas

- ✓ **Promote independence and opportunities for older New Yorkers.**
- ✓ **Assist seniors in accessing existing resources and educate the general public about benefits, entitlements and information for older New Yorkers and their families.**

Scope of Agency Operations

The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. The Department supports a broad range of services, both directly and through approximately 800 contracts which include discretionary funds with community-based organizations, including the administration of 256 contracted senior centers, and also provides more than 10.5 million meals annually, both home-delivered and at senior centers.

Critical Objectives

- Increase utilization of nutrition and socialization opportunities.
- Continue to provide home delivered meals and home care services.
- Increase knowledge among seniors and professionals about personal safety and services for elderly crime victims.
- Provide employment opportunities for seniors.
- Increase knowledge about benefits and entitlements available to eligible seniors.
- Increase supportive services to caregivers.

Preliminary Performance Highlights

- During the first four months of Fiscal 2011, the number of meals served at senior centers declined by 7 percent to approximately 2.2 million meals, compared to the almost 2.4 million meals served to older New Yorkers during the first four months of Fiscal 2010. The number of home delivered meals declined 3 percent to approximately 1.22 million meals. The launching of DFTA's expedited referral process for seniors in need of home delivered meals has been completed. This process has streamlined client intake because it allows clients in need of a meal to receive it without having to wait for the completion of full assessments by case management agencies. At this point in time, over 900 clients are receiving meals through this new referral process.
- As anticipated due to budget cuts, hours of home care services provided decreased by 29 percent to 392,481 during the first four months of the fiscal year.
- Through October 2010, 145 seniors were trained for unsubsidized employment, a decrease of 16 percent compared to the same period last year due to the ending of ARRA funding. Placements in unsubsidized employment increased by 31 percent with 46 seniors placed during the first four months of this fiscal year in comparison to 35 placed during the same period last year.
- During the first four months of Fiscal 2011, the number of caregivers who receive casework services or training through DFTA's in-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center reached 3,432, an increase of 4 percent. The number of caregivers who received supportive services through DFTA's contracted providers increased by 10 percent during this period compared to last year, with 2,959 caregivers served.



Performance Report

✓ Promote independence and opportunities for older New Yorkers.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|-----------|-----------|-------------|-----------|-----------|-----------|
| | FY08 | FY09 | FY10 | Updated | | Actual | Actual |
| | FY11 | FY12 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Average daily attendance at senior centers | NA | 27,951 | 27,176 | * | * | 28,163 | 26,081 |
| ★ Senior centers operating at a minimum of 90 percent capacity | 55% | 52% | 51% | * | * | 62% | 71% |
| ★ Senior Center Lunches Served | 7,025,805 | 6,987,646 | 6,793,985 | 7,544,254 | 7,544,254 | 2,393,895 | 2,216,910 |
| ★ Home delivered meals served | 4,210,538 | 3,936,718 | 3,799,851 | 4,382,789 | 4,382,789 | 1,263,721 | 1,220,080 |
| ★ Total recipients of home care services (annual) | NA | 6,064 | 5,206 | * | * | NA | NA |
| ★ Hours of home care services provided | 1,746,742 | 1,534,705 | 1,618,069 | 1,059,179 | 1,059,179 | 551,302 | 392,481 |
| Seniors trained for unsubsidized employment (Title V) | 305 | 308 | 542 | * | * | 173 | 145 |
| Senior trainees placed in unsubsidized employment (Title V) | 185 | 161 | 123 | * | * | 35 | 46 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Assist seniors in accessing existing resources and educate the general public about benefits, entitlements and information for older New Yorkers and their families.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|-------|-------|-------------|------|---------|---------|
| | FY08 | FY09 | FY10 | Updated | | Actual | Actual |
| | FY11 | FY12 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Caregivers who received casework services or training through DFTA's In-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center | 6,278 | 7,746 | 8,145 | * | * | 3,315 | 3,432 |
| ★ Caregivers who received supportive services through DFTA's contracted providers | 7,495 | 6,414 | 6,202 | * | * | 2,685 | 2,959 |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The Department for the Aging provides service to its customers through its walk-in facilities, website and correspondence.

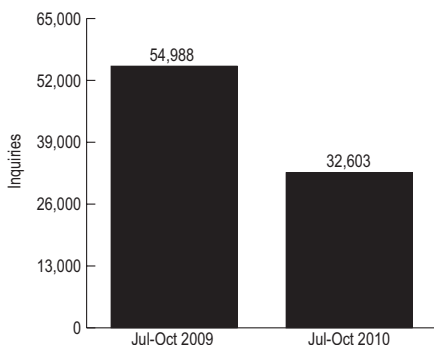
| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|--|----------------------------|------------------------------------|
| Average response time for email correspondence (days) | 7.69 | 7.0 |
| Average response time for letters/mail correspondence (days) | 12.94 | 9.0 |
| Average wait time to speak with a customer service agent at a walk-in facility (min:sec) | 04:23 | 26:40 |
| Number of completed customer requests for interpretation | 61 | 367,322 |

Inquiries and Service Requests Received by 311 Customer Service Center



The 311 Customer Service Center received 32,603 DFTA-related inquiries from July through October 2010.

Inquiries Received by 311



| <i>Top 5 DFTA - related inquiries:</i> | Total | % of DFTA Inquiries |
|---|-------|---------------------|
| <i>Housing Options - Low-Income Senior</i> | 3,323 | 10.2% |
| <i>Case Assistance for Seniors</i> | 3,081 | 9.5% |
| <i>Lawyer Referral - For Seniors</i> | 2,381 | 7.3% |
| <i>Job Placement and Training for Seniors</i> | 2,036 | 6.2% |
| <i>Find a Senior Center</i> | 1,772 | 5.4% |

Top Five 311 Service Requests for DFTA

| <i>Service Requests</i> | # of SRs | Expected Days to Action | Average Days to Action | % of SRs Meeting Time to Action |
|-------------------------|----------|-------------------------|------------------------|---------------------------------|
| <i>Housing Options</i> | 701 | 14 | 6.2 | 97% |
| <i>Elder Abuse</i> | 392 | 5 | 2.6 | 87% |
| <i>Home Repair</i> | 399 | 14 | 2.0 | 100% |
| <i>Weatherization</i> | 130 | 14 | 2.3 | 100% |
| <i>Eviction</i> | 159 | 3 | 1.6 | 81% |

Agency Resources

| <i>Agency Resources</i> | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|--|-------------|---------|---------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | \$290.5 | \$290.3 | \$281.6 | \$264.3 | \$270.0 | \$217.2 | \$215.5 | \$181.7 |
| <i>Revenues (\$ millions)</i> | \$1.5 | \$2.0 | \$3.5 | \$1.0 | \$3.0 | \$1.0 | \$1.2 | \$1.1 |
| <i>Personnel</i> | 870 | 875 | 900 | 840 | 993 | 812 | 818 | 838 |
| <i>Overtime paid (\$000)</i> | \$16 | \$23 | \$28 | * | * | * | \$7 | \$2 |
| <i>Capital commitments (\$ millions)</i> | \$4.4 | -\$0.9 | \$4.2 | \$17.0 | \$30.7 | \$1.0 | \$0.0 | \$0.7 |
| <i>Human services contract budget (\$ millions)</i> | \$229.1 | \$223.7 | \$215.4 | \$203.8 | \$204.5 | \$159.3 | \$77.9 | \$65.6 |
| <i>Work Experience Program (WEP) participants assigned</i> | 598 | 799 | 566 | * | * | * | 940 | 916 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.



Noteworthy Changes, Additions or Deletions

- DFTA has suspended reporting of the indicator ‘Total registered users of Senior Centers (annual)’ until data is available. The Department is also no longer reporting the indicator ‘Contracted cost per hour of home care’.



DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Jeanne B. Mullgrav, Commissioner

Key Public Service Areas

- ✓ Promote and support the development of healthy, educated youth who are involved in their communities.
- ✓ Prepare youth for economic independence.
- ✓ Strengthen and revitalize the communities of New York City.
- ✓ Perform efficient programmatic and fiscal monitoring of service contracts.

Scope of Agency Operations

The Department of Youth and Community Development (DYCD) supports youth and adults through 2,700 contracts with community-based organizations throughout New York City. These include 491 contracts that comprise the citywide Out-of-School Time (OST) initiative. OST offers a balanced mix of academic support, sports/recreational activities, the arts and cultural experiences, which take place after school, on weekends, and during school vacations. DYCD also funds 296 programs to help low-income individuals and families become more economically self-sufficient and 39 adult literacy programs that help participants further their education and advance their careers. In addition, DYCD now funds 10 adolescent literacy and 15 family literacy programs. The Department also administers a network of 80 Beacon community centers, housed in public schools citywide, which serve youth, adults and families during out-of-school hours. Through a range of programs, DYCD contractors assist immigrants in becoming citizens and in taking part in the civic and cultural life of their new communities. In addition, DYCD implements and oversees the City's youth workforce development program, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. DYCD is also responsible for the City's runaway and homeless youth programs.

Critical Objectives

- Implement and expand a citywide program of educational, recreational and cultural activities to operate during non-school hours.
- Support youth development and community engagement through school-based and community-based centers.
- Help runaway and homeless youth to reunite with their families or to live independently.
- Provide work-related education, skills training and employment opportunities.
- Enhance community development in low-income neighborhoods.
- Foster increased literacy skills among adults, adolescents, and families.
- Support the attainment of citizenship and facilitate access to public services and participation in civic life.
- Efficiently assess and/or audit agency service providers.

Preliminary Performance Highlights

- In the Out-of-School Time (OST) initiative, the percentage of OST high school programs meeting target enrollment rose to 62 percent in the first four months of Fiscal 2011, up from 45 percent during the same period of Fiscal 2010. This increase reflected improved participation during the reporting period after delayed program starts in Fiscal 2010.
- In the Runaway and Homeless Youth Programs, the percentage of youth reunited with family or placed in a suitable environment from crisis shelters rose to 77 percent in the first four months of Fiscal 2011, compared to 60 percent during the same period of Fiscal 2010. This increase can be attributed to staff training that resulted in more thorough assessments and more appropriate placements of runaway and homeless youth.
- Enrollment in the Beacon programs as a percentage of the minimum annual target decreased to 55 percent in the first four months of Fiscal 2011, compared to 66 percent in the same period of the previous fiscal year. This was the result of a budget reduction.
- The percentage of In-School Youth placed in post-secondary education, employment, or advanced training during the first quarter after exiting the program rose from two percent in the first four months of Fiscal 2010 to 34 percent during the same period this fiscal year. This increase was the result of contractors' success in boosting retention and placement rates and reducing the number of dropouts from the ISY/OSY Programs.
- The number of Summer Youth Employment Program (SYEP) participants was 35,612 in the first four months of Fiscal 2011, down from 52,255 during the same period of Fiscal 2010. This 32 percent decline in participants reflects state and federal disinvestment from the SYEP program.
- The number of Community Development program participants achieving designated target outcomes rose to 43 percent in the first four months of Fiscal 2011, from 35 percent in the same period of Fiscal 2010. This increase was due largely to improved accuracy in reporting achieved by moving to a completely computerized recordkeeping system that allows community-based providers to submit their data electronically.



- The number of participants served in Adult Basic Education and English for Speakers of Other Languages programs fell from 6,404 in the first four months of Fiscal 2010 to 4,415 in the same period of Fiscal 2011. This decline of 31 percent reflects a budget reduction of approximately the same rate in this area. The agency's initial Fiscal 2011 target of 9,500 for this indicator was lowered to 6,500 as a result of this funding reduction.
- The percentage of agency assessments completed as a percent of total agency contracts was 98 percent in the first four months of Fiscal 2011. No assessments were completed in the same period of Fiscal 2010. This turnaround reflects a complete system changeover from paper-based to electronic data management for the large volume of contracts DYCD maintains with outside service providers.

Performance Report

✓ Promote and support the development of healthy, educated youth who are involved in their communities.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|--------|--------|-------------|--------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | FY11 | FY12 | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Out-of-School Time (OST) Enrollment | 87,256 | 85,513 | 73,186 | 58,000 | 58,000 | 55,343 | 54,687 |
| ★ OST Program Participation Rate - elementary (school year) (%) | 78% | 82% | 86% | 80% | 80% | 68% | 65% |
| ★ OST programs meeting target enrollment (school year) (%) | 86% | 93% | 98% | 85% | 85% | 86% | 88% |
| ★ OST programs meeting target enrollment (summer) (%) | 95% | 94% | 97% | 85% | 85% | 96% | 94% |
| OST programs meeting target enrollment - elementary (%) | 89% | 99% | 100% | 90% | 90% | 94% | 95% |
| OST programs meeting target enrollment - middle school (%) | 89% | 91% | 98% | 85% | 85% | 77% | 75% |
| OST programs meeting target enrollment - high school (%) | 77% | 81% | 85% | 80% | 80% | 45% | 62% |
| Calls to Youth Connect | 47,688 | 48,469 | 46,685 | 48,000 | 48,000 | 14,265 | 11,589 |
| Beacon programs' enrollment as percentage of the minimum annual target (%) | 103% | 107% | 119% | 100% | 100% | 66% | 55% |
| Runaway and Homeless Youth served - Crisis beds | 1,824 | 1,713 | 1,489 | 1,860 | 1,860 | 548 | 538 |
| Runaway and Homeless Youth served - Transitional Independent Living beds | 244 | 275 | 294 | 250 | 250 | 170 | 171 |
| ★ Utilization rate for Crisis beds (%) | 100% | 100% | 98% | 90% | 90% | 100% | 91% |
| ★ Utilization rate for Transitional Independent Living beds (%) | 86% | 82% | 80% | 85% | 85% | 70% | 67% |
| ★ Youth reunited with family or placed in a suitable environment from Crisis Shelters (%) | 75% | 72% | 81% | 60% | 60% | 60% | 77% |
| ★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%) | 89% | 90% | 86% | 85% | 85% | 89% | 78% |

★ Critical Indicator "NA" - means Not Available in this report

✓ Prepare youth for economic independence.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|--------|--------|-------------|--------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | FY11 | FY12 | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Summer Youth Employment Program (SYEP) participants | 41,804 | 43,113 | 52,255 | 30,000 | 30,000 | 52,255 | 35,612 |
| ★ Out-of-School Youth placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%) | 72% | 69% | 68% | 62% | 62% | 92% | 85% |
| ★ In-School Youth placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%) | 72% | 72% | 73% | 62% | 62% | 2% | 34% |
| Out-of-School Youth attaining a degree or certificate by the end of the 3rd quarter after exiting the program (%) | 55% | 58% | 63% | 50% | 50% | 70% | 74% |
| In-School Youth attaining a degree or certificate by the end of the 3rd quarter after exiting the program (%) | 71% | 66% | 65% | 50% | 50% | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

✓ **Strengthen and revitalize the communities of New York City.**



| | A c t u a l | | | T a r g e t | | | |
|---|-------------|-------|-------|-------------|-------|----------------|----------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Community Development program participants achieving target outcomes designated for clients in each program area (%) | 65% | 65% | 86% | 40% | 40% | 35% | 43% |
| Number of participants served in Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) literacy programs | 6,269 | 9,626 | 9,812 | 6,500 | 6,500 | 6,404 | 4,415 |
| ★ Adult Basic Education and ESOL participants meeting federal standards of improvement in demonstrating an increased ability to read, write and speak English (%) | 46% | 49% | 53% | 45% | 45% | NA | NA |
| Participants achieving positive outcomes in immigration initiatives (%) | 45% | 50% | 59% | 45% | 45% | 31% | 31% |
| Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS) | 667 | 798 | 751 | 550 | 550 | 274 | 279 |

★ Critical Indicator "NA" - means Not Available in this report

✓ **Perform efficient programmatic and fiscal monitoring of service contracts.**

| | A c t u a l | | | T a r g e t | | | |
|---|-------------|------|------|-------------|------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Performance Statistics | | | | | | | |
| ★ Agency Assessments Completed as a percent of total agency contracts | 90% | 98% | 90% | 90% | 90% | 0% | 98% |
| Fiscal Audits | 545 | 344 | 347 | 345 | 345 | NA | NA |
| ★ Contracts Terminated | 36 | 12 | 2 | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The Department of Youth and Community Development provides service to its customers through its call center, website and correspondence.

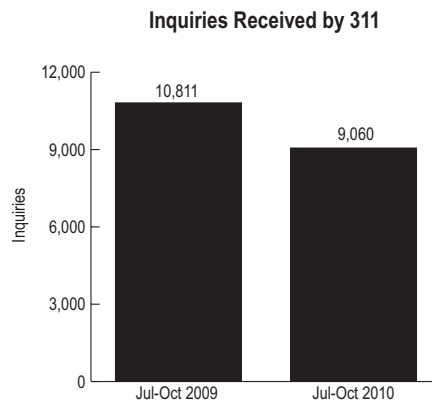
| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average call wait time (in seconds)</i> | 31.0 | 190.1 |
| <i>Average response time for email correspondence (days)</i> | 3.0 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 2.8 | 9.0 |
| <i>Number of completed customer requests for interpretation</i> | 842 | 367,322 |



Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 9,060 DYCD-related inquiries from July through October 2010.



| Top 5 DYCD - related inquiries: | Total | % of DYCD Inquiries |
|--|-------|---------------------|
| <i>Literacy and GED Instruction for Adults</i> | 1,912 | 21.1% |
| <i>Shelter and Assistance for Runaway or Homeless Youth</i> | 1,360 | 15.0% |
| <i>Literacy and GED Instruction for Non-English Speakers</i> | 1,039 | 11.5% |
| <i>Youth Services and Counseling - Youth Connect</i> | 769 | 8.5% |
| <i>Elementary School Student After School Program - Enrolled</i> | 609 | 6.7% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | \$384.1 | \$382.7 | \$405.9 | \$360.1 | \$360.0 | \$257.8 | \$277.5 | \$229.5 |
| <i>Personnel</i> | 452 | 434 | 424 | 435 | 406 | 384 | 410 | 403 |
| <i>Overtime paid (\$000)</i> | \$360 | \$196 | \$218 | * | * | * | \$60 | \$45 |
| <i>Human services contract budget (\$ millions)</i> | \$288.1 | \$290.2 | \$300.5 | \$263.3 | \$264.4 | \$191.5 | \$96.3 | \$79.9 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

None

INFRASTRUCTURE, ADMINISTRATIVE AND COMMUNITY SERVICES



Department of Environmental Protection



Department of Transportation



Department of Buildings



New York City Housing Authority



Department of Housing Preservation and Development



Department of Design and Construction



Department of Citywide Administrative Services



Department of Information Technology and Telecommunications



311 Customer Service Center



Department of Records & Information Services



Department of Sanitation



Department of Parks & Recreation



Department of City Planning



Landmarks Preservation Commission



Department of Cultural Affairs



Taxi and Limousine Commission



DEPARTMENT OF ENVIRONMENTAL PROTECTION

Caswell F. Holloway, Commissioner

Key Public Service Areas

- ✓ Ensure the sufficiency, quality, and security of the City's water supply.
- ✓ Repair and maintain in-City water delivery and sewer collection systems.
- ✓ Treat wastewater and sewage to maintain and enhance water quality in the receiving waters surrounding the City.
- ✓ Bill and collect revenue for water and sewer usage.
- ✓ Improve public safety and quality of life through enforcement of City laws and rules in the areas of air pollution, asbestos, noise pollution, and hazardous materials.

Scope of Agency Operations

The Department of Environmental Protection (DEP) protects the environmental health, welfare, and natural resources of the City and its residents. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily and serves more than half the population of New York State, and manages 14 in-City wastewater treatment plants, as well as eight treatment plants upstate. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 835,000 water and sewer accounts, and manages citywide water conservation programs.

Critical Objectives

- Monitor drinking water sources to ensure compliance with federal and State water quality standards.
- Protect and secure the watershed area.
- Maintain the integrity of the water supply and distribution systems.
- Maintain the integrity of the storm water and wastewater sewer collection system.
- Respond to water and wastewater system emergencies and perform repairs in a timely manner.
- Comply with federal and State standards for the treatment of wastewater.
- Ensure that customer billing is accurate and transparent.
- Respond to complaints in a timely manner.
- Enforce the administrative code provisions that regulate asbestos, air, noise, and hazardous materials.
- Respond to asbestos and hazardous materials emergencies in a timely manner.

Preliminary Performance Highlights

- Patrol hours in the City's watershed area grew by 12.5 percent to more than 108,000 as a class of recently graduated Environmental Police Officers became available for duty. This increase, in conjunction with a greater proportion of land being opened to the public and a concurrent increase in recreational users, led to a 100 percent rise in violation and warning issuance.
- The Department resolved catch basin complaints in five days compared to 9.1 days a year ago. The quicker resolution time is largely attributed to new tracking and inspection procedures implemented in Fiscal 2010 and pre-inspections of known flooding areas prior to major storm events, helping to reduce the number of complaints. Overall, DEP received 11.4 percent fewer complaints for clogged catch basins.
- Street cave-in complaints continued on a downward trend for the third consecutive year, declining by 33 percent to 2,207, with response times falling by nine days to 3.3 days. The decrease in complaints is largely due to improvements made over the last two years which have resulted in better identification and, consequently, more accurate reporting of different types of street defects. This has led to a significant reduction in the number of complaints misidentified as cave-ins and, more recently, to much quicker response times.
- DEP completed repairs/replacements of high-priority hydrants in 7.3 days, or 54 percent faster, due to procedural changes instituted last year. The average backlog of broken and inoperative hydrants grew to 601 but remained well below the 1 percent target at .63 percent.
- Only 12.9 percent of water/sewer bills were based on estimated readings, better than expected. As of October 2010 DEP had installed approximately 525,000 automated meter readers (AMRs), representing 62 percent of accounts, compared to about 116,000 AMRs or 14 percent of accounts last October. AMR technology allows meters to be read remotely and accounts for the decrease in the percent of estimated bills issued.



- At 102.2 percent, the Department collected more revenue than planned. Several factors contributed to the higher collection rate, including: a focus on short-term delinquencies, an increase in the percentage of bills based on meter readings, and expanded customer outreach services and payment assistance programs.
- The Department repaired/replaced 3,401 meters under its traditional program, two-thirds fewer than during the same period last year. Additionally, as part of the program to install AMR devices, DEP replaced 84,258 meters in the first four months of the fiscal year.
- On average, air and noise complaints were each closed 5.2 days faster due to both a 9.5 percent overall decrease in complaints and the allocation of additional resources to respond to certain categories of simpler complaints that do not require inspections.
- A Fiscal 2010 change in the City's rules governing asbestos removal and asbestos-related work established additional filing, approval and inspection requirements. These changes resulted in a 21 percent increase in the number of project filings and an 81 percent increase in inspections. The number of asbestos violations issued by the Department more than tripled, from 287 to 1,233.

Performance Report

✓ Ensure the sufficiency, quality, and security of the City's water supply.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|-------|-------|-----------------|------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| <i>In-City samples meeting water quality standards for coliform (%)</i> | 100% | 100% | 100% | * | * | 100% | 100% |
| ★ <i>Percent of samples testing positive for coliform bacteria</i> | 0.2% | 0.2% | 0.3% | * | * | 0.6% | 0.9% |
| ★ <i>Number of drinking water analyses above maximum contaminant level</i> | 53 | 130 | 15 | * | * | 10 | 3 |
| <i>Completed applications for work to comply with Watershed Rules and Regulations</i> | 866 | 678 | 646 | * | * | 237 | 290 |
| <i>Notices of Violation and Notices of Warning issued in the watershed</i> | 165 | 205 | 275 | * | * | 76 | 152 |
| <i>Patrol hours for Environmental Police and watershed protection staff (000)</i> | 298.9 | 286.0 | 304.2 | * | * | 96.3 | 108.3 |
| ★ <i>Percent of reservoir capacity filled (end of month)</i> | 89.8% | 99.1% | 91.0% | * | * | 91.6% | 79.8% |
| <i>Average daily in-City water consumption (millions of gallons)</i> | 1,115 | 1,039 | 1,017 | * | * | 1,041 | 1,108 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Repair and maintain in-City water delivery and sewer collection systems.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|--------|--------|-----------------|--------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ <i>Sewer backup complaints received</i> | 21,797 | 16,977 | 14,883 | * | * | 4,413 | 4,714 |
| ★ <i>Sewer backup resolution time (hours)</i> | 6.7 | 5.6 | 5.8 | 7.0 | 7.0 | 4.7 | 5.3 |
| ★ <i>Percent of sewer backups recurring locally within 2 years</i> | 48.3% | 48.8% | 47.2% | * | * | 47.6% | 46.9% |
| ★ <i>Leak complaints received</i> | 4,275 | 4,583 | 3,908 | * | * | 1,023 | 1,228 |
| ★ <i>Leak resolution time (days)</i> | 13.4 | 13.8 | 15.1 | 17.0 | 17.0 | 16.1 | 17.1 |
| <i>Water main surveyed for leak detection (% linear feet)</i> | 56.6% | 59.7% | 59.2% | 56.0% | 56.0% | 20.6% | 19.3% |
| ★ <i>Water main breaks</i> | 429 | 513 | 360 | 575 | 575 | 67 | 74 |
| ★ <i>Average time to restore water to customers after confirming breaks (hours)</i> | 12.1 | 9.1 | 5.5 | * | * | 7.0 | 6.7 |
| <i>Repairs to distribution system</i> | 20,166 | 18,765 | 17,777 | 19,000 | 19,000 | 5,236 | 5,074 |
| ★ <i>Catch basin complaints received</i> | 18,305 | 12,943 | 11,330 | * | * | 4,792 | 4,246 |
| ★ <i>Catch basin backup resolution time (days)</i> | 6.5 | 7.0 | 8.4 | 9.0 | 9.0 | 9.1 | 5.0 |

★ Critical Indicator "NA" - means Not Available in this report



| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|-------|-------|-----------------|-------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ Percent of catch basin backups recurring locally within 2 years | 31.4% | 29.6% | 27.9% | * | * | 26.8% | 25.4% |
| Catch basins surveyed/inspected (%) | 36.5% | 40.5% | 35.1% | 33.3% | 33.3% | 7.9% | 9.6% |
| ★ Street cave-in complaints received | 19,272 | 9,545 | 6,302 | * | * | 3,293 | 2,207 |
| Street cave-in complaints resolved | 15,872 | 8,780 | 4,435 | * | * | 2,369 | 1,399 |
| ★ Average time to respond to street cave-in complaints and make safe (days) | 8.7 | 10.4 | 8.3 | * | * | 12.3 | 3.3 |
| Broken and inoperative hydrants (%) | 0.39% | 0.45% | 0.52% | 1.00% | 1.00% | 0.50% | 0.63% |
| ★ Average time to repair or replace high-priority broken or inoperative hydrants (days) | 14.8 | 15.2 | 7.5 | * | * | 15.8 | 7.3 |
| ★ Average backlog of broken and inoperative hydrants | 421 | 492 | 572 | * | * | 538 | 601 |

★ Critical Indicator "NA" - means Not Available in this report

✓ **Treat wastewater and sewage to maintain and enhance water quality in the receiving waters surrounding the City.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|-------|--------|-----------------|--------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| Wastewater treatment plant (WWTP) effluent meeting federal standards (%) | 99.9% | 99.9% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| ★ WWTPs - Critical equipment days below minimum | 1,360 | 1,158 | 1,941 | * | * | 537 | 594 |
| Percent of out-of-service critical equipment that is attributable to planned work | NA | NA | NA | * | * | NA | 44% |
| Percent of harbor survey stations meeting the swimmable standard of 5mg/L for dissolved oxygen | 90% | 89% | 88% | 89% | 89% | 68% | 68% |

★ Critical Indicator "NA" - means Not Available in this report

✓ **Bill and collect revenue for water and sewer usage.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|-----------|-----------|-----------------|-----------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| Estimated bills (%) | 16.3% | 16.8% | 17.0% | 15.0% | 15.0% | 16.8% | 12.9% |
| Total revenue collected (\$ millions) | \$2,173.4 | \$2,333.9 | \$2,552.4 | \$2,836.8 | \$3,108.9 | \$1,174.4 | \$1,314.3 |
| ★ Total revenue as percent of plan | 97.7% | 95.0% | 95.2% | * | * | 94.9% | 102.2% |
| ★ Percent of billed amount collected in 30 days | 54.8% | 56.8% | 56.4% | * | * | 51.0% | 55.7% |
| Accounts receivable - Total balance (\$ millions) | \$1,046 | \$1,131 | \$1,242 | * | * | \$546 | \$662 |
| - Delinquent for more than 180 days (\$ millions) | \$323 | \$287 | \$313 | * | * | \$290 | \$333 |
| - Delinquent for more than 1 year (\$ millions) | \$233 | \$204 | \$220 | * | * | \$203 | \$227 |
| Meters repaired/replaced | 29,240 | 29,719 | 18,891 | 5,600 | 5,600 | 9,813 | 3,401 |

★ Critical Indicator "NA" - means Not Available in this report



- ✓ **Improve public safety and quality of life through enforcement of City laws and rules in the areas of air pollution, asbestos, noise pollution, and hazardous materials.**

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|--------|--------|-----------------|------|-------------------|-------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| ★ <i>Air complaints received</i> | 12,625 | 11,692 | 9,699 | * | * | 3,760 | 3,439 |
| <i>Air complaints responded to within seven days (%)</i> | 82% | 79% | 76% | 85% | 85% | 73% | 69% |
| ★ <i>Average days to close air quality complaints</i> | 13.8 | 13.1 | 10.8 | * | * | 13.9 | 8.7 |
| ★ <i>Noise complaints received</i> | 49,221 | 39,371 | 31,778 | * | * | 11,794 | 10,644 |
| <i>Noise complaints not requiring access to premises responded to within seven days (%)</i> | 85% | 85% | 86% | 85% | 85% | 81% | 85% |
| ★ <i>Average days to close noise complaints</i> | 18.7 | 17.7 | 15.3 | * | * | 16.7 | 11.5 |
| ★ <i>Asbestos complaints received</i> | 2,350 | 1,391 | 1,180 | * | * | 384 | 457 |
| <i>Asbestos complaints responded to within three hours (%)</i> | 99% | 99% | 100% | 90% | 90% | 99% | 100% |
| ★ <i>Average days to close asbestos complaints</i> | 0.29 | 0.23 | 0.27 | * | * | 0.21 | 0.19 |
| <i>Emergencies responded to within one hour (%)</i> | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| <i>DEP - issued violations</i> | 8,577 | 7,412 | 9,466 | * | * | 2,996 | 4,233 |
| - <i>Air violations</i> | 4,657 | 4,346 | 4,983 | * | * | 1,715 | 2,013 |
| - <i>Noise violations</i> | 3,420 | 2,559 | 2,446 | * | * | 994 | 987 |
| - <i>Asbestos violations</i> | 500 | 507 | 2,037 | * | * | 287 | 1,233 |
| <i>Notices of Violation (all categories) upheld at the Environmental Control Board (%)</i> | NA | 77.6% | 77.1% | * | * | 77% | 78.8% |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The Department of Environmental Protection provides service to its customers through its call centers, walk-in facilities, website and correspondence.

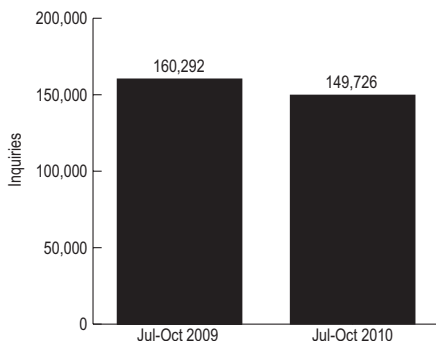
| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average call wait time (in seconds)</i> | 49.0 | 190.1 |
| <i>Average response time for email correspondence (days)</i> | 2.5 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 13.6 | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | 03:39 | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 1,320 | 367,322 |

Inquiries and Service Requests Received by 311 Customer Service Center



The 311 Customer Service Center received 149,726 DEP-related inquiries from July through October 2010.

Inquiries Received by 311



| Top 5 DEP - related inquiries: | Total | % of DEP Inquiries |
|---------------------------------------|--------|--------------------|
| Fire Hydrant - Running Full | 23,966 | 16.0% |
| Noise (all inquiries) | 22,150 | 14.8% |
| Fire Hydrant - Running or Leaking | 12,180 | 8.1% |
| Sewer Backup Complaint | 10,780 | 7.2% |
| Catch Basin Complaint | 6,183 | 4.1% |

Top Five 311 Service Requests for DEP

| Service Requests | # of SRs | Expected Hours to Action | Average Hours to Action | % of SRs Meeting Time to Action |
|------------------------------|----------|--------------------------|-------------------------|---------------------------------|
| Hydrant Running Full | 6,315 | 24 | 39.4 | 78% |
| Sewer Backup | 4,873 | 6 | 4.7 | 72% |
| Hydrant Running | 4,093 | 48 | 44.7 | 81% |
| Leak | 3,786 | 16 | 15.6 | 85% |
| Catch Basin Clogged/Flooding | 3,756 | 144 | 53.0 | 88% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|-----------|-----------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| Expenditures (\$ millions) ² | \$919.1 | \$1,034.1 | \$1,470.9 | \$1,016.8 | \$1,036.0 | \$987.3 | \$395.0 | \$408.5 |
| Revenues (\$ millions) | \$102.9 | \$59.8 | \$24.0 | \$21.6 | \$22.2 | \$22.8 | \$8.3 | \$9.1 |
| Personnel | 6,304 | 6,054 | 5,963 | 6,095 | 6,128 | 6,084 | 6,009 | 5,844 |
| Overtime paid (\$000) | \$38,718 | \$36,417 | \$31,985 | * | * | * | \$8,392 | \$8,497 |
| Capital commitments (\$ millions) | \$3,050.8 | \$2,174.8 | \$2,649.9 | \$1,709.8 | \$2,452.9 | \$1,717.8 | \$1,287.1 | \$362.7 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- The Department added the indicator 'Percent of out-of-service critical equipment that is attributable to planned work' to complement the metric that reports on the number of days that equipment is offline. Additionally, the term "sewage treatment plant" was replaced with "wastewater treatment plant" in two indicators.
- The indicator 'Harbor survey stations in compliance with State standard for dissolved oxygen (%)' was renamed 'Percent of harbor survey stations meeting the swimmable standard of 5mg/L for dissolved oxygen,' which more precisely describes the metric.
- The Department revised four-month Fiscal 2010 data for 'Water main breaks,' from 83 to 67.





DEPARTMENT OF TRANSPORTATION

Janette Sadik-Khan, Commissioner

Key Public Service Areas

- ✓ Ensure the safety of the traveling public.
- ✓ Improve mobility throughout the City.
- ✓ Rehabilitate and maintain the City's bridges.
- ✓ Rehabilitate and maintain the City's streets, sidewalks, and highways.
- ✓ Expand ferry service, walking, and cycling options.

Scope of Agency Operations

The Department of Transportation (DOT) is responsible for the condition and operation of approximately 6,000 miles of streets, highways and public plazas, and 786 bridge structures. DOT ensures traffic safety through several dedicated programs to enhance conditions for pedestrians around schools and in communities with high concentrations of seniors, and with ongoing data-driven review of traffic operations in intersections and corridors throughout the City, as well as through the daily operation of traffic signals at more than 12,300 signalized intersections and over 300,000 street lights. DOT maintains 69 million linear feet of markings on City streets and highways.

DOT manages mobility through the Joint Traffic Management Center in Long Island City, an extensive emergency response operation, its bus rapid transit program, the Staten Island Ferry operation, sidewalk repair and ADA compliance programs, the bicycle program, and the on-street parking system that encompasses approximately 63,000 parking meters.

DOT's infrastructure programs comprise an extensive bridge capital investment and life-cycle maintenance program; roadway resurfacing, repair and maintenance; and a capital program that performs street and sidewalk reconstruction and additional projects such as greenway construction. DOT's alternative fuel program promotes the use of cleaner vehicles in both the public and private sectors.

Critical Objectives

- Improve safety for pedestrians, motorists, and bicyclists.
- Install and maintain traffic controls and safety devices.
- Manage parking and curbside use.
- Manage the City's bridge and road inventory to achieve a state of good repair.
- Ensure accessibility of streets and sidewalks citywide.
- Ensure cleanliness of the arterial highway system.
- Ensure the quality of contractor work.
- Maintain and improve the Staten Island Ferry operation.
- Expand and improve private ferry service, walking and cycling facilities.

Preliminary Performance Highlights

- On average, DOT repaired street lights faster by 0.5 days but took 0.3 hours longer to repair traffic signal defects. Repair times for priority regulatory signs increased slightly from 1.7 to 1.9 days.
- The percent of on-street parking meters that were operable improved to 86.1 percent from 84 percent a year ago.
- Average pothole repair times increased by nearly one day to 6.8 days. The four-month average was adversely affected by exceptionally longer repair times in September, 13.5 days, that resulted when work crews were redirected to assist with tree removal and other emergencies related to the tornado that struck Brooklyn and Queens. When September performance is excluded from the calculation, the average pothole repair time is approximately 5.3 days.
- The Department conducted more than 186,000 inspections of permitted street work, 3.5 percent fewer than during the same four months last year, and issued approximately 2,800 more summonses, an increase of 41.6 percent, as the proportion of street work rated satisfactory fell by three points to 73 percent. An additional 86,768 inspections of street work were completed after the permit expiration date to determine if the street had been properly restored after construction was finished; 80 percent of inspected sites were satisfactory, comparable to last year.



Performance Report

✓ Ensure the safety of the traveling public.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|------------|------------|-----------------|------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ Citywide traffic fatalities | 300 | 276 | 259 | * | * | 93 | 96 |
| - Motorists/passengers | 123 | 98 | 97 | * | * | 38 | 40 |
| - Bicyclists/pedestrians | 177 | 178 | 162 | * | * | 55 | 56 |
| ★ Overall traffic crashes | 182,805 | 177,996 | 183,278 | * | * | NA | NA |
| ★ Average time to respond to traffic signal defect and make safe (hours) | 4.0 | 4.3 | 3.7 | * | * | 3.2 | 3.5 |
| ★ Average time to repair priority regulatory signs after notification (days) | 1.9 | 1.6 | 1.8 | * | * | 1.7 | 1.9 |
| ★ Average time to repair street lights - by DOT (days) | 2.5 | 2.4 | 2.2 | * | * | 2.4 | 1.9 |
| Average time to repair street lights - by ConEd (days) | 12.5 | 14.0 | 13.5 | * | * | 13.5 | 13.5 |
| Speed humps installed near schools | 32 | 27 | 98 | * | * | 44 | 62 |
| Tort cases commenced | 2,146 | 2,138 | 2,175 | * | * | 729 | 713 |
| Tort dispositions | 2,837 | 2,406 | 2,487 | * | * | 738 | 611 |
| Tort payout (\$000) | \$95,314.1 | \$85,744.5 | \$72,593.8 | * | * | \$17,130.1 | \$16,773.6 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Improve mobility throughout the City.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|-------|-------|-----------------|-------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ Average travel speed (miles per hour) - Manhattan Central Business District | NA | 9.1 | 9.3 | * | * | NA | NA |
| Traffic-monitoring cameras | 183 | 183 | 183 | * | * | 183 | 183 |
| ★ On-street parking meters that are operable (%) | 89.9% | 88.7% | 82.9% | 90.0% | 90.0% | 84.0% | 86.1% |
| Percent of metered spaces that have muni-meters (multi-space meters) | 29.9% | 36.6% | 40.9% | * | * | 38.3% | 41.7% |

★ Critical Indicator "NA" - means Not Available in this report

✓ Rehabilitate and maintain the City's bridges.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|-------|-------|-----------------|------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ Bridges rated | | | | | | | |
| - Good or Very Good (%) | 41.4% | 41.8% | 41.4% | * | * | NA | NA |
| ★ - Fair (%) | 58.2% | 57.8% | 58.1% | * | * | NA | NA |
| ★ - Poor (%) | 0.4% | 0.4% | 0.5% | * | * | NA | NA |
| Bridge projects (structural work) substantially completed on schedule | | | | | | | |
| - East River (%) | 100% | 100% | NA | 100% | 100% | NA | NA |
| - Non-East River (%) | 100% | 67% | 100% | 100% | 100% | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

✓ **Rehabilitate and maintain the City's streets, sidewalks, and highways.**



| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|-----------|-----------|-----------------|-------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ Street pavement ratings: percent of lane miles assessed in the 12 months ending June 30th | 88.2% | 88.6% | 87.8% | * | * | NA | NA |
| ★ Streets maintained with a pavement rating of | | | | | | | |
| - Good (%) | 66.4% | 70.9% | 70.8% | * | * | NA | NA |
| - Fair (%) | 33.4% | 28.8% | 28.9% | * | * | NA | NA |
| - Poor (%) | 0.2% | 0.3% | 0.4% | * | * | NA | NA |
| Arterial highway system that is adopted (%) | 65.3% | 61.9% | 61.3% | 75.0% | 75.0% | 61.3% | 64.5% |
| Audited adopted highway miles that receive cleanliness rating of good (%) | 96.8% | 99.3% | 99.4% | * | * | 99.5% | 92.7% |
| ★ Percent of all NYC highways that receive a cleanliness rating of good | 98.3% | 98.3% | 98.1% | * | * | NA | NA |
| Pothole work orders | 48,433 | 49,906 | 59,254 | * | * | 14,061 | 11,511 |
| ★ Average time to close a pothole work order where repair was done (days) | 2.7 | 4.1 | 5.6 | * | * | 5.9 | 6.8 |
| Potholes repaired | 210,032 | 224,648 | 295,297 | * | * | 46,076 | 45,599 |
| Construction permits issued | 253,893 | 268,915 | 244,091 | * | * | 85,052 | 88,975 |
| Inspections of permitted street work | 532,661 | 558,025 | 550,906 | * | * | 193,197 | 186,378 |
| ★ Inspected street work rated satisfactory (%) | 77% | 78% | 75% | 75% | 75% | 76% | 73% |
| Summonses issued | 33,403 | 26,648 | 25,622 | * | * | 6,716 | 9,508 |
| ★ Post-audit inspections for completed street work | 220,272 | 223,352 | 228,440 | * | * | 84,965 | 86,768 |
| ★ Post-audit inspections for completed street work that passed inspection (%) | 86% | 83% | 80% | * | * | 81% | 80% |
| ★ Percent of all crossing points with pedestrian ramps | 72% | 85% | 86% | * | * | NA | NA |
| ★ Percent of existing newsstands converted to new model | 30.4% | 47.0% | 55.1% | * | * | 47.0% | 66.4% |
| Average cost per lane mile resurfaced citywide (\$) | \$137,113 | \$136,191 | \$166,203 | * | * | NA | NA |
| Average cost per ton of asphalt placed citywide (\$) | \$141.40 | \$143.63 | \$172.39 | * | * | NA | NA |
| Average in-house cost of asphalt per ton (\$) | \$47.75 | \$51.17 | \$58.65 | * | * | NA | NA |
| Average vendor cost of asphalt per ton (\$) | \$61.37 | \$73.67 | \$66.94 | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

✓ **Expand ferry service, walking, and cycling options.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|------------|------------|-----------------|-------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ Staten Island Ferry | | | | | | | |
| - Trips that are on-time (%) | 91.0% | 91.1% | 90.6% | 90.0% | 90.0% | 89.6% | 87.6% |
| - Ridership | 19,756,963 | 20,118,000 | 21,464,000 | * | * | 7,773,000 | 7,823,000 |
| - Average cost per passenger (\$) | \$5.69 | \$5.38 | \$5.32 | * | * | NA | NA |
| Private ferry service | | | | | | | |
| - Average weekday ridership | 33,627 | 30,694 | 27,943 | * | * | 29,640 | 30,237 |
| - Number of routes | 19 | 20 | 21 | * | * | 21 | 19 |
| Bicycle lane miles installed | 70.6 | 88.7 | 52.3 | 50.0 | 50.0 | NA | NA |
| ★ Bicycle network connectivity index | 582 | 919 | 1,018 | * | * | NA | NA |
| Bicycle racks installed | 1,377 | 1,529 | 775 | 1,500 | 1,500 | NA | NA |
| ★ Percent of existing bus shelters converted to new model | 45.5% | 59.8% | 72.7% | * | * | 63.2% | 81.4% |
| ★ Pedestrian volume index | 105.5 | 99.9 | 103.4 | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

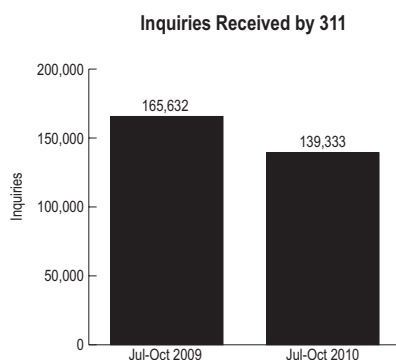
The Department of Transportation provides service to its customers through its call centers, walk-in facilities, website and correspondence.

| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average call wait time (in seconds)</i> | 51.0 | 190.1 |
| <i>Average response time for email correspondence (days)</i> | 5.78 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 5.36 | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | 03:31 | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 285 | 367,322 |

Inquiries and Service Requests Received by 311 Customer Service Center



The 311 Customer Service Center received 139,333 DOT-related inquiries from July through October 2010.



| <i>Top 5 DOT - related inquiries:</i> | Total | % of DOT Inquiries |
|--|--------|-----------------------|
| <i>Alternate Side Parking Information</i> | 19,562 | 14.0% |
| <i>Streetlight Defect</i> | 16,103 | 11.6% |
| <i>Traffic or Pedestrian Signal - Defect</i> | 10,445 | 7.5% |
| <i>Muni-Meter Defective or Damaged</i> | 9,813 | 7.0% |
| <i>Pothole on Street</i> | 7,153 | 5.1% |

Top Five 311 Service Requests for DOT

| <i>Service Requests</i> | # of SRs | Expected Hours to Action | Average Hours to Action | % of SRs Meeting Time to Action |
|--|----------|-----------------------------|----------------------------|---------------------------------------|
| <i>Street Condition - Pothole</i> | 9,541 | 720 | 189 | 97% |
| <i>Street Light Condition - Street Light Out</i> | 9,928 | 240 | 38 | 100% |
| <i>Traffic Signal Condition - Controller</i> | 8,492 | 2 | 1 | 84% |
| <i>Street Condition - Failed Street Repair</i> | 2,156 | 240 | 128 | 87% |
| <i>Broken Muni Meter - No Receipt</i> | 3,296 | 336 | 115 | 90% |



Agency Resources

| Agency Resources | A c t u a l | | | September | Updated | | 4-Month | 4-Month |
|---|-------------|----------|-----------|------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | 2010 MMR FY11 | FY11 ¹ | FY12 ¹ | Actual FY10 | Actual FY11 |
| Expenditures (\$ millions) ² | \$697.8 | \$788.0 | \$800.8 | \$689.4 | \$834.3 | \$670.0 | \$367.4 | \$375.2 |
| Revenues (\$ millions) | \$230.3 | \$244.0 | \$266.7 | \$287.2 | \$283.5 | \$320.2 | \$70.9 | \$82.6 |
| Personnel | 4,899 | 4,951 | 4,988 | 4,396 | 5,142 | 4,390 | 4,887 | 4,956 |
| Overtime paid (\$000) | \$48,899 | \$51,586 | \$52,661 | * | * | * | \$16,667 | \$15,990 |
| Capital commitments (\$ millions) | \$835.4 | \$997.2 | \$1,697.5 | \$1,582.4 | \$1,331.4 | \$1,355.6 | \$557.6 | \$111.5 |
| Work Experience Program (WEP) participants assigned | 105 | 85 | 199 | * | * | * | 87 | 122 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- The Department revised four-month Fiscal 2010 data for 'Average time to repair street lights – by ConEd (days),' 'On-street parking meters that are operable (%)' and 'Speed humps installed near schools.' Fiscal 2008 data for the latter indicator and for 'Bicycle network connectivity index' was also updated.
- Fiscal 2010 data for 'Average in-house cost of asphalt per ton (\$),' previously reported as "NA," has been provided.





DEPARTMENT OF BUILDINGS

Robert LiMandri, Commissioner

Key Public Service Areas

- ✓ Ensure the safe and lawful use of buildings and properties by enforcing the Building Code, Zoning Resolution, and other applicable laws.
- ✓ Facilitate compliant construction through the timely delivery of services.

Scope of Agency Operations

The Buildings Department ensures the safe and lawful use of more than 975,000 buildings and properties by enforcing the City's Building Code, Zoning Resolution, New York State Labor Law and New York State Multiple Dwelling Law. On an annual basis the Department reviews more than 65,000 construction plans, issues over 130,000 new and renewed permits, performs approximately 370,000 inspections, and issues 25 types of licenses and registrations. The Department facilitates compliant construction by continually streamlining the permit application process, and delivers services with integrity and professionalism.

Critical Objectives

- Protect public safety by inspecting construction and buildings to ensure compliance.
- Prevent construction-related injuries and fatalities.
- Enforce Building Code and zoning regulations.
- Improve the enforceability of violations issued.
- Respond to public complaints in a timely manner.
- Ensure that individuals have proper qualifications to perform regulated work.
- Improve the timeliness of construction plan reviews, permit issuance, and related inspections.

Preliminary Performance Highlights

- Construction inspections fell by 15.6 percent to 64,944. The decline is attributable to several factors including a nearly 19 percent drop in emergency (Priority A) and nonemergency (Priority B) complaints, the full implementation of standardized inspections, and an increased focus on specialized inspections, both of which require longer time to complete than the more routine inspections. The same factors also affected inspector productivity, which decreased from 9.1 to 8.4 inspections per day.
- On average, DOB's response to emergency complaints rose slightly by 2.4 hours, but response time to nonemergencies grew by 17.2 days to 30.5 days as the Department allocated its limited resources to special initiatives and inspections. Approximately 76 percent of nonemergency complaints were responded to within 40 days, below the 80 percent target.
- Incidents of unsafe façade conditions and falling debris resulting in injuries declined by 50 percent, from 18 to 9. As part of its proactive safety efforts the Department issues advisories in anticipation of unfavorable weather conditions, and conducts random spot-checks of construction sites to ensure that sites have been adequately secured. Immediately following a fatal fall from a balcony in Midtown, DOB launched a citywide facade safety initiative. From March 2010 to September 2010 inspectors visited 848 buildings and issued vacate orders at 17 buildings where balcony conditions posed an immediate risk to tenants.
- The percentage of residential illegal conversion complaints where Department inspectors were able to gain access fell to 43 percent from 50 percent a year ago principally due to a decrease in the number of evening and weekend inspections, when there is a greater likelihood that occupants will be home. After hours and weekend inspections were reduced as a result of cuts in authorized overtime. When access was obtained, violations were issued in a significantly higher percent of cases, 48.1 percent compared to 29.2 percent during the same four months of the prior year.
- The Department issued 38.1 percent fewer licenses and registrations, reflecting normal fluctuations in the licensing cycle and changes in renewal periods.
- Approximately 11 percent fewer Certificates of Correction were approved by the Department compared to the same period last year, when the



number of approvals were at the highest due, in part, to the City's Penalty Relief Program, which ended in December 2009. The three-month program offered businesses and property owners the opportunity to resolve eligible outstanding violations by paying only base fines provided that, where applicable, participants submitted proof that the violating condition had been corrected.

- The percentage of audits of professionally certified jobs resulting in revocation notices decreased by nine points to a low of 12.7 percent. The enactment of a 2007 State law granting the Buildings Commissioner the authority to exclude registered architects and licensed engineers from professionally filing applications if they are found to have knowingly or negligently submitted false documents and other enforcement tools have contributed to improved compliance with Department requirements and the decrease in revocation notices.
- On average, DOB completed its initial review of building plans more quickly. At 4.5 days, overall review time met the performance target and was one day faster than last year.

Performance Report

- ✓ **Ensure the safe and lawful use of buildings and properties by enforcing the Building Code, Zoning Resolution, and other applicable laws.**

| | Actual | | | Target | | 4-Month Actual | 4-Month Actual |
|---|---------|---------|---------|--------|-------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| <i>Construction inspections completed</i> | 229,157 | 244,585 | 212,038 | * | * | 76,963 | 64,944 |
| - Complaints (%) | 36.3% | 31.7% | 33.8% | * | * | 34.4% | 34.4% |
| - Certificate of Occupancy (%) | 9.1% | 7.5% | 7.4% | * | * | 7.6% | 7.5% |
| - Construction monitoring (%) | 17.6% | 20.0% | 16.9% | * | * | 18.9% | 14.2% |
| - Other (%) | 37.0% | 40.8% | 42.0% | * | * | 39.2% | 43.9% |
| ★ Average construction inspections per inspector day | 9.9 | 9.5 | 8.9 | 9.0 | 9.0 | 9.1 | 8.4 |
| ★ Construction inspections resulting in at least one Stop Work Order (%) | 3.5% | 2.4% | 1.6% | * | * | 1.7% | 1.4% |
| ★ Construction inspections resulting in a Vacate Order (%) | 1.0% | 1.0% | 1.4% | * | * | 1.3% | 1.5% |
| <i>Construction inspections resulting in at least one Work Without a Permit Violation (%)</i> | 4.7% | 4.5% | 4.8% | * | * | 4.7% | 5.3% |
| ★ Number of Priority A (emergency) complaints received | 24,457 | 22,114 | 18,828 | * | * | 6,903 | 5,539 |
| ★ Number of Priority B (nonemergency) complaints received | 92,509 | 89,134 | 76,485 | * | * | 29,613 | 24,149 |
| <i>Number of Priority A complaints responded to</i> | 24,185 | 22,145 | 18,535 | * | * | 6,813 | 5,498 |
| <i>Number of Priority B complaints responded to</i> | 92,786 | 89,217 | 74,708 | * | * | 26,912 | 23,433 |
| <i>Priority A complaints responded to within 1.5 days (%)</i> | 95.0% | 96.6% | 95.7% | 95.0% | 95.0% | 95.9% | 95.5% |
| <i>Priority B complaints responded to within 40 days (%)</i> | 92.0% | 93.5% | 78.2% | 80.0% | 80.0% | 82.2% | 75.8% |
| ★ Average time to respond to Priority A complaints (days) | 0.4 | 0.4 | 0.3 | * | * | 0.3 | 0.4 |
| ★ Average time to respond to Priority B complaints (days) | 13.6 | 10.5 | 19.8 | * | * | 13.3 | 30.5 |
| ★ Percent of incident inspections resulting in violations | 75.1% | 74.1% | 76.0% | * | * | 77.3% | 73.2% |
| ★ Number of incidents of unsafe facade conditions and falling debris resulting in injuries | 45 | 48 | 42 | * | * | 18 | 9 |
| ★ Percent of unsafe facade conditions and falling debris complaints where access was obtained and violations were written | 32.2% | 34.3% | 43.3% | * | * | 39.3% | 43.9% |
| ★ Percent of residential illegal conversion complaints where access was obtained | 51% | 49% | 45% | * | * | 50% | 43% |
| ★ Percent of residential illegal conversion complaints where access was obtained and violations were written | 35.5% | 32.9% | 31.5% | * | * | 29.2% | 48.1% |
| ★ Percent of after hours work complaints where access was obtained and violations were written | 6.0% | 4.0% | 6.3% | * | * | 7.3% | 5.7% |
| ★ Percent of failure to maintain complaints where access was obtained and violations were written | 61.4% | 72.6% | 73.5% | * | * | 71.6% | 71.5% |
| ★ Number of construction-related incidents | 474 | 543 | 649 | * | * | 213 | 194 |
| - Construction-related accidents | 123 | 212 | 244 | * | * | 83 | 88 |

★ Critical Indicator "NA" - means Not Available in this report



| | A c t u a l | | | T a r g e t | | | |
|---|-------------|--------|--------|-------------|-------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Number of construction-related injuries | 167 | 233 | 254 | * | * | 88 | 93 |
| ★ Number of construction-related fatalities | 25 | 5 | 5 | * | * | 1 | 1 |
| Licenses and registrations issued (new and renewal) | 16,426 | 15,280 | 15,876 | * | * | 5,168 | 3,201 |
| Mail-in license renewals processed within 25 days (%) | 72.9% | 47.5% | 92.0% | 70.0% | 70.0% | 92.5% | 97.0% |
| Environmental Control Board violations issued | 63,575 | 76,870 | 70,569 | * | * | 26,338 | 23,753 |
| Environmental Control Board violations issued that were upheld in court | 16,642 | 18,802 | 19,003 | * | * | NA | NA |
| Certificates of Correction approved | 37,598 | 45,234 | 53,473 | * | * | 18,358 | 16,313 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Facilitate compliant construction through the timely delivery of services.

| | A c t u a l | | | T a r g e t | | | |
|---|-------------|--------|--------|-------------|-------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Jobs filed | 75,526 | 64,442 | 60,235 | * | * | 20,206 | 23,061 |
| - New Buildings | 4,543 | 3,039 | 1,427 | * | * | 461 | 609 |
| - Alterations I (major renovation) | 6,378 | 4,924 | 4,181 | * | * | 1,379 | 1,353 |
| - Alterations II and III (minor renovation) | 64,605 | 56,479 | 54,627 | * | * | 18,366 | 21,099 |
| Jobs pending with objections by DOB (%) | 43.8% | 48.6% | 45.5% | * | * | 41.8% | 42.7% |
| Jobs approved with modifications made (%) | 31.9% | 37.0% | 33.0% | * | * | 24.5% | 24.3% |
| Certificates of Occupancy issued | 11,307 | 9,219 | 7,672 | * | * | 2,711 | 2,514 |
| Jobs professionally certified (%) | 47.5% | 45.5% | 45.1% | * | * | 47.6% | 48.6% |
| ★ Jobs professionally certified that were audited (%) | 26.3% | 24.2% | 24.4% | 20.0% | 20.0% | 20.0% | 20.5% |
| ★ Audits of professionally certified jobs resulting in revocation notices (%) | 35.2% | 26.0% | 20.1% | * | * | 21.7% | 12.7% |
| Applications resulting in a permit (%) | 75.0% | 76.4% | 75.0% | * | * | 62.6% | 62.8% |
| ★ Average days to complete first plan review | 2.7 | 3.1 | 5.1 | 4.5 | 4.5 | 5.5 | 4.5 |
| ★ - New buildings | 6.9 | 7.1 | 16.2 | * | * | 18.1 | 13.9 |
| - Alteration I (major renovation) | 5.7 | 7.1 | 13.7 | * | * | 14.8 | 11.9 |
| - Alterations II and III (minor renovation) | 2.2 | 2.5 | 4.0 | * | * | 4.1 | 3.7 |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The Department of Buildings provides service to its customers through its call centers, walk-in facilities, website and correspondence. Preliminary Fiscal 2011 figures cover July-September for walk-in services and interpretation, and July-October for other measures.

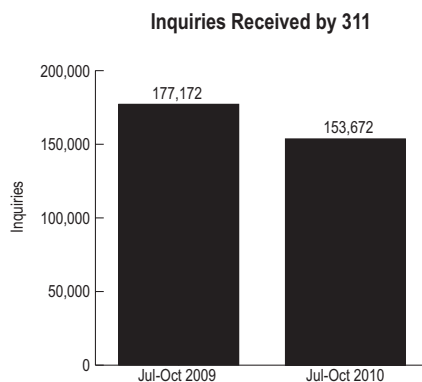
| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|--|----------------------------|------------------------------------|
| Average call wait time (in seconds) | 9.0 | 190.1 |
| Average response time for email correspondence (days) | 17.51 | 7.0 |
| Average response time for letters/mail correspondence (days) | 13.82 | 9.0 |
| Average wait time to speak with a customer service agent at a walk-in facility (min:sec) | 21:00 | 26:40 |
| Number of completed customer requests for interpretation | 8 | 367,322 |



Inquiries and Service Requests Received by 311 Customer Service Center



The 311 Customer Service Center received 153,672 DOB-related inquiries from July through October 2010.



| Top 5 DOB - related inquiries: | Total | % of DOB Inquiries |
|---|--------|--------------------|
| <i>Schedule a Plan Examiner Appointment</i> | 58,315 | 37.9% |
| <i>Cancel/Modify/Reschedule PlanExamAppointments</i> | 15,721 | 10.2% |
| <i>Illegal Conversion or Occupancy of Residential Space</i> | 12,017 | 7.8% |
| <i>Building Construction Complaint - Illegal Construction</i> | 8,524 | 5.5% |
| <i>Defective or Uninspected Elevator or Escalator Complaint</i> | 6,638 | 4.3% |

Top Five 311 Service Requests for DOB- July-October Fiscal 2011

| Service Requests | # of SRs | Expected Days to Action | Average Days to Action | % of SRs Meeting Time to Action |
|--|-----------------|--------------------------------|-------------------------------|--|
| <i>No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator</i> | 10,865 | 60 | 34.2 | 75% |
| <i>Illegal Conversion of Residential Building/Space</i> | 8,597 | 60 | 94.5 | 35% |
| <i>Elevator - Defective/Not Working</i> | 4,247 | 60 | 107.8 | 21% |
| <i>General Construction/Plumbing - Failure To Maintain</i> | 2,101 | 60 | 16.1 | 88% |
| <i>General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits</i> | 720 | 60 | 24.3 | 83% |

Agency Resources

| | A c t u a l | | | September 2010 MMR FY11 | Updated FY11¹ | FY12¹ | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|--------------------|-------------|-------------|--------------------------------|---------------------------------|-------------------------|----------------------------|----------------------------|
| <i>Agency Resources</i> | FY08 | FY09 | FY10 | | | | | |
| <i>Expenditures (\$ millions)²</i> | \$99.4 | \$109.7 | \$101.5 | \$98.4 | \$99.7 | \$89.7 | \$36.0 | \$37.2 |
| <i>Revenues (\$ millions)</i> | \$152.9 | \$147.1 | \$132.9 | \$125.2 | \$142.1 | \$132.4 | \$41.6 | \$54.1 |
| <i>Personnel</i> | 1,240 | 1,227 | 1,174 | 1,236 | 1,203 | 1,170 | 1,208 | 1,137 |
| <i>Overtime paid (\$000)</i> | \$6,919 | \$5,645 | \$4,317 | * | * | * | \$1,170 | \$976 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- The Department updated four-month Fiscal 2010 data for 'Construction inspections completed' and for three of the related sub-indicators. Four-month Fiscal 2010 data was also updated for five measures related to Priority A and B complaints, and for the indicators 'Environmental Control Board violations issued' and 'Certificates of Correction approved.'

- The Department lowered its productivity target for ‘Average construction inspections per inspector day’ from 10 to 9 to reflect changes in inspection protocols and strategies and recent performance trends.
- DOB will no longer report data for the indicators ‘Investigations resulting in enforcement actions’ and ‘Violations and summonses issued for work without proper qualifications.’ The Department will continue to report the number of Environmental Control Board violations that it issues, which includes those issued for work without proper qualifications.







NEW YORK CITY HOUSING AUTHORITY

John B. Rhea, Chairman

Key Public Service Areas

- ✓ Provide affordable housing for low- and moderate-income New York City residents.
- ✓ Provide a safe and clean living environment for public housing residents.
- ✓ Provide access to social services and job training initiatives.

Scope of Agency Operations

The New York City Housing Authority (NYCHA) provides affordable housing to over 404,000 low- and moderate-income City residents in 334 housing developments with 178,746 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists 96,957 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 70 community centers, 38 senior centers and a variety of programs.

Critical Objectives

- Optimize access to affordable housing in public housing developments to income-eligible families.
- Increase access to affordable housing in privately owned units through the distribution of federal rent subsidies (Section 8 vouchers) to income-eligible families.
- Complete maintenance service requests and quality repair work on schedule.
- Reduce crime through security initiatives and collaboration with the New York City Police Department.
- Operate and monitor community and senior citizen center programs.
- Assess residents' social service needs and refer them to appropriate services.
- Increase the number of residents who get jobs through NYCHA sponsored programs.

Preliminary Performance Highlights

- The average turnaround days to re-occupy vacant apartments has improved by 16 percent during the first four months of Fiscal 2011, to 30.78 days compared to 36.69 during the same period in Fiscal 2010. Increased application outreach efforts and better coverage for available apartments have contributed to the reduction in turnaround time.
- The average time to prepare vacant apartments decreased by 10 percent in Fiscal 2011 to 29.35 days, compared to 32.47 days during Fiscal 2010. Performance for this indicator exceeded the target of 20 days but was the lowest since Fiscal 2008. The reduction in the prep time is primarily due to the close monitoring of the management of work orders in the move out and apartment preparation process.
- The number of applicants placed in public housing was eight percent higher during the first four months of Fiscal 2011 when 1,919 applicants were placed, compared to 1,770 during the same period in Fiscal 2010. The higher number of placements can be attributed to better coverage of rentable vacancies from referrals on the agency's waiting list.
- The number of applicants placed through Section 8 vouchers was 95 percent lower during the first four months of Fiscal 2011 (227) compared to the same period in Fiscal 2010 (4,824). In December 2009, NYCHA faced a Section 8 budget shortfall due to economic conditions that drove increased demand, increased success rate of voucher holders searching for apartments and lower than anticipated attrition, which increased utilization. In addition, the US Department of Housing and Urban Development (HUD) recaptured approximately \$60 million in reserves. As a result, NYCHA was forced to cease voucher issuance and stop processing Section 8 applications, which led to a decrease in applicants placed through the program.
- The percentage of active projects in construction on schedule increased by 2 percentage points from 80.3 percent to 82 percent. The improvement in the projects in the construction phase is the result of NYCHA's continued focus on the internal tracking and management of projects. The percentage of overall active projects on schedule decreased by 5 percentage points



from 38.2 percent to 33.6 percent during the first four months of Fiscal 2011 compared to the same period in Fiscal 2010. The delay in the close out phase of some projects has impacted the overall on-time performance. NYCHA is reviewing its current procedure to streamline the processes and improve this indicator.

- The average time to resolve emergency service requests decreased by 61 percent from 52.5 hours during the first four months of Fiscal 2010 to 20.4 hours during the same period in Fiscal 2011. The average time to resolve heat service requests decreased by 54 percent from 21.1 hours during the first four months of Fiscal 2010 to 9.8 hours during the same period in Fiscal 2011. The improvement in the time to resolve emergency requests, which also include heat service requests, is attributable to several factors such as the close monitoring of the data entry, completion and dispositioning of work orders, the dissemination of reports that help staff target areas with sub-optimal performance, and ongoing enhancements to the work order management system.
- The average time to resolve non-emergency service requests increased by 109 percent from 13.2 days during the first four months of Fiscal 2010 to 27.6 days during the same period in Fiscal 2011. NYCHA has also been closely monitoring the non-emergency work orders, however, there are issues specific to these work orders that have negatively impacted the completion time. During the transition to NYCHA's new work order management system, a small percentage of non-emergency work orders were not accounted for properly and as a result incorrectly display processing times that in some cases exceed a year. NYCHA continues to focus on this indicator and is making every effort to ensure that the approximately 14,000 open migrated work orders are being completed and closed accurately and in a timely manner. In addition, several system-wide enhancements have been implemented to reduce user errors and improve data accuracy. At the same time, NYCHA has resolved 81 percent of non-emergency service requests (363,971) within the goal of 15 days and about 90 percent of requests (393,218) were resolved within 30 days.
- The average time to resolve elevator outages decreased by 53 percent from 15.2 hours during the first four months of Fiscal 2010 to 7.1 hours during the same period in Fiscal 2011. The average number of elevator outages per car slightly increased by 3 percent from 1.17 outages per car during the first four months of Fiscal 2010 to 1.21 outages per car during the same period in Fiscal 2011. The elevator uptime was 98.8 percent for the first four months of Fiscal 2011 and exceeded the target of 97 percent. The expansion of the REMS (Remote Elevator Monitoring System) which provides remote capability to more accurately diagnose problems with elevators and to dispatch staff more efficiently; the centralization of all elevator operations which improves monitoring and follow-up; the hiring of additional elevator staff; and the increase in overtime for elevator staff on weekends and holidays have improved NYCHA's performance on elevator maintenance.
- The average daily attendance by the 6-12 age group at community centers increased by 14 percent during the first four months of Fiscal 2011 (2,607) compared to the same period in Fiscal 2010 (2,283) and the average daily attendance by the 13-19 age group increased by 16 percent in Fiscal 2010 (1,053) compared to Fiscal 2010 (910). The increase in average daily attendance in the afterschool and evening programs is attributable to three community centers that were previously closed in 2009 and re-opened in 2010.
- The initial Social Services tenant contacts conducted within five days increased by 3 percentage points during the first four months of Fiscal 2011, to 77 percent from 74 percent during the prior period. This improvement is the result of an enhanced monitoring process by supervisors and staff training on tools for resident engagement, including the use of a variety of methods such as more timely contact via telephone, office visits, outreach letters, collateral and unscheduled home visits to reach residents.
- The referrals to supportive services rendered to senior residents decreased by 15 percent during the first four months of Fiscal 2011 (29,065) compared to the same period in Fiscal 2010 (34,308). The Authority's senior programs have been severely impacted by the headcount reduction reported in Fiscal 2010 and staff who were out on medical leave in Fiscal 2011. The remaining resources were realigned to meet minimum service needs. NYCHA has taken steps to ensure service delivery to seniors by partnering with community organizations and NYCHA staff to improve outreach to the elderly.
- NYCHA's Emergency Transfer Program is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims. The program is intended to enhance safety for at-risk residents by providing case management and confidential relocation services to another NYCHA development. The number of residents approved for the



Emergency Transfer Program increased 8 percent during the first four months in Fiscal 2011 (328) compared to the same period in Fiscal 2010 (305). Improved program outreach and education, enhanced collaboration with advocates and improved case examiner productivity have contributed to the higher number of approved ETP cases.

- The resident job placements increased by 10 percent in Fiscal 2011 (624) compared to Fiscal 2010 (565). This number includes the number of residents placed by Resident Employment Services (RES) and through Human Resources (HR). The overall 10 percent increase is due to a 2 percent increase in HR placements from 368 to 375 while RES placements increased by 26 percent from 197 to 249. Employment opportunities through NYCHA's Section 3 program have been a major contributor in the significant increase in RES' job placement performance for Fiscal 2011. Section 3 requires that recipients of certain HUD funding must to the "greatest extent feasible," provide training, employment, and/or other economic opportunities to Section 3 residents. Additionally, NYCHA requires that contractors receiving awards over \$500,000 apply 15 percent of labor costs to hiring public housing residents through the Resident Employment Program (REP). Given the Section 3 and REP requirements, the receipt of ARRA funds to increase NYCHA's capacity to address needed modernization work, also resulted in more jobs for residents.

Performance Report

✓ Provide affordable housing for low- and moderate-income New York City residents.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|---------|---------|-------------|-------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| ★ Number of apartments (000) | 178 | 179 | 178 | * | * | 179 | 179 |
| ★ Occupancy rate (%) | 99.1% | 99.3% | 99.5% | * | * | 99.3% | 99.4% |
| ★ Average turnaround days for vacant apartments | 46.23 | 43.91 | 36.52 | * | * | 36.69 | 30.78 |
| Average time to prepare vacant apartments (days) | 26.95 | 30.18 | 39.36 | 20.00 | 20.00 | 32.47 | 29.35 |
| ★ Public housing apartments that are occupied or available for occupation | 175,453 | 176,428 | 177,068 | * | * | 176,736 | 177,496 |
| ★ Rent Collection (%) | 100.2% | 99.0% | 98.7% | * | * | NA | NA |
| Management Cost Per Dwelling Unit (\$) | \$788 | \$795 | \$826 | \$845 | \$845 | \$751 | \$830 |
| ★ Section 8 Occupied Units (Certificates and Vouchers) | 88,554 | 95,501 | 100,570 | * | * | 98,892 | 97,267 |
| Working families residing in public housing (cumulative) (%) | 45.2% | 46.2% | 47.2% | * | * | NA | NA |
| Applicants placed in public housing | 5,220 | 5,744 | 5,554 | * | * | 1,770 | 1,919 |
| - Working families placed in public housing (%) | 64.1% | 64.1% | 68.5% | 50.0% | 50.0% | 66.0% | 68.8% |
| - Disabled persons placed in public housing (%) | 27.1% | 26.4% | 24.1% | * | * | 25.9% | 22.4% |
| Families on Section 8 waiting list (000) | 136 | 128 | 125 | * | * | 126 | 124 |
| Utilization rate for Section 8 vouchers (%) | 86.8% | 94.0% | 101.0% | 97.0% | 97.0% | 100.2% | 99.7% |
| Applicants Placed through Section 8 vouchers | 11,847 | 12,313 | 7,523 | * | * | 4,824 | 227 |
| ★ Percentage of Active Capital Projects in Construction Phase on Schedule | 62.79% | 79.57% | 87.42% | * | * | 80.28% | 82% |
| ★ Percentage of Active Capital Projects on Schedule | 22.14% | 39.15% | 38.73% | * | * | 38.21% | 33.55% |

★ Critical Indicator "NA" - means Not Available in this report



✓ **Provide a safe and clean living environment for public housing residents.**

| | A c t u a l | | | T a r g e t | | | |
|--|-------------|--------|--------|-------------|-------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Average time to resolve nonemergency service requests (days) | 6.8 | 5.1 | NA | 15.0 | 15.0 | 13.2 | 27.6 |
| ★ Average time to resolve emergency service requests (hours) | 8.3 | NA | NA | 7.0 | 24.0 | 52.5 | 20.4 |
| Average time to resolve heat service requests (hours) | 8.7 | 7.4 | NA | 7.0 | 24.0 | 21.1 | 9.8 |
| ★ Average time to resolve elevator outages (hours) | 10.4 | 11.4 | 13.1 | 10.0 | 10.0 | 15.2 | 7.1 |
| Annual HUD Assessment Rating | NA | NA | NA | * | * | NA | NA |
| ★ Major Felony Crimes in public housing developments | 4,686 | 4,275 | 4,090 | * | * | 1,475 | 1,514 |
| Elevator service uptime | 98.2% | 98.1% | 97.9% | 97.0% | 97.0% | 97.6% | 98.8% |
| ★ Average outage per elevator per month | 1.15 | 1.12 | 1.15 | * | * | 1.17 | 1.21 |
| Percent of elevator outages due to vandalism | 29.80% | 29.65% | 29.86% | * | * | 28.00% | 28.50% |
| ★ Number of alleged elevator injuries reported to DOB | 30.00 | 33.00 | 30.00 | * | * | 13.00 | 14.00 |
| Number of elevator related fatalities | 0 | 1 | 0 | * | * | 0 | 0 |
| ★ Critical Indicator "NA" - means Not Available in this report | | | | | | | |

✓ **Provide access to job training initiatives and social services.**

| | A c t u a l | | | T a r g e t | | | |
|---|---|---------|--------|-------------|-------|----------------|----------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Utilization of community centers (ages 6-12) % | 105.7% | 115.8% | 173.3% | 85.0% | 85.0% | 136.6% | 138.6% |
| ★ Average daily attendance in community centers ages 6-12 | 3,785 | 2,822 | 2,402 | * | * | 2,283 | 2,607 |
| Utilization of community centers (ages 13-19) % | 97.8% | 117.3% | 148.7% | 85.0% | 85.0% | 112.7% | 135.8% |
| ★ Average daily attendance in community centers ages 13-19 | 3,498 | 2,314 | 1,616 | * | * | 910 | 1,053 |
| Utilization of senior centers (%) | 98.4% | 127.1% | 155.9% | 85.0% | 85.0% | 158.0% | 155.8% |
| Initial social service tenant contacts conducted within five days of referral (%) | 92% | 82% | 78% | * | * | 74% | 77% |
| Residents Approved for the Emergency Transfer Program | 791 | 793 | 850 | * | * | 305 | 328 |
| ★ Emergency Transfer Program Disposition Time | 39.77 | 41.44 | 40.34 | * | * | 40.32 | 40.71 |
| Referrals to Supportive social services rendered to senior residents | 215,640 | 161,465 | 96,247 | * | * | 34,308 | 29,065 |
| Job training programs - ratio of job placements to program graduates (current period) | 57% | 83% | 133% | * | * | NA | NA |
| ★ Residents job placements | 1,286 | 1,223 | 1,519 | * | * | 565 | 624 |
| Youth placed in jobs through youth employment programs | 1,865 | 2,029 | 1,343 | * | * | NA | NA |
| ★ Critical Indicator | "NA" - means Not Available in this report | | | | | | |

Agency Customer Service

The New York City Housing Authority provides service to its customers through its call centers, walk-in facilities, website and correspondence.

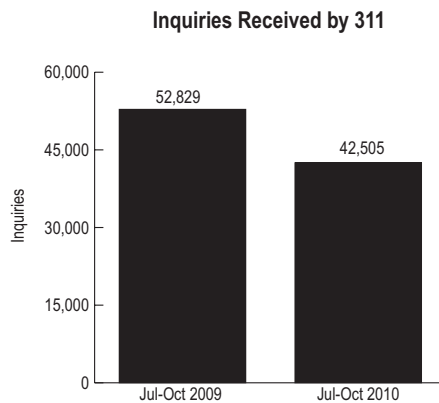
| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|--|----------------------------|------------------------------------|
| Average call wait time (in seconds) | 46.0 | 190.1 |
| Average response time for email correspondence (days) | 8.25 | 7.0 |
| Average response time for letters/mail correspondence (days) | 10.50 | 9.0 |
| Average wait time to speak with a customer service agent at a walk-in facility (min:sec) | 18:00 | 26:40 |
| Number of completed customer requests for interpretation | 26,346 | 367,322 |



Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 42,505 NYCHA-related inquiries from July through October 2010.



| <i>Top 5 NYCHA - related inquiries:</i> | Total | % of NYCHA Inquiries |
|--|--------|----------------------|
| <i>Public Housing Maintenance</i> | 10,537 | 24.8% |
| <i>Public Housing Application Information and Assistance</i> | 5,039 | 11.9% |
| <i>Public Housing Assistance Status - All Boroughs</i> | 5,036 | 11.8% |
| <i>NYCHA Section 8 Program Cuts</i> | 3,008 | 7.1% |
| <i>Public Housing Inquiries - Brooklyn</i> | 2,429 | 5.7% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|-----------|-----------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | \$2,796.5 | \$2,971.8 | \$3,052.0 | \$3,028.3 | \$3,016.7 | \$3,028.3 | \$996.1 | \$1,023.2 |
| <i>Revenues (\$ millions)</i> | \$2,575.6 | \$2,567.5 | \$2,859.2 | \$2,986.0 | \$2,997.9 | \$2,986.0 | \$881.9 | \$976.0 |
| <i>Personnel</i> | 12,120 | 11,553 | 11,509 | 12,105 | 12,105 | 12,126 | 11,402 | 11,408 |
| <i>Overtime paid (\$000)³</i> | \$41,795 | \$53,108 | \$75,466 | * | * | * | \$20,836 | \$28,801 |
| <i>Capital commitments (\$ millions)</i> | \$36.6 | \$36.9 | \$48.7 | \$28.6 | \$92.8 | \$6.3 | \$4.8 | \$0.7 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

³ Overtime paid for NYCHA now includes the total overtime paid, not just unscheduled overtime.

Noteworthy Changes, Additions or Deletions

- NYCHA has updated the targets for heat and emergency requests from 7 to 24 hours to be consistent with reporting requirements for the US Department of Housing and Urban Development (HUD).
- Reporting for the indicator 'Crime reduction in major felony areas (%)' has been discontinued.





DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Rafael E. Cestero, Commissioner

Key Public Service Areas

- ✓ Encourage the preservation and increase the supply of affordable housing.
- ✓ Ensure the quality of the City's housing stock through enforcement of housing maintenance code standards.
- ✓ Make housing affordable to low-income New Yorkers through administration of rent subsidies.
- ✓ Ensure long-term physical and financial viability of existing affordable housing.

Scope of Agency Operations

Using a variety of preservation, development and enforcement strategies, the Department of Housing Preservation and Development (HPD) strives to improve the availability, affordability, and quality of housing in New York City. As the nation's largest municipal housing agency, HPD works with private, public and community partners to strengthen neighborhoods and expand the supply and affordability of the City's housing stock and keep people in their homes.

Critical Objectives

- Provide financial assistance, including tax incentives, to preserve and construct housing units.
- Provide housing programs to serve people with special needs.
- Proactively address the needs of distressed multifamily buildings.
- Respond to heat, hot water and other tenant complaints.
- Correct housing maintenance code violations through coordination with owners or direct City action.
- Litigate against negligent landlords and assist tenants in getting court orders on housing maintenance code violations.
- Administer federal rental subsidies to reach the maximum number of households.
- Monitor existing affordable housing to ensure continued viability.

Preliminary Performance Highlights

- Construction starts and completions from July through October 2010 were much lower than during the same four months of the prior year, when a large preservation project accounted for a significant proportion of both preservation starts and completions. There can be marked differences in four-month performance from year to year depending on the presence or absence of a few large projects and construction schedules.
- HPD issued fewer heat and hot water violations as the number of complaints decreased by 17.2 percent. Lead violations continued on a downward trend, declining by more than 21 percent to 7,650, consistent with a decrease in the percent of housing units testing positive for lead upon inspection.
- On average, HPD closed nonemergency complaints in 14.7 days, almost three days faster than a year ago, despite a modest 3.8 percent rise in complaint volume; emergency complaints took one day longer to close.
- HPD conducted approximately 211,000 housing inspections, slightly more than a year ago, although inspector productivity declined by almost one visit per day to 9.9 due, in part, to the learning curve of new staff.
- As part of a special collaboration to assist low-income New Yorkers in need of rental assistance, HPD began working with the New York City Housing Authority (NYCHA) and the New York State Division of Housing and Community Renewal (DHCR) in August 2010 to address a budget shortfall in NYCHA's Section 8 program. As a result of this collaboration, approximately 1,900 households were assisted through HPD's Section 8 program. In total, the number of households receiving Section 8 benefits as of October 2010 grew to 35,754.
- HPD allocated additional resources to its asset management program and more than doubled the number of buildings inspected during the same period a year ago, 188 compared to 85.



Performance Report

✓ Encourage the preservation and increase the supply of affordable housing.

| | A c t u a l | | | T a r g e t | | | |
|---|-------------|--------|--------|-------------|--------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Total starts financed or assisted under the New Housing Marketplace Plan (units) | 17,008 | 12,500 | 14,767 | 14,666 | 14,500 | 3,459 | 983 |
| ★ - New construction starts - HPD and HDC | 6,826 | 4,123 | 3,144 | 2,860 | 4,701 | 243 | 324 |
| ★ - Preservation starts - HPD and HDC | 9,953 | 8,108 | 11,337 | 11,606 | 9,549 | 3,137 | 592 |
| - Number of homeowners receiving downpayment assistance | 229 | 269 | 286 | 200 | 250 | 79 | 67 |
| Planned starts initiated (%) | 100% | 97% | 102% | * | * | 24% | 7% |
| ★ Total completions financed or assisted under the New Housing Marketplace Plan (units) | 12,543 | 12,914 | 16,874 | 15,471 | 10,414 | 8,412 | 3,755 |
| - New construction completions - HPD and HDC | 5,077 | 4,557 | 5,389 | 7,098 | 5,970 | 2,960 | 3,126 |
| - Preservation completions - HPD and HDC | 7,466 | 8,357 | 11,485 | 8,373 | 4,444 | 5,452 | 629 |
| Planned completions initiated (%) | 99% | 82% | 100% | * | * | 50% | 22% |
| Units completed for homeless individuals and families | 442 | 835 | 620 | * | * | 255 | 263 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Ensure the quality of the City's housing stock through enforcement of housing maintenance code standards.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|-------------|---------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Total complaints reported | 597,201 | 623,578 | 616,408 | * | * | 184,025 | 187,905 |
| ★ - Total emergency complaints | 396,260 | 419,271 | 409,354 | * | * | 114,084 | 115,312 |
| - Heat and hot water | 111,642 | 128,708 | 114,009 | * | * | 19,095 | 15,811 |
| - Lead | 43,021 | 40,114 | 40,109 | * | * | 12,606 | 12,969 |
| - Other emergency | 241,597 | 250,449 | 255,236 | * | * | 82,383 | 86,532 |
| ★ - Nonemergency complaints | 200,941 | 204,307 | 207,054 | * | * | 69,941 | 72,593 |
| ★ Outstanding emergency complaints at end of month | 10,717 | 10,673 | 12,210 | * | * | 17,353 | 16,593 |
| ★ Outstanding nonemergency complaints at end of month | 16,930 | 13,324 | 14,365 | * | * | 16,836 | 15,698 |
| ★ Average time to close emergency complaints (days) | 16.4 | 12.1 | 12.0 | * | * | 11.0 | 12.0 |
| ★ Average time to close nonemergency complaints (days) | 39.9 | 30.0 | 19.1 | * | * | 17.5 | 14.7 |
| Inspections completed | 621,503 | 707,516 | 689,872 | 600,000 | 600,000 | 208,221 | 210,728 |
| Inspection visits per team per day | 10.0 | 11.6 | 11.0 | * | * | 10.8 | 9.9 |
| Ratio of completed inspections to attempted inspections (%) | 75% | 74% | 72% | * | * | 70% | 68% |
| Total violations issued | 483,578 | 532,497 | 495,726 | * | * | 165,461 | 163,150 |
| - Total emergency violations issued | 88,997 | 104,370 | 97,506 | * | * | 29,350 | 27,658 |
| - Heat and hot water | 12,374 | 15,727 | 12,436 | * | * | 2,188 | 1,835 |
| - Lead | 29,510 | 31,285 | 26,022 | * | * | 9,716 | 7,650 |
| - Other emergency | 47,113 | 57,358 | 59,048 | * | * | 17,446 | 18,173 |
| - Nonemergency violations issued | 394,581 | 428,127 | 398,220 | * | * | 136,111 | 135,492 |
| Total violations removed | 721,629 | 706,478 | 608,214 | * | * | 202,674 | 195,984 |
| Violations issued and removed in the same fiscal year (%) | 34% | 37% | 38% | * | * | NA | NA |
| Emergency violations corrected by owner (%) | 47% | 52% | 55% | * | * | NA | NA |
| Emergency violations corrected by HPD (%) | 16% | 15% | 15% | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report



| | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|---------|---------|-------------|------|---------|---------|
| | | | | Updated | | Actual | Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Percent of non-lead emergency C violations issued in reporting year pending at end of reporting year | 32.0% | 35.0% | 32.0% | * | * | NA | NA |
| ★ Percent of non-lead emergency C violations issued during prior five years pending at end of reporting year | 10.0% | 10.3% | 11.0% | * | * | NA | NA |
| Average cost of repair work performed by HPD (\$) | \$901 | \$862 | \$737 | * | * | NA | NA |
| - Emergency (non-lead) (\$) | \$734 | \$731 | \$635 | * | * | NA | NA |
| - Lead (\$) | \$2,431 | \$2,273 | \$2,338 | * | * | NA | NA |
| Code compliance | | | | | | | |
| - Cases opened | 14,409 | 15,271 | 14,233 | * | * | 3,751 | 3,770 |
| - Cases closed | 14,275 | 14,495 | 15,226 | * | * | 5,036 | 5,013 |
| - Cases active (end of month) | 6,657 | 7,501 | 6,195 | * | * | 5,942 | 6,704 |
| Judgments and settlements collected (\$000) | \$5,457 | \$5,505 | \$5,207 | * | * | \$1,699 | \$1,338 |
| ★ Critical Indicator "NA" - means Not Available in this report | | | | | | | |

★ Critical Indicator "NA" - means Not Available in this report

✓ Make housing affordable to low-income New Yorkers through administration of rent subsidies.

| | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---------------------------------|-------------|--------|--------|-------------|------|---------|---------|
| | | | | Updated | | Actual | Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Section 8 | | | | | | | |
| - Utilization rate | 93.0% | 94.9% | 97.3% | * | * | 98.2% | 97.2% |
| - Number of vouchers issued | 4,297 | 4,818 | 1,456 | * | * | 552 | 290 |
| - Number of households assisted | 28,765 | 31,643 | 33,453 | * | * | 32,561 | 35,754 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Ensure long-term physical and financial viability of existing affordable housing.

| | A c t u a l | | | T a r g e t | | | |
|---|-------------|------|-------|-------------|------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Asset management | | | | | | | |
| - Number of projects in workload | NA | NA | 1,861 | * | * | 1,634 | 1,861 |
| - Number of financial reviews completed | 498 | 378 | 534 | * | * | 212 | NA |
| - Number of buildings inspected | 294 | 150 | 377 | * | * | 85 | 188 |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The Department of Housing Preservation and Development provides service to its customers through its call centers, walk-in facilities, website and correspondence.

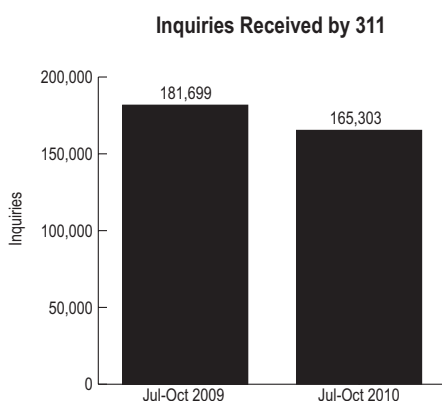
| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average response time for email correspondence (days)</i> | 14.91 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 10.19 | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | 30:00 | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 387 | 367,322 |



Inquiries and Service Requests Received by 311 Customer Service Center



The 311 Customer Service Center received 165,303 HPD-related inquiries from July through October 2010.



| Top 5 HPD - related inquiries: | Total | % of HPD Inquiries |
|---|--------|--------------------|
| Landlord Complaint - Maintenance | 68,597 | 41.5% |
| Heat Complaint - Residential Building - Inadequate Heat | 19,829 | 12.0% |
| Water Complaint - Residential Building - From Tenant | 17,777 | 10.8% |
| Bed Bug Complaint - Residence | 13,409 | 8.1% |
| Affordable Housing Information - English | 10,317 | 6.2% |

Top Five 311 Service Requests for HPD

| Service Requests | # of SRs | Expected Days to Close | Average Days to Close | % of SRs Meeting Time to Close |
|---------------------------|----------|------------------------|-----------------------|--------------------------------|
| Heating | 17,552 | 5 | 3.5 | 87% |
| Non-Construction - Vermin | 6,536 | 17 | 4.0 | 100% |
| Paint/Plaster - Ceiling | 5,830 | 17 | 3.8 | 100% |
| Paint/Plaster - Walls | 4,846 | 17 | 4.0 | 100% |
| Plumbing - Water Leaks | 4,749 | 17 | 4.0 | 100% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated FY11 ¹ | FY12 ¹ | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|---------|---------|--------------------|---------------------------|-------------------|---------------------|---------------------|
| | FY08 | FY09 | FY10 | FY11 | | | | |
| Expenditures (\$ millions) ² | \$598.0 | \$702.2 | \$727.9 | \$606.0 | \$771.7 | \$565.4 | \$328.2 | \$299.5 |
| Revenues (\$ millions) | \$62.3 | \$65.9 | \$60.1 | \$20.3 | \$36.2 | \$18.4 | \$23.8 | \$18.3 |
| Personnel | 2,692 | 2,565 | 2,424 | 2,623 | 2,618 | 2,585 | 2,521 | 2,359 |
| Overtime paid (\$000) | \$910 | \$863 | \$702 | * | * | * | \$88 | \$148 |
| Capital commitments (\$ millions) | \$350.6 | \$357.5 | \$292.8 | \$442.7 | \$730.2 | \$332.2 | \$19.4 | \$4.6 |
| Work Experience Program (WEP) participants assigned | 378 | 211 | 382 | * | * | * | 225 | 295 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- HPD updated four-month Fiscal 2010 data for four of the New Housing Marketplace Plan measures, as well as for the number of units completed for homeless individuals and families.
- HPD will no longer report data for 'Units completed for special needs populations,' but will continue to provide data on the number of units completed for homeless individuals and families, the majority of which had been counted as special needs housing units.

- The metrics that reported on the number of outstanding emergency and nonemergency complaints at the start of the month were replaced with similar indicators that use the end of the month as the reporting time period.
- The Department deleted 'Total outstanding code compliance cases at start of fiscal year' and the sub-indicator ' - Code compliance cases closed (%)', and added three metrics on the number of code compliance cases opened, closed and active at the end of the month. The new metrics provide more detailed data and better reflect the Department's housing litigation efforts.
- Due to technical problems with a new database, four-month Fiscal 2011 data for 'Asset management - Number of financial reviews completed' is not available. HPD expects that the database will be functional in the second half of the fiscal year and will report data for this metric in the Fiscal 2011 Mayor's Management Report.







DEPARTMENT OF DESIGN AND CONSTRUCTION

David J. Burney, Commissioner

Key Public Service Area

- ✓ **Design and build quality City structures and infrastructure projects on time and within budget.**

Scope of Agency Operations

The Department of Design and Construction (DDC) manages a design and construction portfolio of more than \$6 billion of the City's capital program. Projects range from roadways, sewers and water mains to public safety, health and human service facilities, as well as cultural institutions and libraries. Through a combination of in-house staff and private consultants and contractors, the Department delivers quality, cost-effective projects in a safe and efficient manner.

The City of New York is committed to achieving design and construction excellence in its capital program by building on the tradition of innovation in architecture and engineering that has contributed to the City's prestige as a global destination. To that end, DDC continues to promote design and construction excellence through innovative procurement methods, design competitions and a comprehensive review process.

Critical Objectives

- Ensure that projects are completed in a timely and cost-effective manner while striving to achieve the highest degree of excellence in design and construction.
- Establish and employ safety and quality standards.
- Increase contract procurement efficiency.

Preliminary Performance Highlights

- The Department completed 32 design projects and 26 construction projects and is on track to meet annual targets for both design and construction.
- On-time performance for active construction projects, at 92 percent, was up by seven percentage points from last year while on-time performance for active design projects, at 89 percent, declined by one point. Similarly, the difference between projected and scheduled project durations – a measure of project lateness – decreased for construction and increased slightly for design.
- DDC completed considerably fewer miles of roadway reconstruction and water main replacement compared to the prior year, reflecting a smaller annual plan for roadway work and a greater percentage of water main work that is expected to be finished later in the fiscal year. With the exception of roadway work, all other construction met or surpassed on-time targets.
- As of October 2010 DDC had committed \$209 million in construction funds, or 15 percent of the year's planned capital contracts.



Performance Report

✓ Design and build quality City structures and infrastructure projects on time and within budget.

| | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|------|------|-------------|------|---------|---------|
| | FY08 | FY09 | FY10 | FY11 | FY12 | Actual | Actual |
| <i>Performance Statistics</i> | | | | | | | |
| ★ Active design projects: Early/on-time (%) | 85% | 89% | 91% | * | * | 90% | 89% |
| ★ Active design projects: Difference between projected and scheduled duration (%) | 1.8% | 1.2% | 0.1% | * | * | 0.5% | 0.6% |
| <i>Design projects completed</i> | 131 | 130 | 126 | 133 | * | 32 | 32 |
| ★ - Completed early/on-time: Infrastructure (%) | 88% | 90% | 95% | 88% | 88% | NA | NA |
| ★ - Completed early/on-time: Structures (%) | 86% | 85% | 88% | 88% | 88% | NA | NA |
| ★ Active construction projects: Early/on-time (%) | 72% | 84% | 87% | * | * | 85% | 92% |
| ★ Active construction projects: Difference between projected and scheduled duration (%) | 7.0% | 5.6% | 2.7% | * | * | 3.7% | 1.3% |
| <i>Construction projects completed</i> | 122 | 93 | 99 | 95 | * | 26 | 26 |
| - Infrastructure | 48 | 41 | 40 | 27 | * | 8 | 11 |
| - Human services | 21 | 10 | 16 | 11 | * | 6 | 3 |
| - Cultural institutions and libraries | 28 | 23 | 33 | 41 | * | 9 | 8 |
| - Public safety | 25 | 19 | 10 | 16 | * | 3 | 3 |
| ★ - Completed early/on-time: Infrastructure (%) | 81% | 83% | 82% | 82% | 82% | NA | NA |
| ★ - Completed early/on-time: Structures (%) | 74% | 88% | 88% | 82% | 82% | NA | NA |
| <i>Lane miles reconstructed</i> | 45.7 | 66.2 | 42.7 | 17.5 | * | 8.3 | 4.2 |
| - Construction completed on schedule (%) | 78% | 71% | 78% | 80% | 80% | 84% | 67% |
| <i>Sewers constructed (miles)</i> | 10.6 | 8.8 | 10.1 | 6.2 | * | 2.4 | 2.6 |
| - Construction completed on schedule (%) | 97% | 78% | 90% | 80% | 80% | 90% | 83% |
| <i>Sewers reconstructed (miles)</i> | 11.9 | 7.5 | 4.7 | 4.5 | * | 0.9 | 0.8 |
| - Construction completed on schedule (%) | 81% | 85% | 86% | 80% | 80% | 96% | 100% |
| <i>Water mains (new and replaced) (miles)</i> | 31.1 | 21.7 | 19.1 | 20.2 | * | 7.5 | 2.4 |
| - Construction completed on schedule (%) | 81% | 88% | 83% | 80% | 80% | 88% | 100% |
| <i>Average cost change for all consultant design and construction supervision projects (excluding programmatic scope changes) (%)</i> | 3.4% | 2.1% | 1.2% | 6.0% | 6.0% | 1.1% | 0.5% |
| ★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%) | 3.9% | 2.2% | 1.7% | 6.0% | 6.0% | 0.5% | 1.0% |
| <i>Projects audited (%)</i> | 100% | 100% | 100% | 95% | 95% | 47% | 54% |
| <i>Capital commitment plan committed to within the first six months of the fiscal year (%)</i> | 27% | 15% | 16% | 18% | 18% | 10% | 15% |
| <i>Design Quality Indicator</i> | | | | | | | |
| - Number of projects surveyed | NA | 14 | 18 | * | * | NA | NA |
| - Average project rating | NA | 84% | 93% | * | * | NA | NA |
| <i>Post-construction satisfaction surveys</i> | | | | | | | |
| - Number of projects surveyed | 84 | 62 | 67 | * | * | 37 | 31 |
| - Number of surveys sent | 233 | 177 | 200 | * | * | 137 | 120 |
| - Number of surveys returned | 57 | 40 | 42 | * | * | 23 | 32 |
| ★ - Rate of overall satisfaction (%) | 90% | 83% | 86% | * | * | 87% | 84% |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

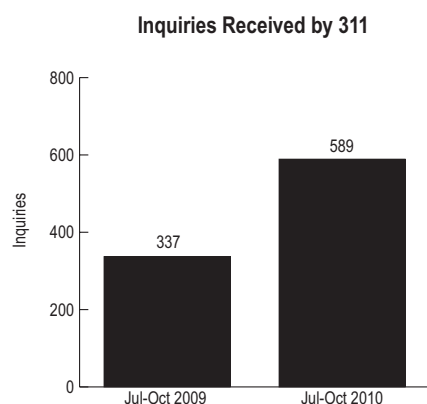
The Department of Design and Construction provides service to its customers through its website and correspondence.

| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average response time for email correspondence (days)</i> | 5.33 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 6.36 | 9.0 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 589 DDC-related inquiries from July through October 2010.



| <i>Top DDC - related inquiries:</i> | Total | % of DDC Inquiries |
|--|-------|-----------------------|
| <i>Sidewalk Damage in Queens due to September 16 Storm - Status Update</i> | 280 | 47.5% |
| <i>DDC Project Inquiries and Complaints</i> | 157 | 26.7% |
| <i>General Inquiries for the Department of Design and Construction</i> | 121 | 20.5% |
| <i>Bidding on DDC Projects</i> | 22 | 3.7% |

Agency Resources

| | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|-----------|-----------------------|-------------------|-------------------|-------------------|-------------------|
| <i>Agency Resources</i> | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | \$96.5 | \$102.1 | \$107.5 | \$106.6 | \$110.9 | \$106.1 | \$37.5 | \$39.9 |
| <i>Revenues (\$000)</i> | \$81 | \$94 | \$135 | \$150 | \$150 | \$150 | \$38 | \$18 |
| <i>Personnel</i> | 1,111 | 1,132 | 1,096 | 1,157 | 1,167 | 1,167 | 1,098 | 1,076 |
| <i>Overtime paid (\$000)</i> | \$1,369 | \$1,485 | \$1,132 | * | * | * | \$455 | \$351 |
| <i>Capital commitments (capital projects managed for client agencies) (\$ millions)</i> | \$992.7 | \$823.8 | \$1,622.5 | \$1,638.1 | \$1,410.7 | * | NA | NA |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.



Noteworthy Changes, Additions or Deletions

- DDC's annual targets for design and construction projects for the next fiscal year are developed after the release of the Preliminary Mayor's Management Report (PMMR). This allows client agencies the opportunity to review and revise their capital plans to reflect January Financial Plan changes. The current PMMR includes Fiscal 2011 targets for 12 performance measures that are not impacted by the January Financial Plan.
- DDC updated four-month Fiscal 2010 data for the number of design, construction, infrastructure, human services and public safety projects completed; sewer and water main miles; and for the percent of the capital plan committed within the first half of the fiscal year. Four-month Fiscal 2010 data was also revised for the number of post-construction satisfaction surveys returned and the satisfaction rate.



DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Edna Wells Handy, Commissioner

Key Public Service Areas

- ✓ Support the City's workforce needs through civil service test administration, hiring support and personnel development.
- ✓ Manage and operate City-owned office buildings to ensure a clean and safe environment.
- ✓ Manage the City's surplus real and personal property.
- ✓ Procure goods for City agencies.
- ✓ Manage energy procurement and conservation programs.

Scope of Agency Operations

The Department of Citywide Administrative Services (DCAS) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public. DCAS supports City agencies' workforce needs in recruiting, hiring and training City employees; establishes and enforces uniform procedures to ensure equal employment opportunity for employees and job candidates at City agencies; provides overall facilities management, including security, maintenance and construction services for tenants in 54 public buildings; purchases, sells and leases non-residential real property; purchases, inspects and distributes supplies and equipment, and disposes of all surplus and obsolete goods; monitors City agency fleets and the City's overall compliance with fleet purchasing laws and environmental goals; establishes, audits and pays utility accounts that serve 80 agencies and more than 4,000 buildings; and implements energy conservation programs throughout City facilities.

Critical Objectives

- Increase the public's access to information and employment opportunities in City government.
- Ensure a sufficient number of eligible job candidates through the timely administration of civil service exams.
- Maximize the availability and quality of training.
- Ensure that DCAS-managed facilities receive acceptable ratings for cleanliness and maintenance.
- Complete maintenance service requests and repair work in a timely manner.
- Generate revenue from the sale and lease of surplus property.
- Ensure responsible management of the City's surplus property.
- Maximize competition and ensure legal compliance in the procurement process.
- Procure energy on behalf of City agencies and promote energy conservation.

Preliminary Performance Highlights

- During the first four months of Fiscal 2011 the number of exam applications received dropped 26 percent due in part to an increase in exams offered at the Computerized Testing Centers, which resulted in a drop in paper and pencil test applications filed during Summer 2010, since computerized test filing is spread out over a longer period and gives candidates the flexibility to file at their convenience closer to the exam date. In addition, there was a decrease in license exams during the reporting period, which also affected the number of applications received.
- During the reporting period the average rating for professional development training sessions was 90 percent. This newly created indicator uses post-session surveys to measure the participants' ratings of the training sessions offered to City employees at the DCAS Citywide Training Center.
- The average number of days to complete trade shops work orders increased 7 percent, or half a day, during the reporting period largely due to the elimination of overtime hours for the trades shops.
- The average time to process a purchase order decreased to 1.9 days during the reporting period. In Fiscal 2011 DCAS began citywide implementation of the online Direct Order System. When full system implementation is achieved by the close of Fiscal 2012, approximately 95 percent of the over 15,000 purchase orders that DCAS processes annually will be processed online; during July through October 2010 the Direct Order System processed 53 percent of all direct orders.
- DCAS is rapidly expanding its energy conservation program, commencing 24 comprehensive energy audits in October 2010 alone, resulting in conservation projects that are expected to reduce annual energy costs by \$3.6 million and greenhouse gas emissions by 36,000 metric tons.



Performance Report

- ✓ **Support the City's workforce needs through civil service test administration, hiring support and personnel development.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|----------|----------|-----------------|--------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| Applications received for open competitive civil service exams | 156,100 | 214,689 | 111,316 | * | * | 47,917 | 35,353 |
| Exams administered on schedule (%) | 87.4% | 94.5% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| ★ Median days from exam administration to list establishment | 232 | 228 | 295 | * | * | 319 | 298 |
| Average cost of training per employee (\$) | \$185.71 | \$195.23 | \$179.00 | * | * | NA | NA |
| ★ Average rating for professional development training sessions (%) | NA | NA | NA | * | * | NA | 90% |
| High-priority New York City Automated Personnel System (NYCAPS) work tickets resolved (%) | 96% | 95% | 94% | 95% | 95% | 95% | 95% |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ **Manage and operate City-owned office buildings to ensure a clean and safe environment.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|--------|--------|-----------------|------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ Average building cleanliness and condition rating for DCAS-managed office buildings (non-court space) (%) | NA | NA | 77% | * | * | NA | NA |
| Average cost of cleaning per square foot | \$2.41 | \$2.71 | \$2.95 | * | * | NA | NA |
| In-house work orders received (total) | 59,799 | 66,001 | 76,327 | * | * | 25,531 | 24,057 |
| In-house trade shops work orders received | 14,019 | 15,067 | 16,098 | * | * | 5,459 | 4,834 |
| ★ Average days to complete in-house trade shops work orders | 8.2 | 8.9 | 6.4 | * | * | 6.8 | 7.3 |
| In-house trade shops work orders completed within 30 days (%) | 85% | 85% | 87% | 80% | 85% | 88% | 84% |
| ★ Construction projects completed early or on time (%) | 100% | 100% | 100% | * | * | NA | NA |
| ★ Design projects completed early or on time (%) | 100% | 100% | 100% | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ **Manage the City's surplus real and personal property.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|----------|----------|-----------------|----------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ Revenue generated from the sale of surplus goods (\$000) | \$8,246 | \$12,824 | \$12,576 | \$6,400 | \$6,400 | \$5,825 | \$7,202 |
| Real estate auction bids received (\$000) | NA | NA | NA | * | * | NA | NA |
| Lease revenue generated (\$000) | \$64,254 | \$64,920 | \$63,339 | \$63,579 | \$65,859 | \$25,336 | \$28,770 |
| ★ Rents collected as a percentage of rents billed | 96% | 100% | 99% | 96% | 96% | 100% | 102% |
| Short-term lease renewal inspections completed | 200 | 233 | 250 | * | * | 71 | 61 |
| Short-term lease renewal inspections completed within 10 business days (%) | 100% | 100% | 98% | 95% | 97% | 99% | 98% |
| Average square feet of office space per employee | NA | NA | NA | * | * | NA | NA |
| Percent of vacant desks (%) | NA | NA | NA | * | * | NA | NA |
| ★ Number of tax lots managed by DCAS | 2,311 | 2,260 | 2,206 | * | * | 2,248 | 2,181 |

★ Critical Indicator "NA" - means Not Available in this report



✓ **Procure goods for City agencies.**

| | A c t u a l | | | T a r g e t | | | |
|---|-------------|-------|-------|-------------|------|----------------|----------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Average time to process a purchase order (days) | 3.2 | 3.0 | 2.9 | * | * | 2.5 | 1.9 |
| Average number of bidders per bid | 4.6 | 5.6 | 4.9 | * | * | 5.0 | 5.5 |
| ★ Percentage of citywide fleet that is hybrid or alternative fuel vehicle | NA | 22.3% | 24.1% | * | * | 23.3% | 24.8% |
| Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%) | 87% | 95% | 92% | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

✓ **Manage energy procurement and conservation programs.**

| | A c t u a l | | | T a r g e t | | | |
|--|-------------|--------|--------|-------------|--------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| <i>Performance Statistics</i> | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| <i>Estimated annual cost savings from energy conservation projects (\$ millions)</i> | NA | \$1.36 | \$1.83 | \$2.04 | \$2.04 | NA | NA |
| <i>★ Estimated reduction in greenhouse gas emissions due to energy conservation projects (metric tons)</i> | NA | 5,119 | 6,884 | 7,500 | 7,500 | NA | NA |
| <i>Total energy purchased (British Thermal Units) (trillions)</i> | 29.1 | 29.6 | 28.0 | * | * | NA | NA |
| <i>- Total electricity purchased (kilowatt hours) (billions)</i> | 4.32 | 4.27 | 4.33 | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The Department of Citywide Administrative Services provides service to its customers through its walk-in facilities, website and correspondence.

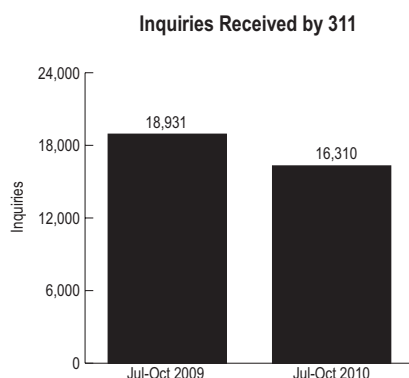
| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|--|----------------------------|------------------------------------|
| Average response time for email correspondence (days) | 6.7 | 7.0 |
| Average response time for letters/mail correspondence (days) | 13.0 | 9.0 |
| Average wait time to speak with a customer service agent at a walk-in facility (min:sec) | 01:00 | 26:40 |
| Number of completed customer requests for interpretation | 1 | 367,322 |



Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 16,310 DCAS-related inquiries from July through October 2010.



| Top 5 DCAS - related inquiries: | Total | % of DCAS Inquiries |
|--|-------|---------------------|
| Civil Service Exam Information | 9,369 | 57.4% |
| Get a Job with NYC | 2,908 | 17.8% |
| City Employment Verification | 1,079 | 6.6% |
| Buy a Parking Card Over the Phone | 458 | 2.8% |
| Surplus Auto Auction | 423 | 2.6% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|-----------|-----------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| Expenditures (\$ millions) ² | \$993.7 | \$1,102.3 | \$1,053.6 | \$1,153.9 | \$1,169.3 | \$1,098.6 | \$985.3 | \$903.3 |
| Revenues (\$ millions) | \$97.1 | \$150.1 | \$186.9 | \$88.2 | \$92.2 | \$92.4 | \$66.9 | \$45.0 |
| Personnel | 2,134 | 2,177 | 2,256 | 2,280 | 2,352 | 2,141 | 2,186 | 2,220 |
| Overtime paid (\$000) | \$13,640 | \$14,595 | \$14,425 | * | * | * | \$4,445 | 4,271 |
| Capital commitments (\$ millions) | \$162.5 | \$141.1 | \$93.8 | \$321.0 | \$362.4 | \$299.6 | \$31.6 | \$25.7 |
| Work Experience Program (WEP) participants assigned | 1,009 | 838 | 1,246 | * | * | * | 1,271 | 1,336 |

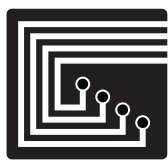
¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- Edna Wells Handy was appointed Commissioner after the close of the reporting period, succeeding Acting Commissioner Donald P. Brosen.
- The Department replaced the indicator 'Training sessions evaluated as satisfactory or better' with the indicator 'Average rating for professional development sessions' to better measure DCAS performance.
- The Department removed the indicator 'Court space that receives acceptable ratings for cleanliness and maintenance (%)'.
- DCAS added the indicators 'Average square feet of office space per employee' and 'Percent of vacant desks' to measure the use of employee space in Mayoral agencies. The Fiscal 2011 Mayor's Management Report will present full year Fiscal 2011 data for these two annual indicators.



DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

Carole Post, Commissioner

Key Public Service Areas

- ✓ **Ensure sustained delivery of City IT services through optimizing assets and infrastructure consolidation, including data centers, telecommunications, NYC.gov, and wireless services.**
- ✓ **Review and develop City agency and government requests for IT applications and service initiatives.**
- ✓ **Provide assistance to consumers of franchised cable television services, and ensure the availability and cleanliness of public pay telephones on City streets.**
- ✓ **Manage the use of IT contracts and license agreements, and ensure that vendors provide value-added services that are managed to accountability standards.**
- ✓ **Provide high quality technical expertise for all IT services.**

Scope of Agency Operations

The Department of Information Technology and Telecommunications (DoITT) is the City's Information Technology (IT) utility, ensuring the sustained, efficient delivery of IT services, infrastructure and telecommunications. DoITT establishes the City's IT strategic direction, security policies and standards; procures citywide IT services, and evaluates emerging technologies; provides project management, application development and quality assurance services; maintains NYC.gov, new media development and operations, and Geographic Information Systems; operates the City's data center, the dedicated wireless network (NYCWiN), the wired network (CityNet), the Citywide Service Desk, and telecommunications systems; administers telecommunications franchise contracts providing fiber, cable television, pay telephones, and mobile telecom equipment installed on City property and streets; leads CITIServ, a citywide IT infrastructure consolidation program; supports the Emergency Communications Transformation Program, the Mayor's Office of Media and Entertainment, and the Health and Human Services Connect and Accelerator programs; administers 311; and fosters public-private partnerships to improve IT service delivery.

Critical Objectives

- Provide state-of-the-art service delivery and performance monitoring of assets and resources for agency information systems, including mainframe, Unix, Wintel, and NYCWiN.
- Consolidate and rationalize agency IT infrastructure and services.
- Effectively manage the resolution rate of Citywide Service Desk incidents and system infrastructure changes to ensure the highest levels of service quality and availability.
- Improve City agency telecommunication service.
- Increase the public's access to City government through NYC.gov, the City's official website, and the development of mobile device and social media tools.
- Facilitate open, accessible public data.
- Prioritize and coordinate IT application projects.
- Improve oversight and use of enterprise IT contracts and license agreements.
- Resolve cable complaints reported to DoITT in a timely manner.
- Maximize availability, operability and cleanliness of public pay telephones on City streets.
- Effectively manage IT vendor and professional services.
- Increase training and professional certification of DoITT's IT staff.

Preliminary Performance Highlights

- In October 2010 the Mayor signed Executive Order 140, which authorized DoITT to centralize the coordination of information technology (IT) planning and policy for the City. Part of this order included the creation of a Technology Governance Board that will develop new technology standards, including regularly reported performance metrics and the establishment of service level agreements with each agency.
- During the reporting period DoITT's Information Technology Services Unit continued to provide City agencies with sustained, high-level delivery of key IT systems, with 99.95 percent uptime for mainframe, Unix and Wintel, and 99.67 percent uptime for NYC.gov. Continued and enhanced delivery of these key systems is ensured through performance monitoring and capacity planning. During the reporting period the capacity utilization of key mainframe systems was 60.11 percent, a rate that is in line with industry best practices for the monitoring and management of mainframe resources.
- The average number of visitors per month to NYC.gov increased 20 percent to 2.2 million. The website received 44.3 million page views during July through October 2010.
- The number of publicly available City agency data sets on NYC.gov/DataMine increased 86 percent to 361 compared to the end of Fiscal 2010. In October 2010 DoITT launched NYC BigApps 2.0, the second annual contest for software developers and members of the public to create web or mobile applications using City data. The contest concluded in early January 2011 and winners will be selected in March 2011.



- The average time to resolve all service desk (helpdesk) incidents decreased 42 percent to 1.43 days during the reporting period. The time to resolve service desk incidents decreased in all categories. For the category with the highest number of incidents –“low”– there was a 52 percent decrease in the time to resolve. This decline was largely achieved through increased oversight and adherence to incident work order resolution procedures.
- During the reporting period the average time to resolve a request for a new or updated service, such as the creation of an account for a software application, decreased 46 percent to 4.3 days due to improved oversight procedures.
- The average time to resolve service desk incidents regarding telecommunications assistance decreased 43 percent to 4.3 days largely as a result of a 25 percent reduction in the number of telecommunications incidents.
- DoITT’s Service Catalog, implemented in August 2010, enables all City agencies to view and electronically submit their IT requests related to hardware, software, staffing, and services. During July through October 2010, 92.5 percent of these requests were for assistance in the development of programs and applications.
- During the first four months of Fiscal 2011 the average time to close all cable complaints decreased to 11.9 days, representing a 16 percent decline compared to the same period of Fiscal 2010. This was largely due to a 15 percent reduction in the time to resolve cable service complaints. During the reporting period 99 percent of all cable complaints were resolved within 30 days.
- The number of public pay telephone inspections remained stable and the number of violations issued decreased 9 percent during the reporting period.
- In October 2010 DoITT fostered a wide-ranging IT agreement that will consolidate dozens of individual agreements between the City and Microsoft into a single agreement and provide more than 100,000 City employees with state-of-the-art computing. DoITT expects to consolidate other similar license agreements during the remainder of Fiscal 2011.

Performance Report

- ✓ **Ensure sustained delivery of City IT services through optimizing assets and infrastructure consolidation, including data centers, telecommunications, NYC.gov, and wireless services.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|---------|-----------|-------------|--------|---------|----------|
| | FY08 | FY09 | FY10 | Updated | | Actual | Actual |
| | | | | FY11 | FY12 | FY10 | FY11 |
| ★ Uptime of key systems (mainframe, Unix, Wintel) (%) | 99.90% | 99.99% | 99.99% | 99.99% | 99.99% | 99.94% | 99.95% |
| Capacity utilization of key systems (mainframe) (%) | NA | NA | NA | * | * | NA | 60.11% |
| Performance shortfalls (Service Level Agreement infractions) of key systems | NA | NA | NA | * | * | NA | NA |
| ★ Uptime of NYC.gov (%) | 99.95% | 99.95% | 99.99% | 99.99% | 99.99% | 100.00% | 99.67% |
| ★ NYC.gov unique visitors (average monthly) (000) | NA | 1,859.6 | 1,923.1 | * | * | 1,862.4 | 2,233.7 |
| NYC.gov page views (000) | NA | NA | 296,939.8 | * | * | NA | 44,336.2 |
| Data sets available for download on NYC.gov/datamine | NA | NA | 194 | * | * | NA | 361 |
| Service desk contacts - via telephone | 49,225 | 38,283 | 26,115 | * | * | 8,916 | 9,937 |
| Service desk contacts - via web | NA | NA | 252 | * | * | 64 | 61 |
| Service desk contacts - via e-mail | NA | NA | 11,757 | * | * | 3,727 | 5,099 |
| Service desk contacts - DoITT-filed | NA | NA | 3,731 | * | * | 1,159 | 1,111 |
| Service desk contacts - automated | NA | NA | 102,298 | * | * | 34,150 | 29,348 |
| Service desk incidents (total) | NA | 11,675 | 12,101 | * | * | 48,756 | 45,041 |
| Incident priority level - Urgent | NA | NA | 58 | * | * | 21 | 22 |
| Incident priority level - High | NA | NA | 26,433 | * | * | 8,018 | 5,987 |
| Incident priority level - Medium | NA | NA | 57,025 | * | * | 21,667 | 14,083 |
| Incident priority level - Low | NA | NA | 61,692 | * | * | 19,050 | 24,949 |

★ Critical Indicator "NA" - means Not Available in this report



| | A c t u a l | | | T a r g e t | | | |
|--|-------------|-------|--------|-------------|--------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Average time to resolve all service desk incidents (days) | NA | 2.27 | 2.22 | * | * | 2.48 | 1.43 |
| Average time to resolve service desk incidents - Urgent (days) | NA | NA | 3.96 | * | * | 9.04 | 0.70 |
| Average time to resolve service desk incidents - High (days) | NA | NA | 0.92 | * | * | 1.05 | 0.94 |
| Average time to resolve service desk incidents - Medium (days) | NA | NA | 1.33 | * | * | 1.60 | 1.39 |
| Average time to resolve service desk incidents - Low (days) | NA | NA | 3.54 | * | * | 4.14 | 1.97 |
| Service desk incidents - telecommunication repair | NA | NA | 7,072 | * | * | 2,707 | 2,036 |
| ★ Average time to resolve telecommunication incidents (days) | NA | NA | 5.9 | * | * | 7.5 | 4.3 |
| Service desk requests for new/updated service | NA | NA | 38,403 | * | * | 11,429 | 16,644 |
| ★ Average time to resolve service desk requests (days) | NA | NA | 7.5 | * | * | 7.8 | 4.3 |
| Planned IT infrastructure changes | NA | 1,125 | 1,162 | * | * | 1,062 | 944 |
| Unplanned IT infrastructure changes (%) | NA | 12.6% | 10.3% | * | * | 9.3% | 10.8% |
| Uptime of NYCWiN (%) | NA | NA | 99.99% | 99.99% | 99.99% | NA | 99.97% |
| Uptime of 800 MHz network (%) | NA | NA | 99.99% | 99.99% | 99.99% | NA | 99.99% |
| Uptime of Citywide Radio Network (%) | NA | NA | 99.99% | 99.99% | 99.99% | NA | 99.99% |

★ Critical Indicator "NA" - means Not Available in this report

✓ **Review and develop City agency and government requests for IT applications and service initiatives.**

| | A c t u a l | | | T a r g e t | | | |
|--|-------------|------|------|-------------|------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| <i>Performance Statistics</i> | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| <i>Service Catalog requests submitted by City agencies</i> | NA | NA | NA | * | * | NA | 40 |
| <i>Service Catalog requests for IT infrastructure</i> | NA | NA | NA | * | * | NA | 3 |
| <i>Service Catalog requests for IT programs and applications</i> | NA | NA | NA | * | * | NA | 37 |

★ Critical Indicator "NA" - means Not Available in this report

✓ **Provide assistance to consumers of franchised cable television services, and ensure the availability and cleanliness of public pay telephones on City streets.**

| | A c t u a l | | | T a r g e t | | | |
|--|-------------|-------|-----------|-------------|------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Average time to resolve cable complaints (days) - All complaints | 20.3 | 15.8 | 13.0 | * | * | 14.2 | 11.9 |
| - Service complaints | 14.7 | 12.2 | 12.5 | 13.0 | 13.0 | 11.9 | 10.1 |
| - Billing complaints | 20.5 | 24.8 | 19.4 | 20.0 | 20.0 | 19.7 | 18.4 |
| All cable complaints resolved within 30 days (%) | 95.3% | 98.7% | 98.7% | * | * | 96.7% | 99.0% |
| Pay phone inspections conducted | 10,069 | 8,643 | 8,521 | * | * | 2,874 | 2,862 |
| Pay phone Notices of Violation issued | 1,996 | 2,000 | 1,436 | * | * | 464 | 422 |
| Pay phone violations upheld in court (%) | NA | NA | 71% | * | * | NA | 69% |
| Pay phone violation fines paid (\$ 000) | NA | NA | \$1,412.8 | * | * | NA | \$355.3 |
| ★ Inspected phones deemed operable (%) | 83% | 75% | 81% | 95% | 95% | 81% | 79% |
| Inspected phones passing scorecard appearance standards (%) | 88% | 94% | 95% | 95% | 95% | 94% | 96% |

★ Critical Indicator "NA" - means Not Available in this report



- ✓ **Manage the use of IT contracts and license agreements, and ensure that vendors provide value-added services that are managed to accountability standards.**

| | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|------|------|-------------|------|---------|---------|
| | FY08 | FY09 | FY10 | Updated | | Actual | Actual |
| | | | | FY11 | FY12 | FY10 | FY11 |
| <i>Performance Statistics</i> | | | | | | | |
| <i>IT contracts (all engagements)</i> | NA | NA | 232 | * | * | NA | 190 |
| <i>Open IT procurements</i> | NA | NA | 43 | * | * | NA | 31 |
| <i>Average time to process an enterprise contract (days)</i> | NA | NA | 341 | * | * | NA | NA |
| <i>IT vendors (project-based)</i> | NA | NA | 15 | * | * | NA | 24 |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ **Provide high quality technical expertise for all IT services.**

| | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|------|------|-------------|------|---------|---------|
| | FY08 | FY09 | FY10 | Updated | | Actual | Actual |
| | | | | FY11 | FY12 | FY10 | FY11 |
| <i>Performance Statistics</i> | | | | | | | |
| <i>IT certifications for DoITT employees</i> | NA | NA | 90 | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The Department of Information Technology and Telecommunications provides service to its customers through its website and correspondence.

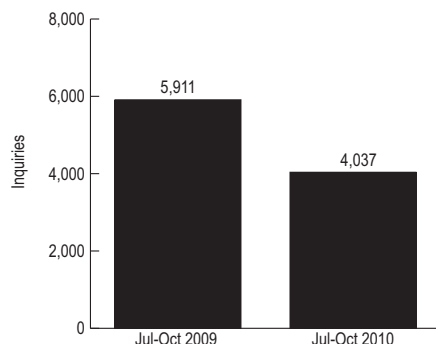
| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average response time for email correspondence (days)</i> | 12.03 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 7.33 | 9.0 |
| <i>Number of completed customer requests for interpretation</i> | NA | 367,322 |

Inquiries and Service Requests Received by 311 Customer Service Center



The 311 Customer Service Center received 4,037 DoITT-related inquiries from July through October 2010.

Inquiries Received by 311



| <i>Top 5 DoITT - related inquiries:</i> | Total | % of DoITT Inquiries |
|---|-------|-------------------------|
| <i>ACCESS NYC</i> | 1,082 | 26.8% |
| <i>Cable Television Complaint - Service</i> | 917 | 22.7% |
| <i>Cable Television Complaint - General</i> | 682 | 16.9% |
| <i>Pay Phone Complaint - Street</i> | 495 | 12.3% |
| <i>Verizon Citywide Cable TV Franchise</i> | 334 | 8.3% |

Top Five 311 Service Requests for DoITT



| Service Requests | # of SRs | Expected Days to Action | Average Days to Action | % of SRs Meeting Time to Action |
|---|----------|-------------------------|------------------------|---------------------------------|
| Cable Complaint - Service | 598 | 15 | 10 | 100% |
| Public Payphone Complaint - Damaged Telephone | 141 | 30 | 28 | 73% |
| Public Payphone Complaint - Lost Coin | 138 | 44 | 25 | 93% |
| Cable Complaint - Billing | 100 | 30 | 18 | 98% |
| Cable Complaint - Miscellaneous | 85 | 30 | 16 | 98% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| Expenditures (\$ millions) ² | \$308.3 | \$370.0 | \$368.8 | \$359.5 | \$415.4 | \$377.5 | \$159.3 | \$190.6 |
| Revenues (\$ millions) | \$137.4 | \$145.8 | \$146.2 | \$147.8 | \$154.4 | \$157.5 | \$36.4 | \$67.0 |
| Personnel | 1,196 | 1,273 | 1,177 | 1,271 | 1,224 | 1,073 | 1,231 | 1,197 |
| Overtime paid (\$000) | \$1,421 | \$682 | \$494 | * | * | * | \$106 | \$168 |

¹ January 2011 Financial Plan

“NA” - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

The figures shown in the table above include those that appear in the 311 Customer Service Center chapter of this Report.

Noteworthy Changes, Additions or Deletions

- DoITT added the following new measures: ‘Service desk contacts - Automated,’ ‘Service desk requests for new/updated service,’ ‘Average time to resolve service desk requests (days),’ ‘Service desk incidents – telecommunication repair,’ ‘Average time to resolve telecommunication incidents (days),’ and ‘Capacity Utilization of key systems (mainframe).’
- The indicators ‘Average time to resolve service desk calls’ and ‘Service desk calls resolved in less than 24 hours’ have been removed since they have been replaced with ‘Average time to resolve all service desk incidents (days)’ and ‘Average time to resolve service desk incidents - Urgent, - High, - Medium and - Low.’
- The indicator ‘IT vendor personnel per project’ has been removed; a new indicator will be developed in Fiscal 2011 after a review of all vendor and subcontractor responsibilities.





311 CUSTOMER SERVICE CENTER

Joseph Morrisroe, Executive Director

Key Public Service Area

- ✓ Provide access to City government.

Scope of Agency Operations

311 provides the public with quick, easy access to non-emergency government services and information via the 311 call center and through 311 Online (www.nyc.gov/311). Information and assistance is available 24 hours a day, 7 days a week and assistance is available in more than 180 languages in the call center.

Critical Objectives

- Increase the public's access to non-emergency government services.

Preliminary Performance Highlights

- During July through October 2010, 311 received more than 6 million inquiries; 5.8 million inquiries were made via telephone and approximately 265,000 inquiries were made via 311 Online. This represents an increase of 4 percent in calls made to 311 and a 16 percent increase in online contacts. Additional service request categories were added to 311 Online, expanding options for the public to submit complaints and request information online.
- The 311 Customer Service Center achieved its targets for answer times, with 87 percent of calls answered within 30 seconds and an average wait time of 19 seconds to speak to a representative.

| Top 10 Citywide 311 Inquiries: | Total | % of All |
|--|--------|----------|
| Noise (all inquiries) | 93,524 | 16.1% |
| Landlord Complaint - Maintenance | 68,597 | 11.8% |
| Parking Ticket Lookup - Ticket or Plate Number Known | 61,004 | 10.5% |
| Find a Police Precinct or Police Service Area (PSA) | 60,232 | 10.4% |
| Schedule a Plan Examiner Appointment | 58,315 | 10.1% |
| Find a Towed Vehicle - Plate Number Known | 45,764 | 7.9% |
| Bus or Subway Information | 39,495 | 6.8% |
| Lost Property in a Taxi | 30,316 | 5.2% |
| Bulk Items Disposal | 30,186 | 5.2% |
| Property Tax Account Assistance | 27,129 | 4.7% |

Performance Report

✓ Provide access to City government

| | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|----------|----------|-------------|------|---------|---------|
| | FY08 | FY09 | FY10 | FY11 | FY12 | Actual | Actual |
| <i>Performance Statistics</i> | | | | | | | |
| ★ Calls made to 311 (000) | 15,212.9 | 18,363.1 | 18,642.6 | * | * | 5,553.5 | 5,791.4 |
| 311 Online site visits | NA | NA | 740,532 | * | * | 229,037 | 265,666 |
| ★ Calls answered in 30 seconds or less (%) | 97% | 88% | 82% | 80% | 80% | 86% | 87% |
| Call takers time occupied (%) | 63% | 69% | 78% | * | * | 76% | 77% |
| ★ Average wait time for tier 1 calls (311 Siebel system) (minutes:seconds) | 0:07 | 0:12 | 0:22 | 0:30 | 0:30 | 0:16 | 0:19 |
| ★ Average wait time for tier 2 calls (agency legacy systems at 311) (minutes:seconds) | 0:14 | 0:25 | 1:04 | * | * | 0:47 | 1:39 |
| ★ Calls resolved at 311 without transfer to agency for resolution (%) | 80% | 84% | 86% | * | * | 82% | 85% |
| Calls handled in languages other than English (%) | 1.9% | 3.6% | 3.4% | * | * | 3.8% | 3.8% |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The 311 Customer Service Center provides service to its customers through its website and correspondence.

| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|--|----------------------------|------------------------------------|
| Average response time for email correspondence (days) | 7.5 | 7.0 |
| Average response time for letters/mail correspondence (days) | 3.11 | 9.0 |

Agency Resources

| | A c t u a l | | | September 2010 MMR | Updated | | 4-Month | 4-Month |
|---|-------------|--------|--------|-----------------------|-------------------|-------------------|---------|---------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | Actual | Actual |
| <i>Agency Resources</i> | | | | | | | | |
| Expenditures (\$ millions) ² | \$51.3 | \$52.4 | \$46.5 | \$43.1 | \$42.4 | \$40.6 | NA | \$22.2 |
| Personnel | 452 | 473 | 397 | 395 | 337 | 325 | NA | 400 |
| Overtime paid (\$000) | \$517 | \$317 | \$221 | * | * | * | NA | \$100 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

The figures shown in the table above are subtotals of the Department of Information Technology and Telecommunications totals that appear in the preceding chapter of this Report.

Noteworthy Changes, Additions or Deletions

- Average wait times were updated to reflect the average time to answer the initial call (tier 1). Subsequent wait times for inquiries that require additional handling by a 311 specialist (tier 2) are now tracked separately.



DEPARTMENT OF RECORDS & INFORMATION SERVICES

Edna Wells Handy, Commissioner

Key Public Service Area

- ✓ Provide the public and City agencies with access to public records and publications.
- ✓ Provide City agencies, the courts, and district attorneys with record storage, retrieval, and retention scheduling services.

Scope of Agency Operations

The Department of Records and Information Services preserves and maintains the City's records and publications through the Municipal Archives, the Municipal Records Management Division, and the City Hall Library. The Department currently responds to more than 55,000 requests annually and provides the public and City agencies access to approximately 180,000 cubic feet of historically valuable City records and photos, and a unique collection of more than 324,000 books, official government reports, studies and other publications. Through its website, the Department also provides electronic access to official reports issued by New York City government agencies.

Additionally, the Department operates records storage facilities in two locations with a combined capacity of 690,000 cubic feet, and provides records management services to fifty City agencies, ten courts, and the five district attorneys' offices. Records services include scheduling, off-site storage and retrieval, and overall guidance on management of records in all media.

Critical Objectives

- Increase the volume and availability of public records and publications.
- Respond promptly to research requests.
- Retrieve records promptly from off-site facilities upon record owner's request.
- Transfer eligible records to off-site storage and dispose of records that have reached the end of their retention period according to approved schedules.

Preliminary Performance Highlights

- Patron requests for copies of vital records grew to 11,105 in the first four months of Fiscal 2011, from 9,926 in the same period of Fiscal 2010. Most vital records are requested in connection with family history research, resulting in a discretionary expense that can be postponed or curtailed during an economic recession. This indicator had been decreasing since Fiscal 2008. The increase of 12 percent during the reporting period may reflect an improvement in the economy. The greater volume of requests contributed to a substantial increase in the four-month average response time to vital record requests, from 6.2 days in Fiscal 2010 to 8.7 in Fiscal 2011. If the volume of requests continues to increase, the Department plans to adjust staffing to prevent further increase in the average response time.
- The quantity of records preserved by the Department decreased 45 percent during the reporting period, from 206,996 in Fiscal 2010 to 113,199 in Fiscal 2011. During the first four months of Fiscal 2010, the Department completed a special project to preserve the records of the mayoral administration of David Dinkins, resulting in elevated output. After this project ended, the quantity of records preserved decreased significantly for the rest of the Fiscal 2010. Beginning in Fiscal 2011, the Department received funding from the National Endowment for the Humanities to preserve nineteenth-century felony indictment records. This funding has enabled the Department to increase production and will allow it to meet its annual target for records preservation in Fiscal 2011.
- The City Hall Library had a notable increase in requests for information, to 1,025 during the reporting period from 575 during the first four months of Fiscal 2010, a jump of 78 percent. The increase is largely attributable to on-line access to the Library's catalog, which enables customers to more easily ascertain availability and request materials.
- The Department improved its average response time to historical photograph requests to 6.7 days in the first four months of Fiscal 2011, a decrease of 45 percent from 12.2 days in the same period of Fiscal 2010. The deployment of additional part-time staff to the production of historical prints accounts for the improved response time.
- The average time between records disposal eligibility and application sent to the Law Department lengthened significantly, from 0.6 months for the first four months of Fiscal 2010 to 4.1 months for the first four months of Fiscal 2011. The Department will monitor this indicator and provide assistance to records personnel in agencies that have unusual delays in the disposal approval process.



- The average time for the Law Department to approve records disposal applications grew from 1.8 months for the first four months of Fiscal 2010 to 3.3 months for the same period in Fiscal 2011. The increase is due to a small number of disposal applications that required more extensive analysis to determine the potential for future litigation.

Performance Report

- ✓ Provide the public and City agencies with access to public records and publications.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|--|-------------|---------|---------|-----------------|---------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| <i>Publications and reports acquired</i> | 11,498 | 9,861 | 8,708 | * | * | 3,346 | 2,796 |
| <i>Records preserved</i> | 240,091 | 907,439 | 286,665 | 260,000 | 260,000 | 206,996 | 113,199 |
| <i>Volume of library collection</i> | 317,168 | 324,039 | 331,560 | * | * | 326,860 | 334,011 |
| <i>Information requests received</i> | 63,722 | 56,432 | 55,545 | * | * | 17,801 | 19,782 |
| - City Hall Library | 5,096 | 2,295 | 2,227 | * | * | 575 | 1,025 |
| - Municipal Archives | 58,626 | 54,137 | 53,318 | * | * | 17,226 | 18,757 |
| - Vital record requests received | 37,505 | 33,394 | 31,624 | * | * | 9,926 | 11,105 |
| ★ Vital record requests responded to in an average of 12 business days (%) | 86% | 86% | 85% | 80% | 80% | 90% | 83% |
| ★ Average response time to vital records requests (days) | 9.1 | 7.9 | 7.9 | * | * | 6.2 | 8.7 |
| <i>Photographic reproduction requests received</i> | 4,801 | 3,723 | 5,628 | * | * | 1,455 | 1,344 |
| ★ Average response time to historical photo requests (days) | 13.0 | 10.2 | 11.5 | * | * | 12.2 | 6.7 |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ Provide City agencies, the courts, and district attorneys with record storage, retrieval, and retention scheduling services.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|------|------|-----------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| ★ Average response time to agency requests for inactive records (days) | NA | 1.4 | 1.2 | * | * | 1.3 | 1.6 |
| ★ Average time between records disposal eligibility and application sent to Law Department (months) | 1.4 | 0.9 | 0.8 | * | * | 0.6 | 4.1 |
| ★ Average time for Law Department to approve records disposal application (months) | 2.6 | 1.5 | 3.7 | * | * | 1.8 | 3.3 |
| Percent of warehouse capacity available for new accessions | 6% | 7% | 6% | * | * | 7% | 5% |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

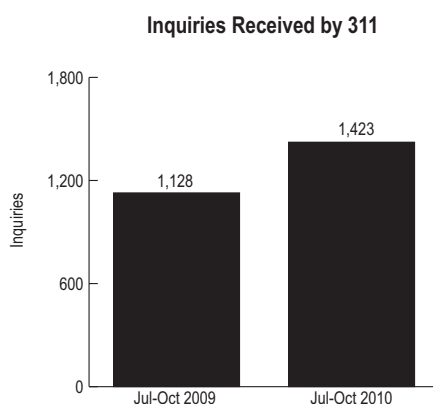
The Department of Records and Information Services provides service to its customers through its walk-in facilities, website and correspondence.

| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average response time for email correspondence (days)</i> | 1.03 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 6.06 | 9.0 |
| <i>Number of completed customer requests for interpretation</i> | NA | 367,322 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 1,423 Department-related inquiries from July through October.



| <i>Top 5 Department - related inquiries:</i> | Total | % of DOR Inquiries |
|--|-------|-----------------------|
| <i>Death Certificate Before 1949</i> | 323 | 22.7% |
| <i>Marriage Certificate Before 1930</i> | 239 | 16.8% |
| <i>Birth Certificate Before 1910</i> | 220 | 15.5% |
| <i>Municipal Reference Research Assistance</i> | 130 | 9.1% |
| <i>Genealogy Research</i> | 129 | 9.1% |

Agency Resources

| | A c t u a l | | | September 2010 MMR FY11 | Updated FY11 ¹ | FY12 ¹ | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|-------|-------|-------------------------------|------------------------------|-------------------|---------------------------|---------------------------|
| <i>Agency Resources</i> | FY08 | FY09 | FY10 | | | | | |
| <i>Expenditures (\$ millions)²</i> | \$5.9 | \$5.9 | \$5.2 | \$5.2 | \$5.6 | \$5.1 | \$2.0 | \$2.3 |
| <i>Revenues (\$000)</i> | \$703 | \$640 | \$839 | \$863 | \$863 | \$863 | \$238 | \$269 |
| <i>Personnel</i> | 70 | 65 | 47 | 46 | 52 | 43 | 50 | 47 |
| <i>Overtime paid (\$000)</i> | \$14 | \$0 | \$17 | * | * | * | \$0 | \$0 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- Edna Wells Handy was appointed Commissioner after the close of the reporting period, succeeding Acting Commissioner Eileen M. Flannelly.





DEPARTMENT OF SANITATION

John Doherty, Commissioner

Key Public Service Areas

- ✓ Clean streets, sidewalks and vacant lots.
- ✓ Manage the City's solid waste through collection, disposal and recycling operations.

Scope of Agency Operations

The Department of Sanitation (DSNY) promotes a healthy environment through the efficient management of solid waste and the development of environmentally sound long-range planning for handling refuse, including recyclables. The Department operates 59 district garages and manages a fleet of 2,022 rear-loading collection trucks and 450 mechanical brooms. Each day approximately 11,000 tons of household and institutional waste are collected. The Department clears litter, snow and ice from approximately 6,000 City street miles, and removes debris from vacant lots as well as abandoned vehicles from City streets.

Critical Objectives

- Increase street and sidewalk cleanliness and the number of cleaned vacant lots.
- Clear snow and ice from City streets and roadways.
- Collect and dispose of household and institutional refuse.
- Remove and process recyclable materials.
- Minimize the environmental impact of waste transfer stations on City neighborhoods and residents.

Preliminary Performance Highlights

- During the first four months of Fiscal 2011 the Department achieved a street cleanliness rating higher than 95 percent, despite having approximately 5 percent fewer sanitation workers than in the same period last year. In addition, all of the City's 234 sections received average ratings of 80 percent or better during the period.
- During the reporting period the number of graffiti sites cleaned more than doubled.
- During the first four months of Fiscal 2011 the refuse tons per truck shift decreased to 10.0 tons from 10.2 last period due to a reduction in refuse tonnage. Similarly, the recycling tons per truck shift decreased to 5.4 from 5.5 due to a reduction in overall recycling tonnage.
- The curbside recycling diversion rate declined less than 1 percent due to a reduction in recycling tonnage, while the total recycling diversion rate remained stable.
- The number of chlorofluorocarbon/freon recoveries continued to decline during the reporting period, decreasing 20 percent due to a reduction in the number of appointments made.
- Private transfer station inspections decreased 21 percent because the transfer stations have reduced their evening hours due to a decline in business. Additionally, the DSNY permit and inspection unit has had two fewer officers since January 2010.

Performance Report

- ✓ Clean streets, sidewalks and vacant lots.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|----------|----------|-------------|-------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | FY11 | FY12 | | |
| ★ Streets rated acceptably clean (%) | 95.7% | 95.8% | 95.3% | 92.0% | 92.0% | 96.1% | 95.7% |
| Dirty/marginal sanitation sections (out of 234) | 0 | 0 | 0 | * | * | 0 | 0 |
| Lots cleaned citywide | 6,366 | 4,608 | 4,519 | * | * | 1,848 | 1,762 |
| ★ Graffiti sites cleaned | NA | 8,868 | 12,652 | * | * | 3,346 | 8,940 |
| Square feet of graffiti removed (000) | NA | 8,058.7 | 7,447.3 | * | * | 2,786.2 | 3,044.0 |
| Snow Overtime (\$000) | \$6,124 | \$16,874 | \$36,717 | * | * | \$0 | \$0 |
| Snowfall (inches) | 13.8 | 25.8 | 52.5 | * | * | 0.0 | 0.0 |
| Salt Used (tons) | 162,185 | 295,572 | 270,010 | * | * | 0 | 0 |

★ Critical Indicator "NA" - means Not Available in this report



✓ **Manage the City's solid waste through collection, disposal and recycling operations.**

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|------------|------------|-------------|---------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Refuse cost per ton (fully loaded) (\$) | \$354 | \$376 | NA | * | * | NA | NA |
| Refuse collection cost per ton (\$) | \$208 | \$228 | NA | * | * | NA | NA |
| Disposal cost per ton (\$) | \$146 | \$148 | NA | * | * | NA | NA |
| Missed refuse collections (%) | 0.0% | 0.1% | 0.3% | * | * | 0.6% | 0.1% |
| ★ Refuse tons per truck-shift | 10.2 | 9.9 | 10.1 | 10.7 | 10.7 | 10.2 | 10.0 |
| ★ Rear-loading collection truck outage rate | 15.6% | 16.3% | 17.6% | * | * | 18.3% | 17.2% |
| ★ Dual-bin collection truck outage rate | 19.5% | 17.4% | 18.3% | * | * | 19.7% | 17.9% |
| ★ EZ Pack front-loading collection truck outage rate | 23.5% | 24.4% | 21.2% | * | * | 22.7% | 20.9% |
| ★ Annual tons disposed (000) | 3,441.3 | 3,306.7 | 3,308.4 | 3,413.0 | 3,413.0 | 1,136.8 | 1,100.7 |
| Tons per day disposed | 11,433 | 10,986 | 10,991 | 11,327 | 11,327 | 11,037 | 10,791 |
| ★ Percent of total trucks dumped on shift | 51.7% | 52.1% | 50.4% | * | * | 52.9% | 50.4% |
| Annual tons recycled (000) | 1,922 | 1,683 | 1,022 | * | * | 502 | 460 |
| Recycled tons per day | 6,160 | 5,394 | 3,779 | * | * | 4,647 | 4,505 |
| ★ Curbside and containerized recycling diversion rate (%) | 16.5% | 16.2% | 15.7% | * | * | 16.0% | 15.6% |
| ★ Number of districts with a curbside and containerized recycling diversion rate between 0.0% and 4.9% | 1 | 1 | 1 | * | * | 0 | 1 |
| ★ Number of districts with a curbside and containerized recycling diversion rate between 5.0% and 9.9% | 10 | 10 | 11 | * | * | 11 | 11 |
| ★ Number of districts with a curbside and containerized recycling diversion rate greater than 25.0% | 6 | 6 | 5 | * | * | 4 | 4 |
| ★ Total recycling diversion rate (%) | 35.0% | 32.9% | 25.6% | * | * | 29.6% | 29.6% |
| Recycling summonses issued | 153,432 | 159,927 | 122,010 | * | * | 48,355 | 30,190 |
| ★ Recycling tons per truck-shift | 5.9 | 5.6 | 5.5 | 6.2 | 6.2 | 5.5 | 5.4 |
| Missed recycling collections (%) | 0.0% | 0.0% | 0.0% | * | * | 0.0% | 0.0% |
| Recycling cost per ton (fully loaded) (\$) | \$490 | \$540 | NA | * | * | NA | NA |
| Recycling collection cost per ton (\$) | \$469 | \$516 | NA | * | * | NA | NA |
| Paper recycling revenue per ton (\$) | \$27 | \$20 | \$10 | * | * | \$10 | \$10 |
| Number of chlorofluorocarbon/freon recoveries | 49,043 | 34,327 | 30,482 | * | * | 13,794 | 10,996 |
| Private transfer station permits | 59 | 60 | 59 | * | * | 60 | 59 |
| Private transfer station inspections performed | 4,782 | 5,810 | 6,303 | 6,102 | 6,102 | 2,408 | 1,898 |
| ★ Marine Transfer Station construction commencements | NA | 0 | 2 | * | * | 1 | NA |
| Tort cases commenced | 299 | 273 | 350 | * | * | 112 | 116 |
| Tort dispositions | 348 | 348 | 318 | * | * | 101 | 103 |
| Tort payout (\$000) | \$25,822.5 | \$25,523.8 | \$34,075.1 | * | * | \$11,514.7 | \$2,562.0 |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The Department of Sanitation provides service to its customers through its website and correspondence.

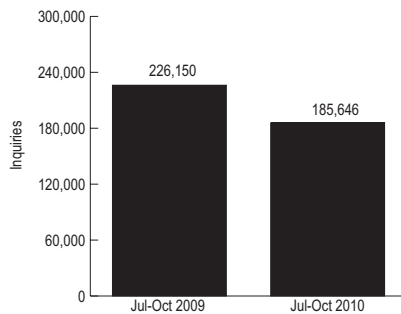
| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|------------------------------------|--|
| <i>Average response time for email correspondence (days)</i> | 6.02 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 7.42 | 9.0 |
| <i>Number of completed customer requests for interpretation</i> | 2 | 367,322 |

Inquiries and Service Requests Received by 311 Customer Service Center



The 311 Customer Service Center received 185,646 DSNY-related inquiries from July through October 2010.

Inquiries Received by 311



| Top 5 DSNY - related inquiries: | Total | % of DSNY Inquiries |
|---|--------|---------------------|
| <i>Bulk Items Disposal</i> | 30,186 | 16.3% |
| <i>CFC and Freon Removal - Appointment</i> | 22,421 | 12.1% |
| <i>Garbage Pickup</i> | 16,559 | 8.9% |
| <i>Recycling and Trash Collection Schedules</i> | 16,129 | 8.7% |
| <i>Illegal Dumping - Past or Chronic</i> | 9,714 | 5.2% |

Top Five 311 Service Requests for DSNY

| Service Requests | # of SRs | Expected Hours to Action | Average Hours to Action | % of SRs Meeting Time to Action |
|--|-----------------|---------------------------------|--------------------------------|--|
| <i>CFC Recovery - CFC Appliance</i> | 29,358 | NA | 105 | NA |
| <i>Sanitation Condition - Street Cond/Dump-Out/Drop-Off</i> | 6,774 | 120 | 33 | 98% |
| <i>Literature Request - Blue Recycling Decals</i> | 4,985 | 168 | 11 | 100% |
| <i>Literature Request - Green Mixed Paper Recycling Decals</i> | 4,790 | 168 | 11 | 100% |
| <i>Dirty Conditions - Illegal Postering</i> | 4,437 | 168 | 61 | 98% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|--|-------------|-----------|-----------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | \$1,244.4 | \$1,258.2 | \$1,301.2 | \$1,346.5 | \$1,402.2 | \$1,297.2 | \$641.2 | \$695.8 |
| <i>Revenues (\$ millions)</i> | \$30.2 | \$28.4 | \$19.0 | \$18.5 | \$17.3 | \$18.0 | \$6.0 | \$5.5 |
| <i>Personnel (uniformed)</i> | 7,690 | 7,612 | 7,227 | 7,216 | 7,016 | 6,923 | 7,494 | 7,089 |
| <i>Personnel (civilian)</i> | 2,112 | 2,111 | 2,127 | 2,203 | 2,207 | 2,199 | 2,086 | 2,056 |
| <i>Overtime paid (\$000)</i> | \$46,887 | \$51,956 | \$77,294 | * | * | * | \$9,126 | \$14,475 |
| <i>Capital commitments (\$ millions)</i> | \$171.5 | \$171.0 | \$502.9 | \$743.5 | \$583.0 | \$114.5 | \$219.0 | \$392.0 |
| <i>Work Experience Program (WEP) participants assigned</i> | 828 | 1,171 | 1,852 | * | * | * | 1,428 | 1,609 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

None





DEPARTMENT OF PARKS & RECREATION

Adrian Benepe, Commissioner

Key Public Service Areas

- ✓ **Maintain a green, clean and safe park system and urban forest for all New Yorkers.**
- ✓ **Strengthen the infrastructure of New York's park system.**
- ✓ **Provide recreational opportunities for New Yorkers of all ages.**

Scope of Agency Operations

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres including nearly 1,800 parks, nearly 2,500 greenstreet sites, over 1,000 playgrounds, more than 800 athletic fields, more than 550 tennis courts, 54 outdoor swimming pools, 12 indoor swimming pools, 31 indoor recreational centers, 12 field houses, six community centers, more than 600 comfort stations, 14 miles of beaches, 13 golf courses, six ice rinks, five major stadia, 17 nature centers, 13 marinas and four zoos. The Department is also responsible for approximately 650,000 street trees and two million park trees, 23 historic house museums and more than 800 monuments, sculptures and historical markers.

Critical Objectives

- Optimize the overall condition and cleanliness of park facilities and playgrounds.
- Maintain drinking fountains, comfort stations and spray showers.
- Plant and maintain street and park trees.
- Restore and preserve natural areas, monuments and historic house museums.
- Build and renovate parks and playgrounds.
- Operate seasonal beaches and pools.
- Increase attendance at recreation centers and programs.

Preliminary Performance Highlights

- Overall condition ratings of parks improved by three points to 85 percent, and cleanliness ratings rose by one point to 89 percent.
- Largely due to an increase in the number of parking violations associated with the opening of new athletic fields on Randall's Island, the overall number of summonses issued by the Department rose by 9.7 percent to 7,369.
- Approximately 26,000 trees were planted as part of the MillionTreesNYC initiative during July to October 2010. While considerably lower than the almost 40,000 trees planted in the same four months a year ago, when there was an exceptionally high volume of activity, the Department fully expects to meet its annual planting goals.
- The number of trees pruned under the block program fell by more than half, from 12,175 to 5,194. The decrease is due to a number of factors, including delays in contract registration and the impact of the September 2010 tornado as resources were redirected to clean-up operations, which also affected response levels to service requests for tree removals. All planned pruning work will be completed by year end. Additionally, as a result of the extensive damage caused by the tornado, the number of trees removed rose by 31.9 percent to 7,016.
- Attendance at historic house museums grew by 5.5 percent to over 432,000.
- The Department completed 63 capital projects compared to 51 last year, reflecting a greater proportion of projects that required fewer changes and advanced more quickly. Consequently, the percent of projects completed on or ahead of schedule and the percent completed within budget improved to 84 percent and 94 percent, respectively.
- Total recreation center attendance and membership experienced declines, five percent and four percent, respectively.



Performance Report

✓ Maintain a green, clean and safe park system and urban forest for all New Yorkers.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|-----------|------------|-----------------|--------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ Parks rated "acceptable" for overall condition (%) | 86% | 82% | 83% | 85% | 85% | 82% | 85% |
| ★ Parks rated "acceptable" for cleanliness (%) | 91% | 90% | 88% | 90% | 90% | 88% | 89% |
| ★ - Cleanliness of small parks and playgrounds (%) | 93% | 90% | 88% | * | * | 88% | 90% |
| ★ - Cleanliness of large parks (%) | 78% | 77% | 76% | * | * | 74% | 74% |
| ★ Safety surfaces rated "acceptable" (%) | 94% | 93% | 94% | 90% | 90% | 93% | 92% |
| ★ Play equipment rated "acceptable" (%) | 89% | 88% | 91% | 90% | 90% | 90% | 91% |
| ★ Comfort stations in service (in season only) (%) | 93% | 90% | 94% | 90% | 90% | 94% | 96% |
| ★ Spray showers in service (in season only) (%) | 95% | 95% | 94% | * | * | 95% | 90% |
| ★ Drinking fountains in service (in season only) (%) | 92% | 94% | 94% | * | * | 94% | 93% |
| Parks with an affiliated volunteer group (%) | 57% | 58% | 58% | * | * | 58% | 59% |
| Summonses issued | 21,149 | 22,145 | 17,264 | * | * | 6,715 | 7,369 |
| ★ Public service requests received - Forestry | 78,569 | 75,509 | 95,547 | * | * | NA | NA |
| ★ MillionTreesNYC | | | | | | | |
| - Trees planted - Parks | 82,840 | 120,384 | 107,030 | 60,000 | 60,000 | 37,857 | 24,199 |
| ★ - Trees planted - Other | 28,945 | 22,019 | 14,896 | 40,000 | 40,000 | 1,876 | 1,857 |
| Trees removed | 12,833 | 11,378 | 13,216 | * | * | 5,319 | 7,016 |
| ★ - Street trees removed (in response to service request) | 8,095 | 7,261 | 8,161 | * | * | 3,788 | 3,831 |
| - Removed within 30 days of service request (%) | 98% | 98% | 99% | 95% | 95% | 99% | 90% |
| Trees pruned - Block program | 75,810 | 79,658 | 29,782 | 27,000 | 27,000 | 12,175 | 5,194 |
| - Annual pruning goal completed (%) | 152% | 123% | 149% | * | * | 61% | 19% |
| - Percent of pruning completed within established cycle | 15% | 16% | 6% | * | * | NA | NA |
| Acres restored | 69.7 | 28.5 | 24.8 | * | * | 7.0 | NA |
| Acres improved | 457.6 | 422.8 | 333.1 | * | * | 168.9 | NA |
| Attendance at historic house museums | 763,337 | 741,449 | 795,916 | * | * | 409,763 | 432,317 |
| Monuments receiving annual maintenance (%) | 61% | 71% | 69% | * | * | 30% | 30% |
| ★ Total major felonies in 20 largest parks | | | | | | | |
| - Crimes against persons | 82 | 76 | 76 | * | * | 37 | 34 |
| ★ - Crimes against property | 100 | 121 | 108 | * | * | 41 | 49 |
| ★ Public service requests received through 311 that relate to quality of life | 3,144 | 2,762 | 2,818 | * | * | 1,265 | 1,292 |
| Tort cases commenced | 274 | 264 | 288 | * | * | 97 | 97 |
| Tort dispositions | 292 | 287 | 327 | * | * | 118 | 87 |
| Tort payout (\$000) | \$12,258.7 | \$9,722.9 | \$17,549.5 | * | * | \$4,279.6 | \$3,399.8 |

★ Critical Indicator "NA" - means Not Available in this report

✓ **Strengthen the infrastructure of New York's park system.**



| | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|------|------|-------------|------|---------|---------|
| | | | | Updated | | Actual | Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Capital projects completed | 131 | 140 | 150 | 160 | 160 | 51 | 63 |
| Capital projects completed on time or early (%) | 74% | 82% | 76% | 80% | 80% | 63% | 84% |
| Capital projects completed within budget (%) | 89% | 86% | 89% | 85% | 85% | 88% | 94% |
| Greenways added (miles) | 0.5 | 3.2 | 1.3 | * | * | 0.3 | 0.0 |

★ Critical Indicator "NA" - means Not Available in this report

✓ **Provide recreational opportunities for New Yorkers of all ages.**

| | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|-----------|-----------|-------------|-------|-----------|-----------|
| | | | | Updated | | Actual | Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Lifeguards (calendar year) | 1,152 | 1,285 | 1,369 | 1,200 | 1,200 | NA | NA |
| ★ Attendance at outdoor Olympic and intermediate pools (calendar year) | 1,495,628 | 1,826,326 | 1,727,436 | * | * | NA | NA |
| ★ Recreation centers rated "acceptable" for cleanliness (%) | NA | NA | 96% | * | * | NA | NA |
| ★ Recreation centers rated "acceptable" for overall condition (%) | NA | NA | 88% | * | * | NA | NA |
| ★ Average hours recreation centers open per week | 76.3 | 76.4 | 77.4 | * | * | 77.1 | 76.4 |
| ★ Total recreation center attendance | 2,779,447 | 3,193,646 | 3,271,198 | * | * | 1,078,958 | 1,024,286 |
| Total recreation center membership | 148,168 | 169,301 | 173,944 | * | * | 61,019 | 58,559 |
| - Seniors | 28,537 | 31,116 | 32,536 | * | * | 11,556 | 11,358 |
| - Adults | 65,947 | 79,303 | 78,325 | * | * | 24,896 | 23,680 |
| - Youth and children | 53,684 | 58,882 | 63,083 | * | * | 24,567 | 23,521 |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The Department of Parks and Recreation provides service to its customers through its walk-in facilities, website and correspondence.

| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|--|----------------------------|------------------------------------|
| Average response time for email correspondence (days) | 14.47 | 7.0 |
| Average response time for letters/mail correspondence (days) | 14.19 | 9.0 |
| Average wait time to speak with a customer service agent at a walk-in facility (min:sec) | NA | 26:40 |
| Number of completed customer requests for interpretation | 9 | 367,322 |

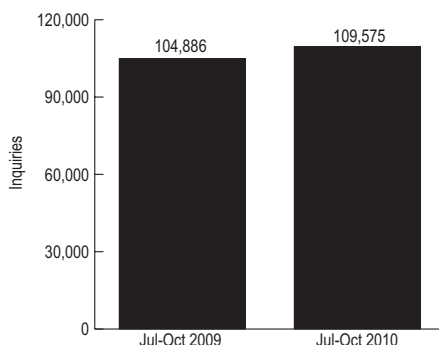


Inquiries and Service Requests Received by 311 Customer Service Center



The 311 Customer Service Center received 109,575 DPR-related inquiries from July through October 2010.

Inquiries Received by 311



| Top 5 DPR - related inquiries: | Total | % of DPR Inquiries |
|---|--------|--------------------|
| Removal of Large Branch or Entire Tree - City Tree or Property | 19,904 | 18.2% |
| Wood Disposal Chipping and Pickup - Manhattan, Brooklyn, Queens and Northwest Staten Island | 12,561 | 11.5% |
| Find a Park | 8,291 | 7.6% |
| Find a Public Swimming Pool | 7,840 | 7.2% |
| Find an Event in a Park | 5,483 | 5.0% |

Top Five 311 Service Requests for DPR

| Service Requests | # of SRs | Expected Days to Action | Average Days to Action | % of SRs Meeting Time to Action |
|---|-----------------|--------------------------------|-------------------------------|--|
| Damaged Tree - Branch or Limb Has Fallen Down | 5,130 | 8 | 2 | 98% |
| Dead Tree - Dead/Dying Tree | 2,962 | 7 | 4 | 93% |
| Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program | 1,257 | 30 | 6 | 96% |
| Overgrown Tree/Branches - Hitting Building | 1,372 | 30 | 3 | 99% |
| New Tree Request - For One Address | 1,881 | 180 | 77 | 83% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| Expenditures (\$ millions) ² | \$370.6 | \$379.6 | \$382.7 | \$318.9 | \$362.7 | \$290.2 | \$151.1 | \$141.7 |
| Revenues (\$ millions) | \$97.5 | \$110.2 | \$59.0 | \$73.5 | \$68.3 | \$72.5 | \$24.8 | \$21.2 |
| Personnel (Total FT and FTE) | 7,245 | 7,395 | 7,242 | 5,757 | 6,393 | 5,217 | 6,955 | 6,679 |
| Full-time personnel | 3,702 | 3,760 | 3,581 | 3,059 | 3,415 | 3,081 | 3,725 | 3,474 |
| Full-time equivalent (FTE) personnel | 3,543 | 3,635 | 3,661 | 2,698 | 2,978 | 2,136 | 3,230 | 3,205 |
| - Parks Opportunity Program (POP) participants ³ | 2,293 | 2,203 | 2,053 | 1,733 | 1,733 | 1,582 | 2,211 | 1,808 |
| Overtime paid (\$000) | \$7,540 | \$6,912 | \$6,670 | * | * | * | \$2,538 | \$3,198 |
| Capital commitments (\$ millions) | \$507.4 | \$550.6 | \$542.1 | \$344.3 | \$1,145.6 | \$143.7 | \$148.4 | \$170.9 |
| Work Experience Program (WEP) participants assigned | 48 | 542 | 59 | * | * | * | 42 | 44 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

³ The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.



Noteworthy Changes, Additions or Deletions

- The Department updated four-month Fiscal 2010 data for ‘Parks with an affiliated volunteer group,’ ‘Trees removed,’ and the subset indicator that reports on the number of trees removed in response to a service request.
- Four-month Fiscal 2011 data for the indicators ‘Acres restored’ and ‘Acres improved’ is not available. Parks is reviewing its calculation methodology for these metrics and expects to report data in the Fiscal 2011 Mayor’s Management Report.
- The Department revised its Fiscal 2011 target for ‘Capital projects completed’ from 150 to 160.





DEPARTMENT OF CITY PLANNING

Amanda M. Burden, Director

Key Public Service Areas

- ✓ Provide a blueprint for the orderly growth, improvement and future development of the City.
- ✓ Conduct land use and environmental reviews.

Scope of Agency Operations

The Department of City Planning (DCP) promotes strategic growth and development in the City, in part, by initiating comprehensive, consensus-based planning and zoning changes for individual neighborhoods and business districts. It supports the City Planning Commission and each year reviews approximately 500 land use applications for actions such as zoning changes and disposition of City property. The Department assists both government agencies and the public by providing policy analysis and technical assistance relating to housing, transportation, community facilities, demography and public space.

Critical Objectives

- Strengthen housing and economic development throughout the City.
- Enhance the City's neighborhoods, urban design and public spaces, including use of the waterfront and waterways.
- Provide effective planning information and analysis.
- Process applications efficiently.

Preliminary Performance Highlights

- The Department completed and presented seven projects and proposals to the public during the reporting period, including an initiative that supports the Department's advancement of Vision 2020: New York City's Comprehensive Waterfront Plan. Building on extensive community outreach efforts to solicit input and extend public access to resources, a new interactive map was launched on the Department's website in July 2010 enabling the user to locate and obtain descriptive information for 224 publicly accessible waterfront spaces (constructed, in progress or planned). Vision 2020 will establish long-term goals, identify key opportunities for improving the 500+ miles of New York City's waterfront, and outline strategies for its implementation. The Plan is targeted for completion in early Calendar 2011.
- Eighty percent of the 132 land use applications referred by the Department from July to October 2010 were referred within six months of receipt, continuing to surpass the target of 70 percent. The median time to refer applications rose by 12 days to 51 days as comparatively fewer simpler applications were processed during this four-month period.
- DCP completed 95 environmental review applications compared to 77 during the same period last year. Of these applications, 74 percent were completed within six months of receipt, an improvement over the 68 percent of a year ago. The median time to complete application review increased from 28 days to 71 days; applications completed during the reporting period included a higher proportion of long-term, complex projects originating in prior fiscal years.



Performance Report

✓ Provide a blueprint for the orderly growth, improvement and future development of the City.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|------|------|-----------------|------|-------------------|-------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| <i>Projects and proposals completed and presented to the public</i> | 34 | 35 | 35 | * | * | 13 | 7 |
| - Economic development and housing proposals | 7 | 11 | 9 | * | * | 4 | 1 |
| - Neighborhood enhancement proposals | 16 | 16 | 15 | * | * | 1 | 2 |
| - Planning information and policy analysis | 11 | 8 | 11 | * | * | 8 | 4 |
| ★ Number of significant milestones achieved for DCP-facilitated projects related to Lower Manhattan | 6 | 6 | 6 | * | * | NA | NA |
| ★ Number of significant milestones achieved for DCP-facilitated projects related to Hudson Yards | 11 | 12 | 11 | * | * | NA | NA |
| ★ Number of significant milestones achieved for DCP-facilitated projects related to significant open-space proposals | 5 | 5 | 5 | * | * | NA | NA |
| ★ Critical Indicator "NA" - means Not Available in this report | | | | | | | |

✓ Conduct land use and environmental reviews.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|------|------|-----------------|------|-------------------|-------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| <i>Land use applications referred</i> | 636 | 557 | 459 | * | * | 105 | 132 |
| ★ - Within 6 months (%) | 74% | 79% | 80% | 70% | 70% | 78% | 80% |
| - Within 6-12 months (%) | 10% | 6% | 7% | * | * | 10% | 4% |
| - Within 13 months or more (%) | 16% | 15% | 13% | * | * | 12% | 16% |
| ★ Median time to refer land use applications (days) | 48 | 33 | 28 | * | * | 39 | 51 |
| <i>Environmental review applications completed</i> | 288 | 224 | 249 | * | * | 77 | 95 |
| ★ - Within 6 months (%) | 71% | 71% | 61% | * | * | 68% | 74% |
| - Within 6-12 months (%) | 8% | 8% | 7% | * | * | 6% | 5% |
| - Within 13 months or more (%) | 21% | 21% | 32% | * | * | 26% | 21% |
| ★ Median time to complete environmental review applications (days) | 46 | 22 | 47 | * | * | 28 | 71 |
| ★ Critical Indicator "NA" - means Not Available in this report | | | | | | | |

Agency Customer Service

The Department of City Planning provides service to its customers through its walk-in facilities, website and correspondence.

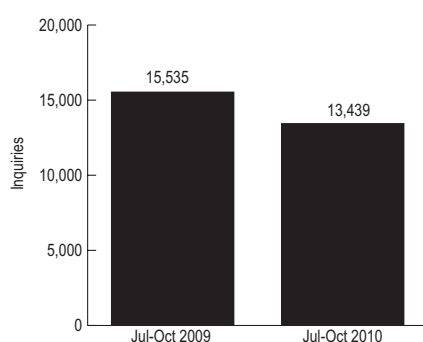
| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average response time for email correspondence (days)</i> | 1.0 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 19.0 | 9.0 |
| <i>Number of completed customer requests for interpretation</i> | 2 | 367,322 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 13,439 DCP-related inquiries from July through October 2010.

Inquiries Received by 311



| <i>Top 5 DCP - related inquiries:</i> | Total | % of DCP Inquiries |
|--|--------|--------------------|
| <i>Locate an Elected Official</i> | 11,846 | 88.1% |
| <i>Zoning Information Desk</i> | 1,431 | 10.6% |
| <i>Purchase City Planning Maps and Books</i> | 70 | 0.5% |
| <i>Waterfront - Flood Zone Information</i> | 32 | 0.2% |
| <i>City Planning - Hearings and Publications</i> | 30 | 0.2% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|--------|--------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | \$24.4 | \$26.9 | \$26.2 | \$26.7 | \$26.4 | \$22.6 | \$12.3 | \$10.2 |
| <i>Revenues (\$ millions)</i> | \$2.3 | \$3.3 | \$2.7 | \$3.3 | \$3.2 | \$3.0 | \$0.9 | \$0.6 |
| <i>Personnel</i> | 324 | 311 | 284 | 304 | 294 | 289 | 304 | 276 |
| <i>Overtime paid (\$000)</i> | \$39 | \$38 | \$38 | * | * | * | \$11 | \$11 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- The Department corrected four-month Fiscal 2010 data for 'Projects and proposals completed and presented to the public' and the sub-indicators '- Economic development and housing proposals' and '- Planning information and policy analysis.' Previously reported data had not included six projects and proposals completed within the July 2009 to October 2009 time period.
- Four-month Fiscal 2010 data was also updated for the indicator 'Land use applications referred' and 'Environmental review applications completed' to reflect updated figures. As a result, the data for the three measures that report on the percent of these applications completed within specific time periods and the median time to process each application type was also revised.





LANDMARKS PRESERVATION COMMISSION

Robert B. Tierney, Chair

Key Public Service Area

- ✓ **Preserve the City's architectural, historical, cultural and archeological assets.**

Scope of Agency Operations

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,266 individual landmarks and more than 27,000 properties in 101 historic districts and 16 extensions to existing historic districts. The Agency annually reviews approximately 9,000 applications to alter landmark structures. Enforcement staff investigate complaints of illegal work and initiate action to compel compliance with the Landmarks Law.

Critical Objectives

- Identify and designate eligible individual landmarks, interior landmarks, scenic landmarks and historic districts.
- Provide technical assistance and timely permit issuance for work on landmark buildings.
- Increase efficiency and compliance with landmark regulations.
- Review potential impacts to archeological resources.

Preliminary Performance Highlights

- During the first four months of Fiscal 2011 LPC designated one historic district and 11 individual landmarks, for a total of 224 buildings. The Commission held 11 public hearings and approved the designation of seven buildings in Queens and Staten Island, including the designation of the Ridgewood South Historic District in Queens.
- During the reporting period the Commission achieved 60 percent of its designation target for the entire fiscal year.
- The number of permit applications received increased to 3,499 during the reporting period, the second highest number of applications in the agency's history. As a result of that increase, and a change in the agency's system for calculating when an application may be considered complete, the percentage of permits for minor work issued within 10 days decreased by 7 percentage points compared to the same period last year.
- The overall number of complaints decreased by 33 percent during the reporting period, but the portion of investigations resulting in enforcement actions increased by 17 percentage points because a larger percentage of complaints accurately identified violations of the Landmarks Law.
- The number of archaeology applications received and the percentage of applications reviewed within 10 days increased compared to last year's performance, with 98 percent of reviews completed within the targeted time frame.



Performance Report

✓ **Preserve the City's architectural, historical, cultural and archeological assets.**

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|-------|-------|-----------------|------|-------------------|-------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| ★ <i>Individual landmarks and historic districts designated</i> | 30 | 40 | 40 | 20 | 20 | 13 | 12 |
| ★ <i>- Total number of buildings designated</i> | 438 | 998 | 598 | * | * | 130 | 224 |
| <i>Percent of designation target achieved</i> | 150% | 200% | 200% | * | * | NA | NA |
| <i>Work permit applications received</i> | 10,103 | 8,929 | 9,358 | * | * | 3,011 | 3,499 |
| <i>- Actions taken</i> | 10,730 | 9,107 | 9,274 | * | * | 3,326 | 3,483 |
| <i>Certificates of No Effect issued within 10 days (%)</i> | 90% | 92% | 86% | 85% | 85% | 90% | 86% |
| <i>Expedited Certificates of No Effect issued within two days (%)</i> | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| <i>Permits for Minor Work issued within 10 days (%)</i> | 87% | 90% | 85% | * | * | 88% | 81% |
| <i>Investigations completed</i> | 1,430 | 1,215 | 1,165 | * | * | 344 | 300 |
| ★ <i>Percent of investigations resulting in enforcement action</i> | 61% | 58% | 64% | * | * | 52% | 69% |
| <i>Warning letters issued</i> | 1,285 | 1,011 | 1,275 | * | * | 287 | 265 |
| ★ <i>Notices of Violation upheld at the Environmental Control Board (%)</i> | 98% | 98% | 98% | * | * | 99% | 98% |
| <i>Archeology applications received</i> | 392 | 328 | 298 | * | * | 89 | 102 |
| <i>Archeology applications reviewed within 10 days (%)</i> | 89% | 96% | 96% | 85% | 85% | 94% | 98% |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The Landmarks Preservation Commission provides service to its customers through its website and correspondence.

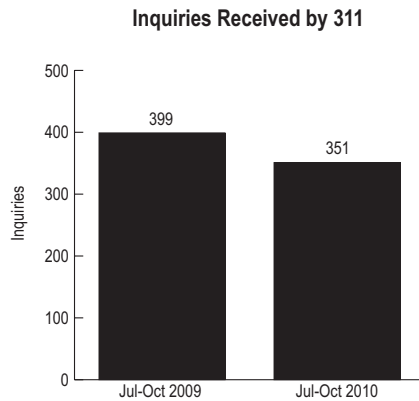
| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average response time for email correspondence (days)</i> | 2.0 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 3.0 | 9.0 |
| <i>Number of completed customer requests for interpretation</i> | NA | 367,322 |



Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 351 LPC-related inquiries from July through October 2010.



| <i>Top 5 LPC - related inquiries:</i> | Total | % of LPC Inquiries |
|--|-------|--------------------|
| <i>Landmark and Historic District Information</i> | 178 | 50.7% |
| <i>Landmark Building Alteration Permit</i> | 117 | 33.3% |
| <i>Apply for Landmark Status</i> | 29 | 8.3% |
| <i>Landmark Building Alteration Complaint - Painting</i> | 18 | 5.1% |
| <i>Apply for Grant to Restore a Landmark</i> | 9 | 2.6% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | \$4.4 | \$4.6 | \$4.6 | \$5.6 | \$5.4 | \$4.8 | \$1.5 | \$1.4 |
| <i>Revenues (\$000)</i> | \$1,550 | \$2,470 | \$1,252 | \$2,998 | \$2,000 | \$2,585 | \$408 | \$695 |
| <i>Personnel</i> | 67 | 62 | 60 | 70 | 70 | 67 | 62 | 58 |
| <i>Overtime paid (\$000)</i> | \$4 | \$0 | \$4 | * | * | * | \$0 | \$0 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

None





DEPARTMENT OF CULTURAL AFFAIRS

Kate D. Levin, Commissioner

Key Public Service Areas

- ✓ **Oversee City support for the operations and services of non-profit cultural organizations, which have a significant impact on the City's economy and quality of life.**
- ✓ **Support the capital improvement of cultural facilities to better serve City residents and attract foreign and domestic tourists.**
- ✓ **Promote public appreciation of the arts and culture.**

Scope of Agency Operations

The Department of Cultural Affairs (DCLA) ensures that cultural activities are an integral part of New York City's civic and economic life by providing support, advocacy and technical assistance for the City's cultural community. DCLA's constituency consists of the 33 City-owned cultural institutions comprising the Cultural Institutions Group (CIG), and more than 1,500 other not-for-profit organizations serving constituencies in all neighborhoods of the City. DCLA also provides donated materials for arts programs offered by the public schools and cultural and social service groups, and commissions works of public art at City-funded construction projects throughout the City. DCLA promotes activities that impact the City's economy and quality of life and is actively advancing numerous cultural development initiatives with economic development components, including working on public and streetscape improvements with the Four Bronx Institutions Alliance; the Downtown Brooklyn cultural district and the Coney Island Redevelopment Plan in Brooklyn; and, in Manhattan, the West Side 'High Line' corridor.

Critical Objectives

- Award funding and make payments as quickly as possible to ensure that all segments of the public have access to a broad array of cultural activities.
- Encourage the contribution and use of donated materials with the goal of expanding resources available for cultural activities and promoting public awareness of the value of reusing materials.
- Provide efficient coordination and support for capital projects at cultural facilities and expedite the completion of these projects.
- Enhance public awareness of the array of cultural programming offered throughout the five boroughs.

Preliminary Performance Highlights

- All operating support payments to the City's cultural institutions were made within the 5-day performance standard.
- The Department issued Cultural Development Fund grant payments in 8.1 days, nearly two days faster than a year ago. DCLA continues to work to improve payment processing time and management of its automated applicant information system.
- Contributions from the business community to Materials for the Arts were not as robust as in past years as reflected by a slight reduction in the number of donors and the more significant decrease in the overall value of contributed materials and equipment. A planned 3-month suspension of online donations associated with computer system upgrades also impacted donation levels. The online donation service was fully restored in September 2010, and DCLA expects to achieve its annual program goals.



Performance Report

- ✓ **Oversee City support for the operations and services of non-profit cultural organizations, which have a significant impact on the City's economy and quality of life.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|-------|-------|-----------------|-------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ Operating support payments made to Cultural Institutions Group by the 5th day of each month (%) | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| ★ Average days to issue initial Cultural Development Fund payments after complying with all City requirements | NA | 6.1 | 9.3 | * | * | 9.8 | 8.1 |
| ★ Average days to issue program grant final payments | 6 | 6 | 10 | * | * | NA | NA |
| Value of contributed Materials for the Arts (MFTA) materials and equipment (\$ millions) | \$7.3 | \$5.8 | \$6.7 | \$5.5 | \$5.5 | \$2.0 | \$1.4 |
| MFTA donors | 1,741 | 1,509 | 1,616 | 1,400 | 1,400 | 653 | 632 |
| ★ MFTA transactions | 4,994 | 5,593 | 5,534 | 5,500 | 5,500 | 1,710 | 1,644 |
| Number of schools served by MFTA | 545 | 631 | 713 | 600 | 600 | 307 | 290 |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ **Support the capital improvement of cultural facilities to better serve City residents and attract foreign and domestic tourists.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--------------------------------------|-------------|------|------|-----------------|------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ New capital projects initiated (%) | 54% | 70% | 74% | 70% | 70% | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ **Promote public appreciation of the arts and culture.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|------------|------------|-----------------|------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| Number of events listed on NYCulture Calendar | NA | NA | 6,631 | * | * | 1,693 | 1,420 |
| Total visitors to the Cultural Institutions Group | 19,092,865 | 18,882,316 | 19,266,938 | * | * | NA | NA |
| - Percentage of visitors using free admission and/or tickets | NA | 29% | 30% | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

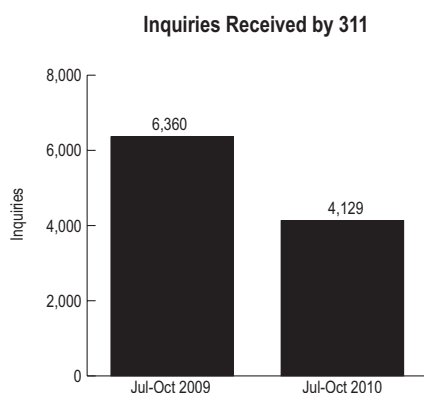
The Department of Cultural Affairs provides service to its customers through its website and correspondence.

| <i>Customer Service</i> | <i>Agency Preliminary FY11</i> | <i>Citywide Total Preliminary FY11</i> |
|---|------------------------------------|--|
| <i>Average response time for email correspondence (days)</i> | NA | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | NA | 9.0 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 4,129 DCLA-related inquiries from July through October 2010.



| <i>Top DCLA - related inquiries:</i> | <i>Total</i> | <i>% of DCLA Inquiries</i> |
|--------------------------------------|--------------|--------------------------------|
| <i>Find a Zoo or Aquarium</i> | 1,966 | 47.6% |
| <i>Find a Museum</i> | 1,458 | 35.3% |
| <i>Find a Botanical Garden</i> | 325 | 7.9% |
| <i>Grants for Cultural Programs</i> | 117 | 2.8% |
| <i>Find a Performing Arts Venue</i> | 88 | 2.1% |

Agency Resources

| <i>Agency Resources</i> | <i>A c t u a l</i> | | | <i>September 2010 MMR FY11</i> | <i>Updated FY11¹</i> | <i>FY12¹</i> | <i>4-Month Actual FY10</i> | <i>4-Month Actual FY11</i> |
|---|--------------------|-------------|-------------|--|-------------------------------------|-------------------------|------------------------------------|------------------------------------|
| | <i>FY08</i> | <i>FY09</i> | <i>FY10</i> | | | | | |
| <i>Expenditures (\$ millions)²</i> | \$161.3 | \$151.4 | \$142.9 | \$150.1 | \$143.3 | \$101.3 | \$97.1 | \$88.1 |
| <i>Personnel</i> | 65 | 65 | 59 | 59 | 63 | 59 | 61 | 56 |
| <i>Overtime paid (\$000)</i> | \$2 | \$0 | \$0 | * | * | * | \$0 | \$0 |
| <i>Capital commitments (\$ millions)</i> | \$211.5 | \$429.8 | \$337.8 | \$81.2 | \$446.3 | \$90.7 | \$41.5 | \$0.2 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- The Department revised Fiscal 2010 data for 'Average days to issue program grant final payments' from 9 days to 10 days to reflect updated data.





TAXI AND LIMOUSINE COMMISSION

David Yassky, Commissioner/Chair

Key Public Service Area

- ✓ Ensure the quality and safety of for-hire vehicle transportation services through effective regulation and administration of rules, standards, and licensing requirements.

Scope of Agency Operations

The Taxi and Limousine Commission (TLC) establishes and enforces professional and uniform standards of for-hire service and ensures public safety. TLC licenses and regulates 13,237 medallion taxicabs, 37,131 for-hire vehicles, 2,337 paratransit vehicles, 373 commuter vans, and 106,484 drivers. The Commission also regulates 29 taximeter shops, 25 taxicab brokers and 68 taxicab agents, and sets fares charged by medallion taxicabs.

Critical Objectives

- Promote industry standards through an efficient licensing process.
- Improve compliance with rules and regulations through ongoing monitoring.
- Increase compliance with safety and emissions standards through timely inspections.
- Provide a fair and timely review and hearing process.

Preliminary Performance Highlights

- Following a number of efficiency measures implemented in 2008, average wait time at the Long Island City licensing facility fell from about 30 minutes to approximately 20 minutes. This positive trend continued in the first four months of Fiscal 2011, with wait time dropping to an average of 15 minutes.
- The majority of vehicle compliance checks conducted during July to October 2010 involved cars that were stopped when TLC officers observed or suspected a violation was taking place, such as a driver using a cell phone or a for-hire vehicle (FHV) picking up a street hail. The more targeted nature of the car stops contributed to the decrease in the compliance rate, which fell to 37 percent compared to 65 percent during the same four-month period a year ago, when vehicles were selected more randomly.
- Street hail summonses issued to for-hire vehicle drivers grew nearly five-fold to approximately 1,200 due to a shift in enforcement priorities, including increased enforcement in Manhattan aimed at curbing the number of non-medallion vehicles picking up illegal street hails.
- The average time to conduct a safety and emissions inspection of medallion taxis, including wait time, decreased by 9 minutes to 69 minutes. The faster turnaround time is largely due to additional staffing and expanded inspection capacity. These resources were added to meet the increased workload resulting from the FHV rule changes of the prior year.
- The average time between receipt of a consumer complaint and the close of the hearing on the complaint rose from 60 days to 80 days. The significantly longer resolution times follow a testing period for a new software program. TLC has allocated additional personnel and courtroom resources and expects to reduce the backlog by the first quarter of Calendar 2011.



Performance Report

- ✓ Ensure the quality and safety of for-hire vehicle transportation services through effective regulation and administration of rules, standards, and licensing requirements.

| | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|--------|--------|-----------------|--------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| <i>Performance Statistics</i> | | | | | | | |
| ★ Average days to receive a medallion driver's license from initial application | 56.5 | 55.1 | 53.4 | * | * | 52.0 | 55.8 |
| ★ Average days to receive a for-hire vehicle driver's license from initial application | 22.5 | 20.0 | 19.9 | * | * | 20.0 | 20.0 |
| ★ Average wait time at Long Island City licensing facility (hours:minutes) | 0:31 | 0:20 | 0:20 | 0:25 | 0:25 | 0:19 | 0:15 |
| ★ Car stop compliance rate (Medallions and for-hire vehicles) (%) | 46% | 36% | 52% | * | * | 65% | 37% |
| ★ For-hire vehicle base inspection compliance rate (%) | 33% | 42% | 43% | * | * | 55% | 49% |
| Medallion enforcement: Operation Refusal compliance rate (%) | 88% | 94% | 96% | * | * | 95% | NA |
| Street hail summonses issued to non-medallion vehicle drivers | 1,560 | 991 | 1,323 | * | * | 206 | 1,198 |
| Unlicensed for-hire vehicle bases - Padlock proceedings initiated | 47 | 59 | 29 | * | * | 14 | 7 |
| Medallion safety and emissions inspections conducted | 58,311 | 56,812 | 55,744 | 59,000 | 59,000 | 18,650 | 18,283 |
| ★ Medallion safety failure rate | | | | | | | |
| - Initial inspection (%) | 42.9% | 42.5% | 46.3% | * | * | 42.2% | 41.4% |
| Medallion safety and emissions failure rate | | | | | | | |
| - Initial inspection (%) | 45.5% | 42.3% | 42.1% | * | * | 41.8% | 41.1% |
| - Re-inspection (%) | 17.1% | 13.2% | 12.8% | * | * | 14.1% | 10.8% |
| ★ Percent of medallion safety and emissions inspections completed on time | 80.2% | 92.2% | 95.5% | * | * | 95.8% | 95.6% |
| ★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes) | 1:06 | 1:09 | 1:12 | * | * | 1:18 | 1:09 |
| Medallion summonses for non-inspection | 2,243 | 2,233 | 1,964 | * | * | 784 | 645 |
| Average time to close a consumer complaint (calendar days) | | | | | | | |
| - Medallion | 23.7 | 26.5 | 34.1 | * | * | 28.4 | 31.0 |
| - For-hire vehicle | 23.8 | 28.2 | 31.3 | * | * | 28.2 | 27.9 |
| ★ Average age of open summonses (calendar days) | NA | NA | 80 | * | * | NA | 85 |
| ★ Average time from a consumer's request for a hearing to the hearing close date (calendar days) | 47 | 58 | 56 | * | * | 60 | 80 |
| ★ Average time to process a hearing decision (minutes:seconds) | 26:40 | 26:30 | 34:51 | * | * | 35:93 | 33:28 |
| ★ Critical Indicator "NA" - means Not Available in this report | | | | | | | |

Agency Customer Service

The Taxi and Limousine Commission provides service to its customers through its call centers, walk-in facilities, website and correspondence.

| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|--|----------------------------|------------------------------------|
| Average call wait time (in seconds) | 296.0 | 190.1 |
| Average response time for email correspondence (days) | 24.0 | 7.0 |
| Average response time for letters/mail correspondence (days) | 13.5 | 9.0 |
| Average wait time to speak with a customer service agent at a walk-in facility (min:sec) | 14:19 | 26:40 |
| Number of completed customer requests for interpretation | 974 | 367,322 |

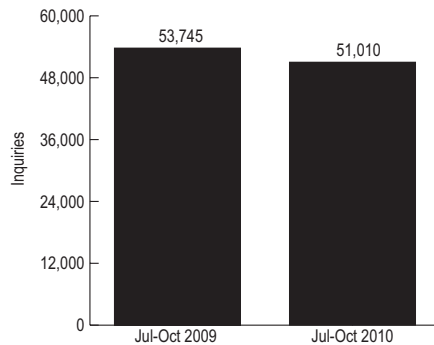


Inquiries and Requests Received by 311 Customer Service Center



The 311 Customer Service Center received 51,010 TLC-related inquiries from July through October 2010.

Inquiries Received by 311



| <i>Top 5 TLC - related inquiries:</i> | Total | % of TLC Inquiries |
|--|--------|--------------------|
| <i>Lost Property in a Taxi</i> | 30,316 | 59.4% |
| <i>Taxi Driver License</i> | 2,095 | 4.1% |
| <i>Taxi Complaint - Pick-Up Refused</i> | 1,814 | 3.6% |
| <i>Service Request Follow-up</i> | 1,679 | 3.3% |
| <i>Taxi Complaint - Rude or Discourteous</i> | 1,670 | 3.3% |

Top Five 311 Service Requests for TLC

| <i>Service Requests</i> | <i># of SRs</i> | <i>Expected Days to Action</i> | <i>Average Days to Action</i> | <i>% of SRs Meeting Time to Action</i> |
|-----------------------------------|-----------------|--------------------------------|-------------------------------|--|
| <i>Lost Property</i> | 24,425 | 7 | 3 | 90% |
| <i>Taxi Complaint</i> | 7,006 | 14 | 3 | 100% |
| <i>For Hire Vehicle Complaint</i> | 703 | 14 | 3 | 100% |
| <i>Request for Information</i> | 436 | 14 | 60 | 14% |
| <i>Miscellaneous Comments</i> | 82 | 14 | 55 | 13% |

Agency Resources

| <i>Agency Resources</i> | <i>A c t u a l</i> | | | <i>September 2010 MMR</i> | <i>Updated</i> | | <i>4-Month Actual</i> | <i>4-Month Actual</i> |
|---|--------------------|-------------|-------------|---------------------------|-------------------------|-------------------------|-----------------------|-----------------------|
| | <i>FY08</i> | <i>FY09</i> | <i>FY10</i> | <i>FY11</i> | <i>FY11¹</i> | <i>FY12¹</i> | <i>FY10</i> | <i>FY11</i> |
| <i>Expenditures (\$ millions)²</i> | \$27.8 | \$28.9 | \$30.1 | \$31.3 | \$31.5 | \$32.2 | \$11.5 | \$10.4 |
| <i>Revenues (\$ millions)</i> | \$86.2 | \$60.1 | \$39.7 | \$39.8 | \$42.0 | \$42.4 | \$9.0 | \$10.6 |
| <i>Personnel</i> | 422 | 435 | 432 | 479 | 478 | 471 | 437 | 426 |
| <i>Overtime paid (\$000)</i> | \$471 | \$459 | \$1,059 | * | * | * | \$264 | \$188 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- All historical data for the metrics 'Car stop compliance rate (Medallions and for-hire vehicles) (%)' and 'For-hire vehicle base inspection compliance rate (%)' has been revised. Previously reported data incorrectly included car stops and base inspections in which violations were issued.
- Four-month Fiscal 2011 data for the indicator 'Medallion enforcement: Operation Refusal compliance rate (%)' is not available. TLC is re-assessing the parameters of this program and expects to report data in the Fiscal 2011 Mayor's Management Report.
- Four-month and annual Fiscal 2010 data for 'Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)' was revised to reflect corrected data. Fiscal 2009 data



was also updated. All changes were minor. Additionally, the indicator name, which previously referred to licensed vehicles, was modified to clarify that the data is only for medallion taxis.

- The Commission also corrected four-month Fiscal 2010 data for 'Percent of medallion safety and emissions inspections completed on time,' from 84.7 percent to 95.8 percent, and for 'Medallion summonses for non-inspection,' from 523 to 784.

PUBLIC SAFETY AND LEGAL AFFAIRS



New York City Police Department



Fire Department



Office of Emergency Management



Department of Correction



Department of Probation



Civilian Complaint Review Board



Law Department



Department of Investigation



City Commission on Human Rights



Office of Administrative Trials and Hearings



Business Integrity Commission



NEW YORK CITY POLICE DEPARTMENT

Raymond W. Kelly, Commissioner

Key Public Service Areas

- ✓ Enhance the safety and security of the public through a multi-faceted approach to crime reduction.
- ✓ Enhance traffic safety for City residents.
- ✓ Improve the quality of life for City residents.
- ✓ Improve police/community relations by providing courteous, professional and timely service.

Scope of Agency Operations

The Police Department (NYPD) is committed to providing, with the utmost integrity and respect, a safe and secure environment for the public. The personnel assigned to the Department's 76 precincts, 12 Transit Districts, nine Housing Police Service Areas and other investigative and specialized units, protect life and deter crime while responding to emergency calls and impartially enforcing the law. NYPD protects the City from terrorists, utilizing sophisticated intelligence gathering and analysis, citywide counterterrorism deployments such as Operation Atlas, and department-wide counterterrorism training to enhance response capabilities.

Critical Objectives

- Reduce the incidence of crime.
- Develop and implement counterterrorism strategies.
- Address quality-of-life violations.
- Reduce the number of injuries and fatalities from aggressive driving and other hazardous violations.
- Ensure that police services are provided in a professional and timely manner.

Preliminary Performance Highlights

- Based on preliminary FBI total index crime statistics for the first six months of Calendar 2010, New York City remains the safest large city with the lowest rate of crime per capita among the 10 largest U.S. cities.
- Major felony crime decreased 1 percent during the first four months of Fiscal 2011 compared to the same period of Fiscal 2010.
- Four felony crime categories decreased during the reporting period, while murder, forcible rape, and robbery increased.
- Despite the increase in murder, Calendar 2010 contained the fourth lowest murder total since reliable statistics became available in the early 1960s, and marked the ninth consecutive year the City saw less than 600 murders.
- During the first four months of Fiscal 2011 major felony crime in the transit system increased 13 percent compared to the same period of Fiscal 2010; this is attributable largely to an increase in grand larceny.
- During the first four months of Fiscal 2011 there was a 4 percent increase in gun arrests compared to the same period in Fiscal 2010.
- Major felony crime in the City's public schools decreased 16.5 percent during the first four months of Fiscal 2011 compared to the same period of Fiscal 2010.
- Driving While Intoxicated-related traffic fatalities decreased 86 percent, from 7 in first four months of Fiscal 2010 to 1 fatality in first four months of Fiscal 2011.
- Summonses issued for quality-of-life offenses increased 1 percent during the reporting period.
- The Department conducted 124 more Courtesy, Professionalism and Respect (CPR) tests during the reporting period. During the first four months of both Fiscal 2010 and Fiscal 2011, more than 99 percent of all CPR tests conducted yielded Exceptionally Good or Acceptable results, with Below Standard results accounting for less than 1 percent of the total.



Performance Report

✓ Enhance the safety and security of the public through a multi-faceted approach to crime reduction.

| | A c t u a l | | | T a r g e t | | | |
|---|-------------|---------|---------|-------------|------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics (data is preliminary and subject to further revision) | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Major felony crime | 119,052 | 110,828 | 105,702 | * | * | 37,932 | 37,597 |
| ★ - Murder and non-negligent manslaughter | 516 | 473 | 494 | * | * | 183 | 217 |
| ★ - Forcible rape | 876 | 762 | 860 | * | * | 284 | 362 |
| ★ - Robbery | 22,236 | 20,641 | 18,794 | * | * | 6,509 | 7,139 |
| ★ - Felonious assault | 16,989 | 16,112 | 16,906 | * | * | 6,031 | 6,009 |
| ★ - Burglary | 20,913 | 19,584 | 19,617 | * | * | 7,123 | 6,697 |
| ★ - Grand larceny | 44,799 | 41,468 | 38,295 | * | * | 13,764 | 13,440 |
| ★ - Grand larceny auto | 12,723 | 11,788 | 10,736 | * | * | 3,896 | 3,733 |
| ★ Major felony crime in housing developments | 4,686 | 4,275 | 4,090 | * | * | 1,475 | 1,514 |
| ★ Major felony crime in transit system | 2,346 | 2,196 | 2,060 | * | * | 641 | 724 |
| Crime related to domestic violence - Murder | NA | NA | 68 | * | * | 22 | 27 |
| - Rape | NA | NA | 351 | * | * | 143 | 145 |
| - Felonious assault | NA | NA | 4,777 | * | * | 1,580 | 1,613 |
| Narcotics arrests | 110,746 | 107,294 | 106,655 | * | * | 36,832 | 36,386 |
| - Felonies | 30,760 | 27,370 | 24,575 | * | * | 8,531 | 7,388 |
| - Misdemeanors | 79,291 | 79,159 | 81,273 | * | * | 28,057 | 28,679 |
| - Violations | 695 | 765 | 807 | * | * | 244 | 319 |
| Gun arrests | 6,794 | 6,355 | 6,097 | * | * | 2,125 | 2,208 |
| Juvenile arrests for major felonies | 4,373 | 4,207 | 4,028 | * | * | 1,149 | 1,209 |
| ★ School safety - seven major crimes | 1,042 | 902 | 839 | * | * | 206 | 172 |
| - Murder | 0 | 0 | 1 | * | * | 1 | 0 |
| - Rape | 0 | 5 | 2 | * | * | 0 | 1 |
| - Robbery | 140 | 146 | 147 | * | * | 24 | 24 |
| - Felonious assault | 248 | 231 | 240 | * | * | 47 | 37 |
| - Burglary | 138 | 104 | 81 | * | * | 28 | 32 |
| - Grand larceny | 514 | 414 | 361 | * | * | 101 | 78 |
| - Grand larceny auto | 2 | 2 | 7 | * | * | 5 | 0 |
| School safety - Other criminal categories | 4,533 | 3,559 | 3,302 | * | * | 594 | 653 |
| - Other incidents | 7,456 | 5,843 | 5,354 | * | * | 919 | 972 |
| Gang motivated incidents | 577 | 335 | 228 | * | * | 78 | 108 |
| Counterterrorism training (hrs) - Uniformed members | 342,498 | 286,478 | 239,131 | * | * | 78,340 | 61,840 |
| - Non-members | 26,524 | 77,139 | 80,940 | * | * | 24,398 | 34,017 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Enhance traffic safety for City residents



| Performance Statistics (data is preliminary and subject to further revision) | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|---------|---------|-------------|------|---------|---------|
| | FY08 | FY09 | FY10 | Updated | | Actual | Actual |
| | | | | FY11 | FY12 | FY10 | FY11 |
| Traffic fatalities (motorists/passengers) | 123 | 98 | 97 | * | * | 38 | 40 |
| Traffic fatalities (bicyclists/pedestrians) | 177 | 178 | 162 | * | * | 55 | 56 |
| Total moving violation summonses (000) | 1,227 | 1,226 | 1,262 | * | * | 391 | 396 |
| - Summonses for hazardous violations | 879,221 | 889,776 | 903,746 | * | * | 288,713 | 282,862 |
| - Summonses for prohibited use of cellular phones | 190,589 | 211,658 | 231,345 | * | * | 80,877 | 75,252 |
| DWI-related fatalities | 25 | 26 | 20 | * | * | 7 | 1 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Improve the quality of life for City residents.

| Performance Statistics (data is preliminary and subject to further revision) | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|---------|---------|-------------|------|---------|---------|
| | FY08 | FY09 | FY10 | Updated | | Actual | Actual |
| | | | | FY11 | FY12 | FY10 | FY11 |
| Quality-of-life summonses | 527,027 | 544,213 | 556,637 | * | * | 197,966 | 199,058 |
| - Unreasonable noise summonses | 15,012 | 13,660 | 17,056 | * | * | 5,343 | 4,934 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Improve police/community relations by providing courteous, professional and timely service.

| Performance Statistics (data is preliminary and subject to further revision) | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|-------------|------------|-------------|------|------------|------------|
| | FY08 | FY09 | FY10 | Updated | | Actual | Actual |
| | | | | FY11 | FY12 | FY10 | FY11 |
| ★ Average response time to all crimes in progress (minutes) - Citywide (all categories) | 7.3 | 7.3 | 7.5 | * | * | 7.5 | 8.2 |
| - Critical | 4.3 | 4.3 | 4.4 | * | * | 4.4 | 4.6 |
| - Serious | 5.6 | 5.7 | 5.8 | * | * | 5.8 | 6.3 |
| - Non-critical | 12.4 | 12.3 | 12.1 | * | * | 12.6 | 13.7 |
| Average arrest to complaint sworn time (hours) - Citywide | 10.5 | 10.4 | 10.2 | * | * | 10.0 | 10.5 |
| Courtesy, Professionalism and Respect (CPR) testing - Tests conducted | 8,214 | 7,958 | 8,150 | * | * | 2,713 | 2,837 |
| - Exceptionally good | 15 | 11 | 8 | * | * | 3 | 0 |
| - Acceptable | 8,137 | 7,909 | 8,099 | * | * | 2,693 | 2,817 |
| - Below standard | 62 | 38 | 43 | * | * | 17 | 20 |
| Total civilian complaints against members of the service | 7,488 | 7,661 | 6,984 | * | * | 2,577 | 2,293 |
| Tort cases commenced | 1,425 | 1,536 | 1,700 | * | * | 475 | 599 |
| Tort dispositions | 1,286 | 1,379 | 1,594 | * | * | 450 | 459 |
| Tort payout (\$000) | \$80,047.1 | \$117,692.4 | \$87,765.3 | * | * | \$29,360.7 | \$27,246.3 |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

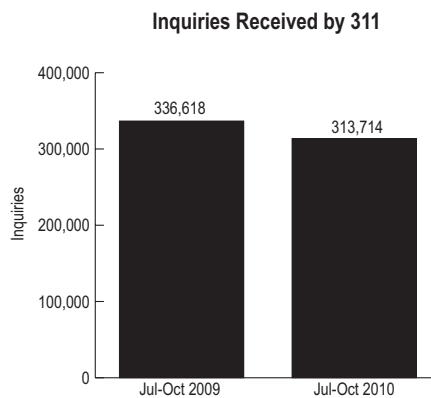
The New York City Police Department provides service to its customers through its call centers, walk-in facilities, website and correspondence.

| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|--------------------------------|--|
| <i>Average call wait time (in seconds)</i> | 2.0 | 190.1 |
| <i>Average response time for email correspondence (days)</i> | NA | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | NA | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | NA | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 96,343 | 367,322 |

Inquiries and Service Requests Received by 311 Customer Service Center



The 311 Customer Service Center received 313,714 NYPD-related inquiries from July through October 2010, which generated 108,537 quality-of-life-related service requests, of which 57 percent were noise-related.



| Top 5 NYPD- related inquiries: | Total | % of NYPD Inquiries |
|--|--------------|----------------------------|
| <i>Noise (all inquiries)</i> | 71,298 | 22.7% |
| <i>Find a Police Precinct or PSA</i> | 60,232 | 19.2% |
| <i>Blocked Driveway - Vehicle</i> | 20,399 | 6.5% |
| <i>Illegal Parking - Non Emergency Condition</i> | 17,543 | 5.6% |
| <i>Hazardous Location or Situation</i> | 14,318 | 4.6% |

Top Five 311 Service Requests for NYPD

| Service Requests | # of SRs | Expected Hours to Action | Average Hours to Action | % of SRs Meeting Time to Action |
|---|-----------------|---------------------------------|--------------------------------|--|
| <i>Residential Noise - Loud Music/Party</i> | 26,546 | 8 | 3 | 95% |
| <i>Blocked Driveway - No Access</i> | 12,810 | 8 | 3 | 94% |
| <i>Residential Noise - Banging/Pounding</i> | 9,365 | 8 | 3 | 94% |
| <i>Noise - Street/Sidewalk</i> | 8,840 | 8 | 2 | 96% |
| <i>Commercial Noise</i> | 7,024 | 8 | 2 | 97% |



Agency Resources

| Agency Resources | A c t u a l | | | September | Updated | | 4-Month | 4-Month |
|---|-------------|-----------|-----------|------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | 2010 MMR FY11 | FY11 ¹ | FY12 ¹ | Actual FY10 | Actual FY11 |
| Expenditures (\$ millions) ² | \$4,148.7 | \$4,469.2 | \$4,666.9 | \$4,469.7 | \$4,876.5 | \$4,450.2 | \$1,501.0 | \$1,576.6 |
| Revenues (\$ millions) | \$105.0 | \$104.8 | \$100.2 | \$101.4 | \$101.5 | \$103.3 | \$33.5 | \$32.3 |
| Personnel (uniformed) | 35,405 | 35,641 | 34,636 | 34,413 | 34,420 | 34,413 | 35,326 | 35,267 |
| Personnel (civilian) | 16,572 | 16,663 | 16,079 | 16,029 | 16,082 | 15,660 | 16,677 | 16,275 |
| Overtime paid (\$000) | \$475,694 | \$504,623 | \$538,381 | * | * | * | \$168,648 | \$176,080 |
| Capital commitments (\$ millions) | \$100.9 | \$146.1 | \$805.5 | \$216.3 | \$256.3 | \$41.8 | \$40.3 | \$26.4 |
| Work Experience Program (WEP) participants assigned | 131 | 167 | 247 | * | * | * | 181 | 236 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

None





FIRE DEPARTMENT

Salvatore J. Cassano, Commissioner

Key Public Service Areas

- ✓ **Protect lives and property from fire hazards and other emergency conditions.**
- ✓ **Provide quick, efficient and high-quality response to medical emergencies.**

Scope of Agency Operations

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, as well as contributes to the City's homeland security efforts. The Department responds to more than 288,000 fire and non-fire related emergencies and more than 1.2 million medical emergencies each year, and maintains approximately 250 firehouses and ambulance stations.

Critical Objectives

- Ensure prompt response time to fires and other, non-fire emergencies.
- Reduce the risk of fire incidents through quality inspections, investigations and public education.
- Ensure prompt response time to medical emergencies.

Preliminary Performance Highlights

- During the first four months of Fiscal 2011 citywide response time to structural fires was 5 seconds slower compared to the same period of Fiscal 2010 due to a 10 percent increase in total fire unit incidents.
- The combined average time for fire units to respond to structural fires and medical emergencies increased 3 seconds during this period.
- The number of serious fires per 1,000 structural fires increased 23 percent during the reporting period. The number of structural and nonstructural fires increased 2 percent and 21 percent, respectively. The number of fires spiked during the record high temperatures in Summer 2010.
- Civilian fire fatalities increased from 16 to 23 during the reporting period.
- During the reporting period firefighter burns sustained in service increased 14 percent and service-connected firefighter injuries decreased 3 percent.
- Fire safety education (FSE) presentations increased 53 percent during the reporting period due to increased funding by the FDNY Foundation allowing for more presentations in elementary schools.
- Completed fire prevention inspections, performed by FDNY inspectors who visit sites to ensure compliance with the City's Fire Code, increased 9 percent.
- Field force inspections, performed by fire units who visit commercial and residential buildings within designated areas, decreased 17 percent during the reporting period. Inspections of commercial buildings decreased 2 percent and inspections of residential buildings decreased 23 percent. Fire units conducted 9,569 Construction, Demolition and Abatement (CDA) inspections during the reporting period, 10.5 percent more than the same period last year.
- Investigations by fire marshals into the causes and origins of fires and other fire-related offenses increased 5 percent during this period.
- Average response time to life-threatening medical emergencies by ambulance units was 12 seconds slower during the reporting period. Combined response time to life-threatening medical emergencies by ambulance and fire units was 9 seconds slower. Average response time to life-threatening medical emergencies by fire units was 3 seconds slower. A 4 percent increase in total medical incidents, including a 7 percent increase in life-threatening incidents, led to decreased ambulance availability. Additionally, the hospital closures at St. Vincent's in Manhattan and St. John's and Mary Immaculate in Queens continued to affect ambulance availability, as units must travel greater distances to other hospitals and spend more time in busy emergency rooms.



Performance Report

✓ Protect lives and property from fire hazards and other emergency conditions.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|-------------|---------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Average response time to structural fires (minutes:seconds) - Citywide | 4:22 | 4:05 | 3:59 | 4:15 | 4:15 | 3:56 | 4:01 |
| - Manhattan | 4:26 | 4:09 | 4:08 | 4:19 | 4:19 | 4:06 | 4:04 |
| - Bronx | 4:29 | 4:11 | 4:05 | 4:21 | 4:21 | 4:04 | 4:09 |
| - Brooklyn | 3:57 | 3:44 | 3:32 | 3:54 | 3:54 | 3:30 | 3:33 |
| - Queens | 4:47 | 4:27 | 4:20 | 4:37 | 4:37 | 4:15 | 4:26 |
| - Staten Island | 4:45 | 4:28 | 4:30 | 4:38 | 4:38 | 4:24 | 4:30 |
| ★ Average response time to structural fires and medical emergencies by fire units (minutes:seconds) | 4:20 | 4:13 | 4:15 | * | * | 4:12 | 4:15 |
| ★ Serious fires per 1,000 structural fires | 108 | 97 | 92 | * | * | 87 | 107 |
| Average annual cost of an engine company (\$ millions) | \$5.3 | \$5.9 | \$6.6 | * | * | NA | NA |
| Average annual cost of a ladder company (\$ millions) | \$6.2 | \$6.9 | \$7.7 | * | * | NA | NA |
| ★ Civilian fire fatalities | 85 | 78 | 67 | * | * | 16 | 23 |
| ★ Firefighter burns | 354 | 252 | 241 | * | * | 92 | 105 |
| ★ Firefighter injuries | 10,332 | 10,607 | 10,914 | * | * | 3,920 | 3,823 |
| Fire safety education presentations | 8,586 | 8,055 | 5,952 | * | * | 1,514 | 2,312 |
| Completed inspections performed by fire prevention staff | 162,474 | 167,844 | 164,395 | 162,000 | 162,000 | 53,784 | 58,419 |
| Field force inspections | 56,383 | 61,732 | 57,719 | * | * | 23,099 | 19,153 |
| - Commercial buildings | 24,568 | 26,599 | 23,335 | * | * | 6,217 | 6,113 |
| - Residential buildings | 31,815 | 35,133 | 34,384 | * | * | 16,882 | 13,040 |
| Investigations | 5,940 | 6,118 | 6,339 | * | * | 2,198 | 2,296 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Provide quick, efficient and high-quality response to medical emergencies.

| | A c t u a l | | | T a r g e t | | | |
|--|-------------|---------|---------|-------------|-------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Average response time to life-threatening medical emergencies by ambulance units (minutes:seconds) | 6:39 | 6:40 | 6:41 | 6:35 | 6:35 | 6:39 | 6:51 |
| Average response time to life-threatening medical emergencies by fire units (minutes: seconds) | 4:19 | 4:14 | 4:17 | 4:25 | 4:25 | 4:14 | 4:17 |
| ★ Combined response time to life-threatening medical emergencies by ambulance and fire units (minutes:seconds) | 5:46 | 5:45 | 5:47 | 5:41 | 5:41 | 5:43 | 5:52 |
| Response time of less than 10 minutes to Advanced Life Support medical emergencies by Advanced Life Support ambulances (%) | 80.6% | 80.4% | 80.4% | 90.0% | 90.0% | 80.6% | 79.8% |
| Average cost of ambulance tour per day (\$) | \$1,457 | \$1,608 | \$1,733 | * | * | \$1,770 | \$1,755 |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

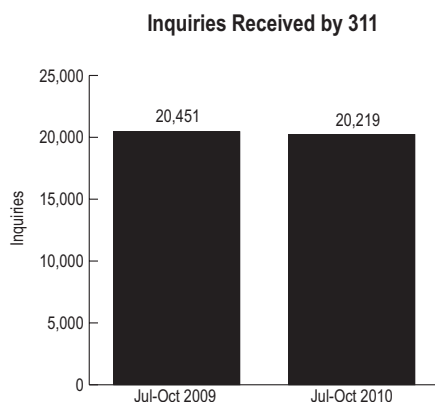
The Fire Department provides service to its customers through its walk-in facilities, website and correspondence.

| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|--------------------------------|--|
| <i>Average response time for email correspondence (days)</i> | 5.0 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 2.0 | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | 13:12 | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 702 | 367,322 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 20,219 FDNY-related inquiries from July through October 2010.



| Top 5 FDNY- related inquiries: | Total | % of FDNY Inquiries |
|---------------------------------------|--------------|----------------------------|
| <i>Fire Hazard Complaint</i> | 2,676 | 13.2% |
| <i>Ambulance Patient Locator</i> | 2,205 | 10.9% |
| <i>Locate a Firehouse - Brooklyn</i> | 1,773 | 8.8% |
| <i>Fire Hydrant Recreational Use</i> | 1,698 | 8.4% |
| <i>Locate a Firehouse - Manhattan</i> | 1,276 | 6.3% |

Agency Resources

| | A c t u a l | | | September 2010 MMR FY11 | Updated FY11¹ | FY12¹ | 4-Month Actual FY10 | 4-Month Actual FY11 |
|--|--------------------|-------------|-------------|--------------------------------|---------------------------------|-------------------------|----------------------------|----------------------------|
| Agency Resources | FY08 | FY09 | FY10 | | | | | |
| <i>Expenditures (\$ millions)²</i> | \$1,521.3 | \$1,592.7 | \$1,670.0 | \$1,635.5 | \$1,784.3 | \$1,624.9 | \$559.8 | \$597.1 |
| <i>Revenues (\$ millions)</i> | \$69.9 | \$77.0 | \$78.7 | \$79.9 | \$80.0 | \$81.6 | \$28.4 | \$27.9 |
| <i>Personnel (uniformed)</i> | 11,585 | 11,459 | 11,080 | 10,906 | 10,911 | 10,282 | 11,357 | 10,975 |
| <i>Personnel (civilian)</i> | 4,805 | 4,771 | 4,890 | 4,873 | 4,913 | 4,884 | 4,908 | 5,045 |
| <i>Overtime paid (\$000)</i> | \$178,864 | \$169,387 | \$196,948 | * | * | * | \$59,462 | \$75,879 |
| <i>Capital commitments (\$ millions)</i> | \$121.0 | \$71.0 | \$135.6 | \$153.3 | \$193.7 | \$88.8 | \$24.3 | \$42.2 |
| <i>Work Experience Program (WEP) participants assigned</i> | 2 | 49 | 16 | * | * | * | 9 | 28 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.



Noteworthy Changes, Additions or Deletions

None



OFFICE OF EMERGENCY MANAGEMENT

Joseph F. Bruno, Commissioner

Key Public Service Areas

- ✓ Ensure City government's preparedness in the event of an emergency or other incident affecting citizens' health and safety.
- ✓ Coordinate and support multi-agency response to complex or large-scale emergency conditions.
- ✓ Prepare New York City residents and private sector entities for emergency situations through outreach and education.

Scope of Agency Operations

The Office of Emergency Management (OEM) coordinates and supports multi-agency responses to, and regularly monitors, emergency conditions and other potential incidents that affect public health and safety in the City, including severe weather, natural hazards and disasters, power outages, transportation incidents, labor disruptions, aviation disasters and acts of terrorism. OEM develops and continually revises many of the City's emergency response plans, including those for coastal storms, extreme winter weather, heat emergencies, power disruptions, and debris management. OEM educates residents and businesses on the need for preparedness and supports the efforts of City and other government agencies and private and non-profit entities in emergency planning, interagency training and exercises and business continuity planning. OEM operates the City's Emergency Operations Center and makes recommendations about the City's emergency response capabilities. As the City's primary liaison with the U.S. Department of Homeland Security for consequence management, OEM oversees the City's compliance with federal preparedness and emergency response requirements.

Critical Objectives

- Initiate multi-agency responses to emergency conditions.
- Ensure that the Citywide Incident Management System protocol is followed by all City agencies.
- Conduct citywide drills.
- Support City agency emergency preparedness.
- Increase volunteerism and citizen emergency preparedness.
- Promote private sector emergency preparedness and business continuity efforts.

Preliminary Performance Highlights

- During the first four months of Fiscal 2011 employees trained in emergency response decreased compared to last year due to the fact that during this period OEM's Training and Exercise unit focused on a series of large-scale training exercises, including "NYC Resilience," designed to prepare responders for a major mass-casualty incident. OEM is still on track to meet all training goals set for Fiscal 2011.
- During the reporting period OEM's education of residents by staff and agency partners increased 9 percent and 46 percent, respectively. The number of private/not-for-profit/government organizations that received preparedness education by OEM staff decreased due to a focus on outreach, partnership-building and event sponsorship as a way to engage and prepare the private sector.
- The number of Community Emergency Response Team (CERT) volunteer hours increased by 32 percent during the reporting period due to new training requirements and participation at various exercises and events, including National Preparedness Month activities in September 2010. Additionally, CERT volunteers assisted with damage assessment and community recovery after the tornado on September 16, 2010.



Performance Report

- ✓ **Ensure City government's preparedness in the event of an emergency or other incident affecting citizens' health and safety.**

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|------|-------|-------------|-------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Field exercises/drills | 5 | 9 | 11 | 4 | 4 | 4 | 4 |
| ★ Tabletop exercises | 9 | 5 | 4 | 4 | 4 | 2 | 2 |
| Participation in drills coordinated by other agencies | 36 | 36 | 27 | 25 | 25 | 6 | 7 |
| Employees trained in emergency response | 1,719 | 977 | 1,822 | 1,000 | 1,000 | 663 | 567 |
| ★ Percentage of emergency response training goal met (%) | 172% | 98% | 121% | * | * | 44% | 38% |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ **Coordinate and support multi-agency response to complex or large-scale emergency conditions.**

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|-------|-------|-------------|------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Total incident responses | 2,531 | 2,748 | 2,901 | * | * | 974 | 890 |
| - On-site coordination | 350 | 576 | 616 | * | * | 178 | 176 |
| - Monitored from OEM Watch Command | 2,181 | 2,172 | 2,285 | * | * | 796 | 714 |
| Emergency Operations Center activations | 10 | 7 | 14 | * | * | 8 | 7 |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ **Prepare New York City residents and private sector entities for emergency situations through outreach and education.**

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|--------|---------|-------------|--------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Emergency preparedness education of residents - by OEM staff | 2,428 | 8,940 | 27,161 | 5,000 | 15,000 | 2,734 | 2,980 |
| - by Agency partners using OEM curriculum | 17,626 | 8,491 | 8,869 | * | * | 1,333 | 1,944 |
| Emergency preparedness education of private/non-profit/government groups | 2,849 | 2,134 | 1,592 | 2,400 | 2,400 | 794 | 480 |
| ★ Ready New York guides viewed online | 76,793 | 77,705 | 154,901 | * | * | 89,295 | 89,045 |
| Community Emergency Response Team (CERT) members trained | NA | 469 | 211 | * | * | NA | NA |
| ★ CERT volunteer hours | 11,687 | 17,698 | 15,290 | * | * | 6,750 | 8,929 |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

The Office of Emergency Management provides service to its customers through its website and correspondence.

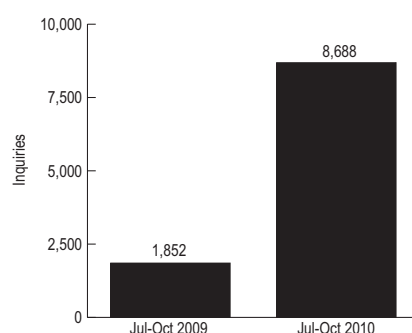
| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average response time for email correspondence (days)</i> | 10.0 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 7.66 | 9.0 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 8,688 OEM-related inquiries from July through October 2010.

Inquiries Received by 311



| <i>Top 5 OEM - related inquiries:</i> | Total | % of OEM Inquiries |
|--|-------|-----------------------|
| <i>Cooling Center Locations</i> | 5,493 | 63.2% |
| <i>Report Damages Caused by September 16 Storm</i> | 1,345 | 15.5% |
| <i>Ready New York Guides (all)</i> | 1,086 | 12.5% |
| <i>Hurricane Evacuation Zone Lookup</i> | 182 | 2.1% |
| <i>Notify NYC - Telephone Registration</i> | 177 | 2.0% |

Agency Resources

| | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|-----------------------|-------------------|-------------------|-------------------|-------------------|
| <i>Agency Resources</i> | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | \$17.8 | \$20.0 | \$27.2 | \$32.2 | \$55.9 | \$23.1 | \$9.1 | \$13.6 |
| <i>Personnel</i> | 101 | 109 | 110 | 34 | 36 | 31 | 111 | 112 |
| <i>Overtime paid (\$000)</i> | \$933 | \$1,232 | \$1,506 | * | * | * | \$146 | \$1,062 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- OEM revised the Fiscal 2009 value for 'Community Emergency Response Team (CERT) members trained' to correct an error.





DEPARTMENT OF CORRECTION

Dr. Dora B. Schriro, Commissioner

Key Public Service Areas

- ✓ Provide a safe and secure environment for inmates, staff and host communities.
- ✓ Prepare inmates for return to their neighborhoods as civil and contributing members.
- ✓ Provide victim-focused and victim-friendly services.

Scope of Agency Operations

The Department of Correction (DOC) provides for the care, custody and control of adults, 16 years of age and older, accused of crimes or convicted and sentenced to one year or less. The DOC operates 14 inmate jail facilities including ten on Rikers Island, court pens in each of the 5 boroughs, and two prison hospital wards; handles approximately 100,000 admissions and discharges each year, and manages an average daily population of 13,000 inmates.

Critical Objectives

- Ensure the security and safety of inmates while in custody and reduce inmate violence in correctional facilities.
- Ensure that uses of force are authorized and appropriate.
- Provide inmates with timely access to health services.
- Efficiently manage bed capacity and cell maintenance and repair in a timely manner.
- Ensure timely transport of inmates to courts throughout the City.
- Increase access to programs, including educational opportunities, jobs training, and mental health and substance abuse services.
- Notify crime victims when inmates are released and provide inmate information to the public.

Preliminary Performance Highlights

- The rate of inmate-on-inmate violent incidents, which includes slashings, stabbings and inmate fights, increased 12 percent in the first four months of Fiscal 2011 as compared to the same period in Fiscal 2010. The number of inmate fights rose by ten percent (1,223 to 1,345) and the number of slashing/stabbing incidents increased from eight to 19. In response, the Department has already opened additional punitive segregation beds this fiscal year to house inmates found guilty of a variety of infractions, including fight and assault infractions. By the end of Fiscal 2011 DOC will have expanded by 36 percent the total number of punitive segregation beds. It is also increasing use of video surveillance, adding 1,250 cameras, improving the supervision of mentally ill inmates, and revising its inmate custody classification system used for housing and custody management.
- The rate of inmate assaults on staff increased by nine percent this reporting period. There were 14 more assaults on staff in the first four months of Fiscal 2011 than in the same period in Fiscal 2010. Of the assaults on staff that took place during the reporting period, 86 percent caused either no injury or a non-serious injury to staff. In addition to increasing the number of punitive segregation beds and revising the custody assessment and management processes, the DOC is concentrating its resources on investigating and arresting inmates who assault staff.
- The total combined number of incidents and allegations of use of force increased by 18 percent in the first four months of Fiscal 2011 when compared with the same period in Fiscal 2010. This increase is primarily attributable to staff-reported incidents of use of force resulting in minor injury or no injury, which increased from 521 to 651. The number of staff-reported use of force incidents resulting in serious injury rose from 37 to 47. Allegations of unauthorized or inappropriate use of force decreased from 136 to 118. Incidents and allegations of department use of force is a composite of uses of force resulting in serious injury (six percent of the total), non-serious injury and no-injury (80 percent of the total), and allegations of unauthorized or inappropriate uses of force under investigation (14 percent of the total).
- The 14 percent increase in fight/assault infractions issued to inmates is consistent with the Department's aggressive enforcement of rules prohibiting inmate fights and assaults. The Department also enhanced its



investigative and interdiction efforts with increased use of surveillance video footage to identify a greater number of inmates who participated in fights and to discipline them through the issuance of infractions.

- The recovery of weapons increased by 72 percent, to 651, while searches decreased by nine percent to 65,283 during the reporting period. The Department's greater efficiency resulted from conducting more thorough searches, particularly in the jails where there had been an increase in slashing/stabbing incidents. The Department remains committed to intercepting and confiscating weapons and dangerous contraband. To this end, the Department is in the process of acquiring advanced imaging scanning machines (like those used in airports) and plans on demolishing 4,000 beds in 50 facilities from which inmates are readily able to fabricate weaponry.
- The rate of non-natural deaths decreased by 50 percent in Fiscal 2011; there was one suicide in the first four months of Fiscal 2011, and two in the same period of Fiscal 2010. No inmate escaped from custody. Non-natural inmate deaths include homicides and accidents as well as suicides.
- The percentage of inmates in custody with a mental health diagnosis has been added as an indicator to provide information regarding a population that is disproportionately involved in violent incidents. Over the last five years, mentally ill inmates have comprised an increasing percentage of the population. Currently, inmates with a mental health diagnosis make up more than 30 percent of the average daily population. To address the growth in the population that is mentally ill and their impact on facility operations, the Department has been revamping custody management of inmates assigned to mental observation (MO) housing. In November 2010, the Department implemented an evidence-based pilot program to reduce violence and anti-social behavior in three MO housing units. The Department plans to expand the pilot program, consolidating all mentally ill male inmates assigned to MO housing units from four jails to one jail later this fiscal year.
- Members of the public recorded 112 percent more Victim Identification and Notification Everyday (VINE) registrations during the first four months of Fiscal 2011 than in Fiscal 2010.

Performance Report

✓ Provide a safe and secure environment for inmates, staff and host communities.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|----------|----------|-------------|-------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| <i>Incidents and allegations of Department Use of Force</i> | 1,915 | 2,196 | 2,222 | * | * | 694 | 816 |
| ★ <i>Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)</i> | NA | 21.7 | 24.3 | * | * | 23.3 | 26.0 |
| ★ <i>Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)</i> | NA | NA | NA | * | * | NA | 1.3 |
| ★ <i>Inmate assault on staff (monthly rate per 1,000 ADP)</i> | NA | 2.9 | 3.2 | * | * | 3.1 | 3.3 |
| ★ <i>Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)</i> | NA | NA | NA | * | * | NA | 0.3 |
| <i>Jail-based arrests of inmates</i> | 751 | 567 | 526 | * | * | 191 | 145 |
| <i>Fight/assault infractions</i> | 6,109 | 6,696 | 7,475 | * | * | 2,317 | 2,637 |
| <i>Searches</i> | 208,440 | 214,605 | 203,403 | * | * | 72,078 | 65,823 |
| <i>Weapons Recovered</i> | 1,439 | 1,295 | 1,213 | * | * | 378 | 651 |
| ★ <i>Escapes (monthly rate per 1,000 ADP)</i> | NA | 0.01 | 0.01 | * | * | 0.02 | 0.00 |
| ★ <i>Non-natural inmate deaths in custody (monthly rate per 1,000 ADP)</i> | NA | 0.00 | 0.01 | * | * | 0.04 | 0.02 |
| <i>Inmate Health Clinic Visits</i> | 88,110 | 92,558 | 86,130 | * | * | 31,067 | 28,973 |
| - <i>Average clinic waiting time (minutes)</i> | 27 | 23 | 30 | * | * | 27 | 30 |
| <i>Jail-cells unavailable (short-term repair)(%)</i> | 0.9% | 0.8% | 0.9% | 1.0% | 1.0% | 0.9% | 1.0% |
| ★ <i>Population as percent of capacity (%)</i> | 95% | 93% | 93% | 96% | 96% | 93% | 94% |
| <i>Average cost per inmate per year (\$)</i> | \$69,999 | \$72,709 | \$76,229 | * | * | NA | NA |
| <i>Inmates Delivered to Court</i> | 317,612 | 307,149 | 285,366 | * | * | 100,059 | 91,709 |
| <i>On-trial inmates delivered to court on time (%)</i> | 99.4% | 99.6% | 99.7% | 95.0% | 95.0% | 99.9% | 97.6% |

★ Critical Indicator "NA" - means Not Available in this report



✓ **Prepare inmates for return to their neighborhoods as civil and contributing members.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|-------|-------|-------------|-------|---------|---------|
| | FY08 | FY09 | FY10 | Updated | | Actual | Actual |
| | | | | FY11 | FY12 | FY10 | FY11 |
| ★ <i>Inmates with a mental health diagnosis (% ADP)</i> | NA | 27.0% | 29.0% | * | * | 28.0% | 31.0% |
| <i>Average daily attendance in school programs</i> | 865.0 | 833.0 | 814.0 | 750.0 | 750.0 | 763.0 | 791.0 |
| <i>Average daily number of inmates in vocational skills training programs</i> | 125 | 188 | 193 | * | * | 140 | 130 |
| ★ <i>Inmates participating in skills-building activities/discharge planning (%)</i> | NA | NA | NA | * | * | NA | 9.0% |

★ Critical Indicator "NA" - means Not Available in this report

✓ **Provide victim-focused and victim-friendly services.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|-------|--------|-------------|------|---------|---------|
| | FY08 | FY09 | FY10 | Updated | | Actual | Actual |
| | | | | FY11 | FY12 | FY10 | FY11 |
| <i>Victim Identification Notification Everyday (VINE) system registrations</i> | 5,475 | 8,020 | 32,308 | * | * | 5,692 | 12,082 |
| <i>VINE Confirmed Notifications</i> | 4,982 | 7,007 | 24,553 | * | * | 3,628 | 10,997 |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

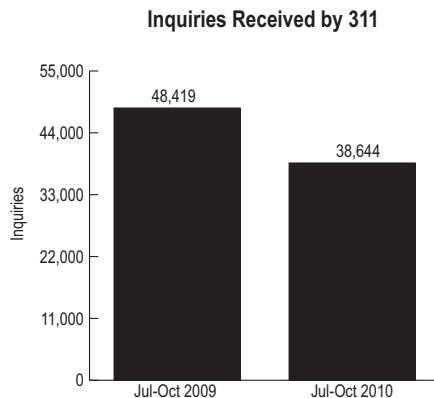
The Department of Correction provides service to its customers through its walk-in facilities, website and correspondence.

| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average response time for email correspondence (days)</i> | 7.1 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 8.5 | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | NA | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 0 | 367,322 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 38,644 DOC-related inquiries from July through October 2010.



| <i>Top 5 DOC - related inquiries:</i> | Total | % of DOC Inquiries |
|--|--------|-----------------------|
| <i>Rikers Island Property Pickup Request</i> | 11,829 | 30.6% |
| <i>Inmate Information - Holding Location or Release Date</i> | 7,227 | 18.7% |
| <i>Inmate Information - Visitor Rules and Schedules</i> | 4,696 | 12.2% |
| <i>Inmate Information - Jail Phone Number</i> | 4,017 | 10.4% |
| <i>Inmate Information - Book and Case Number</i> | 1,851 | 4.8% |



Agency Resources

| Agency Resources | A c t u a l | | | September | Updated | | 4-Month | 4-Month |
|---|-------------|-----------|-----------|------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | 2010 MMR FY11 | FY11 ¹ | FY12 ¹ | Actual FY10 | Actual FY11 |
| Expenditures (\$ millions) ² | \$965.7 | \$1,010.2 | \$1,012.0 | \$1,011.6 | \$1,036.6 | \$1,020.9 | \$328.6 | \$330.3 |
| Revenues (\$ millions) | \$19.8 | \$21.3 | \$23.1 | \$19.0 | \$22.1 | \$20.0 | \$7.1 | \$7.5 |
| Personnel (uniformed) | 9,149 | 9,068 | 8,772 | 8,576 | 8,638 | 8,437 | 9,139 | 8,586 |
| Personnel (civilian) | 1,484 | 1,485 | 1,444 | 1,689 | 1,739 | 1,727 | 1,468 | 1,433 |
| Overtime paid (\$000) | \$107,404 | \$98,847 | \$97,435 | * | * | * | \$35,009 | \$30,907 |
| Capital commitments (\$ millions) | \$5.7 | \$40.3 | \$67.5 | \$361.0 | \$256.4 | \$131.9 | \$12.0 | \$6.8 |

¹January 2011 Financial Plan

"NA" - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- In order to account for fluctuations in the population, indicators describing safety in the jails have been revised to include the universe of violent incidents in the jails. ‘Violent Inmate-on-Inmate Incidents (monthly rate per 1,000 Average Daily Population)’ and ‘Serious Injury to Inmate(s) as a Result of Inmate-on-Inmate Incidents (monthly rate per 1,000 ADP)’ replaced ‘Serious Injury to Inmate Incidents’ and ‘Stabbings and Slashings.’ ‘Violent Inmate-on-Inmate Incidents’ includes all instances of fights and assaults, including stabbing and slashing incidents, between inmates. ‘Serious Injury to Inmate(s) as a Result of Inmate-on-Inmate Incidents’ includes all violent inmate-on-inmate incidents resulting in an inmate injury that requires a level of treatment beyond the application of analgesics or minor first aid.
- The Department replaced ‘Assaults on Staff’ with two new indicators—‘Inmate Assault on Staff’ (monthly rate per 1,000 ADP) and ‘Serious Injury to Staff as a Result of Inmate Assault on Staff’ (monthly rate per 1,000 ADP). The new indicators more clearly describe the frequency with which inmates assault staff and for the first time, the rate at which staff sustains serious injury. Additionally, the new indicators include, again for the first time, both uniformed and civilian personnel.
- ‘Escapes,’ previously reported as a raw number, has been replaced by a monthly rate of escapes per 1,000 inmates to account for fluctuations in the population.
- ‘Non-natural Inmate Deaths in Custody’ (monthly rate per 1,000 ADP) has replaced ‘Suicides.’ The new indicator reflects any non-natural death of an inmate in custody, including suicide, homicide, and accident.
- The Department has added a new indicator, ‘Inmates with a Mental Health Diagnosis (percent of Average Daily Population).’ Inmates with identified mental health needs comprise an increasing percentage of the Department’s population and pose unique custodial management challenges.
- ‘Inmates Participating in Skills Building Activities/Discharge Planning’ (%) has replaced ‘Inmates Transported Directly to Community-based Service Sites upon Discharge through RIDE’ to more comprehensively describe the population participating in reentry programming prior to community release.
- Data for the ‘Average response time for letters/mail correspondence (days)’ customer service indicator has been revised to include written responses to inmates, which did not occur previously. With the launch of the Office of Constituent Services, DOC is now able to respond to all written inquiries.



DEPARTMENT OF PROBATION

Vincent N. Schiraldi, Commissioner

Key Public Service Areas

- ✓ **Monitor and enforce the conditions of probation.**
- ✓ **Maximize appropriate use of alternatives to Family Court and detention and out-of-home placement for juveniles.**

Scope of Agency Operations

The Department of Probation (DOP) contributes to public safety by monitoring and enforcing conditions of probation and by creating opportunities for individuals to lead productive, successful lives. The Department is required to supply information and recommendations to the courts on both adult and juvenile cases. Pre-Sentence Investigations are provided to the courts on all convicted adults to aid in sentencing. Investigation and Recommendations Reports are prepared for the Family Court to aid in the decision-making on delinquency, custody, visitation, neglect and adoption cases. The Department provides intake services, investigation and/or probation supervision for more than 60,000 adults and 20,000 juveniles each year.

Critical Objectives

- Reduce the number of crimes committed by probationers.
- Reduce detention and out-of-home placement of juvenile probationers.
- Reduce reliance on Family Court for intervention in juvenile delinquency cases.

Preliminary Performance Highlights

- DOP works to match individuals to the most appropriate probation services, support probationers in good standing and improve access to local, community-based services for adult and juvenile probationers in order to improve long-term outcomes for individuals involved in the criminal justice system.
- The Department now reports the average monthly violation rate for adult and juvenile probationers as a measure of compliance with probation supervision requirements. This indicator is derived from the number of violation proceedings filed with local courts for a rearrest or other serious misconduct, relative to the total number of probationers supervised. The average monthly violation rate for both adults and juveniles fell in the first four months of Fiscal 2011 compared to 2010; the adult rate fell from 1.7 to 1.3 percent, while the juvenile rate fell from 3.0 percent to 1.9 percent. DOP is now utilizing a graduated responses protocol to intervene before misconduct is referred to court, and more proactively reaching out to probationers in jeopardy of a violation.
- The average monthly rearrest rate for adult and juvenile probationers rose slightly during the reporting period, consistent with increased arrests citywide. When viewed as a percentage of all NYPD arrests, adult probationer rearrests remained stable, while juvenile probationer rearrests rose by five hundredths of a percentage point.
- During the first four months of Fiscal 2011, the number of youth served by the Enhanced Supervision Program increased by nine percent to 909. Average daily enrollment in Esperanza, the City's first home-based alternative to placement program, decreased four percent to 77.
- The Department revised its methodology for calculating the juvenile delinquency intake adjustment rate; the rate is now based on the percentage of cases opened for adjustment services rather than cases closed through adjustment. Using this new method, the adjustment rate was 39 percent during the first four months of Fiscal 2011, compared to 25 percent during the same period in Fiscal 2010.



Performance Report

✓ Monitor and enforce the conditions of probation.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|-------|-------|-----------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| ★ Adult probationer rearrest rate (monthly average) (%) | 2.7% | 2.8% | 3.0% | * | * | 3.0% | 3.2% |
| ★ Juvenile probationer rearrest rate (monthly average) (%) | 2.1% | 2.5% | 3.0% | * | * | 2.9% | 3.3% |
| ★ Adult Probationers Arrested Citywide as a Percentage of the NYPD Arrest Report (monthly average) | 2.8% | 2.7% | 2.7% | * | * | 2.8% | 2.8% |
| ★ Juvenile Probationers Arrested Citywide as a Percentage of the NYPD Arrest Report (monthly average) | 0.21% | 0.24% | 0.28% | * | * | 0.27% | 0.32% |
| Average monthly violation rate for adult probationers (%) | NA | NA | 1.6% | * | * | 1.7% | 1.3% |
| Average monthly violation rate for juvenile probationers (%) | NA | NA | 2.7% | * | * | 3.0% | 1.9% |

★ Critical Indicator "NA" - means Not Available in this report

✓ Maximize appropriate use of alternatives to Family Court and detention and out-of-home placement for juveniles.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|-------|-------|-----------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| Total probationers supervised in Enhanced Supervision Program (ESP) | 1,083 | 1,197 | 1,290 | * | * | 837 | 909 |
| Youth enrolled in Esperanza (monthly average) | 51 | 67 | 79 | * | * | 79 | 76 |
| ★ Juvenile Delinquency cases eligible for adjustment (%) | NA | NA | 27.4% | * | * | 25.0% | 39.0% |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

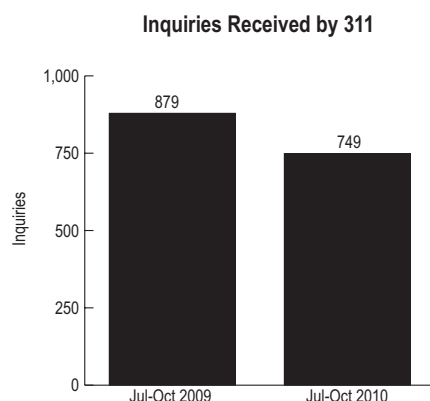
The Department of Probation provides service to its customers through its website and correspondence.

| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|--|----------------------------|------------------------------------|
| Average response time for email correspondence (days) | 7.0 | 7.0 |
| Average response time for letters/mail correspondence (days) | 11.5 | 9.0 |
| Number of completed customer requests for interpretation | 4,895 | 367,322 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 749 DOP-related inquiries from July through October 2010.



| Top 5 DOP - related inquiries: | Total | % of DOP Inquiries |
|---|-------|--------------------|
| Adult Probation Supervision - Brooklyn | 182 | 24.3% |
| Adult Probation Supervision - Bronx | 122 | 16.3% |
| Adult Probation Supervision - Manhattan | 107 | 14.3% |
| Adult Probation Supervision - Queens | 100 | 13.4% |
| Adult Probation Supervision - Staten Island | 35 | 4.7% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|--------|--------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| Expenditures (\$ millions) ² | \$81.6 | \$82.1 | \$83.0 | \$80.7 | \$82.2 | \$75.7 | \$29.2 | \$31.6 |
| Revenues (\$000) | \$88 | \$4 | \$3 | \$1,021 | \$574 | \$1,021 | \$0 | \$0 |
| Personnel | 1,224 | 1,149 | 1,169 | 1,233 | 1,192 | 1,092 | 1,145 | 1,156 |
| Overtime paid (\$000) | \$285 | \$369 | \$246 | * | * | * | \$73 | \$60 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- The Department eliminated the Key Public Service Area, Critical Objectives and performance indicators related to on-time delivery of presentence investigations in both adult and juvenile operations divisions. These efficiency indicators have been at or near 100 percent for the past two years. These statistics will remain in the Department's Citywide Performance Reporting monthly indicator set.
- The performance indicator 'High Risk Probationers Supervised per Probation Officer' was eliminated from the report. The Department has replaced this workload measure with two indicators for average monthly violation rate for adult and juvenile probationers to better reflect probationer compliance with the conditions of probation supervision.
- The performance indicator 'Juvenile Delinquency cases diverted from court through adjustment' has been replaced by the new indicator 'Juvenile Delinquency cases eligible for adjustment', which will track cases opened for adjustment services, divided by all new intake cases, to measure potential adjustment eligibility.





CIVILIAN COMPLAINT REVIEW BOARD

Joan M. Thompson, Executive Director

Key Public Service Area

- ✓ Investigate and resolve claims of police misconduct in a timely and efficient manner.

Scope of Agency Operations

The Civilian Complaint Review Board (CCRB) is an independent, non-police agency with the authority to investigate allegations of police misconduct and to recommend action directly to the Police Commissioner. The Board strives to resolve complaints efficiently through investigation and its mediation program and reports on its activities and achievements twice a year. CCRB received more than 6,900 complaints in Fiscal 2010.

Critical Objectives

- Improve the quality, thoroughness and timeliness of case investigations.
- Increase the number of cases mediated while decreasing the mediation completion time.

Preliminary Performance Highlights

- During the first four months of Fiscal 2011 the average number of days to complete a full investigation decreased 18 percent compared to the same period in Fiscal 2010. Similarly, the percentage of cases 13 months or older when closed decreased 2 percentage points. As case closure time decreased, CCRB reduced its open docket by 18 percent to 3,110 cases.
- Closed allegations with findings on the merits decreased 7 percentage points to 49 percent. Although the percentage of substantiated cases increased to 8 percent of all allegations, the percentage of allegations closed as “unsubstantiated” and “officer unidentified” both increased 3 percentage points. CCRB continues to review specific categories of allegations to better understand these fluctuations.
- In the first four months of Fiscal 2011 CCRB closed 1,971 cases, 31 percent fewer than the same period in Fiscal 2010 when the agency closed 2,867 cases. Additionally, there was a 12 percent decrease in number of cases closed per investigator. During the reporting period there was an 11 percent decrease in complaints received, a reduction in headcount including a decrease from 102 investigators in July 2009 to 92 in October 2010, and vacancies on the Board that hindered the ability of its current members to maintain case closure rates.
- More than 56 percent of substantiated cases were closed in less than 12 months, 9 percentage points higher than the same period of last year. Substantiated cases closed at 15 months or older decreased 14 percentage points during the reporting period. CCRB will continue using time management review initiatives developed in Fiscal 2010, including mandatory eighth month case conferences, to reach its target of 10 percent of substantiated cases closed at 15 months.
- During the reporting period the number of cases mediated as a percentage of total closed cases increased to 2.4 percent, while the average completion time for mediated cases increased 9 percent. The increase in completion time is attributed to a significantly larger caseload while staffing remained the same. In the first four months of Fiscal 2011, 222 cases were referred to the mediation program, compared to 129 cases during the same period of Fiscal 2010.



Performance Report

✓ Investigate and resolve claims of police misconduct in a timely and efficient manner.

| | A c t u a l | | | T a r g e t | | | |
|--|-------------|-------|-------|-------------|------|-------------------|-------------------|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Total civilian complaints against uniformed members of the New York City Police Department (Preliminary) | 7,488 | 7,661 | 6,984 | * | * | 2,577 | 2,293 |
| ★ Average number of days to complete a full investigation | 306 | 343 | 327 | 280 | 280 | 341 | 281 |
| Full investigations as a percentage of total cases closed (%) | 34% | 31% | 36% | * | * | 36% | 33% |
| ★ Closed allegations with findings on the merits (%) | 56% | 48% | 55% | * | * | 56% | 49% |
| ★ Case closures per investigator | 58 | 64 | 78 | * | * | 26 | 23 |
| Age of docket (by date of report) (%) - 0-4 months | 64% | 64% | 68% | 70% | 70% | 63% | 68% |
| - 5-12 months | 31% | 29% | 28% | 26% | 26% | 32% | 28% |
| - 13 months or older | 5% | 7% | 4% | 4% | 4% | 6% | 4% |
| Age of cases when substantiated (by date of incident) (%) - 0-5 months | 8% | 1% | 3% | 14% | 14% | 3% | 8% |
| - 5-12 months | 44% | 36% | 40% | 48% | 48% | 45% | 48% |
| - 12-14 months | 28% | 26% | 33% | 28% | 28% | 25% | 30% |
| - 15 months or older | 20% | 37% | 24% | 10% | 10% | 28% | 14% |
| ★ Officers disciplined (excluding pending and filed cases) (%) | 55% | 56% | 74% | * | * | 56% | 76% |
| Average successful mediation case completion time (days) | 164 | 158 | 174 | 150 | 150 | 163 | 178 |
| ★ Percent of cases mediated | 1.2% | 1.8% | 1.8% | * | * | 1.3% | 2.4% |
| Age of mediation docket (by date of referral to mediation) - 0-11 months | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| - 12 months or older | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The Civilian Compliant Review Board provides service to its customers through its walk-in facilities, website and correspondence.

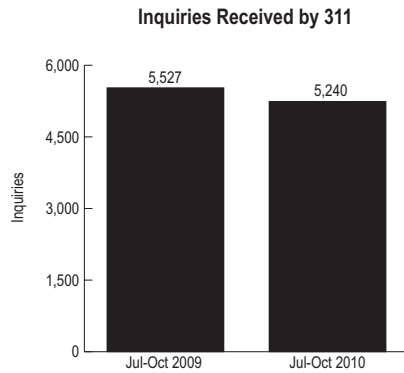
| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|--|----------------------------|------------------------------------|
| Average response time for email correspondence (days) | 5.0 | 7.0 |
| Average response time for letters/mail correspondence (days) | 6.0 | 9.0 |
| Average wait time to speak with a customer service agent at a walk-in facility (min:sec) | 3:00 | 26:40 |
| Number of completed customer requests for interpretation | 61 | 367,322 |



Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 5,240 CCRB-related inquiries from July through October 2010.



| <i>Top CCRB - related inquiries:</i> | Total | % of CCRB Inquiries |
|--------------------------------------|-------|---------------------|
| <i>Police Officer Misconduct</i> | 5,101 | 97.3% |
| <i>Civilian Complaint Mediation</i> | 139 | 2.7% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|--------|--------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | \$11.1 | \$11.3 | \$10.1 | \$10.3 | \$10.0 | \$9.6 | \$4.1 | \$3.7 |
| <i>Personnel</i> | 179 | 178 | 138 | 160 | 161 | 154 | 154 | 145 |
| <i>Overtime paid (\$000)</i> | \$17 | \$232 | \$146 | * | * | * | \$47 | \$25 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

None





LAW DEPARTMENT

Michael Cardozo, Corporation Counsel

Key Public Service Areas

- ✓ Represent the City in litigation and other legal matters involving the City's interests.
- ✓ Prosecute crimes involving youth under the age of 16.

Scope of Agency Operations

The Law Department is the attorney for the City, City agencies and certain non-City agencies and pension boards, and manages litigation and other legal matters involving the City and its interests. The Law Department is responsible for more than 90,000 matters, and provides legal advice to all City agencies.

Critical Objectives

- Limit the City's liability and assist City agencies to minimize their exposure to lawsuits.
- Effectively prosecute juveniles in Family Court.

Preliminary Performance Highlights

- During the first four months of Fiscal 2011 the Department's pending tort cases decreased 1 percent compared to the same period in Fiscal 2010, while tort cases commenced decreased 2 percent.
- The citywide tort payout decreased by 5 percent compared to the same period for Fiscal 2010. The Department's long-term focus on the dual goals of backlog reduction and early resolution of meritorious claims has allowed for enhanced preparation and reduced payouts.
- During the reporting period crime victims assessed for community-based services increased by 16 percentage points due to the Department's continuing efforts to make it known to attorneys that services are available to victims.

Performance Report

- ✓ Represent the City in litigation and other legal matters involving the City's interests.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|-----------|-----------|-----------------|--------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| ★ Total tort cases pending | 20,084 | 17,791 | 17,362 | 17,800 | 17,800 | 17,716 | 17,450 |
| Tort cases commenced - Citywide | 6,190 | 6,337 | 6,442 | * | * | 2,189 | 2,136 |
| Tort dispositions - Citywide | 7,116 | 6,730 | 6,921 | 6,100 | 6,100 | 2,097 | 1,929 |
| ★ Total tort payout (\$000) - Citywide | \$554,326 | \$570,581 | \$541,595 | * | * | \$131,515 | \$124,547 |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ Prosecute crimes involving youth under the age of 16.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|------|------|-----------------|------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| Referred cases filed for prosecution (%) | 62% | 59% | 55% | 62% | 55% | 55% | 55% |
| Crime victims assessed for community-based services (%) | 28% | 34% | 34% | 30% | 35% | 32% | 48% |
| Juvenile conviction rate (%) | 70% | 71% | 72% | 70% | 70% | 70% | 69% |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

The Law Department provides service to its customers through its website and correspondence.

| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average response time for email correspondence (days)</i> | 1.0 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 1.0 | 9.0 |
| <i>Number of completed customer requests for interpretation</i> | 175 | 367,322 |

Agency Resources

| <i>Agency Resources</i> | A c t u a l | | | September 2010 MMR FY11 | Updated FY11 ¹ | FY12 ¹ | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|---------|---------|-------------------------------|------------------------------|-------------------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | | | | | |
| <i>Expenditures (\$ millions)²</i> | \$125.3 | \$132.2 | \$139.8 | \$134.0 | \$139.9 | \$136.3 | \$57.1 | \$57.0 |
| <i>Revenues (\$ millions)</i> | \$122.1 | \$42.8 | \$32.7 | \$27.9 | \$38.5 | \$20.4 | \$15.5 | \$38.2 |
| <i>Personnel</i> | 1,408 | 1,430 | 1,382 | 1,303 | 1,313 | 1,309 | 1,387 | 1,324 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

None



DEPARTMENT OF INVESTIGATION

Rose Gill Hearn, Commissioner

Key Public Service Area

- ✓ **Maintain the integrity of City agencies, employees, contract vendors and recipients of City funds.**

Scope of Agency Operations

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations and services by investigating and referring for prosecution City employees and contractors engaged in corrupt activities or unethical conduct. It has oversight of more than 45 Mayoral agencies and over 300 other City agencies, entities, boards and commissions that employ more than 300,000 staff members. The Department studies City agencies to determine if corrective action is necessary and recommends actions to prevent criminal misconduct and waste. In Fiscal 2010 the Department received 13,825 complaints and conducted 2,258 investigations.

Critical Objectives

- Improve the impact and efficiency of investigations.
- Ensure the timely completion of background investigations and fingerprint checks of employees of City licensed private day care centers and day care programs that contract with the City.
- Assist City agencies in preventing corruption and waste.

Preliminary Performance Highlights

- During the reporting period the Department's caseload and cases closed decreased by 17 percent and 25 percent, respectively, due to a reduced number of complaints received necessitating investigation, and the closing of more complex cases during the period. The overall average time to complete a case decreased by 4 percent. Turnaround times for major and routine investigations decreased by 49 percent and 8 percent, respectively, while turnaround time for significant investigations increased by 73 percent due to the closure of a number of older significant investigations.
- Arrests resulting from investigations during the reporting period increased by 4 percent, and referrals for criminal prosecution increased by 32 percent. Referrals for civil and administrative action decreased by 58 percent due to a significantly higher than average increase in referrals during Fiscal 2010 following a special investigation conducted by the Department.
- Written policy and procedure recommendations decreased by 38 percent due to early and on-going efforts by City agencies to correct corruption vulnerabilities, and the reduction in memorializing the backlog of older recommendations.
- During the first four months of Fiscal 2011 there was an 81 percent decrease in financial recoveries to the City as a result of less sizeable restitution orders. Recoveries collected from previously closed cases decreased by 52 percent. Recoveries to individuals and non-City entities increased by 36 percent.
- Background investigations closed within 6 months increased 11 percentage points and the average time to complete a background investigation decreased by 22 percent.
- The number of arrest notifications received for current or former childcare workers fingerprinted by the Department increased by 4 percent. Increased staffing and more efficient resource allocation in the Fingerprint Unit reduced the time to notify agencies of workers with criminal records by 4 days.
- The number of corruption lectures and those attending decreased by 31 percent and 16 percent, respectively, during the reporting period. This decrease reflects a reduction in staff available for conducting lectures and the Department's focus on reducing its pending workload.
- The average time to complete a VENDEX check decreased by 71 percent during the reporting period and the number of VENDEX name checks completed within 30 days increased substantially. The Department attributes this increase to the elimination of the backlog caused by the conversion to the citywide VENDEX Master Inquiry system.



Performance Report

✓ Maintain the integrity of City agencies, employees, contract vendors and recipients of City funds.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|---------------|--------------|--------------|-------------|------|--------------|-------------|
| | FY08 | FY09 | FY10 | FY11 | FY12 | Actual | Actual |
| | | | | Updated | | FY10 | FY11 |
| Complaints | 13,837 | 14,594 | 13,825 | * | * | 4,791 | 4,378 |
| ★ Caseload | 2,481 | 2,396 | 2,258 | * | * | 1,387 | 1,157 |
| Cases closed | 1,418 | 1,438 | 1,427 | * | * | 446 | 335 |
| Referrals for Criminal Prosecution | 452 | 630 | 753 | * | * | 311 | 410 |
| Arrests resulting from DOI investigations | 676 | 731 | 822 | * | * | 330 | 342 |
| Referrals for Civil and Administrative Action | 1,499 | 1,867 | 1,876 | * | * | 879 | 370 |
| Written Policy and Procedure Recommendations to City agencies | 469 | 460 | 357 | * | * | 166 | 103 |
| ★ Financial recoveries to the City ordered/agreed (\$) | \$18,315,332 | \$16,184,024 | \$18,086,520 | * | * | \$11,246,312 | \$2,097,761 |
| ★ Financial recoveries to the City collected (\$) | \$10,576,694 | \$6,633,626 | \$8,537,930 | * | * | \$3,130,734 | \$1,506,398 |
| Financial recoveries to individuals and non-City entities ordered/agreed (\$) | \$688,110,574 | \$17,981,661 | \$16,840,648 | * | * | \$2,652,568 | \$3,616,707 |
| ★ Average Time to Complete a Case (days) | 329 | 277 | 296 | * | * | 313 | 299 |
| ★ - Major investigations | 1,269 | 869 | 904 | * | * | 729 | 375 |
| ★ - Significant investigations | 514 | 484 | 682 | * | * | 672 | 1,165 |
| ★ - Routine investigations | 310 | 267 | 269 | * | * | 284 | 262 |
| ★ Average time to complete a background investigation (days) | 342 | 310 | 451 | * | * | 591 | 459 |
| Background investigations closed within six months (%) | 53% | 60% | 53% | 60% | 60% | 47% | 58% |
| Time to notify agencies of childcare workers with criminal records after receipt from the State Division of Criminal Justice Services (days) | 4 | 4 | 4 | 6 | 6 | 6 | 2 |
| Arrest notifications received for current childcare workers | 2,085 | 2,360 | 2,420 | * | * | 825 | 856 |
| Corruption Prevention and Whistleblower lectures conducted | 670 | 546 | 625 | 300 | 300 | 200 | 139 |
| Individuals attending lectures | 18,973 | 13,852 | 16,067 | * | * | 4,318 | 3,631 |
| ★ Average time to complete a VENDEX check (calendar days) | NA | NA | 34 | * | * | 49 | 14 |
| ★ VENDEX checks completed within 30 days (%) | NA | NA | 60% | 90% | 90% | 31% | 99% |
| Companies monitored by IPSIG program | 9 | 7 | 5 | * | * | 6 | 5 |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

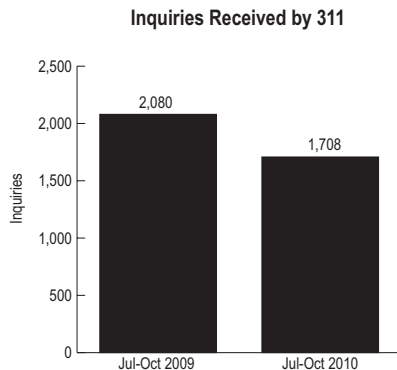
The Department of Investigation provides service to its customers through its walk-in facilities, website and correspondence.

| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|------------------------------------|--|
| <i>Average response time for email correspondence (days)</i> | 3.0 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 3.0 | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | 03:00 | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 15 | 367,322 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 1,708 DOI-related inquiries from July through October 2010.



| Top DOI - related inquiries: | Total | % of DOI Inquiries |
|---|--------------|-------------------------------|
| <i>Contact or Locate a City Marshal</i> | 794 | 46.5% |
| <i>City Worker or Contractor Corruption</i> | 411 | 24.1% |
| <i>City Marshal or Sheriff Complaint</i> | 260 | 15.2% |
| <i>Fingerprinting - Center-Based Day Care or Pre-School</i> | 214 | 12.5% |
| <i>Become a City Marshal</i> | 28 | 1.6% |

Agency Resources

| | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|--------------------|-------------|-------------|-------------------------------|-------------------------|-------------------------|---------------------------|---------------------------|
| Agency Resources | FY08 | FY09 | FY10 | FY11 | FY11¹ | FY12¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | \$23.5 | \$24.2 | \$22.7 | \$19.3 | \$21.9 | \$19.9 | \$9.3 | \$8.7 |
| <i>Revenues (\$ millions)</i> | \$2.9 | \$3.1 | \$4.5 | \$3.1 | \$4.1 | \$4.5 | \$0.5 | \$0.2 |
| <i>Personnel</i> | 241 | 234 | 217 | 222 | 232 | 223 | 236 | 209 |
| <i>Overtime paid (\$000)</i> | \$15 | \$20 | \$34 | * | * | * | \$12 | \$15 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.



Noteworthy Changes, Additions or Deletions

- During the reporting period the Department implemented a new case management system that tracks the data for several indicators. The Fiscal 2011 Mayor's Management Report will reflect any adjustments attributable to the agency's transition to this new system.
- The Department revised 4-month Fiscal 2010 values for 'Referrals for criminal prosecution,' 'Arrests resulting from DOI investigations,' 'Referrals for civil and administrative action' and 'Average time to complete a case (days) - Major investigations' and 'Average time to complete a case (days) - Routine investigations' to reflect updated data.
- DOI will no longer report data for 'Cases closed with significant impact (%)' since the measure does not appropriately and fairly reflect the outcome of its investigations.



CITY COMMISSION ON HUMAN RIGHTS

Patricia L. Gatling, Commissioner/Chair

Key Public Service Areas

- ✓ Enforce the City's Human Rights Law.
- ✓ Educate the community on the Human Rights Law.

Scope of Agency Operations

The City Commission on Human Rights (CCHR) investigates an average of 1,500 allegations per year of discrimination in employment, housing, and public accommodations, as well as bias-related harassment. In addition, the Commission initiates investigations and prosecutions of systemic Human Rights Law violations. The Commission provides pre-complaint intervention and promotes positive intergroup relations through conferences, workshops and training sessions conducted by its Community Relations Bureau.

Critical Objectives

- Investigate and prosecute complaints of discrimination and bias-related harassment in a timely and efficient manner.
- Provide pre-complaint interventions and foster positive intergroup relations.

Preliminary Performance Highlights

- During the first four months of Fiscal 2011 the number of cases filed with the Commission increased 31 percent, and the number of referrals to the Office of Administrative Trials and Hearings almost doubled compared to the same period of Fiscal 2010.
- Settlements have decreased 11 percentage points compared to last year; however, the average cash value of each settlement increased 17 percent during the reporting period.
- The age of the Commission's caseload continues to decrease, with 86 percent of cases less than one year old during the reporting period.
- The Commission's community-based technical assistance decreased 27 percent, which is attributable to a reduction in mortgage counseling due to an increased number of outside sources providing the same service. The total number of conferences, workshops and training sessions increased 3 percent, and school-based sessions increased 7 percent.



Performance Report

✓ Enforce the City's Human Rights Law.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|----------|----------|-----------------|------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| Complaint investigations completed (%) | 72% | 86% | 77% | * | * | 55% | 48% |
| Pre-complaint resolutions | 236 | 216 | 210 | * | * | 81 | 56 |
| ★ Cases filed (by type of complaint) | 466 | 435 | 410 | * | * | 149 | 195 |
| - Employment discrimination (%) | 66% | 54% | 56% | * | * | 47% | 66% |
| - Housing discrimination (%) | 21% | 38% | 33% | * | * | 46% | 21% |
| - Public accomodation discrimination (%) | 12% | 8% | 11% | * | * | 7% | 12% |
| - Bias-related harassment (%) | 1% | 0% | 0% | * | * | 0% | 1% |
| ★ Cases closed (by type of closure) | 477 | 649 | 441 | * | * | 221 | 245 |
| - No probable cause determination (%) | 53% | 39% | 35% | * | * | 38% | 49% |
| ★ - Probable cause determination (%) | 6% | 13% | 8% | * | * | 6% | 15% |
| - Administrative cause (%) | 26% | 23% | 25% | * | * | 28% | 19% |
| ★ - Settlement (%) | 15% | 25% | 32% | * | * | 28% | 17% |
| Cases referred to the Office of Administrative Trials and Hearings | 29 | 72 | 37 | * | * | 14 | 27 |
| ★ Average value of cash settlement for complainant (\$) | \$12,621 | \$11,004 | \$17,918 | * | * | \$11,591 | \$13,518 |
| Modifications for accessibility | 217 | 192 | 173 | * | * | 58 | 62 |
| ★ Average age of complaint caseload (in days) | 317 | 318 | 315 | * | * | 315 | 270 |
| Caseload | 566 | 402 | 438 | 550 | 550 | 389 | 475 |
| Cases pending by age - Less than one year | 433 | 324 | 353 | 400 | 400 | 334 | 431 |
| - 1-3 years old | 126 | 74 | 77 | 100 | 100 | 53 | 38 |
| - 3-5 years old | 7 | 4 | 8 | 10 | 10 | 2 | 6 |
| - Older than 5 years | 0 | 0 | 0 | 2 | 2 | 0 | 0 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Educate the community on the Human Rights Law.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|--------|--------|-----------------|--------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| Conferences, workshops and training sessions | 735 | 1,002 | 1,108 | 600 | 600 | 357 | 368 |
| Community-based technical assistance | 11,920 | 13,563 | 17,574 | 10,000 | 10,000 | 6,745 | 4,931 |
| School-based training sessions conducted | 436 | 327 | 370 | 325 | 325 | 70 | 75 |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

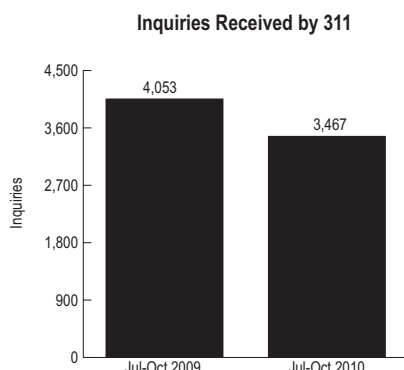
The City Commission on Human Rights provides service to its customers through its walk-in facilities, website and correspondence.

| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average response time for email correspondence (days)</i> | 1.0 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 2.0 | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | 10:00 | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 6.0 | 367,322 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 3,467 CCHR-related inquiries from July through October 2010.



| <i>Top CCHR - related inquiries:</i> | Total | % of CCHR Inquiries |
|--|-------|------------------------|
| <i>Discrimination Complaint</i> | 3,352 | 96.7% |
| <i>Community Outreach - Human Rights Education</i> | 112 | 3.2% |
| <i>Staff Information Provided</i> | 3 | 0.9% |

Agency Resources

| <i>Agency Resources</i> | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|-------|-------|-----------------------|-------------------|-------------------|-------------------|-------------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | \$6.8 | \$7.1 | \$6.9 | \$7.3 | \$7.3 | \$7.4 | \$3.4 | \$3.6 |
| <i>Personnel</i> | 82 | 80 | 72 | 72 | 75 | 72 | 76 | 71 |
| <i>Overtime paid (\$000)</i> | \$9 | \$21 | \$14 | * | * | * | \$2 | \$2 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

None





OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Suzanne A. Beddoe, Chief Administrative Law Judge

Key Public Service Areas

- ✓ Adjudicate administrative matters fairly and efficiently.
- ✓ Adjudicate violations of the City's local administrative laws fairly and efficiently.

Scope of Agency Operations

The Office of Administrative Trials and Hearings (OATH) is an independent, central tribunal which settles or adjudicates a wide range of issues referred by City agencies. Its caseload includes hearings authorized by state and local law, including employee discipline, retention of seized vehicles, license and regulatory enforcement, real estate and loft law violations, contract disputes, and human rights violations. The Environmental Control Board (ECB) became a division of OATH in November 2008. ECB is a central tribunal that conducts hearings involving violations of City laws protecting healthy, clean, and safe environmental conditions, which may be issued by any of 12 City agencies. ECB hearing officers are appointed and overseen by a 13-member board, which is responsible for enforcing those laws and deciding appeals from hearing officer decisions.

Critical Objectives

- Schedule and hear cases promptly.
- Settle cases through conferences and other alternative means.
- Issue timely decisions after hearing record is closed.
- Maintain percentage of findings adopted by agencies.

Preliminary Performance Highlights

- During the first four months of Fiscal 2011 OATH's average adjournment time increased 4 percent, or approximately half a day, due in part to the reassignment of two Administrative Law Judges. Adjournment time also reflects the scheduling changes of the particular mix of cases presented, including the prior engagements of the parties and their attorneys, and the availability of witnesses.
- During the reporting period the number of days for OATH to issue decisions after the record was closed increased 15 percent and decisions issued within targeted time decreased 14 percentage points, due to fewer forfeiture and City clerk cases, which tend to be shorter, and more taxi cases, which tend to take longer.
- OATH's settlement rate increased 3 percentage points during the reporting period due to a combination of proactive management and the normal fluctuations in the types of cases filed.
- Despite experiencing a 1 percent increase in violations heard, the Environmental Control Board (ECB) tribunal achieved a 61 percent reduction in the average time from hearing assignment to hearing decision due to proactive management and enhanced utilization of internal performance metrics.

Performance Report

- ✓ Adjudicate administrative matters fairly and efficiently.

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|--|-------------|-------|-------|-------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | FY11 | FY12 | | |
| Cases filed at OATH (total) | 2,775 | 3,472 | 2,921 | * | * | 1,060 | 961 |
| ★ Average adjournment time at OATH (business days) | 13.4 | 13.3 | 15.3 | 20.0 | 20.0 | 15.3 | 15.9 |
| OATH settlement rate (%) | 54% | 53% | 50% | 40% | 40% | 44% | 47% |
| ★ Days for OATH to issue decision after record is closed | 12.1 | 12.0 | 10.2 | 25.0 | 25.0 | 10.9 | 12.5 |
| OATH cases with decisions issued within targeted number of business days (%) | 92% | 90% | 94% | * | * | 93% | 79% |
| OATH facts and conclusions adopted by agencies (%) | 100% | 98% | 99% | 96% | 96% | 98% | 100% |

★ Critical Indicator "NA" - means Not Available in this report



✓ **Adjudicate violations of the City's local administrative laws fairly and efficiently.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|-------------|------|-------------------|-------------------|
| | FY08 | FY09 | FY10 | Updated | | | |
| | | | | FY11 | FY12 | FY10 | FY11 |
| Notices of Violation (NOV) received by ECB | 678,245 | 704,680 | 694,273 | * | * | 245,838 | 214,873 |
| ECB hearings conducted | 225,505 | 241,521 | 306,689 | * | * | 93,921 | 94,736 |
| ★ Average time from ECB hearing assignment to decision (days) | 96 | 89 | 72 | 95 | 95 | 80 | 31 |
| ★ ECB decisions rendered (total) | 177,173 | 187,475 | 204,192 | * | * | 67,207 | 66,268 |
| - Dismissed | 66,975 | 72,075 | 86,632 | * | * | 27,377 | 28,210 |
| - In violation | 108,670 | 114,287 | 116,458 | * | * | 39,513 | 37,650 |
| - Stipulated | 1,528 | 1,113 | 1,102 | * | * | 317 | 408 |
| ★ Critical Indicator "NA" - means Not Available in this report | | | | | | | |

Agency Customer Service

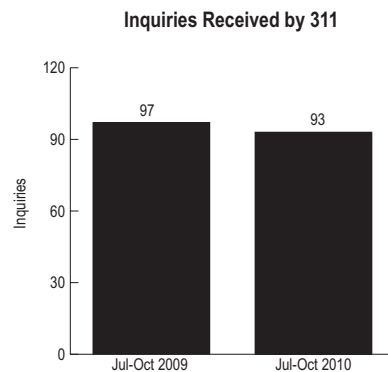
The Office of Administrative Trials and Hearings provides service to its customers through its walk-in facilities, website and correspondence.

| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|--|----------------------------|------------------------------------|
| Average response time for letters/mail correspondence (days) | 13.5 | 9.0 |
| Average wait time to speak with a customer service agent at a walk-in facility (min:sec) | NA | 26:40 |
| Number of completed customer requests for interpretation | 2,472 | 367,322 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 93 OATH-related inquiries from July through October 2010.



| Top OATH - related inquiries: | Total | % of OATH Inquiries |
|-------------------------------|-------|------------------------|
| City Agency Tribunals | 93 | 100.0% |



Agency Resources

| | A c t u a l | | | September | Updated | | 4-Month | 4-Month |
|---|-------------|--------|--------|------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | 2010 MMR FY11 | FY11 ¹ | FY12 ¹ | Actual FY10 | Actual FY11 |
| Agency Resources | | | | | | | | |
| Expenditures (\$ millions) ² | \$3.8 | \$16.2 | \$24.0 | \$26.6 | \$26.6 | \$26.6 | \$10.8 | \$8.3 |
| Revenues (\$ millions) | \$0 | \$0 | \$0 | \$79.3 | \$87.4 | \$82.8 | \$0 | \$31.5 |
| Personnel | 28 | 295 | 279 | 306 | 298 | 298 | 288 | 266 |
| Overtime paid (\$000) | \$1 | \$86 | \$33 | * | * | * | \$13 | 13 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- OATH added the following measures 'ECB decisions rendered (total),' '- Dismissed,' '- In violation,' '- Stipulated.' OATH removed the measure 'ECB call center average wait time.'





BUSINESS INTEGRITY COMMISSION

Michael J. Mansfield, Commissioner/Chair

Key Public Service Areas

- ✓ Regulate commercial carting industry.
- ✓ Regulate businesses in the City's public wholesale markets.

Scope of Agency Operations

The Business Integrity Commission (BIC) regulates and licenses the trade waste/commercial carting industry and the wholesalers and businesses operating in the City's public wholesale markets, and ensures the timely determination of applications and renewals. Through vigorous background investigations of license and registration applications, the establishment of standards for services and conduct of business, and criminal investigations, BIC carries out its mandate to make certain that these industries and businesses remain free from the influence of organized crime. BIC fosters an open and honest field for competition in the regulated industries so that customers do not face threats, violence, rackets, or anti-competitive practices. The Commission also has the authority to regulate the shipboard gambling industry.

Critical Objectives

- Ensure timely determinations on license and registration applications for commercial carters.
- Enforce commercial carting regulations.
- Resolve commercial carter consumer complaints.
- Ensure timely determinations on registration applications for public wholesalers and businesses.
- Enforce public wholesale market regulations.

Preliminary Performance Highlights

- The average time to approve carting licenses decreased 16 percent to 154 days. The number of carting licenses approved decreased 27 percent in the first four months of Fiscal 2011 compared to the same period of Fiscal 2010, reflecting a 26 percent decrease in the number of license applications received. Similarly, the 25 percent decrease in the number of carting registrations approved reflects a 23 percent decrease in the number of registrations received during the reporting period. The average time to approve carting registration took slightly longer, from 113 days to 119 days.
- During the reporting period BIC reduced the number of pending carting applications by 35 percent, but the average age of pending applications increased to 176 days from 144 days.
- The number of carting background investigations completed decreased to 300, reflecting the overall decline in the number of carting applications received. Background investigations must be conducted on new and renewal applications, in addition to new employees of licensed carting companies.
- The number of carting violations increased 2 percent to 691. While the number of violations issued for unlicensed or unregistered carting activity decreased 23 percent, the number of violations issued to licensed and registered carters rose 31 percent and 41 percent, respectively. The leading violations issued to licensed and registered carters were "General Prohibition" violations, such as deceptive trade practices and not abiding by Commission directives requiring carters to provide requested information.
- During the reporting period BIC made significant improvements in the processing of public wholesale market applications. The number of market registrations approved increased to 51 and BIC approved market applications 18 percent faster. Additionally, the number of public wholesale market background investigations completed more than doubled.
- The number of violations issued in the public wholesale markets decreased to 79. During Summer 2010 BIC temporarily deployed its enforcement resources to address other Commission investigation priorities.



Performance Report

✓ Regulate commercial carting industry.

| | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|-------|-------|-------------|------|---------|---------|
| | | | | Updated | | Actual | Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Carting background investigations completed | 743 | 1,244 | 1,289 | * | * | 561 | 300 |
| Carting licenses approved | 100 | 83 | 133 | * | * | 41 | 30 |
| Carting registrations approved | 485 | 641 | 943 | * | * | 324 | 243 |
| ★ Average time to approve carting licenses (days) | 206 | 142 | 184 | 220 | 220 | 183 | 154 |
| ★ Average time to approve carting registrations (days) | 116 | 122 | 127 | 150 | 150 | 113 | 119 |
| Carting applications pending | 274 | 628 | 336 | * | * | 489 | 318 |
| ★ Average age of pending carting applications (days) | 130 | 123 | 167 | 190 | 190 | 144 | 176 |
| ★ Carting License Applications Denied (%) | 10.3% | 9.9% | 9.6% | * | * | 9.7% | 9.5% |
| ★ Carting Registration Applications Denied (%) | 2.1% | 2.3% | 2.3% | * | * | 2.1% | 2.3% |
| ★ Total carting applications denied (%) | 4.1% | 4.0% | 3.7% | * | * | 3.8% | 3.7% |
| Violations issued to private carters | 620 | 1,290 | 1,672 | * | * | 679 | 691 |
| ★ Violations for unlicensed activity | 180 | 482 | 996 | * | * | 384 | 295 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Regulate businesses in the City's public wholesale markets.

| | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|------|------|-------------|------|---------|---------|
| | | | | Updated | | Actual | Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Public wholesale market background investigations completed | 158 | 170 | 265 | * | * | 83 | 215 |
| Public wholesale market registrations approved | 40 | 56 | 114 | * | * | 11 | 51 |
| ★ Average time to approve public wholesale market registrations (days) | 280 | 226 | 226 | 250 | 250 | 250 | 205 |
| ★ Public wholesale market applications denied (%) | 2.1% | 1.7% | 2.2% | * | * | 2.6% | 2.0% |
| Violations issued at public wholesale markets | 551 | 378 | 417 | * | * | 163 | 79 |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

The Business Integrity Commission provides service to its customers through its walk-in facilities, website and correspondence.

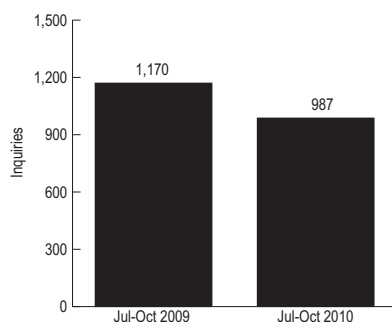
| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|--|----------------------------|------------------------------------|
| Average response time for email correspondence (days) | 2.3 | 7.0 |
| Average response time for letters/mail correspondence (days) | 1.4 | 9.0 |
| Average wait time to speak with a customer service agent at a walk-in facility (min:sec) | 04:20 | 26:40 |
| Number of completed customer requests for interpretation | 18 | 367,322 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 987 BIC-related inquiries from July through October 2010.

Inquiries Received by 311



| <i>Top BIC - related inquiries:</i> | Total | % of BIC Inquiries |
|---|-------|--------------------|
| <i>Commercial Waste and Private Carters Information</i> | 577 | 58% |
| <i>Sanitation Complaint - Private Carter</i> | 325 | 33% |
| <i>Trade Waste License Registration</i> | 85 | 9% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|-------|-------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | \$5.8 | \$6.3 | \$6.9 | \$7.3 | \$7.4 | \$7.3 | \$3.3 | \$3.2 |
| <i>Revenues (\$ millions)</i> | \$2.5 | \$2.9 | \$5.5 | \$5.1 | \$5.5 | \$5.5 | \$1.5 | \$2.5 |
| <i>Personnel</i> | 64 | 65 | 75 | 85 | 83 | 82 | 77 | 76 |
| <i>Overtime paid (\$000)</i> | \$81 | \$77 | \$45 | * | * | * | \$21 | \$13 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

None



BUSINESS AFFAIRS



Department of Finance



New York City Economic Development Corporation



Department of Consumer Affairs



Department of Small Business Services



DEPARTMENT OF FINANCE

David M. Frankel, Commissioner

Key Public Service Areas

- ✓ Bill and collect property and other taxes.
- ✓ Bill and collect parking tickets.
- ✓ Respond to customers in a timely and efficient manner.

Scope of Agency Operations

The Department of Finance (DOF) collects City revenues efficiently and fairly; enforces compliance with City tax laws; values all real property in the City; maintains accurate property records; serves as a board member of the Fire and Police Pension Funds as well as the City's Deferred Compensation Fund; and advises on the performance of the City's pension funds and Deferred Compensation Plan. The Department also provides an independent forum for the public to contest parking violations and, through the Sheriff's Office, serves as the chief civil law enforcement body for New York City.

Critical Objectives

- Make it as simple as possible to make payments to New York City.
- Collect money owed to the City efficiently and cost effectively, and increase compliance with City and State tax laws.
- Aggressively pursue people and businesses that do not pay what they owe.
- Achieve performance targets for processing payments, refunds, tax returns, and parking violations hearings.
- Achieve performance targets for recording publicly filed documents and increase the number of property documents available online.

Preliminary Performance Highlights

- The average turnaround time for audit cases increased by 13.2 percent to 626 days, and the percent of cases closed within one year fell from 39.8 percent to 31.8 percent. Turnaround time was affected by the Department's efforts to close older cases.
- Despite a 21 percent increase in volume, the Department issued refunds for parking tickets, appeals and towing charges in 12.8 days, five days faster than a year ago, but longer than the 10-day target.
- Wait times to see a cashier at Finance's payment centers averaged 9.1 minutes compared to 4.3 minutes during the same four-month period last year, when additional resources were available.
- The time to issue property tax refunds increased by 35.7 percent to 19 days, just under the Department's target of 20 days, due to an increase in the number of refund requests and changes in procedures to safeguard against fraud.
- On average, the time to issue decisions for parking ticket hearings by mail/web improved by 4.6 days to 31.2 days, well below the target of 40 days, due largely to a decrease in the number of requested hearings.



Performance Report

✓ Bill and collect property and other taxes.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|--------|--------|----------------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 FY12 | | | |
| <i>Performance Statistics</i> | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ <i>Percent of City debt resolved</i> | 23.5% | 42.6% | 42.0% | * | * | 18.9% | 16.9% |
| ★ <i>Percent of property taxes billed that are paid</i> | 97.7% | 98.1% | 98.1% | * | * | NA | NA |
| - <i>Percent paid on time</i> | 94.5% | 93.3% | 95.0% | * | * | 94.5% | 95.0% |
| <i>Property assessments reduced by the Tax Commission (%) (calendar year)</i> | 12% | 11% | 12% | * | * | NA | NA |
| <i>Audits closed within 1 year (%)</i> | NA | NA | 33.3% | * | * | 39.8% | 31.8% |
| ★ <i>Average turnaround time for audits (days)</i> | NA | NA | 598 | * | * | 553 | 626 |
| <i>Average amount collected from a closed audit (\$000)</i> | NA | NA | \$68 | * | * | \$93 | \$45 |
| ★ <i>Percent increase in tax liability as a result of audits</i> | 14.3% | 7.4% | 18.6% | * | * | 27.6% | 19.4% |
| <i>Percent of tax conciliation cases decided within 6 months</i> | 60% | 78% | 68% | 65% | 65% | 66% | 69% |
| <i>Number of properties receiving 90-day lien sale notice</i> | NA | 24,111 | 24,963 | * | * | NA | NA |
| <i>Percent of originally noticed properties sold in lien sale</i> | NA | 20% | 19% | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

✓ Bill and collect parking tickets.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|--------|--------|-------------|------|-------------------|-------------------|
| | | | | Updated | | | |
| <i>Performance Statistics</i> | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ <i>Percent of parking tickets issued that are paid within 90 days</i> | 69.3% | 62.0% | 61.1% | * | * | 60.1% | 63.0% |
| ★ <i>Percent of parking tickets issued that are dismissed within 90 days</i> | 14.7% | 12.9% | 13.8% | * | * | 13.4% | 12.5% |
| ★ <i>Percent of parking ticket appeals granted a reversal</i> | 17.1% | 14.4% | 15.1% | * | * | 13.3% | 16.8% |
| <i>Parking summonses received (000)</i> | 10,921 | 10,662 | 10,709 | * | * | 3,625 | 3,350 |
| <i>Parking summonses paid online (%)</i> | 26.0% | 28.5% | 34.8% | * | * | 33.4% | 39.7% |
| ★ <i>Average time to issue refunds for parking tickets, appeals and towing charges (days)</i> | 14.8 | 15.6 | 15.0 | 10.0 | 10.0 | 17.8 | 12.8 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Respond to customers in a timely and efficient manner.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|------|------|-------------|------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Average wait time to see a cashier at payment centers (minutes) | 4.9 | 4.8 | 5.5 | 6.0 | 6.0 | 4.3 | 9.1 |
| Average response time for mail and e-mail correspondence (days) | | | | | | | |
| - E-mail | 6.5 | 6.7 | 2.9 | 7.0 | 7.0 | 3.9 | 2.6 |
| - Correspondence | 8.0 | 9.9 | 6.4 | 10.0 | 10.0 | 6.0 | 6.9 |
| ★ Average time to issue a property tax refund (days) | 15 | 14 | 19 | 20 | 20 | 14 | 19 |
| ★ Average time to issue a business tax refund (days) | 47 | 44 | 39 | 45 | 45 | 36 | 38 |
| ★ Average turnaround time for in-person parking ticket hearings (minutes) | 26 | 28 | 25 | 40 | 40 | 25 | 23 |
| ★ Average time to issue decision for parking ticket hearing-by-mail/web (days) | 43.0 | 31.4 | 36.2 | 40.0 | 40.0 | 35.8 | 31.2 |

★ Critical Indicator "NA" - means Not Available in this report



| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|------|-------|-----------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| Performance Statistics | | | | | | | |
| ★ Average time to issue decision for parking ticket appeals (days) | 12.3 | 11.2 | 11.0 | 15.0 | 15.0 | 10.9 | 11.0 |
| Average time to record and index property documents (days) - Citywide | 1.3 | 0.9 | 0.8 | * | * | 1.0 | 0.6 |
| Payment method (%) | | | | | | | |
| - Cash | NA | NA | 5.2% | * | * | NA | 4.7% |
| - Check/money order | NA | NA | 56.5% | * | * | NA | 49.1% |
| - Credit card | NA | NA | 21.6% | * | * | NA | 21.3% |
| - Electronic (ACH/EFT) | NA | NA | 16.7% | * | * | NA | 24.8% |

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

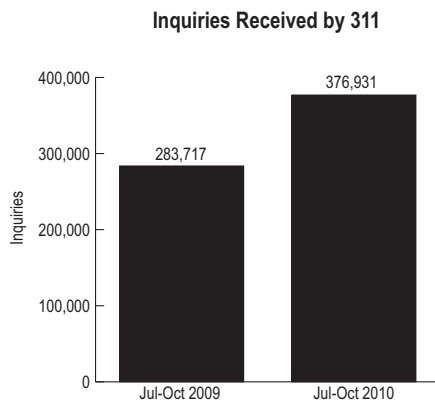
The Department of Finance provides service to its customers through its call centers, walk-in facilities, website and correspondence.

| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|--|------------------------------------|--|
| Average call wait time (in seconds) | 649.0 | 190.1 |
| Average response time for email correspondence (days) | 2.61 | 7.0 |
| Average response time for letters/mail correspondence (days) | 6.94 | 9.0 |
| Average wait time to speak with a customer service agent at a walk-in facility (min:sec) | NA | 26:40 |
| Number of completed customer requests for interpretation | 883 | 367,322 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 376,931 DOF-related inquiries from July through October 2010.



| Top 5 DOF - related inquiries: | Total | % of DOF Inquiries |
|--|--------------|-------------------------------|
| Parking Ticket Lookup - Ticket or Plate Number Known | 61,004 | 16.2% |
| Find a Towed Vehicle - Plate Number Known | 45,764 | 12.1% |
| Property Tax Account Assistance | 27,129 | 7.2% |
| Parking Ticket Payment Problem or Penalty Adjustment | 24,588 | 6.5% |
| Pay a Parking Ticket - By Phone | 15,724 | 4.2% |



Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|-----------------------|-------------------|-------------------|-------------------|-------------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| Expenditures (\$ millions) ² | \$215.5 | \$225.1 | \$230.9 | \$220.1 | \$222.9 | \$220.4 | \$84.2 | \$85.9 |
| Revenues (\$ millions) | \$738.8 | \$691.9 | \$709.6 | \$748.4 | \$674.5 | \$704.7 | \$231.9 | \$233.4 |
| Personnel | 2,203 | 2,058 | 1,930 | 2,112 | 2,109 | 2,033 | 2,009 | 1,924 |
| Overtime paid (\$000) | \$437 | \$297 | \$349 | * | * | * | \$89 | \$63 |

¹January 2011 Financial Plan

"NA" - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- Finance's Fiscal 2011 Preliminary Mayor's Management Report (PMMR) includes substantial changes resulting from the Department's ongoing review of its performance measures. Indicators have also been reorganized under newly defined Key Public Service Areas.
 - The indicator 'Market value as a percent of sales price (1-3 family homes)' has been retired as it did not reveal any significant performance trend. Because Finance calculates the value of 1-3 family homes using sales of comparable properties, the indicator will always be at or near 100%.
 - The metric 'Parking summonses processable (%)' has also been retired.
 - Finance replaced the indicator 'Liens declared defective (%)' with the indicators 'Number of properties receiving 90-day lien sale notice' and 'Percent of noticed properties sold in lien sale.' The new indicators reflect the effectiveness of liens as a property tax enforcement tool.
 - The Department will no longer report data for 'Average time to render tax conciliation decision (months)' nor for the percent of decisions rendered within 6-12 months and 12-18 months. It will continue to report data for the percent of cases decided within 6 months.
 - The measure 'Median time to record a property interest from transfer date (days)' has been discontinued as the date a property is transferred to a new owner is not under the control of the Department.
 - Since there was little variance in performance among the individual borough offices, the four indicators that reported on the average time to record and index property documents in the Manhattan, Bronx, Brooklyn and Queens offices of the City Register have been replaced with an indicator that reports on the citywide average.
 - The Department added four indicators that report on the percent of payments made by cash, check/money order, credit card and electronically. Because of the different costs and benefits associated with each payment type, the Department hopes to increase electronic payments by customers.
- The Department updated four-month Fiscal 2010 data for 'Percent of City debt resolved' and 'Parking summonses paid online (%)'.
- Previously reported four-month and annual Fiscal 2010 data for the indicators that report on the percent of parking tickets paid and dismissed within 90 days had been based on three months and ten months of activity, respectively, due to the length of time allowed to contest a parking ticket and appeal a hearing decision. Fiscal 2010 data now reflects updated information for both reporting periods.



NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

Seth W. Pinsky, President

Key Public Service Area

- ✓ **Promote economic programs and incentives to improve the City's economy.**

Scope of Agency Operations

New York City Economic Development Corporation (NYCEDC), a nonprofit organization operating under contract with the City of New York, is the City's primary engine for economic development. NYCEDC catalyzes physical transformation across the five boroughs, investing in major infrastructure upgrades, capital projects, and area-wide developments. NYCEDC manages City-owned properties, while also improving the distribution of goods within and outside the five boroughs by reactivating the City's rail freight lines, food markets, and maritime and aviation facilities. Through the New York City Industrial Development Agency (NYCIDA) and New York City Capital Resource Corporation (CRC), NYCEDC helps eligible businesses meet their financing needs for property acquisition, new equipment, renovation, and working capital through low-cost tax-exempt bonds and exemptions and abatements of selected City and State taxes, which in turn helps create and retain jobs. The Center for Economic Transformation at NYCEDC works to enhance the City's major business sectors by addressing current challenges faced by industries through analysis of current economic trends; developing strategies and solutions; and implementing programs that help businesses thrive and grow. NYCEDC has launched over 60 initiatives that support entrepreneurship across all industries, help legacy industries like media and manufacturing transition to 21st century business models, and capture a leadership role for the City in emerging sectors like bioscience, green services, and technology.

Critical Objectives

- Attract and retain businesses to produce jobs in the City.
- Encourage investments by City-based businesses and corporations.

Preliminary Performance Highlights

- The New York City Industrial Development Agency (NYCIDA) closed one project during the first four months of Fiscal 2011. This closing was in connection with the acquisition and renovation of an industrial facility for a manufacturer and distributor of fencing and ornamental metal products in Queens. The project is expected to generate \$7.4 million in City tax revenue and 64 jobs over the course of its term. The NYCIDA agreement was facilitated by the sale of a 47,500-square-foot City-owned property in the Richmond Hill section of Queens. The real estate transaction generated \$4 million in private investment for the City. By year-end NYCEDC expects to complete several additional land sale and/or lease transactions.
- The New York City Capital Resource Corporation (NYCCRC) closed two projects during the reporting period. Both projects qualified for tax-exempt Recovery Zone Facility Bonds, a program created under the American Recovery and Reinvestment Act of 2009 to spur construction projects that have been unable to get traditional financing due to the current capital lending market. The bonds will help finance the construction of a 50,000-square-foot retail facility in Downtown Brooklyn and a 55,000-square-foot supermarket on the Rockaway Peninsula. These projects are expected to generate \$13.5 million in City tax revenue and 242 jobs over the course of their term, and an additional 358 construction jobs.
- From July 2010 to October 2010 NYCEDC committed \$52.5 million in capital funding for projects it manages on behalf of other City agencies. These commitments leveraged \$362.3 million in additional non-City investment and included an \$11.8 million agreement with the Federation of Italian American Organizations of Brooklyn for the construction of New York City's first Italian-American Cultural Community Center. The Center will provide much needed social services to the entire Bensonhurst community.
- The City's unemployment rate for the four months ending October 2010 was 9.3 percent, down from 10.2 percent in the four months ending October 2009.



Performance Report

✓ Promote economic programs and incentives to improve the City's economy.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|---------|-----------|-----------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| <i>New York City Industrial Development Agency projects</i> | | | | | | | |
| - Contracts closed | 43 | 10 | 7 | * | * | 1 | 1 |
| ★ - Projected jobs committed in connection with closed contracts | 8,564 | 410 | 231 | * | * | 0 | 64 |
| ★ - Total City tax revenues generated in connection with closed contracts (\$ millions) | \$402.5 | \$64.7 | \$30.5 | * | * | \$0.0 | \$7.4 |
| <i>New York City Capital Resource Corporation projects</i> | | | | | | | |
| - Contracts closed | NA | NA | NA | * | * | NA | 2 |
| - Projected jobs committed in connection with closed contracts | NA | NA | NA | * | * | NA | 600 |
| - Total City tax revenues generated in connection with closed contracts (\$ millions) | NA | NA | NA | * | * | NA | \$13.5 |
| Total value of City funding agreements between NYCEDC and third-party entities (\$ millions) | \$315.3 | \$225.6 | \$246.4 | * | * | \$89.2 | \$52.5 |
| Third-party investment leveraged as a result of funding agreements (\$ millions) | \$4,022.1 | \$374.9 | \$5,133.4 | * | * | \$5,022.1 | \$362.3 |
| Occupancy rate of NYCEDC-managed property | 93.6% | 91.8% | 91.7% | * | * | 91.7% | 91.7% |
| Total capital expenditures (\$ millions) | \$546 | \$499 | \$575 | * | * | \$80 | \$129 |
| ★ New private investment related to sale/long-term lease of City-owned property (\$ millions) | \$1,033.3 | \$324.2 | \$98.0 | * | * | \$0.0 | \$4.0 |
| ★ Projected jobs created or retained in connection with the sale/long-term lease of City-owned property | | | | | | | |
| - Permanent jobs | 958 | 77 | 1,471 | * | * | 0 | 12 |
| ★ - Construction jobs | 1,353 | 1,436 | 531 | * | * | NA | NA |
| ★ New York City unemployment rate (%) | 4.9% | 7.2% | 10.1% | * | * | 10.2% | 9.3% |
| Visitors to New York City (millions) (calendar year) | 46.0 | 47.1 | 45.6 | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

Agency Resources

| | A c t u a l | | | September 2010 MMR FY11 | Updated FY11 ¹ | FY12 ¹ | 4-Month Actual FY10 | 4-Month Actual FY11 |
|-----------------------------------|-------------|---------|---------|-------------------------------|------------------------------|-------------------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | | | | | |
| <i>Agency Resources</i> | | | | | | | | |
| Personnel | 450 | 445 | 404 | 435 | 410 | 410 | 440 | 381 |
| Capital commitments (\$ millions) | \$380.0 | \$372.9 | \$461.3 | \$145.1 | \$965.1 | \$260.8 | \$149.5 | \$96.0 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- NYCEDC added three metrics on the New York City Capital Resource Corporation (NYCCRC), a local development corporation administered by NYCEDC, which provides access to tax-exempt bond financing programs to qualified businesses for eligible capital projects. The new metrics report activity on the number of closed contracts, as well as the number of projected jobs and tax revenues associated with the contracts. Fiscal 2011 marks the first time that results from NYCCRC

transactions are reported independently from those reported by NYCIDA. NYCIDA data from fiscal years 2006 through 2008 includes results from five NYCCRC non-profit deals.

- NYCEDC revised Fiscal 2010 data for 'Total capital expenditures (\$ millions)' from \$387 million to \$575 million. The corrected data reflects updated numbers that were available after NYCEDC's books closed in September 2010.
- Four-month Fiscal 2010 data for the metric 'Projected jobs created or retained in connection with the sale/long-term lease of City-property – Construction jobs' has been replaced with 'NA.' Data for this indicator will be reported on an annual basis as four-month data showed no significant performance trends.
- Four-month Fiscal 2010 data for 'New York City unemployment rate (%)' was also revised, from 10.1% to 10.2%, to reflect updated figures.







DEPARTMENT OF CONSUMER AFFAIRS

Jonathan Mintz, Commissioner

Key Public Service Areas

- ✓ **Protect and empower consumers.**
- ✓ **Facilitate fair business practices.**
- ✓ **Ensure efficient, accountable, and customer-friendly operations.**

Scope of Agency Operations

The Department of Consumer Affairs (DCA) ensures that New York City's consumers and businesses benefit from a fair and vibrant marketplace. DCA issues more than 73,000 licenses in 55 business categories and performs on-site inspections to ensure compliance with license regulations, weights and measures regulations, and the New York City Consumer Protection Law. DCA mediates and resolves individual consumer complaints, obtains restitution for consumers, and brings litigation and enforcement actions against repeat violators to halt deceptive advertising and trade practices. Through press releases and press conferences, public awareness campaigns, community outreach, public hearings, the 311 Customer Service Center, its website and publications, DCA educates the public and businesses about their rights and responsibilities.

Additionally, through the Office of Financial Empowerment (OFE), a program of the Center for Economic Opportunity, DCA engages in financial education, the development of fair financial products, and targeted consumer protection from predatory and deceptive practices for New Yorkers with low incomes. OFE conducts research to better understand the financial needs and available services for people with low incomes; maintains a network of financial education providers; offers a searchable directory of financial education services on its website; and coordinates and launches large-scale public awareness campaigns to help New Yorkers access benefits such as the Earned Income Tax Credit.

Critical Objectives

- Expedite the resolution of consumer complaints.
- Ensure compliance with tobacco regulations to minimize sales to minors.
- Enforce compliance with license laws, consumer protection laws, and weights and measures laws.
- Minimize licensing center wait time and license processing time while maximizing customer service.

Preliminary Performance Highlights

- The amount of fines collected by DCA as a result of settlement agreements with businesses rose by nearly 31 percent to more than \$2 million due, in large part, to improvements in inspector productivity that have resulted in a marked increase in the number of inspections and a comparable increase in violation issuance.
- Although there were no changes in inspection protocols, fuel truck compliance rates decreased by 13 percentage points to 69 percent. Fewer trucks passed initial inspections and the failure rate at reinspection was unexpectedly high. Fuel trucks are not allowed to operate unless they have passed inspection. The Department is monitoring this new trend and has reached out to industry representatives to address concerns regarding low compliance rates.
- Compliance on tobacco sales to minors increased by seven percentage points to 90 percent. Each year DCA performs approximately 10,000 undercover inspections of cigarette retail dealers to ensure that they are not selling tobacco to minors.
- The number of licensed home improvement contracts rose to 13,109, up from 11,169 this time last year. The Department's combination of targeted outreach and aggressive enforcement has continued to foster industry compliance and growth.
- Customer wait time at DCA's licensing center averaged only 10 minutes during July to October 2010, three minutes faster than a year ago. Due to normal fluctuations in the licensing cycle and an increase in the proportion of new license applications, which take longer to process, the average processing time for basic licenses increased by two days to five days.



Performance Report

✓ Protect and empower consumers.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|---------|----------|-------------|---------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Complaint processing time | | | | | | | |
| - Within 0-20 days (%) | 26% | 44% | 48% | 25% | 25% | 50% | 45% |
| - Within 21-50 days (%) | 42% | 51% | 46% | 35% | 35% | 45% | 47% |
| - Within 51-90 days (%) | 21% | 5% | 4% | 20% | 20% | 4% | 8% |
| ★ Median complaint processing time (days) | 35 | 23 | 21 | * | * | 21 | 23 |
| ★ Complaints resolved to the satisfaction of the business and consumer (%) | 57% | 53% | 55% | 55% | 55% | 55% | 53% |
| ★ Total docketed complaints | 6,877 | 5,488 | 4,704 | * | * | 1,705 | 1,653 |
| - Home improvement contractor | 957 | 715 | 585 | * | * | 226 | 236 |
| - Debt collection agency | NA | 831 | 646 | * | * | 232 | 200 |
| Restitution awarded (\$000) | \$8,367 | \$9,858 | \$11,728 | \$4,500 | \$4,500 | \$2,433 | \$2,433 |
| Total settlements (\$000) | \$5,266 | \$4,192 | \$4,625 | * | * | \$1,558 | \$2,038 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Facilitate fair business practices.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|--------|--------|-------------|------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ License law compliance rate (%) | 88% | 89% | 90% | 82% | 82% | 89% | 93% |
| ★ Consumer Protection Law refund and receipt compliance rate (%) | 90% | 94% | 93% | 90% | 90% | 92% | 92% |
| Weights & Measures Law compliance rate | | | | | | | |
| - Gasoline pumps (%) | 98% | 98% | 97% | 98% | 98% | 98% | 96% |
| - Fuel trucks (%) | 73% | 80% | 82% | 80% | 80% | 82% | 69% |
| ★ Inspected stores complying with tobacco regulations (%) | 86% | 88% | 87% | 86% | 86% | 83% | 90% |
| ★ Compliance on a follow-up inspection after a previous tobacco violation (%) | 89% | 89% | 88% | 85% | 85% | 85% | 84% |
| Current number of licensed home improvement contractors | 11,095 | 12,620 | 12,626 | * | * | 11,169 | 13,109 |

★ Critical Indicator "NA" - means Not Available in this report

✓ Ensure efficient, accountable, and customer-friendly operations.

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|------|-------|-------------|------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Licensing center wait time (minutes) | 13 | 18 | 14 | 15 | 15 | 13 | 10 |
| ★ Basic license application - Average processing time (days) | 5 | 3 | 4 | * | * | 3 | 5 |
| ★ Number of fines collected within 45 days of assessment (%) | 77% | 80% | 82% | 75% | 75% | 82% | 84% |
| Current number of legally operating sidewalk cafes | 871 | 956 | 1,126 | * | * | 1,061 | 1,059 |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

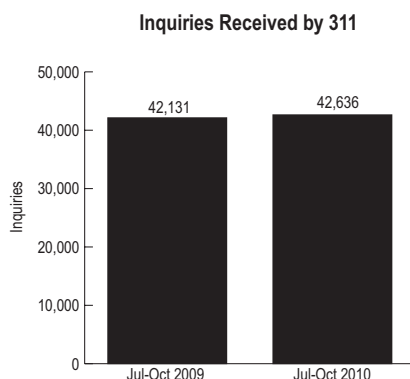
The Department of Consumer Affairs provides service to its customers through its walk-in facilities, website and correspondence.

| Customer Service | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|--------------------------------|--|
| <i>Average response time for email correspondence (days)</i> | 6.0 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | NA | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | 11:00 | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 422 | 367,322 |

Inquiries and Service Requests Received by 311 Customer Service Center



The 311 Customer Service Center received 42,636 DCA-related inquiries from July through October 2010.



| Top 5 DCA - related inquiries: | Total | % of DCA Inquiries |
|---|--------------|---------------------------|
| <i>Investigate a Business - Licensed by DCA</i> | 4,449 | 10.4% |
| <i>Retail Store Complaint</i> | 2,133 | 5.0% |
| <i>General Vendor - New License</i> | 1,868 | 4.4% |
| <i>Year-Round Food Cart Vendor - New License</i> | 1,748 | 4.1% |
| <i>Financial Education Network - Credit and Debt Assistance</i> | 1,440 | 3.4% |

Top Five 311 Service Requests for DCA

| Service Requests | # of SRs | Expected Hours to Action | Average Hours to Action | % of SRs Meeting Time to Action |
|--|-----------------|---------------------------------|--------------------------------|--|
| <i>Consumer Complaint - Exchange/Refund/Return</i> | 1,039 | 96 | 19.0 | 100% |
| <i>DCA/DOHMH New License Application Request-General Street Vendor License</i> | 342 | 168 | 39.0 | 100% |
| <i>Consumer Complaint - Non-Delivery Goods and Services</i> | 713 | 96 | 19.0 | 100% |
| <i>Consumer Complaint - Overcharge</i> | 508 | 96 | 22.0 | 100% |
| <i>Consumer Complaint - False Advertising</i> | 516 | 96 | 21.0 | 100% |



Agency Resources

| Agency Resources | A c t u a l | | | September | Updated | | 4-Month | 4-Month |
|---|-------------|--------|--------|------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | 2010 MMR FY11 | FY11 ¹ | FY12 ¹ | Actual FY10 | Actual FY11 |
| Expenditures (\$ millions) ² | \$20.5 | \$21.5 | \$22.3 | \$20.7 | \$23.7 | \$22.4 | \$7.0 | \$7.9 |
| Revenues (\$ millions) | \$26.3 | \$25.5 | \$27.4 | \$21.8 | \$23.1 | \$24.2 | \$7.6 | \$7.0 |
| Personnel | 304 | 286 | 288 | 298 | 328 | 321 | 281 | 297 |
| Overtime paid (\$000) | \$1,051 | \$913 | \$676 | * | * | * | \$324 | \$83 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

- The Department lowered the compliance rate target for fuel trucks from 92 percent to 80 percent to reflect performance under the enhanced inspection protocol that began in Fiscal 2008.



DEPARTMENT OF SMALL BUSINESS SERVICES

Robert W. Walsh, Commissioner

Key Public Service Areas

- ✓ Help businesses start, operate and expand in New York City.
- ✓ Enable businesses to become more profitable and productive by connecting them to a skilled and qualified workforce while helping the City's workforce get placed in jobs and advance in their careers.
- ✓ Strengthen New York City's commercial districts by supporting locally based economic development organizations.
- ✓ Help minority and women-owned businesses identify and compete for City contracts.

Scope of Agency Operations

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to form, do business, and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts, and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions and Workforce1 Career Centers, provides services to support the growth of local economic development organizations throughout the City, and administers the Minority and Women-owned Business Enterprise Program.

Critical Objectives

- Help businesses and entrepreneurs access free business courses, obtain legal assistance, secure financing, access incentives, resolve government related issues, hire and train employees, learn how to sell to the government, get certified as a Minority and Women-owned Business Enterprise (M/WBE) and obtain help during an emergency.
- Promote and administer incentives programs that help to retain jobs and businesses in New York City.
- Develop and expand services available through the NYC Business Express website.
- Save businesses time and money by providing qualified job candidates in a timely manner.
- Prepare jobseekers for employment, place them in jobs, and facilitate their career advancement through training linked to jobs in high growth industries.
- Strengthen commercial districts throughout the five boroughs by supporting New York City's Business Improvement District (BID) program and by providing technical assistance and project funding to local economic development organizations.
- Help historically underserved groups become more competitive and ensure their meaningful participation in government procurement.

Preliminary Performance Highlights

- NYC Business Express (www.nyc.gov/BusinessExpress) is the result of a 20-agency initiative that makes starting, operating, and expanding a business in New York City clearer, faster, and simpler. NYC Business Express helps cut through red tape by providing a single online source for the license, permit, certification, tax, and incentive information and applications businesses need. NYC Business Express now includes customized information and step-by-step instruction for all business sectors relevant to New York City and the ability to apply and pay online for 54 permits, licenses, and certifications from multiple agencies. The NYC Business Express Incentives Estimator, launched in June 2009, allows customers to assess their eligibility for 40 City, State, and Federal incentives, including 15 incentives for which the customer can make pro forma estimates. In the first four months of Fiscal 2011, the number of unique and repeat visitors to the NYC Business Express website increased by 98 and 110 percent, respectively, over the same period last year.
- NYC Business Solutions is a set of services that helps businesses start, operate, and expand in New York City. Services are provided at no cost, regardless of the business's size or stage, through a network of seven NYC Business Solutions Centers located in business districts throughout the five boroughs, as well as through direct service delivery staff at SBS. One key area of focus has been to help businesses get the financing they need to start, operate, or expand their business. In the first four months of Fiscal 2011, NYC Business Solutions helped business customers obtain 208 loans totaling \$8.14 million in financing toward their business goals. This is a 65 percent increase in the number of loans over the same period last year. Starting in Fiscal 2011, SBS has enhanced its service tracking



and can now provide more accurate reporting on the type of relationship businesses have with NYC Business Solutions.

- The Energy Cost Savings Program (ECSP) helps eligible businesses reduce energy costs associated with relocation or capital improvements. In the first four months of Fiscal 2011, ECSP saved 793 commercial tenants over \$9 million. Tenants newly approved in this period will save an estimated \$130,000, which is 75 percent less than that same period last year.
- Between July and October 2010, 31,314 new jobseekers were registered through the Workforce1 Career Center system, representing a 12 percent decrease from the same period a year ago. The agency attributes this decrease primarily to fewer unemployment insurance claimants in New York City during the period, many of whom are required to register with the career centers.
- In the Fiscal 2011 four-month reporting period, there were 11,066 Workforce1 system-wide job placements, an increase of 23 percent compared to a year ago. This increase in placements resulted from strategic targeting of employers with recruitment needs, and initiatives aimed at connecting more customers receiving training to employment.
- Through the first four months of Fiscal 2011, the total number of certified Minority and Women-Owned Business Enterprises (M/WBEs) increased by 19 percent over the same period last year. Although SBS certified 21 percent fewer businesses to participate in the first four months of Fiscal 2011 than in the same period of 2010, steady certification renewals have yielded the increase in the total certified pool. In this same period of Fiscal 2011, the number of contracts awarded to M/WBEs that used SBS services increased by 11 percent, while the number of City contracts awarded to M/WBEs decreased by 4 percent.

Performance Report

✓ Help businesses start, operate and expand in New York City.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|--|-------------|----------|----------|-------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| ★ Unique visitors to NYC Business Express website | 32,581 | 62,065 | 96,318 | * | * | 27,090 | 53,534 |
| ★ Repeat visitors to NYC Business Express website | 5,569 | 13,870 | 23,847 | * | * | 5,685 | 11,929 |
| ★ Loans awarded to businesses through facilitation by NYC Business Solutions | 176 | 264 | 575 | * | * | 126 | 208 |
| ★ Unique businesses receiving loans | 165 | 252 | 514 | * | * | NA | NA |
| Businesses served through NYC Business Solutions | 9,235 | 8,999 | 8,957 | * | * | 3,513 | 2,899 |
| New businesses served through NYC Business Solutions | 7,632 | 7,236 | 7,766 | * | * | 2,710 | 2,157 |
| Financing facilitated through NYC Business Solutions (\$000) | \$11,931 | \$24,837 | \$29,528 | * | * | \$8,750 | \$8,140 |
| Value of Energy Cost Savings Program (ECSP) savings for businesses (\$000) | \$4,414 | \$1,115 | \$967 | * | * | \$520 | \$130 |
| Jobs created or retained by ECSP | 8,647 | 6,915 | 4,656 | * | * | 1,205 | 192 |
| Value of Lower Manhattan Energy Program (LMEP) savings for commercial tenants (cumulative) (\$000) | \$28,510 | \$32,313 | \$31,938 | * | * | \$14,731 | \$13,053 |
| Commercial tenants added to LMEP (cumulative) | 1,428 | 1,496 | 1,458 | * | * | 1,496 | 1,465 |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ **Enable businesses to become more profitable and productive by connecting them to a skilled and qualified workforce while helping the City's workforce get placed in jobs and advance in their careers.**



| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|--------|--------|-----------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| Number of new jobseekers registered through the Workforce1 Career Center system | 58,795 | 94,382 | 97,755 | * | * | 35,398 | 31,314 |
| ★ Workforce1 system-wide job placements | 17,149 | 19,386 | 29,456 | * | * | 8,971 | 11,066 |
| ★ - Hires through NYC Business Solutions Centers | 1,514 | 1,741 | 3,135 | * | * | 712 | 802 |
| ★ Recruit-to-hire ratio for job placements made through accounts managed by NYC Business Solutions Hiring | 3:1 | 3:1 | 3:1 | * | * | 3:1 | 3:1 |
| ★ Businesses awarded NYC Business Solutions Training Funds | 23 | 34 | 42 | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ **Strengthen New York City's commercial districts by supporting locally based economic development organizations.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|-------|-------|-----------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| ★ Total City blocks receiving supplemental sanitation services through BIDs | 1,162 | 1,262 | 1,262 | * | * | 1,262 | 1,262 |
| ★ Average acceptably clean BID sidewalk ratings (%) | 98.9% | 99.2% | 99.1% | * | * | 99.0% | 98.9% |
| Value of Local Development Corporations funding (\$ millions) | \$3 | \$3 | \$2 | * | * | NA | NA |

★ Critical Indicator "NA" - means Not Available in this report

- ✓ **Help minority and women-owned businesses identify and compete for City contracts.**

| Performance Statistics | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|-------|-------|-----------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| ★ Minority and Women-owned Business Enterprises (M/WBEs) awarded City contracts | 418 | 427 | 485 | * | * | NA | NA |
| ★ - M/WBEs awarded contracts after receiving direct assistance | 337 | 318 | 356 | * | * | NA | NA |
| ★ Number of City contracts awarded to M/WBEs | 5,762 | 5,892 | 6,173 | * | * | 2,228 | 2,149 |
| ★ - Contracts awarded to M/WBEs after receiving direct assistance | 4,264 | 3,949 | 4,707 | * | * | 1,600 | 1,773 |
| Newly certified businesses in M/WBE Program | 550 | 611 | 636 | * | * | 262 | 207 |
| ★ Total M/WBEs certified | 1,604 | 2,200 | 2,791 | * | * | 2,478 | 2,957 |
| ★ Annual M/WBE recertification rate | 62.7% | 78.2% | 70.2% | * | * | NA | NA |
| Newly certified businesses in Locally-Based Enterprise Program | 28 | 20 | 14 | * | * | 5 | 2 |

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

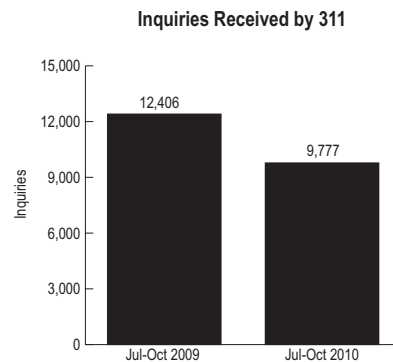
The Department of Small Business Services provides service to its customers through its walk-in facilities, website and correspondence.

| <i>Customer Service</i> | Agency Preliminary FY11 | Citywide Total Preliminary FY11 |
|---|----------------------------|------------------------------------|
| <i>Average response time for email correspondence (days)</i> | 3.19 | 7.0 |
| <i>Average response time for letters/mail correspondence (days)</i> | 5.58 | 9.0 |
| <i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i> | 1:10 | 26:40 |
| <i>Number of completed customer requests for interpretation</i> | 3,486 | 367,322 |

Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 9,777 SBS-related inquiries from July through October 2010.



| <i>Top 5 SBS - related inquiries:</i> | Total | % of SBS Inquiries |
|---|-------|-----------------------|
| <i>Find a Workforce1 Career Center</i> | 3,511 | 35.9% |
| <i>Help Starting a Small Business</i> | 2,306 | 23.6% |
| <i>Find a NYC Business Solutions Center</i> | 1,052 | 10.8% |
| <i>Job Seeker Assistance</i> | 879 | 9.0% |
| <i>NYC Business Express - General Information</i> | 820 | 8.4% |

Agency Resources

| <i>Agency Resources</i> | A c t u a l | | | September 2010 MMR | Updated FY11 ¹ | FY12 ¹ | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|---------|---------|-----------------------|------------------------------|-------------------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | FY11 | | | | |
| <i>Expenditures (\$ millions)²</i> | \$136.6 | \$153.5 | \$159.6 | \$131.3 | \$144.5 | \$124.2 | \$72.5 | \$61.0 |
| <i>Revenues (\$ millions)</i> | \$23.6 | \$29.0 | \$29.5 | 58.9 | 53.8 | 68.9 | \$0.2 | \$4.8 |
| <i>Personnel</i> | 305 | 312 | 306 | 277 | 262 | 242 | 300 | 258 |
| <i>Overtime paid (\$000)</i> | \$35 | \$27 | \$36 | * | * | * | \$8 | \$9 |
| <i>Human services contract budget (\$ millions)</i> | \$21.7 | \$39.9 | \$50.2 | \$43.4 | \$41.1 | \$30.9 | \$10.0 | \$10.4 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.



Noteworthy Changes, Additions or Deletions

None



NON-MAYORAL AGENCIES



Public Libraries



City University of New York



Board of Elections



PUBLIC LIBRARIES

Anthony W. Crowell, Chair — *Brooklyn Public Library System*

Catherine C. Marron, Chair — *New York Public Library System*

Joseph R. Ficalora, President — *Queens Borough Public Library System*

Scope of Agency Operations

Library services are provided through three independent systems: the Brooklyn Public Library, the New York Public Library and the Queens Borough Public Library. These systems operate 209 local library branches throughout the City and four research library centers in Manhattan. The libraries offer free and open access to books, periodicals, electronic resources and non-print materials. Reference and career services, Internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

Brooklyn Public Library

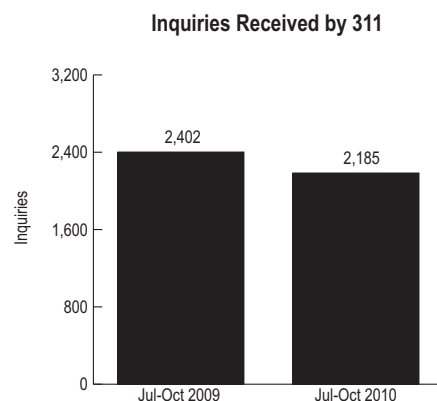
| | Actual | | | Target | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|--|---------|---------|---------|-----------------|-----------|------------------------|------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| ★ Average weekly scheduled hours | 46.7 | 46.0 | 44.3 | 44.3 | 44.3 | 44.3 | 35.5 |
| Libraries open seven days per week (%) | 10% | 10% | 10% | 10% | 10% | 10% | 5% |
| ★ Libraries open six days per week (%) | 100% | 100% | 100% | 100% | 100% | 100% | 32% |
| ★ Circulation (000) | 16,825 | 17,273 | 19,474 | 20,000 | 20,000 | 5,964 | 7,256 |
| Reference queries (000) | 3,450 | 3,436 | 3,380 | 3,500 | 3,500 | 1,127 | 1,134 |
| Electronic visits to website (000) | 3,882 | 4,836 | 5,337 | * | * | 1,599 | 2,014 |
| Computers for public use | 1,108 | 1,108 | 1,108 | 1,128 | 1,128 | 1,111 | 1,111 |
| Program sessions | 43,862 | 46,091 | 49,398 | 38,500 | 38,500 | 13,909 | 15,290 |
| ★ Program attendance | 894,648 | 868,616 | 924,700 | 1,000,000 | 1,000,000 | 254,744 | 302,893 |
| ★ Library card holders (000) | 1,075 | 1,154 | 1,306 | 500 | 500 | NA | NA |
| ★ Total library attendance (000) | 12,915 | 13,225 | 12,036 | 14,000 | 14,000 | 4,408 | 4,512 |

★ Critical Indicator "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 2,185 inquiries related to the Brooklyn Public Library System from July through October 2010.



| Top BPL - related inquiries: | Total | % of BPL Inquiries |
|---|-------|-----------------------|
| <i>Find a Library - Brooklyn</i> | 1,865 | 85.4% |
| <i>General Information - Brooklyn Public Library</i> | 173 | 7.9% |
| <i>Elementary School Student After School Program - Drop-In</i> | 63 | 2.9% |
| <i>Library Complaint - Brooklyn</i> | 46 | 2.1% |
| <i>Find a Library - Bronx - Manhattan - Staten Island</i> | 15 | 0.7% |



New York Public Library - Branch

| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|---------|---------|-------------|---------|-------------------|-------------------|
| | | | | Updated | | | |
| <i>Performance Statistics</i> | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ <i>Average weekly scheduled hours</i> | 51.7 | 51.9 | 47.0 | 46.0 | 46.0 | 52.6 | 46.6 |
| <i>Libraries open seven days per week (%)</i> | 9% | 11% | 4% | 4% | 4% | 9% | 4% |
| ★ <i>Libraries open six days per week (%)</i> | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| ★ <i>Circulation (000)</i> | 19,588 | 22,104 | 24,085 | 24,200 | 24,200 | 7,972 | 9,476 |
| <i>Reference queries (000)</i> | 7,794 | 8,058 | 7,503 | 8,000 | 8,000 | 2,690 | 2,676 |
| <i>Electronic visits to website (000)</i> | 28,037 | 24,637 | 25,369 | 27,400 | 27,400 | 7,401 | 10,160 |
| <i>Computers for public use</i> | 2,854 | 3,525 | 3,627 | 3,627 | 3,627 | 3,574 | 3,627 |
| <i>Program sessions</i> | 30,968 | 38,613 | 41,978 | 30,900 | 30,900 | 12,679 | 12,693 |
| ★ <i>Program attendance</i> | 630,417 | 781,899 | 757,501 | 630,000 | 630,000 | 236,348 | 250,169 |
| ★ <i>Library card holders (000)</i> | 2,589 | 2,654 | 3,120 | 3,250 | 3,250 | NA | NA |
| ★ <i>Total library attendance (000)</i> | 14,224 | 15,608 | 15,509 | 15,600 | 15,600 | 5,369 | 5,521 |

★ Critical Indicator "NA" - means Not Available in this report

New York Public Library - Research

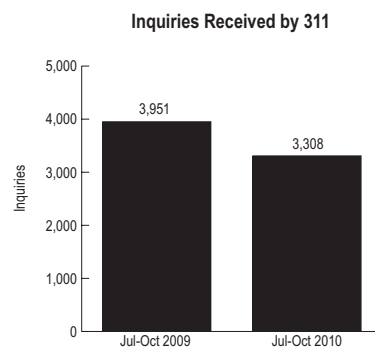
| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|--|-------------|--------|--------|-------------|--------|-------------------|-------------------|
| | | | | Updated | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Average weekly scheduled hours | 47.5 | 49.0 | 48.8 | 48.0 | 48.0 | 49.8 | 46.8 |
| Libraries open seven days per week (%) | 25% | 25% | 0% | 25% | 25% | 25% | 25% |
| ★ Libraries open six days per week (%) | 100% | 100% | 100% | 100% | 100% | 100% | 75% |
| Reference queries (000) | 564 | 453 | 402 | 625 | 625 | 141 | 128 |
| Program sessions | 1,605 | 1,187 | 1,041 | 1,600 | 1,600 | 314 | 454 |
| ★ Program attendance | 59,643 | 70,038 | 67,220 | 60,000 | 60,000 | 17,588 | 20,467 |
| ★ Total library attendance (000) | 2,010 | 2,381 | 2,363 | 2,000 | 2,000 | 860 | 784 |

★ Critical Indicator "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 3,308 inquiries related to the New York Public Library System from July through October 2010.



| Top NYPL - related inquiries: | Total | % of NYPL Inquiries |
|--|-------|------------------------|
| Find a Library - Bronx - Manhattan - Staten Island | 2,812 | 85.0% |
| General Information - New York Public Library | 262 | 7.9% |
| Elementary School Student After School Program - Drop-In | 100 | 3.0% |
| Library Complaint - Bronx - Manhattan - Staten Island | 76 | 2.3% |
| Middle School Student After School Program - Drop-In | 25 | 0.8% |



Queens Borough Public Library

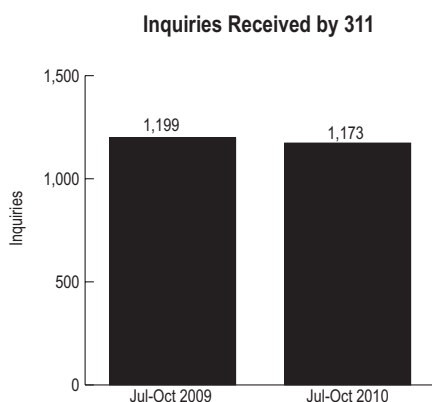
| | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|--|-------------|---------|---------|-------------|---------|---------|---------|
| | | | | Updated | | Actual | Actual |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| ★ Average weekly scheduled hours | 43.5 | 43.2 | 42.7 | 38.9 | 38.9 | 43.8 | 40.2 |
| Libraries open seven days per week (%) | 10% | 6% | 2% | 2% | 2% | 2% | 2% |
| ★ Libraries open six days per week (%) | 100% | 100% | 76% | 30% | 30% | 100% | 53% |
| ★ Circulation (000) | 22,822 | 23,073 | 23,064 | 21,200 | 21,200 | 8,143 | 7,400 |
| Reference queries (000) | 3,892 | 3,841 | 3,612 | 3,612 | 3,612 | 1,248 | 986 |
| Electronic visits to website (000) | 3,691 | 4,119 | 4,809 | 5,025 | 5,025 | 1,507 | 2,277 |
| Computers for public use | 1,150 | 1,150 | 1,245 | 1,320 | 1,320 | 1,150 | 1,269 |
| Program sessions | 28,358 | 30,187 | 26,592 | 24,358 | 24,358 | 9,366 | 8,868 |
| ★ Program attendance | 539,347 | 596,914 | 550,355 | 504,125 | 504,125 | 226,193 | 207,400 |
| ★ Library card holders (000) | 827 | 874 | 889 | 889 | 889 | NA | NA |
| ★ Total library attendance (000) | 14,892 | 14,499 | 14,127 | 13,950 | 13,950 | 5,163 | 4,818 |

★ Critical Indicator "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 1,173 inquiries related to the Queens Public Library System from July through October 2010.



| Top QPL - related inquiries: | Total | % of QPL Inquiries |
|---|-------|--------------------|
| <i>Find a Library - Queens</i> | 901 | 76.8% |
| <i>General Information - Queens Public Library</i> | 94 | 8.0% |
| <i>Elementary School Student After School Program - Drop-In</i> | 59 | 5.0% |
| <i>Find a Summer Meal Program</i> | 56 | 4.8% |
| <i>Library Complaint - Queens</i> | 38 | 3.2% |



Agency Resources

| | A c t u a l | | | September | Updated | | 4-Month | 4-Month |
|---|-------------|---------|---------|------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | 2010 MMR FY11 | FY11 ¹ | FY12 ¹ | Actual FY10 | Actual FY11 |
| <i>Agency Resources</i> | | | | | | | | |
| <i>Expenditures (\$ millions)²</i> | \$266.7 | \$366.3 | \$210.5 | \$144.4 | \$127.7 | \$227.3 | \$1.2 | \$1.8 |
| <i>Personnel</i> | 4,826 | 4,557 | 4,382 | 4,330 | 3,870 | 2,915 | 4,392 | 4,020 |
| <i>Capital commitments (\$ millions)</i> | \$51.5 | \$103.8 | \$73.7 | \$101.6 | \$279.5 | \$16.8 | \$20.6 | \$4.2 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

None



CITY UNIVERSITY OF NEW YORK

Matthew Goldstein, Chancellor

Scope of Agency Operations

The City University of New York (CUNY) provides higher education to more than 259,000 degree seeking students and over 257,000 adult and continuing education students. CUNY consists of 24 institutions: 11 senior colleges, six community colleges, the William E. Macaulay Honors College at CUNY, the Graduate School and University Center, the CUNY Graduate School of Journalism, the CUNY School of Law, the CUNY School of Professional Studies and the Sophie Davis School of Biomedical Education, and the CUNY School of Public Health, and is planning to open a new community college. CUNY enrolls students in 1,420 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,186 full-time faculties and 10,318 part-time faculties, and an additional 855 instructors of continuing education programs. In the academic year 2009-2010, CUNY granted 8,944 graduate and professional degrees, 18,453 baccalaureate degrees, 11,203 associate degrees, 352 certificates and 635 advanced certificates.

| | A c t u a l | | | T a r g e t | | 4-Month Actual FY10 | 4-Month Actual FY11 |
|--|-------------|--------|--------|-----------------|------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | | |
| <i>Performance Statistics</i> | | | | | | | |
| <i>High school students participating in college preparation program (College Now)</i> | 48,234 | 40,870 | 28,017 | * | * | NA | NA |
| <i>Community College and second year baccalaureate students who pass CUNY's writing ability test for attainment of associate degree or movement to next year in senior college (%)</i> | 93.1% | 93.6% | 93.9% | * | * | NA | NA |
| <i>Mean SAT score of enrolled freshman in baccalaureate programs</i> | 1,036 | 1,050 | 1,084 | * | * | NA | NA |
| <i>Baccalaureate degree seeking students admitted who enroll (%)</i> | 52.5% | 51.7% | 49.6% | * | * | NA | NA |
| <i>Honors college student enrollment</i> | 1,198 | 1,220 | 1,352 | * | * | NA | NA |
| ★ <i>One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in a baccalaureate program at a CUNY college</i> | 84.6% | 84.7% | 85.0% | * | * | NA | NA |
| ★ <i>One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in an associate program at a CUNY community college</i> | 64.8% | 66.1% | 66.7% | * | * | NA | NA |
| ★ <i>Six-year graduation rate of full-time first-time freshmen seeking a baccalaureate degree at a CUNY college</i> | 49.3% | 49.6% | NA | * | * | NA | NA |
| ★ <i>Six-year graduation rate of full-time first-time freshmen seeking an associate degree at a CUNY community college</i> | 28.6% | 28.5% | NA | * | * | NA | NA |
| <i>Students passing the New York State Teacher Certification Examination (%)</i> | 97% | 97% | 98% | * | * | NA | NA |
| <i>Students passing the National Council Licensure Examination for Registered Nurse (%) (CY 2000-2004)</i> | 86.3% | 86.5% | 85.4% | * | * | NA | NA |
| <i>Instructional hours delivered by full-time faculty (Fall) - Community colleges (%)</i> | 46.1% | 43.3% | 45.6% | * | * | NA | NA |
| <i>- Senior colleges (%)</i> | 43.2% | 41.8% | 43.3% | * | * | NA | NA |
| ★ <i>Enrollment of first-time freshmen in CUNY community colleges</i> | 13,935 | 15,269 | 17,220 | * | * | NA | NA |
| ★ <i>Number of students transferring to a CUNY baccalaureate program within two years of leaving a CUNY associate program</i> | 5,605 | 5,989 | 6,754 | * | * | NA | NA |

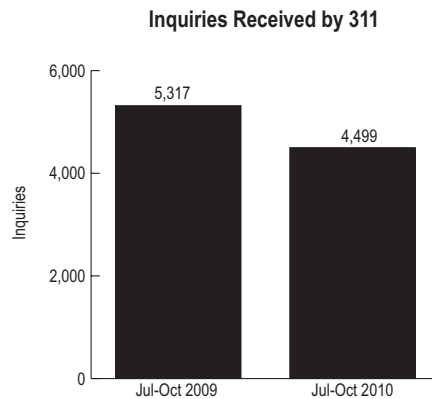
★ Critical Indicator "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 4,499 CUNY-related inquiries from July through October 2010.



| Top 5 CUNY - related inquiries: | Total | % of CUNY Inquiries |
|--|-------|---------------------|
| <i>Find a CUNY College</i> | 2,631 | 58.5% |
| <i>CUNY Admissions Services</i> | 899 | 20.0% |
| <i>Free GED Bridge Classes - LaGuardia Community College</i> | 316 | 7.0% |
| <i>CUNY Prep Program</i> | 153 | 3.4% |
| <i>CUNY Continuing and Professional Education</i> | 124 | 2.8% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR | Updated | | 4-Month Actual | 4-Month Actual |
|--|-------------|---------|---------|--------------------|-------------------|-------------------|----------------|----------------|
| | FY08 | FY09 | FY10 | FY11 | FY11 ¹ | FY12 ¹ | FY10 | FY11 |
| <i>Expenditures (\$ millions)²</i> | \$671.3 | \$707.1 | \$764.7 | \$772.6 | \$784.9 | \$721.2 | \$168.9 | \$270.7 |
| <i>Revenues (\$ millions)</i> | \$195.7 | \$219.0 | \$276.8 | \$264.5 | \$270.5 | \$276.5 | \$8.5 | \$46.4 |
| <i>Personnel</i> | 6,936 | 7,286 | 7,775 | 7,613 | 7,381 | 7,329 | 8,097 | 8,641 |
| <i>Overtime paid (\$000)</i> | \$4,438 | \$4,759 | \$5,078 | * | * | * | \$1,385 | \$1,214 |
| <i>Work Experience Program (WEP) participants assigned</i> | 372 | 338 | 417 | * | * | * | 438 | 482 |

¹ January 2011 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

None



BOARD OF ELECTIONS

Dawn Sandow, Acting Executive Director

Scope of Agency Operations

The Board of Elections of the City of New York is an administrative body of ten Commissioners, two from each borough, upon recommendation by both political parties and then appointed by the City Council for a term of four years. The Commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State Election Law for the following:

- Voter registration, outreach and processing
- Maintenance and updating of voter records
- Processing and verification of candidate petitions/documents
- Campaign finance disclosures of candidates and campaign committees
- Recruiting, training and assigning the various election day officers to conduct elections
- Operation of poll site locations
- Maintenance, repair, setup and deployment of the election day operation equipment
- Ensuring each voter their right to vote at the polls or by absentee ballot
- Canvassing and certification of the vote
- Voter education, notification and dissemination of election information
- Preparation of maps of various political subdivisions

| | A c t u a l | | | T a r g e t | | 4-Month | 4-Month |
|---|-------------|------|------|-----------------|------|----------------|----------------|
| | FY08 | FY09 | FY10 | Updated FY11 | FY12 | Actual FY10 | Actual FY11 |
| <i>Performance Statistics</i> | | | | | | | |
| <i>Election day poll worker absence rate (%)</i> | | | | * | * | | |
| <i>Overall voting equipment failure rate on election days (%)</i> | | | | * | * | | |
| <i>Polling site complaints:</i> | | | | * | * | | |
| <i>- Regarding lack of access or waiting times</i> | | | | * | * | | |
| <i>- All other polling place complaints</i> | | | | * | * | | |
| <i>Other voter complaints</i> | | | | * | * | | |
| <i>Number of Polling places open on time (%)</i> | | | | * | * | | |
| <i>Calls to BOE voter hotline</i> | | | | * | * | | |
| <i>- Calls answered in 30 seconds (%)</i> | | | | * | * | | |
| <i>Number of Polling places open on time (%)</i> | | | | * | * | | |
| <i>Polling sites with at least one operational Ballot Marking Device (BMD) on election days (%)</i> | | | | * | * | | |
| <i>Number of votes cast using BMDs</i> | | | | * | * | | |
| <i>Number of polling site complaints regarding BMDs, by individual site</i> | | | | * | * | | |
| <i>New voting machines procured (target required)</i> | | | | * | * | | |
| <i>Average time to performance equipment acceptance tests (days:hrs)</i> | | | | * | * | | |
| <i>Equipment passing acceptance tests (%)</i> | | | | * | * | | |
| <i>Equipment suitably stored prior to elections (%)</i> | | | | * | * | | |
| <i>Public attendance at voting machine demonstrations</i> | | | | * | * | | |

★ Critical Indicator "NA" - means Not Available in this report



| | A c t u a l | | | T a r g e t | | 4-Month Actual | 4-Month Actual |
|---|-------------|------|------|----------------------|------|-------------------|-------------------|
| | FY08 | FY09 | FY10 | Updated FY11 FY12 | | | |
| Performance Statistics | FY08 | FY09 | FY10 | FY11 | FY12 | FY10 | FY11 |
| Polling sites with all required new voting machines operational (%) | | | | | | | |
| - Primary election day | | | | | | | |
| - General election day | | | | * | * | | |
| - Special election day | | | | | | | |
| New equipment failure rates in 2009 (%) | | | | | | | |
| - Primary election day | | | | | | | |
| - General election day | | | | * | * | | |
| - Special election day | | | | | | | |
| Polling site complaints regarding new voting machines | | | | | | | |
| - Primary election day | | | | | | | |
| - General election day | | | | * | * | | |
| - Special election day | | | | | | | |

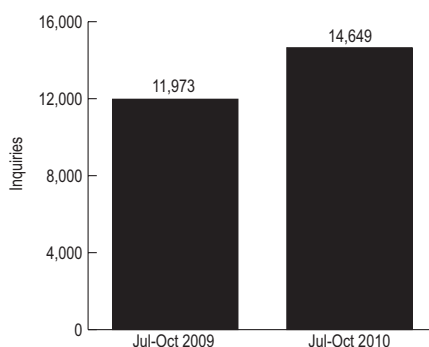
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 20,866 BOE-related inquiries in Fiscal 2010.

Inquiries Received by 311



| Top 5 BOE - related inquiries: | Total | % of BOE Inquiries |
|---|-------|-----------------------|
| Election Information and Voter Registration | 9,774 | 46.8% |
| Poll Site Location | 7,048 | 33.8% |
| Absentee Voting | 1,613 | 7.7% |
| Poll Worker Assistance | 1,007 | 4.8% |
| Become a Poll Worker | 983 | 4.7% |

Agency Resources

| Agency Resources | A c t u a l | | | September 2010 MMR FY11 | Updated FY11 ¹ | FY12 ¹ | 4-Month Actual FY10 | 4-Month Actual FY11 |
|---|-------------|---------|---------|-------------------------------|------------------------------|-------------------|---------------------------|---------------------------|
| | FY08 | FY09 | FY10 | | | | | |
| Expenditures (\$ millions) ³ | \$80.7 | \$81.1 | \$95.7 | \$89.4 | \$103.3 | \$69.9 | \$48.9 | \$53.5 |
| Revenues (\$000) | \$63 | \$79 | \$114 | \$116 | \$116 | \$116 | \$73 | \$23 |
| Personnel | 550 | 411 | 472 | 382 | 1,105 | 951 | 594 | 779 |
| Overtime paid (\$000) | \$6,004 | \$6,938 | \$5,302 | * | * | * | \$2,990 | \$4,594 |

¹ January 2011 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2011 budget.

Noteworthy Changes, Additions or Deletions

None



LIST OF KEY TOPICS BY MMR AGENCY

| Keyword | Agency Acronym | Agency Name |
|------------------------------------|---------------------------|---|
| Abuse and/or neglect reports | ACS | Administration for Children's Services |
| Administrative Services | DCAS | Department of Citywide Administrative Services |
| Administrative Trials and Hearings | OATH | Office of Administrative Trials and Hearings |
| Adoption | ACS | Administration for Children's Services |
| Adult basic education | DYCD | Department of Youth and Community Development |
| Adult protective services | HRA | Human Resources Administration |
| Adult shelters | DHS | Department of Homeless Services |
| After hours work | DOB | Department of Buildings |
| AIDS | DOHMH | Department of Health and Mental Hygiene |
| AIDS | HHC | Health and Hospitals Corporation |
| Air complaints | DEP | Department of Environmental Protection |
| Air quality | DEP | Department of Environmental Protection |
| Art projects | DCLA | Department of Cultural Affairs |
| Asbestos | DEP | Department of Environmental Protection |
| Asthma | DOHMH | Department of Health and Mental Hygiene |
| Autopsy | OCME | Office of Chief Medical Examiner |
| Bicycles | DOT | Department of Transportation |
| Birth certificates | DOHMH | Department of Health and Mental Hygiene |



| | | |
|----------------------------------|-------|--|
| Bridges | DOT | Department of Transportation |
| Bus shelters | DOT | Department of Transportation |
| Business Express | SBS | Small Business Services |
| Business Improvement Districts | SBS | Small Business Services |
| Business tax | DOF | Department of Finance |
| Cable television | DoITT | Department of Information Technology and Telecommunications |
| Carting | BIC | Business Integrity Commission |
| Catch basins | DEP | Department of Environmental Protection |
| Child abuse | ACS | Department of Juvenile Justice |
| Child care | ACS | Administration for Children's Services |
| Child support | HRA | Human Resources Administration |
| Childhood blood lead levels | DOHMH | Department of Health and Mental Hygiene |
| Civilian fire fatalities | FDNY | Fire Department of New York |
| Community development programs | DYCD | Department of Youth and Community Development |
| Complaints of police misconduct | CCRB | Civilian Complaint Review Board |
| Construction | DOB | Department of Buildings |
| Consumer protection | DCA | Department of Consumer Affairs |
| Crime | NYPD | New York City Police Department |
| CUNY community college | CUNY | City University of New York (CUNY) |
| Death certificate | DOHMH | Department of Health and Mental Hygiene |
| Design and construction projects | DDC | Department of Design and Construction |
| DNA homicide cases | OCME | Office of Chief Medical Examiner |



| | | |
|------------------------------------|-------|---|
| Domestic violence shelter | HRA | Human Resources Administration |
| Drinking fountains | DPR | Department of Parks & Recreation |
| Drinking water | DEP | Department of Environmental Protection |
| Drug abuse | DOHMH | Department of Health and Mental Hygiene |
| Economic and financial opportunity | SBS | Small Business Services |
| Education | DOE | Department of Education |
| Elections | BOE | Board of Elections |
| Emergency response training | OEM | Office of Emergency Management |
| Emergency room | HHC | Health and Hospitals Corporation |
| Environmental review application | DCP | Department of City Planning |
| Facade conditions/falling debris | DOB | Department of Buildings |
| Family court | DOP | Department of Probation |
| Fire response time | FDNY | Fire Department of New York |
| Food service establishments | DOHMH | Department of Health and Mental Hygiene |
| Food stamps | HRA | Human Resources Administration |
| For-hire vehicles | TLC | Taxi and Limousine Commission |
| Foster care | ACS | Administration for Children's Services |
| Funding agreements | EDC | Economic Development Corporation |
| Head start | ACS | Administration for Children's Services |
| HIV | DOHMH | Department of Health and Mental Hygiene |
| HIV | HHC | Health and Hospitals Corporation |
| Home care | HRA | Human Resources Administration |
| Home care services | DFTA | Department for the Aging |



| | | |
|--|-------|---|
| Home improvement contractor | DCA | Department of Consumer Affairs |
| HUD | NYCHA | New York City Housing Authority |
| Human Rights | CCHR | City Commission on Human Rights |
| Hydrants | DEP | Department of Environmental Protection |
| Immunizations | DOHMH | Department of Health and Mental Hygiene |
| Industrial Development Agency (IDA) | EDC | Economic Development Corporation |
| Infant mortality | DOHMH | Department of Health and Mental Hygiene |
| Inmates | DOC | Department of Correction |
| Investigation | DOI | Department of Investigation |
| Juvenile delinquency | DOP | Department of Probation |
| Land use applications | DCP | Department of City Planning |
| Landmarks | LPC | Landmarks Preservation Commission |
| Libraries | BPL | Brooklyn Public Library |
| Libraries | NYPL | New York Public Library |
| Libraries | QPL | Queens Borough Public Library |
| Liens | DOF | Department of Finance |
| Mammogram screening | HHC | Health and Hospitals Corporation |
| Medallions/yellow cabs | TLC | Taxi and Limousine Commission |
| Medical care | HHC | Health and Hospitals Corporation |
| Medical emergencies | FDNY | Fire Department of New York |
| MillionTrees NYC | DPR | Department of Parks & Recreation |
| Minority/Women-owned business enterprises | SBS | Small Business Services |
| New buildings | DOB | Department of Buildings |



| | | |
|------------------------------|-------|---|
| New Housing Marketplace Plan | HPD | Department of Housing Preservation and Development |
| Newsstands | DOT | Department of Transportation |
| Noise complaints | DEP | Department of Environmental Protection |
| NYC business solutions | SBS | Small Business Services |
| NYC.gov | DoITT | Department of Information Technology and Telecommunications |
| Out-of-School Time programs | DYCD | Department of Youth and Community Development |
| Parking meters | DOT | Department of Transportation |
| Parking tickets | DOF | Department of Finance |
| Parks | DPR | Department of Parks & Recreation |
| Permanent housing | DHS | Department of Homeless Services |
| Pest control | DOHMH | Department of Health and Mental Hygiene |
| Pothole | DOT | Department of Transportation |
| Prenatal care | HHC | Health and Hospitals Corporation |
| Primary care | HHC | Health and Hospitals Corporation |
| Probationers | DOP | Department of Probation |
| Property tax | DOF | Department of Finance |
| Pruning (tree) | DPR | Department of Parks & Recreation |
| Public health insurance | HRA | Human Resources Administration |
| Public housing | NYCHA | New York City Housing Authority |
| Public wholesale markets | BIC | Business Integrity Commission |
| Rats | DOHMH | Department of Health and Mental Hygiene |
| Ready New York guides | OEM | Office of Emergency Management |



| | | |
|-------------------------|-------|--|
| Recreation center | DPR | Department of Parks & Recreation |
| Records | DORIS | Department of Records and Information Services |
| Recycling | DSNY | Department of Sanitation |
| Refuse | DSNY | Department of Sanitation |
| Reservoir capacity | DEP | Department of Environmental Protection |
| School safety | NYPD | New York City Police Department |
| Section 8 housing | NYCHA | New York City Housing Authority |
| Senior centers | DFTA | Department for the Aging |
| Sewage treatment plants | DEP | Department of Environmental Protection |
| Sewer backup | DEP | Department of Environmental Protection |
| Shelter services | DHS | Department of Homeless Services |
| Smoking | DOHMH | Department of Health and Mental Hygiene |
| Staten Island ferry | DOT | Department of Transportation |
| Stimulus | DYCD | Department of Youth and Community Development |
| | EDC | Economic Development Corporation |
| Street cave-in | DEP | Department of Environmental Protection |
| Street lights | DOT | Department of Transportation |
| Street signs | DOT | Department of Transportation |
| Street work | DOT | Department of Transportation |
| Streets | DOT | Department of Transportation |
| Structural fires | FDNY | Fire Department of New York |
| Swimming pools | DPR | Department of Parks & Recreation |



| | | |
|---------------------|-------|---|
| Syphilis | DOHMH | Department of Health and Mental Hygiene |
| Taxes | DOF | Department of Finance |
| Tobacco regulations | DCA | Department of Consumer Affairs |
| Torts | LAW | Law Department |
| Toxicology | OCME | Office of Chief Medical Examiner |
| Traffic crashes | DOT | Department of Transportation |
| Traffic fatalities | DOT | Department of Transportation |
| Traffic signals | DOT | Department of Transportation |
| Training grant | SBS | Small Business Services |
| Trees planted | DPR | Department of Parks & Recreation |
| Tuberculosis | DOHMH | Department of Health and Mental Hygiene |
| Unemployment | EDC | Economic Development Corporation |
| Water main | DEP | Department of Environmental Protection |
| West Nile virus | DOHMH | Department of Health and Mental Hygiene |
| Workforce 1 | SBS | Small Business Services |





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