

THE MAYOR'S MANAGEMENT REPORT Preliminary Fiscal 2012

Additional Tables

City of New York Michael R. Bloomberg, Mayor

Caswell Holloway Deputy Mayor for Operations

Elizabeth Weinstein Director, Mayor's Office of Operations

February 2012



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PAID ABSENCE RATES

JULY - OCTOBER

2012 F OC. U
LEAVE SIC
S
5.19%
2.55%
2.53%
4.52% 3.12%
RCES
2.20%
2.12%
2.00%
2.41%
1.89%
2.62%
2.10%
2.37%
2.02%
3.14%
2.78%
1.17%
2.17%
DRCES
1.28%
2.11%
2.77%
1.54%
2.74%
2.10%
2.04%
RCES
0.78%
1.65%
1.96%
3.89%
1.00%
1.74%
0.93%
2.06%
2.78%
2.19%
1.54%
1.69%
2.30%
1.74%
1.74%
2.08%
3.12%
2.16%
2.59%
2.59%
1.74% 2.08% 3.12% 2.16%

Note: The **Total Absence Rate** is calculated by dividing the sum of paid sick leave for all employees, Line-of-Duty Injury absence for uniformed employees, and paid Workers' Compensation absence for civilian employees, by paid scheduled hours for all employees. The **Citywide Absence Rate** is calculated by dividing paid sick leave for all employees plus paid Workers' Compensation absence for civilian employees by paid scheduled hours for all employees.

New York City has launched a major initiative to achieve efficiencies in fleet operations by consolidating fleets and repair services. In 2011 the City appointed its first Chief Fleet Management Officer, working at the Department of Citywide Administrative Services (DCAS), to implement this initiative in cooperation with the fleet managers of major agencies.

The initiative will have four major components:

- Consolidate citywide fleet operations into three agencies Police Department, Sanitation Department and DCAS;
- 2) Expand the City's fleet sustainability program through greater use of biodiesel and electric vehicles;
- 3) Systematically manage the entire fleet through daily performance monitoring and coordinating vehicle acquisition, accident prevention and costs of operation;
- 4) Create new systems for monitoring fuel, sharing cars across agencies and managing auto parts rooms.

Together, the elements of this initiative will transform our fleet operations, improve service, and save money. NYC will leverage innovation and talent throughout the individual agencies to support the common fleet needs of the City as a whole.

While these major change efforts are underway, no new data was collected in the first four months of FY 2012. The data presented below is as of the end of FY 2011. A new set of metrics to measure the performance of this initiative will be identified by the end of FY 2012.

INDICATORS	FY10 Annual Actual	FY11 Annual Actual
CITYWIDE FLEET SIZE	29,114	28,849
o City Managed Fleet - City Funded - Non-City Funded (from grants or donations)	27,353 24,171 3,182	27,087 24,022 3,065
o Non-City Managed Fleet	1,761	1,762
Percentage of Purchased Vehicles Compliant with Local Law 38 Percentage of Alternative Fuel Vehicles in City Managed Fleet	99% 24%	93% 27%

INDICATORS	FY10 Annual Actual	FY11 Annual Actual
The following is a detailed fleet breakdown for agencies with the largest fleets:		
DEPARTMENT OF HEALTH AND MENTAL HYGIENE		
o Total Number of Vehicles	343	326
- Alternative Fuel Vehicles	206	207
- Percentage of agency fleet that is hybrid or alternative fuel (including flex-fuel)	60%	63%
b Light Duty	241	228
- Average Vehicle Age (Months)	64	73
- Average Vehicle Mileage	30,089	34,680
- Mechanical Downtime (%)	4.69%	1.87%
- Average Cost of Maintenance - Accident Downtime (%)	\$1,882 0.30%	\$918 0.84%
- Average Cost of Accidents	\$131	\$194
Medium Duty	95	93
- Average Vehicle Age (Months)	93	103
- Average Vehicle Mileage	59,102	63,312
- Mechanical Downtime (%)	2.29%	3.56%
- Average Cost of Maintenance	\$6,431 0.33%	\$1,728
- Accident Downtime (%) - Average Cost of Accidents	0.33% \$74	0.06% \$14
Heavy Duty	5	5
- Average Vehicle Age (Months)	96	108
- Average Vehicle Mileage	13,693	16,227
- Mechanical Downtime (%)	3.98%	11.48%
- Average Cost of Maintenance	\$5,447	\$6,763
 Accident Downtime (%) Average Cost of Accidents 	0.00% \$0	0.00% \$0
- Average Cost of Accidents	ΨΟ	ψυ
Other	2	0
- Average Vehicle Age (Months)	70	0
- Average Vehicle Mileage	N/A 0.00%	N/A 0.00%
- Mechanical Downtime (%) - Average Cost of Maintenance	0.00% \$0	0.00% \$0
- Accident Downtime (%)	0.00%	0.00%
- Average Cost of Accidents	\$0	\$0

	FY10	FY11
	Annual	Annual
INDICATORS	Actual	Actual

o Light Duty Vehicle (LDV) Purchases	37	2
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	37	2
- Toyota Prius	37	2
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
 LDV Purchases - Super Ultra Low Emission Vehicles (SULEV) LDV Purchases - Ultra Low Emission Vehicles (ULEV) LDV Purchases - Low Emission Vehicles (LEV) 	0 0 0	0 0 0
o Medium Duty Vehicle (MDV) Purchases - MDV Purchases - Zero Emission Vehicles (ZEV) - MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV) - MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0 0 0	0 0 0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

INDICATORS	FY10 Annual Actual	FY11 Annual Actual
DEPARTMENT OF ENVIRONMENTAL PROTECTION		
o Total Vehicles	2,110	2,083
- Alternative Fuel Vehicles	605	611
- Percentage of agency fleet that is hybrid or alternative fuel (including flex-fuel)	35%	36%
o Light Duty	764	755
- Average Vehicle Age (Months)	52	61
- Average Vehicle Mileage	45,996	52,184
- Mechanical Downtime (%)	4.19%	4.10%
- Average Cost of Maintenance	\$1,905	\$1,289
- Accident Downtime (%)	0.73%	0.48%
- Average Cost of Accidents	\$254	\$208
o Medium Duty	525	497
- Average Vehicle Age (Months)	69	77
- Average Vehicle Mileage	44,738	51,883
- Mechanical Downtime (%)	8.58%	4.16%
- Average Cost of Maintenance	\$2,521	\$1,875
- Accident Downtime (%)	0.47%	0.46%
- Average Cost of Accidents	\$223	\$194
o Heavy Duty	463	469
- Average Vehicle Age (Months)	96	104
- Average Vehicle Mileage	35,894	38,405
- Mechanical Downtime (%)	10.97%	12.95%
- Average Cost of Maintenance	\$5,679	\$5,294
- Accident Downtime (%)	0.61%	0.57%
- Average Cost of Accidents	\$544	\$398
o Other	358	362
- Average Vehicle Age (Months)	92	98
- Average Vehicle Mileage	N/A	N/A
- Mechanical Downtime (%)	4.39%	4.76%
- Average Cost of Maintenance	\$1,080	\$966
- Accident Downtime (%)	0.00%	0.00%
- Average Cost of Accidents	\$0	\$0

	FY10	FY11
	Annual	Annual
INDICATORS	Actual	Actual

o Light Duty Vehicle (LDV) Purchases	69	14
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
 LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV) 	48	9
- Ford Escape Hybrid	21	8
- Ford Fusion Hybrid	0	1
- Toyota Prius	27	0
 LDV Purchases - Partial Zero Emission Vehicles (PZEV) 	0	0
 LDV Purchases - Super Ultra Low Emission Vehicles (SULEV) 	0	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	19	5
- Chevrolet Volt	0	5
- Dodge Caravan	3	0
- Ford Expedition	6	0
- Ford Ranger Pick-up	10	0
- LDV Purchases - Low Emission Vehicles (LEV)	2	0
- Dodge Caravan	0	0
- Ford Expedition	0	0
- Ford Explorer	2	0
o Medium Duty Vehicle (MDV) Purchases	6	6
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	15	4
- Ford F-350 (LEV II)	3	0
- Ford F-250 (LEV II)	11	1
- Ford E-350 (LEV II)	1	3
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	2	2
- Chevrolet Silverado Hybrid	2	2
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

INDICATORS	FY10 Annual Actual	FY11 Annual Actual
DEPARTMENT OF TRANSPORTATION		
o Total Vehicles	2,648	2,672
- Alternative Fueled Vehicles	597	617
- Percentage of agency fleet that is hybrid or alternative fuel (including flex-fuel)	27%	28%
o Light Duty	695	719
- Average Vehicle Age (Months)	46	53
- Average Vehicle Mileage	29,524	34,836
- Mechanical Downtime (%)	2.51%	2.98%
- Average Cost of Maintenance	\$1,178	\$945
- Accident Downtime (%)	1.37%	1.92%
- Average Cost of Accidents	\$438	\$357
o Medium Duty	510	501
- Average Vehicle Age (Months)	81	85
- Average Vehicle Mileage	37,625	39,123
- Mechanical Downtime (%)	4.37%	5.03%
- Average Cost of Maintenance	\$2,076	\$1,782
- Accident Downtime (%)	0.81%	1.27%
- Average Cost of Accidents	\$235	\$208
Heavy Duty	982	978
- Average Vehicle Age (Months)	128	135
- Average Vehicle Mileage	37,136	38,754
- Mechanical Downtime (%)	14.06%	18.36%
- Average Cost of Maintenance	\$9,353	\$9,637
- Accident Downtime (%)	0.81%	1.07%
- Average Cost of Accidents	\$395	\$297
Other	461	474
- Average Vehicle Age (Months)	135	142
- Average Vehicle Mileage	N/A	N/A
- Mechanical Downtime (%)	7.90%	5.70%
- Average Cost of Maintenance	\$3,910	\$2,804
- Accident Downtime (%)	0.27%	0.13%
- Average Cost of Accidents	\$104	\$61

INDICATORS	FY10 Annual Actual	FY11 Annual Actual
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California Lev II Sta	andards	
o Light Duty Vehicle (LDV) Purchases	11	32
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	2
- Ford Transit Connect EV	0	2
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	11	12
- Ford Escape Hybrid	1	5
- Toyota Prius	10	7
 LDV Purchases - Partial Zero Emission Vehicles (PZEV) 	0	0
 LDV Purchases - Super Ultra Low Emission Vehicles (SULEV) 	0	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	18
- Chevrolet Volt	0	7
- Dodge Caravan	0	3
- Ford Ranger	0	8
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	27	26
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	11
- Ford F-250 (LEV II)	0	11
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	27	15
- Ford E-250 (LEV II)	11	0
- Ford E-350 (LEV II)	1	0
- Ford F-250 (LEV II)	2	0
- Ford F-350 (LEV II)	12	0
- Ford Ranger	1	0
- Chevrolet Silverado Hybrid	15	15
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

INDICATORS	FY10 Annual Actual	FY11 Annua Actual
DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES (See "List of Agencies in the Citywide Fleet" for detailed list of agencies included under	"DCAS")	
o Total Vehicles	2,663	2,624
- DCAS-owned	216	227
- Client-owned	2,072	2,031
- DOE	305	305
- DOI	70	61
- Alternative Fuel Vehicles	1,289	1,323
- Percentage of agency fleet that is hybrid or alternative fuel (including flex-fuel)	50%	53%
The following is a detailed fleet breakdown of the DCAS-owned and Client-owned vehic	es only:	
o Light Duty	1,731	1,707
- Average Vehicle Age (Months)	53	, 59
- Average Vehicle Mileage	34,832	36,845
- Mechanical Downtime (%)	1.40%	1.19%
- Average Cost of Maintenance	\$912	\$1,008
- Accident Downtime (%)	0.64%	0.68%
- Average Cost of Accidents	\$207	\$196
Medium Duty	385	372
- Average Vehicle Age (Months)	75	85
- Average Vehicle Mileage	36,876	42,474
- Mechanical Downtime (%)	1.40%	1.19%
- Average Cost of Maintenance	\$1,459	\$1,446
- Accident Downtime (%)	0.38%	0.23%
- Average Cost of Accidents	\$133	\$83
b Heavy Duty	72	74
- Average Vehicle Age (Months)	86	90
- Average Vehicle Mileage	19,692	19,477
- Mechanical Downtime (%)	1.40%	1.19%
- Average Cost of Maintenance	\$6,409	\$2,876
- Accident Downtime (%)	0.00%	0.22%
- Average Cost of Accidents	\$7	\$15
Other Vehicles	100	105
- Average Vehicle Age (Months)	87	92
- Average Vehicle Mileage	N/A	N/A
- Mechanical Downtime (%)	1.40%	1.19%
- Average Cost of Maintenance	\$76	\$128
- Accident Downtime (%)	0.00%	0.00%
- Average Cost of Accidents	\$0	\$0

0	FY11
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o Light Duty Vehicle (LDV) Purchases	67	93
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	2
- Ford Transit Connect EV	0	2
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	54	79
- Ford Escape Hybrid	8	2
- Ford Fusion Hybrid	5	11
- Nissan Altima Hybrid	16	23
- Toyota Prius	25	43
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	2	2
- Toyota Camry Hybrid	0	2
- Ford Focus	2	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	2	4
- Ford E150	0	4
- Ford Taurus	1	0
- Toyota Highlander Hybrid	1	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	7	6
- Chevy Volt	0	2
- Ford Expedition	0	3
- Ford Taurus (LEV II)	0	1
- Dodge Avenger (LEV II)	1	0
- Dodge Caravan (LEV II)	5	0
- Toyota Matrix	1	0
- LDV Purchases - Low Emission Vehicles (LEV)	2	0
- Ford Explorer	2	0
o Medium Duty Vehicle (MDV) Purchases	12	4
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	4
-Ford E-250	0	1
-Ford E-350	0	2
-Ford F-250	0	1
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	12	0
-Ford E-250 (LEV II)	1	0
-Ford E-350 (LEV II)	11	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0
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INDICATORS	FY10 Annual Actual	FY11 Annual Actual
DEPARTMENT OF SANITATION		
o Total Vehicles	5,450	5,408
 Alternative Fuel Vehicles Percentage of agency fleet that is hybrid or alternative fuel (including flex-fuel) 	949 18%	932 18%
o Light Duty	960	974
- Average Vehicle Age (Months)	58	64
- Average Vehicle Mileage	38,612 11.80%	37,660 12.1%
- Mechanical Downtime (%) - Average Cost of Maintenance	NA	NA
- Accident Downtime (%)	NA	NA
- Average Cost of Accidents	NA	\$1,451
o Medium Duty	304	282
- Average Vehicle Age (Months)	70	77
- Average Vehicle Mileage	18,465	19,924
- Mechanical Downtime (%)	8.00%	15.8%
- Average Cost of Maintenance	NA	NA
- Accident Downtime (%)	NA	NA
- Average Cost of Accidents	NA	NA
o Heavy Duty	3,917	3,903
- Average Vehicle Age (Months)	57	61
- Average Vehicle Mileage	26,384	22,514
- Mechanical Downtime (%)	16.59%	15.8%
- Average Cost of Maintenance	NA	NA
- Accident Downtime (%)	NA	NA
- Average Cost of Accidents	NA	NA
o Other	269	249
- Average Vehicle Age (Months)	85	92
- Average Vehicle Mileage	NA	NA
- Mechanical Downtime (%)	7.14%	7.3%
- Average Cost of Maintenance	NA	NA
- Accident Downtime (%)	NA	NA
- Average Cost of Accidents	NA	NA

	FY10	FY11
INDICATORS	Annual Actual	Annual Actual

	~-	10
o Light Duty Vehicle (LDV) Purchases	87	48
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	2
- Ford Transit Connect	0	2
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	69	34
- Ford Escape Hybrid	14	0
- Toyota Prius	55	34
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	5
- Toyota Camry Hybrid	0	5
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	18	7
- Chevrolet Volt	0	7
- Chevrolet Colorado Pick-up	18	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	0	26
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	26
- Ford E350	0	26
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

INDICATORS	FY10 Annual Actual	FY11 Annual Actual
	Actual	Actual
DEPARTMENT OF PARKS AND RECREATION		
o Total Vehicles	2,518	2,596
- Alternative Fuel Vehicles	627	661
- Percentage of agency fleet that is hybrid or alternative fuel (including flex-fuel)	35%	36%
b Light Duty	547	576
- Average Vehicle Age (Months)	51	54
- Average Vehicle Mileage	23,661	24,357
- Mechanical Downtime (%)	1.10%	1.13%
- Average Cost of Maintenance	\$1,239	\$1,224
- Accident Downtime (%)	0.08%	0.08%
- Average Cost of Accidents	\$13	\$2
o Medium Duty	841	871
- Average Vehicle Age (Months)	71	72
- Average Vehicle Mileage	31,883	30,800
- Mechanical Downtime (%)	2.24%	2.73%
- Average Cost of Maintenance	\$1,630	\$1,512
- Accident Downtime (%)	0.06%	0.05%
- Average Cost of Accidents	\$15	\$19
b Heavy Duty	387	392
- Average Vehicle Age (Months)	85	81
- Average Vehicle Mileage	25,202	24,271
- Mechanical Downtime (%)	7.09%	9.29%
- Average Cost of Maintenance	\$2,517	\$2,159
- Accident Downtime (%)	0.13%	0.00%
- Average Cost of Accidents	\$28	\$10
Other	743	757
- Average Vehicle Age (Months)	91	94
- Average Vehicle Mileage	N/A	N/A
- Mechanical Downtime (%)	4.30%	4.55%
- Average Cost of Maintenance	\$1,585	\$617
- Accident Downtime (%)	0.01%	0.02%
- Average Cost of Accidents	\$8	\$6

	FY10	FY11
	Annual	Annual
INDICATORS	Actual	Actual

o Light Duty Vehicle (LDV) Purchases - LDV Purchases - Zero Emission Vehicles (ZEV) - LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV) - Ford Escape Hybrid	59 0 59 8	34 0 25
- Toyota Prius	51	25
 LDV Purchases - Partial Zero Emission Vehicles (PZEV) 	0	0
 LDV Purchases - Super Ultra Low Emission Vehicles (SULEV) 	0	0
 LDV Purchases - Ultra Low Emission Vehicles (ULEV) 	0	9
- Chevrolet Volt	0	9
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases - MDV Purchases - Zero Emission Vehicles (ZEV) - MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV) - MDV Purchases - Partial Zero Emission Vehicles (PZEV) - MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	57 0 0 0	1 0 0 1
- Ford F-250 (LEV II)	0	1
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	57	0
- Ford E-350 (LEV II)	5	0
- Ford F-250 (LEV II)	30	0
- Ford F-350 (LEV II)	3	0
- Ford Ranger	19	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

INDICATORS	FY10 Annual Actual	FY11 Annual Actual
POLICE DEPARTMENT		
o Total Vehicles	8,895	8,702
- Alternative Fuel Vehicles	1,569	2,288
- Percentage of agency fleet that is hybrid or alternative fuel (including flex-fuel)	18%	27%
o Light Duty	7,263	6,944
- Average Vehicle Age (Months)	41	42
- Average Vehicle Mileage	29,072	20,080
- Mechanical Downtime (%)	2.85%	2.96%
- Average Cost of Maintenance	\$1,412	\$1,327
- Accident Downtime (%)	0.95%	0.96%
- Average Cost of Accidents	\$243	\$227
o Medium Duty	1,010	1,117
- Average Vehicle Age (Months)	51	52
- Average Vehicle Mileage	24,310	23,685
- Mechanical Downtime (%)	3.89%	3.58%
- Average Cost of Maintenance	\$1,368	\$1,277
- Accident Downtime (%)	0.55%	0.50%
- Average Cost of Accidents	\$131	\$121
o Heavy Duty	316	333
- Average Vehicle Age (Months)	66	74
- Average Vehicle Mileage	27,447	32,377
- Mechanical Downtime (%)	8.72%	8.12%
- Average Cost of Maintenance	\$3,228	\$3,547
- Accident Downtime (%)	0.51%	0.48%
- Average Cost of Accidents	\$115	\$133
o Other	306	308
- Average Vehicle Age (Months)	99	105
- Average Vehicle Mileage	N/A	N/A
- Mechanical Downtime (%)	3.92%	3.00%
- Average Cost of Maintenance	\$478	\$538
- Accident Downtime (%)	0.13%	0.00%
- Average Cost of Accidents	\$12	\$2

INDICATORS	FY10 Annual Actual	FY11 Annual Actual
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California Lev II Sta	andards	
o Light Duty Vehicle (LDV) Purchases	213	406
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	30
- T3 Transporter	0	30
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	211	355
- Ford Escape Hybrid	43	37
- Ford Fusion Hybrid	149	196
- Nissan Altima Hybrid	5	100
- Toyota Prius	14	22
 LDV Purchases - Partial Zero Emission Vehicles (PZEV) 	0	0
 LDV Purchases - Super Ultra Low Emission Vehicles (SULEV) 	1	0
- Toyota Highlander Hybrid	1	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	21
- Chevrolet Volt	0	20
- Dodge Caravan	0	1
- LDV Purchases - Low Emission Vehicles (LEV)	1	0
- GMC Yukon Hybrid	1	0
o Medium Duty Vehicle (MDV) Purchases	5	1
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	5	1
- Ford E-250 (LEV II)	5	0
- Chevrolet Silverado Hybrid	0	1
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

	FY10	FY11
INDICATORS	Annual Actual	Annual Actual
FIRE DEPARTMENT		
o Total Vehicles	2,161	2,149
- Alternative Fuel Vehicles	78	81
- Percentage of agency fleet that is hybrid or alternative fuel (including flex-fuel)	4%	4%
o Vehicle Inventory		
- Engines	293	280
- Ladders	196	189
- Rescue/Hazardous Materials	26	24
- Ambulances	420	410
- Support Vehicles	1,226	1,246
The following is a detailed fleet breakdown by vehicle inventory:		
o Engines	293	280
- Average Vehicle Age (Months)	89	98
- Average Vehicle Mileage	51,395	55,977
- Mechanical Downtime (%)	13.87%	19.89%
- Average Cost of Maintenance	\$11,378	\$11,789
- Accident Downtime (%)	0.51%	1.18%
- Average Cost of Accidents	\$274	\$288
o Ladders	196	189
- Average Vehicle Age (Months)	119	128
- Average Vehicle Mileage	57,827	62,224
- Mechanical Downtime (%)	17.29%	19.51%
- Average Cost of Maintenance	\$25,324	\$29,872
- Accident Downtime (%)	2.00%	0.74%
- Average Cost of Accidents	\$632	\$500
o Rescue/Hazardous Materials	26	24
- Average Vehicle Age (Months)	123	132
- Average Vehicle Mileage	69,028	69,971
- Mechanical Downtime (%)	14.58%	21.99%
- Average Cost of Maintenance	\$18,461	\$15,922
 Accident Downtime (%) Average Cost of Accidents 	0.14% \$202	0.08% \$14
- Average Cost of Accidents	φ202	φ14
o Ambulances	420	410
- Average Vehicle Age (Months)	51	62
- Average Vehicle Mileage	63,342	75,187
- Mechanical Downtime (%)	12.93%	14.03%
- Average Cost of Maintenance	\$8,657	\$9,984
- Accident Downtime (%)	1.94%	2.24%
- Average Cost of Accidents	\$906	\$1,099

VEHICLE FLEETS AND MAINTENANCE **FY10 FY11** Annual Annual **INDICATORS** Actual Actual Support Vehicles: o Light Duty 350 362 - Average Vehicle Age (Months) 68 77 - Average Vehicle Mileage 60,784 65,715 - Mechanical Downtime (%) 7.77% 9.16% - Average Cost of Maintenance \$1,605 \$1,531 - Accident Downtime (%) 1.44% 1.02% - Average Cost of Accidents \$310 \$263 o Medium Duty 666 629 - Average Vehicle Age (Months) 86 86 - Average Vehicle Mileage 63,840 62,631 - Mechanical Downtime (%) 12.13% 16.08% - Average Cost of Maintenance \$4,595 \$4,243 - Accident Downtime (%) 1.35% 1.51% - Average Cost of Accidents \$417 \$575 o Heavy Duty 120 164 - Average Vehicle Age (Months) 76 65 - Average Vehicle Mileage 18,635 16,639 - Mechanical Downtime (%) 5.24% 11.26% - Average Cost of Maintenance \$2,804 \$3.013 - Accident Downtime (%) 0.22% 0.31% - Average Cost of Accidents \$145 \$140 o Other 90 91 135 143 - Average Vehicle Age (Months) - Average Vehicle Mileage N/A N/A - Mechanical Downtime (%) 7.16% 7.67%

- Average Cost of Maintenance
- Accident Downtime (%)
- Average Cost of Accidents

\$4,041

1.11%

\$307

\$2,081

0.31%

\$199

	FY10	FY11
	Annual	Annual
INDICATORS	Actual	Actual

 o Light Duty Vehicle (LDV) Purchases - LDV Purchases - Zero Emission Vehicles (ZEV) - Ford Transit Connect EV - LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV) - LDV Purchases - Partial Zero Emission Vehicles (PZEV) - LDV Purchases - Super Ultra Low Emission Vehicles (SULEV) - LDV Purchases - Ultra Low Emission Vehicles (ULEV) - Ford Taurus - LDV Purchases - Low Emission Vehicles (LEV) 	0 0 0 0 0 0 0 0 0	15 2 0 0 13 13 0
o Medium Duty Vehicle (MDV) Purchases - MDV Purchases - Zero Emission Vehicles (ZEV) - MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV) - MDV Purchases - Partial Zero Emission Vehicles (PZEV) - MDV Purchases - Super Ultra Low Emission Vehicles (SULEV) - MDV Purchases - Ultra Low Emission Vehicles (ULEV) - MDV Purchases - Low Emission Vehicles (LEV)	0 0 0 0 0 0	0 0 0 0 0 0

FY10 FY11 Annual Annual **INDICATORS** Actual Actual DEPARTMENT OF CORRECTION o Total Vehicles 565 527 - Alternative Fuel Vehicles 105 115 - Percentage of agency fleet that is hybrid or alternative fuel (including flex-fuel) 21% 21% 160 143 o Light Duty - Average Vehicle Age (Months) 74 81 - Average Vehicle Mileage 66,045 73,652 - Mechanical Downtime (%) 5.81% 6.74% - Average Cost of Maintenance \$1,239 \$1,328 - Accident Downtime (%) 0.73% 0.65% - Average Cost of Accidents \$105 \$156 o Medium Duty 173 157 - Average Vehicle Age (Months) 61 68 - Average Vehicle Mileage 51,932 45,849 - Mechanical Downtime (%) 5.84% 6.95% - Average Cost of Maintenance \$1,294 \$1,407 - Accident Downtime (%) 0.40% 0.46% - Average Cost of Accidents \$87 \$40 o Heavy Duty 204 197 - Average Vehicle Age (Months) 78 83 - Average Vehicle Mileage 46,555 50,192 - Mechanical Downtime (%) 11.78% 10.70% - Average Cost of Maintenance \$2,906 \$3,248 - Accident Downtime (%) 0.06% 0.43% - Average Cost of Accidents \$109 \$26 o Other 28 30 - Average Vehicle Age (Months) 171 177 - Average Vehicle Mileage N/A N/A - Mechanical Downtime (%) 2.17% 1.53% - Average Cost of Maintenance \$322 \$526 - Accident Downtime (%) 0.01% 0.00% - Average Cost of Accidents \$6 \$0

	FY10	FY11
	Annual	Annual
INDICATORS	Actual	Actual

	-	
o Light Duty Vehicle (LDV) Purchases	0	14
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	2
- Ford Transit Connect EV	0	2
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	1
- Ford Escape Hybrid	0	1
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	7
- Toyota Hiighlander Hybrid	0	7
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	4
- Ford Taurus	0	4
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	0	0
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
 MDV Purchases - Super Ultra Low Emission Vehicles (SULEV) 	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

DEFINITIONS

CITYWIDE FLEET SIZE: The total number of vehicles in the city managed and non-city managed fleets. See "List of Agencies in the Citywide Fleet" for a list of agencies in each category.

o City Managed Fleet: The total number of city funded and non-city funded vehicles in the city managed fleet.

<u>City Funded:</u> The total number of city managed vehicles that were purchased with tax-levy or city funds. <u>Non-City Funded:</u> The total number of city managed vehicles that were purchased with grant funds or donated by another entity.

o Non-City Managed Fleet: The total number of vehicles in the non-city managed fleet purchased with either tax-levy, city funds, grant funds, or donated by another entity.

<u>Percentage of Purchased Vehicles Compliant with Local Law 38</u>: The percentage of light-duty vehicles purchased for the City through DCAS that are certified with the highest ratings defined by California Low-Emission Vehicle (LEV) II standards. The three highest ratings are zero emission vehicles (ZEV), advanced technology partial zero emission vehicles (ATPZEV), and partial zero emission vehicles (PZEV). Pursuant to Local Law 38 of 2005, each light and medium-duty vehicle that the City purchases should have the best certified emission rating within its vehicle category while meeting the requirements for the City's intended use. According to the law, some exceptions apply based on cost and other limited exemptions, including for certain emergency vehicles.

<u>Percentage of Alternative Fuel Vehicles in City Managed Fleet:</u> The percentage of vehicles in the city managed fleet that is hybrid or using alternative fuel (including flex-fuel). This calculation does not include vehicles in the "Other" subgroup.

Subgroup Definitions:

Total Number of Vehicles – The total number of vehicles owned by this agency.

<u>Alternative Fuel Vehicles</u> – The total number of vehicles that are hybrid or using alternative fuel (including flex-fuel).

<u>Percentage of Alternative Fuel Vehicles</u> – The percentage of vehicles out of the total number of vehicles owned by this agency that is hybrid or using alternative fuel (including flex-fuel). This does not include vehicles in the "Other" subgroup.

<u>Light Duty</u> – A vehicle or piece of equipment with a gross vehicle weight rating of 8,500 pounds or less. (Examples: most Nissan Altimas, Ford Escapes, Ford E-150s)

<u>Medium Duty</u> – A vehicle or piece of equipment with a gross vehicle weight rating of more than 8,500, but not more than 14,000 pounds. (Examples: most Chevrolet Suburbans, Ford-350s)

<u>Heavy Duty</u> – A vehicle or piece of equipment with a gross vehicle weight rating of more than 14,000 pounds. (Examples: most Mack TerraPros, Freightliner M2s)

Other - Forklifts, trailers, and all other off-road equipment.

DEFINITIONS

Agency Specific Indicators: For the agencies in the city managed fleet, with the exceptions noted below, statistics are reported for each of the following subgroups: light, medium, heavy, and other. All city and non-city funded vehicles are included in calculation. Note: FDNY also reports the following vehicle subgroups: engines, ladders, rescue/hazardous materials, and ambulances.

<u>Average Vehicle Age (Months)</u> – The average number of months from the date a vehicle is put in service to the end of the reporting period (i.e., the MMR/PMMR reporting period).

Average Vehicle Mileage – The average odometer reading of all vehicles.

<u>Mechanical Downtime (%)</u> – The average mechanical downtime for all vehicles.

Average (Per Vehicle) Cost of Maintenance - The average cost to repair all vehicles.

Accident Downtime (%) – The average accident downtime for all vehicles.

<u>Average (Per Vehicle) Cost of Accidents</u> – The average cost of repair for vehicles involved in accidents.

LIST OF AGENCIES IN THE CITYWIDE FLEET

City Managed Fleet

Department of Citywide Administrative Services* Department of Environmental Protection Department of Corrections Department of Parks and Recreation Department of Health and Mental Hygiene New York City Fire Department New York City Police Department Department of Transportation Department of Sanitation

*"Department of Citywide Administrative Services" includes the following agencies: Administration of Children's Services Department of Board of Elections Department of

Department of Small Business Services Department of Youth and Community Development

Bronx Borough President Brooklyn Borough President Business Integrity Commission Campaign Finance Board City Commission on Human Rights City Council Civilian Complaint Review Board Department for the Aging Department of Buildings

Department of City Planning Department of Citywide Administrative Services Department of Consumer Affairs Department of Cultural Affairs Department of Design and Construction Department of Education Department of Finance Department of Homeless Services Department of Homeless Services Department of Housing Preservation and Development Department of Information Technology and Telecommunications Department of Investigation Department of Juvenile Justice Department of Probation Department of Records and Information Services Financial Information Services Agency GrowNY (formerly known as "Council on the Environment") Human Resources Administration Landmarks Preservation Commission Law Department Manhattan Borough President Mayor's Office NYC Economic Development Corporation Office of Administratie Trials and Hearings

Office of Chief Medical Examiner Office of Emergency Management Office of Labor Relations Office of Management and Budget Office of Management and Budget Office of Payroll Administration Office of the City Clerk Office of the Comptroller Office of the Public Advocate Queens Borough President Sheriff's Office Sports Commission Staten Island Borough President Tax Commission Taxi and Limousine Commission

Non-City Managed Fleet

Health and Hospital Corporation New York City Housing Authority School Construction Authority Office of Special Investigator for Schools at Department of Education

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None

Fiscal 2012

Board of Elections [003]

001 Personal Services002 Other than Personal Services

Emergency Management [017]

001	Personal Services
002	Other than Personal Services

Law [025]

001	Personal Services
002	Other than Personal Services

City Planning [030]

001	Personal Services
002	Other than Personal Services
003	Geographic Systems - PS
004	Geographic Systems - OTPS

Investigation [032]

001	Personal Services
002	Other than Personal Services
003	Inspector General - PS
004	Inspector General - OTPS

New York Public Library - The Research Libraries [035]

001 Lump Sum Appropriation

New York Public Library [037]

003	Lump Sum - Borough of Manhattan
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- 004 Lump Sum Borough of the Bronx
- 005 Lump Sum Borough of Staten Island
- 006 Systemwide Services
- 007 Consultant and Advisory Services

Brooklyn Public Library [038]

001 Lump Sum

Queens Borough Public Library [039]

001 Lump Sum

Education [040]

- 401 General Educational Instruction and School Leadership PS
- 402 General Educational Instruction and School Leadership OTPS
- 403 Special Educational Instruction and School Leadership PS
- 404 Special Educational Instruction and School Leadership OTPS
- 415 School Support Organization PS
- 416 School Support Organization OTPS
 421 Citywide Special Education Instruction and School Le
- 421 Citywide Special Education Instruction and School Leadership PS
- 422 Citywide Special Education Instruction and School Leadership OTPS
- 423 Special Education Instructional Support PS
- 424 Special Education Instructional Support OTPS
- 435 School Facilities PS
- 436 School Facilities OTPS
- 438 Pupil Transportation OTPS
- 439 School Food Services PS
- 440 School Food Services OTPS
- 442 School Safety OTPS
- 444 Energy and Leases OTPS
- 453 Central Administration PS
- 454 Central Administration OTPS
- 461 Fringe Benefits PS
- 470 Special Education Pre-K Contract Payments OTPS
- 472 Charter & Contract Schools and Foster Care Placements OTPS
- 474 NPS and FIT Payments OTPS
- 481 Categorical Programs PS
- 482 Categorical Programs OTPS
- 491 Collective Bargaining PS

City University of New York [042]

- 001 Community College OTPS
- 002 Community College PS
- 003 Hunter Schools OTPS
- 004 Hunter Schools PS
- 005 Educational Aid OTPS
- 012 Senior College OTPS

Civilian Complaint Review Board [054]

001	Personal Services
002	Other than Personal Services

Police [056]

001	Operations
002	Executive Management
003	School Safety -PS
004	Administration - Personnel
006	Criminal Justice
007	Traffic Enforcement
008	Transit Police - PS
009	Housing Police - PS
100	Operations - OTPS
200	Executive Management - OTPS
300	School Safety - OTPS

400	Administration - OTPS
600	Criminal Justice - OTPS
700	Traffic Enforcement - OTPS

Fire [057]

001	Executive Administrative	
		_

- 002 Fire Extinguishment & Emergency Response
- 003 Fire Investigation
- 004Fire Prevention005Executive Administrative OTPS
- 006 Fire Extinguishment & Response OTPS
- 007 Fire Investigation OTPS
- 008 Fire Prevention OTPS
- 009 Emergency Medical Services- PS
- 010 Emergency Medical Services- OTPS

Children's Services [068]

001	Personal Services
002	Other than Personal Services
003	Head Start/Day Care - PS
004	Head Start/Day Care - OTPS
005	Administrative - PS
006	Child Welfare - OTPS
007	Juvenile Justice - PS
008	Juvenile Justice - OTPS

Human Resources [069]

101	Administration - OTPS
103	Public Assistance - OTPS

- 104 Medical Assistance OTPS
- 105Adult Services OTPS
- 201 Administration
- 203 Public Assistance
- 204 Medical Assistance
- 205 Adult Services

Homeless Services [071]

100	Personal Services
200	Other than Personal Services

Correction [072]

001	Administration
002	Operations
003	Operations - OTPS
004	Administration - OTPS

Aging [125]

001	Executive and Administrative Management
002	Community Programs

- 003 Community Programs OTPS
- 004 Executive and Administrative Management OTPS

Cultural Affairs [126]

001	Office of the Commissioner - PS
002	Office of the Commissioner - OTPS
003	Cultural Programs
004	Metropolitan Museum of Art
005	New York Botanical Garden
006	American Museum of Natural History
007	The Wildlife Conservation Society
008	Brooklyn Museum
009	Brooklyn Children's Museum
010	Brooklyn Botanical Garden
011	Queens Botanical Garden
012	New York Hall of Science
013	Staten Island Institute of Arts and Sciences
014	Staten Island Zoological Society
015	Staten Island Historical Society
016	Museum of the City of New York
017	Wave Hill
019	Brooklyn Academy of Music
020	Snug Harbor Cultural Center
021	Studio Museum in Harlem

- 021 Studio Museum in Harlem 022 Other Cultural Institutions
- 024 New York Shakespeare Festival

Juvenile Justice [130] (integrated w/ ACS [068] July 1, 2011)

001	Personal Services	

002 Other than Personal Services

Landmarks Preservation [136]

001	Personal Services
002	Other than Personal Services

Taxi and Limousine [156]

001	Personal Services
002	Other than Personal Services

Commission on Human Rights [226]

- 001 Personal Services
- 002 Other than Personal Services
- 003 Community Development PS
- 004 Community Development OTPS

Youth and Community Development [260]

- 005 Community Development OTPS
- 311 Personal Services
- 312 Other than Personal Services

Probation [781]

- 001 Executive Management
- 002 Probation Services
- 003 Probation Services OTPS
- 004 Executive Management OTPS

Small Business Services [801]

(Economic Development Corporation)

- 001 Department of Business PS
- 002 Department of Business OTPS
- 004 Contract Compliance & Business Opportunity PS

005 Contract Compliance & Business Opportunity - OTPS

- 006 Economic Development Corporation OTPS
- 008 Economic Planning/Film PS
- 010 Workforce Investment Act PS
- 011 Workforce Investment Act OTPS

Housing Preservation and Development [806]

- 001 Office of Administration
- 002 Office of Development
- 004 Office of Housing Preservation
- 006 Housing Maintenance and Sales
- 008 Office of Administration OTPS
- 009 Office of Development OTPS
- 010 Housing Management and Sales OTPS
- 011 Office of Housing Preservation OTPS

Buildings [810]

001	Personal Services
002	Other than Personal Services

Health and Mental Hygiene [816] (Office of Chief Medical Examiner)

- 101 Health Administration
- 102Disease Control and Epidemiology
- 103 Health Promotion and Disease Prevention
- 104 Environmental Health Services
- 106 Office of Chief Medical Examiner
- 107 Health Care Access and Improvement PS
- 108Mental Hygiene Management Services PS
- 111 Health Administration OTPS
- 112 Disease Control and Epidemiology OTPS
- 113 Health Promotion and Disease Prevention OTPS
- 114 Environmental Health Services OTPS
- 116 Office of Chief Medical Examiner OTPS
- 117 Health Care Access and Improvement OTPS
- 118 Mental Hygiene Management Services OTPS
- 120 Mental Health Services OTPS
- 121 Mental Retardation Services OTPS
- 122 Chemical Dependency and Health Promotion OTPS

Health and Hospitals Corporation [819]

001 Lump Sum

Office of Administrative Trials and Hearings [820]

- 001 Personal Services
- 002 Other than Personal Services

Environmental Protection [826]

001	Executive and Support
002	Environmental Management
003	Water Supply and Wastewater Collection
004	Utility - OTPS
005	Environmental Management - OTPS
006	Executive and Support - OTPS
007	Central Utility
008	Wastewater Treatment

Sanitation [827]

- 102 Cleaning and Collection
- 103 Waste Disposal
- 104 Building Management
- 105 Bureau of Motor Equipment
- 106 Executive and Administrative OTPS
- 107 Snow Budget Personal Services
- 109 Cleaning and Collection OTPS
- 110 Waste Disposal OTPS
- 111 Building Management OTPS
- 112 Motor Equipment OTPS
- 113 Snow Budget OTPS

Business Integrity Commission [829]

001 Personal Services002 Other than Personal Services

Finance [836]

001	Administration and Planning
002	Operations
003	Property
004	Audit
005	Legal
007	Parking Violations Bureau
009	City Sheriff
011	Administration - OTPS
022	Operations - OTPS
033	Property - OTPS
044	Audit - OTPS
055	Legal - OTPS
077	Parking Violations Bureau - OTPS
099	City Sheriff – OTPS

Transportation [841]

- 001 Executive Administration and Planning Management
- 002 Highway Operations
- 003 Transit Operations
- 004 Traffic Operations
- 006 Bureau of Bridges
- 007 Bureau of Bridges OTPS
- 011 Executive Administration and Planning Management OTPS
- 012 Highway Operations OTPS
- 013 Transit Operations OTPS
- 014 Traffic Operations OTPS

Parks and Recreation [846]

- 001 Executive Management and Administrative Services
- 002 Maintenance and Operations
- 003 Design and Engineering
- 004 Recreation Services
- 006 Maintenance and Operations OTPS
- 007 Executive Management and Administrative Services OTPS
- 009 Recreation Services OTPS
- 010 Design and Engineering OTPS

Design and Construction [850]

- 001 Personal Services
- 002 Other than Personal Services

Citywide Administrative Services [856]

- 001 Division of Citywide Personnel Services
- 002 Division of Citywide Personnel Services OTPS
- 005 Board of Standards and Appeals
- 006 Board of Standards and Appeals OTPS
- 100 Executive and Support Services
- 190 Executive and Support Services OTPS
- 200 Division of Administration and Security
- 290 Division of Administration and Security OTPS
- 300 Division of Facilities Management and Construction
- 390 Division of Facilities Management and Construction OTPS
- 400 Division of Municipal Supply Services
- 490 Division of Municipal Supply Services OTPS
- 500 Division of Real Estate Services
- 590 Division of Real Estate Services OTPS
- 600 Communications
- 690 Communications OTPS
- 700 Division of Energy Conservation
- 790 Division of Energy Conservation OTPS

Information Technology and Telecommunications [858] (311 Customer Service Center)

001 Personal Services002 Other than Personal Services

Records and Information Services [860]

- 100 Personal Services
- 200 Other than Personal Services

Consumer Affairs [866]

- 001 Administration
- 002 Licensing and Enforcement
- 003 Other than Personal Services
- 004 Adjudication