

# PRELIMINARY MAYOR'S MANAGEMENT REPORT

FEBRUARY 2012

City of New York

Michael R. Bloomberg  
Mayor

Caswell Holloway  
Deputy Mayor for Operations

Elizabeth Weinstein  
Director  
Mayor's Office of Operations



## CELEBRATING OUR CITY

**COVER IMAGE:**

*Elephant Pair*, 2010

Peter Woytuk, artist

Bronze

14' x 5'8" x 10'

Morrison Gallery, Kent, CT, organized by the Broadway Mall Association and NYC Parks and Recreation

Photo: Gary Halby, courtesy of Morrison Gallery

*Peter Woytuk on Broadway* is on view along the Broadway Malls (Columbus Circle - 168th Street) until April 27, 2012. For more information, visit [www.nyc.gov/parks/art](http://www.nyc.gov/parks/art) or call 311.



# THE MAYOR'S MANAGEMENT REPORT PRELIMINARY FISCAL 2012

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Michael R. Bloomberg, Mayor

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

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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,

### Critical Objectives

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

### Preliminary Performance Highlights

- The percent of parks rated acceptable for overall condition declined to 81 percent, and the percent rated acceptable for cleanliness also declined, decreasing to 86 percent. The ratings, which were below their respective performance targets, were affected by staff reductions.
- The Department and its partners continued to advance the MillionTreesNYC initiative, planting more than 25,000 trees during the reporting period.
- Ninety-five percent of dead or damaged trees were removed within 30 days of a service request compared to 90 percent a year ago, when the September 2010 tornado affected response levels.
- The Department completed 38 capital projects during the July to October 2011 reporting period. Eighty-seven percent were completed within budget, better than the performance target. However, due to contractor defaults that affected several projects, the percent completed on time fell to 63 percent.

### 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 FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	FY13		
★ Parks rated "acceptable" for overall condition (%)	82%	83%	84%	85%	85%	85%	81%
★ Parks rated "acceptable" for cleanliness (%)	90%	88%	88%	90%	90%	89%	86%
★ Comfort stations in service (in season only) (%)	90%	94%	92%	90%	90%	96%	93%
Parks with an affiliated volunteer group (%)	58%	58%	60%	*	*	59%	62%
Summons issued	22,145	17,264	17,071	*	*	7,386	5,104
★ Public service requests received - Forestry	75,509	95,547	85,257	*	*	NA	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.

Indicator	DPR Jul-Oct FY11	Citywide Jul-Oct FY11	DPR Jul-Oct FY12	Citywide Jul-Oct FY12	DPR Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	14	5	20	8	43%	60%
Average response time for letters/mail correspondence (days)	14	11	14	9	0%	-18%
Service requests meeting expected time of action (%)	94.5%	82.2%	78.8%	89.7%	-17%	9%
Number of 311 inquiries (to MMR agencies)	109,575	2,467,532	95,183	2,245,344	-13%	-9%

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## 311 Customer Service Center Requests for Service

	Total Jul-Oct FY11	Target - FY11 Days to Action	Actual - Jul-Oct FY11 Days to Action	% Meeting FY11 Target	Total Jul-Oct FY12	Target - FY12 Days to Action	Actual - Jul-Oct FY12 Days to Action	% Meeting FY12 Target
Top Service Requests								
Damaged Tree - Branch or Limb Has Fallen Down	5,130	8.0	2	98%	4,797	8.0	6.8	96%
Dead Tree - Dead/Dying Tree	2,962	7.0	4	93%	2,484	7.0	11.5	89%
New Tree Request - For One Address	1,881	180.0	77	83%	2,926	180.0	353.5	42%
Overgrown Tree/Branches - Hitting Building	1,372	30.0	3	99%	1,032	30.0	12.8	96%
Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program	1,257	30.0	6	96%	1,098	30.0	123	63%

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## 311 Customer Service Center Inquiries

Top DPR-related Inquiries	Total Jul-Oct FY11	% of DPR Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DPR Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Removal of Large Branch or Entire Tree - City Tree or Property	19,904	18%	1	19,517	21%	1
Wood Disposal Chipping and Pickup - Manhattan Brooklyn Queens and Northwest Staten Island	12,561	11%	2	11,598	12%	2
Find a Park	8,291	8%	3	6,262	7%	3
Find a Public Swimming Pool	7,840	7%	4	5,174	5%	4
Standing Dead Tree Removal - City Tree	5,018	5%	6	4,117	4%	5

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## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
Expenditures (\$ millions) <sup>2</sup>	\$379.6	\$382.7	\$393.7	\$313.2	\$362.0	\$291.9	\$141.7	\$143.7
Revenues (\$ millions)	\$110.2	\$59.0	\$63.9	\$72.6	\$72.6	\$83.6	\$21.2	\$25.2
Personnel (Total FT and FTE)	7,395	7,242	6,364	5,316	5,475	4,537	6,679	5,547
Full-time personnel	3,760	3,581	3,354	2,681	2,916	2,885	3,474	3,280
Full-time equivalent (FTE) personnel	3,635	3,661	3,010	2,635	2,559	1,652	3,205	2,267
- Parks Opportunity Program (POP) participants <sup>3</sup>	2,203	2,053	1,742	1,733	1,394	887	1,808	1,774
Overtime paid (\$000)	\$6,912	\$6,670	\$7,531	*	*	*	\$3,198	\$4,008
Capital commitments (\$ millions)	\$550.6	\$542.1	\$395.9	\$467.5	\$1,054.2	\$296.5	\$170.9	\$57.0
Work Experience Program (WEP) participants assigned	542	59	87	*	*	*	44	606

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

<sup>3</sup> 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

- 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 better align annual goals with projected activity. As a result, the target for the Department was increased by 10,000 trees and reduced by the same amount for its partners.
- The Department revised four-month Fiscal 2011 data for 'attendance at historic house museums' and four-month and annual data for 'summonses issued.'
- Parks also updated Fiscal 2011 annual membership data for recreation centers and for the number of members who are youths/children.

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For more information please visit the website at: [www.nyc.gov/parks](http://www.nyc.gov/parks)

## 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 FY12** – the target for Fiscal 2012 (July 2011 through June 2012) based on the City's January 2012 Financial Plan.
  - **FY13** – the target for Fiscal 2013 (July 2012 through June 2013) based on the City's January 2012 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](http://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. **311 Customer Service Center Requests for Service** – for 12 agencies which handle 311 service requests, a table lists the year's top five service request (SR) types generated by calls to the City's 311 Customer Service Center, 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. **311 Customer Service Center Inquiries** – a table lists the period's top five categories of agency-related inquiries received by the City's 311 Customer Service Center.
14. **Agency Resources** – an overview of an agency's current and historical resources that affect performance.
15. **Noteworthy Changes, Additions or Deletions** – details and explanations of changes to agency performance statistics.
16. **Hyperlinks** – a working connection that the online reader can use to reach the agency's website for additional information. These hyperlinks are located within agency MMR chapters to take the reader to related information directly, and at the end of chapters to reach the agency's home page.

## 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](http://NYC.gov).

[Preliminary Fiscal 2012 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 2011 MMRs and PMMRs;

[Additional Tables](#) - provides additional agency data that is not available in the main portion of the Preliminary Mayor's Management Report.





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# 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 44 agencies and organizations are included. While not all agency activities are represented, those that have a direct impact on citizens - including the provision of fundamental support services to other agencies involved in serving citizens - 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:

1. The trend in actual performance over the past five fiscal years.
2. Numeric targets, if appropriate, which allow for 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.
3. In the preliminary MMR, actual results are shown for the first four months of the current and preceding fiscal years, in addition to the three previous full 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.



In addition to the information provided in the main MMR, three important types of related information are available through the MMR web page at [NYC.gov/operations](http://NYC.gov/operations):

1. 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](http://NYC.gov).
2. Definitions of each agency performance measure, including the data source.
3. Additional tables showing special information of interest across agencies, not otherwise represented in the main report. Topics include workforce absence rates, vehicle fleets, and budgetary units of appropriation.

Each agency chapter in the Mayor's Management Report includes a separate "Noteworthy Changes" section where revisions to previously published MMRs are explained.

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

## NYCStat and the MMR

The components of NYCStat are as follows:

1. **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 are 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 citizens.
2. **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.
3. **Mayor's Management Report (MMR).** NYCStat is the user's quickest link to the twice-yearly MMR, including the additional information described in the first section of this Introduction.
4. **My Neighborhood Statistics (MNS).** Community-level information for approximately 60 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.
5. **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.
6. **311 Information.** Data derived from the 311 Customer Service Center includes:
  - a. 311 Performance Reports/Most Frequent Inquiries. Basic data on 311 Customer Service Center operations, including the most frequent inquiries, trends in daily call volumes and service levels.





- b. 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.
7. **NYC Feedback: Citywide Customer Survey Results.** Results of the 2008 survey of New Yorkers' opinions on the delivery of City services, including results within each Community Board.
8. **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.
9. **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 CPR and the MMR are as follows:

1. 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.
2. 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 improved information technology; the inclusion of many 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 citizens.

The Agency Performance Reporting online tool includes more than 500 performance measures, all of which 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 also appear in the MMR.

Since the critical indicators receive real-time updates in the NYCStat system, their progress can 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 [www.nyc.gov/nycstat](http://www.nyc.gov/nycstat).



## CUSTOMER SERVICE

Since May 2008, the Mayor's Office of Operations has partnered with City agencies to improve customer service across all delivery channels. In Fiscal 2010 the following data for each agency providing customer service was included in their respective MMR chapters:

- average response times for email correspondence, letter correspondence, walk-in facilities and call centers;
- agency performance regarding 311 service requests from the public; and
- requests for interpretation by limited-English proficient customers.

The 311 service request (SR) data includes agency performance against stated service level agreements. A customer who calls 311 or uses 311 online to request a service from a City agency is given a unique number. Customers can follow up on their requests using this number.

Each SR has an associated service level agreement (SLA) including a timeline for the SR to be addressed by the City. The MMR presents SLA statistics on agency performance within the agency's top 5 most frequently requested SRs for all agencies that accept 311 service requests.

In Fiscal 2011 the Office of Operations launched an extension of its NYCStat portal with the development of the CPR: Customer Service Reporting site. This site allows the public to review and compare customer service performance across agencies on a monthly, quarterly or annual basis. This site is available on the Office of Operations website, [www.nyc.gov/operations](http://www.nyc.gov/operations).

# HEALTH, EDUCATION AND HUMAN SERVICES

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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 harmful alcohol and drug use and 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; three year-round immunization walk-in clinics; five TB/chest centers; nine STD clinics; HIV prevention and control services; health services at more than 1,500 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 obesity- and 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 male condoms distributed increased by 19.6 percent during the first 4 months of Fiscal 2012 from the same period last year. The Department changed the manufacturer it used last year and shipments were delayed as a result. The new manufacturer increased shipments to make up for this delay in the current fiscal year, which accounts for the increase.
- Reported syphilis cases fell by 19.3 percent during the first 4 months of Fiscal 2012 compared with the first 4 months of Fiscal 2011.
- The number of new children receiving services from the Early Intervention Program (EIP) decreased by 13 percent in Fiscal 2012 from the same period last year. The Department attributes this to both a decline in referrals, mirroring a statewide trend, and to the strengthened eligibility criteria implemented by NYS DOH in June 2010 regulations.
- The number of individuals in the assisted outpatient mental health treatment program (AOT) dropped from 1,387 in the first 4 months of Fiscal 2011 to 1,222 in Fiscal 2012. The Department attributes this to several factors including increased complexity to acquire medical records for the AOT petition and adjustments to hospital procedures that resulted from the transfer of program administration from HHC to DOHMH.
- During the first 4 months of Fiscal 2012, new child lead poisoning cases decreased by 22 percent among children less than 18 years requiring environmental intervention (blood lead level of 15µg/dL or higher), and 21 percent among children aged 6 months to 6 years with elevated blood lead levels (10 µg/dL or higher), compared to the same period in Fiscal 2011. The decrease reflects the continued success of the city's lead poisoning prevention activities.
- During the first 4 months of Fiscal 2012, the proportion of restaurants inspected increased 27 percentage points to 64.4 percent compared to the same period last year. The Department now inspects restaurants performing poorly on sanitary inspections more frequently in accordance with the new restaurant grading initiative.
- The Department received 381 child care site complaint during the first 4



months of Fiscal 2012, down from 543 received in the same period last year. This represents a 29 percent decline in complaints.

- Pest control complaints declined by 10.7 percent; and initial inspections decreased by 19.5 percent in the first 4 months of Fiscal 2012 compared from the same period in Fiscal 2011, falling to approximately 31,000, compared to 38,000 during the first 4 months of Fiscal 2011. In the past year, the Department's indexing program in the Bronx focused on neighborhoods with high initial inspection failure rates, resulting in fewer properties indexed overall. In addition, the decrease in complaints resulted in fewer complaint-based inspections.
- Initial pest control inspections with signs of active rats increased by nearly 3 percentage points to 12.3 percent compared to the same period last year. The Department focused on properties with higher failure rates in the Bronx in the first four months of Fiscal 2012 while Manhattan properties were indexed for the first time during the first four months of Fiscal 2011.
- The Office of Vital Records continues to improve the average response time for requests for birth and death certificates by actively promoting orders online. In doing so, the Office has increased utilization of online applications which are less time-consuming to fulfill, contributing to improved turnaround times.
- The average call time to the Department's call center decreased from 527 seconds in the first four months of Fiscal 2011 to 116.5 for the same period in Fiscal 2012. Requests for vital records information are now routed through an interactive voice response system (IVR) instead of going directly to the call center. The IVR provides callers messages and prompts for self-service with an option to speak to an agent if needed.

## Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	Updated FY13		
★ Adults who smoke (%) (CY)	15.8%	15.8%	14.0%	12.0%	11.0%	NA	NA
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	65.6%	66.0%	67.5%	80.0%	73.0%	NA	NA
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	32.6%	31.6%	30.3%	29.0%	29.0%	NA	NA
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	56.6%	52.6%	62.3%	64.0%	67.0%	NA	NA
★ Hospitalization rate for asthma among children ages 0-14 (per 1,000 children) (CY) (preliminary)	5.2	5.2	5.5	4.7	4.7	NA	NA
★ Infant mortality rate (per 1,000 live births) (CY)	5.5	5.3	4.9	4.7	4.7	NA	NA
★ Children in the public schools who have completed required immunizations (%)	98.8%	98.8%	98.8%	98.8%	99.0%	91.8%	96.7%
Number of male condoms distributed (000)	41,838	36,838	36,309	36,000	37,000	11,879	14,203
Number of New Yorkers who die from HIV/AIDS (CY)	1,073	933	832	875	875	NA	NA
★ New adult AIDS cases diagnosed (CY) (preliminary)	3,266	2,947	2,483	*	*	NA	NA
Persons diagnosed, living and reported with HIV/AIDS (CY)	106,584	108,791	110,736	*	*	NA	NA
★ HIV tests conducted (preliminary)	278,222	286,168	256,605	250,000	250,000	NA	NA
Unduplicated clients enrolled in HIV/AIDS (Ryan White) health and supportive services (FY March - February) (000)	88.0	87.7	81.4	75.5	75.0	NA	NA
★ Syphilis cases	1,075	975	959	*	*	347	280
★ New tuberculosis cases (CY) (preliminary)	895	760	711	*	*	245	221
Patients who complete treatment for active tuberculosis (%) (CY)	94.0%	90.5%	91.0%	93.0%	93.0%	90.3%	93.0%

★ 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.**

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
				FY12	FY13	FY11	FY12
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health, and dental)	838,467	817,012	803,871	*	*	283,546	290,354
New children receiving services from the Early Intervention Program	16.9	17.0	15.4	*	*	5.4	4.7
All children receiving services from the Early Intervention Program	32.7	34.9	33.9	*	*	NA	NA
Adult New Yorkers without a regular doctor (%) (CY)	15.6%	18.1%	16.7%	*	*	NA	NA
Screening rates for breast cancer (CY)	77.8%	78.5%	76.7%	80.0%	80.0%	NA	NA
Screening rates for cervical cancer (CY)	82.5%	81.6%	78.4%	83.0%	82.0%	NA	NA
Calls to LifeNet (000)	94.5	97.2	92.9	*	*	32.0	31.0
Individuals in the assisted outpatient mental health treatment program	1,274	1,344	1,315	*	*	1,387	1,222
Units of supportive housing available to persons with severe mental illness (000)	4.3	4.5	4.7	5.1	5.3	4.6	4.8
New buprenorphine patients	6,733	7,006	7,238	7,500	8,000	2,133	1,820
★ Deaths from unintentional drug overdose	631	624	549	*	*	NA	NA
Alcohol-attributable mortality (CY)	1,703	1,675	1,629	*	*	NA	NA

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

✓ **Improve environmental health and safety.**

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
				FY12	FY13	FY11	FY12
Childhood blood lead levels - New cases among children less than 18 years requiring environmental intervention for lead poisoning	500	532	470	*	*	207	162
- Primary address inspected within 5 business days (%)	90.4%	86.9%	85.0%	90.0%	90.0%	84.0%	88.7%
★ - 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	1,455	1,398	1,319	*	*	584	461
Day Care site complaints received	1,525	1,416	1,325	*	*	543	381
Day care initial site inspections	15,989	20,280	21,610	*	*	7,130	6,985
Restaurants inspected (%)	99.1%	99.7%	99.8%	100.0%	100.0%	37.3%	64.4%
Restaurants scoring an 'A' grade (%)	NA	NA	83.8%	*	*	79.8%	82.9%
★ Pest control complaints received by DOHMH (000)	22.1	21.8	22.5	*	*	9.2	8.2
Initial pest control inspections (000)	89	85	114	*	*	38	31
Initial Inspections with active rat signs (ARS) (%)	13.1%	15.1%	9.8%	*	*	9.6%	12.3%
★ Compliance inspections found to be rat free (%)	40.8%	43.5%	47.1%	*	*	45.6%	47.5%
Dog licenses issued (000)	101.0	99.4	97.6	105.0	105.0	35.1	31.9

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

✓ **Provide high quality and timely services to the public.**

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
				FY12	FY13	FY11	FY12
★ Average response time for birth certificates by mail/online (days)	5.1	5.7	4.4	5.0	5.0	4.2	4.1
★ Average response time for death certificates by mail/online (days)	12.0	9.8	7.1	8.0	8.0	6.8	4.9

★ 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.

Indicator	DOHMH	Citywide	DOHMH	Citywide	DOHMH	Citywide
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Change Jul-Oct FY11 to FY12	Change Jul-Oct FY11 to FY12
Average call wait time (min:sec)	8:47	1:38	1:57	1:47	-78%	10%
Average response time for email correspondence (days)	20	5	35	8	75%	60%
Average response time for letters/mail correspondence (days)	61	11	43	9	-30%	-18%
Service requests meeting expected time of action (%)	NA	82.2%	92.3%	89.7%	NA	9%
Number of 311 inquiries (to MMR agencies)	130,325	2,467,532	163,429	2,245,344	25%	-9%

## 311 Customer Service Center Inquiries

Top DOHMH-related Inquiries	Total	% of DOHMH	Rank in # of	Total	% of DOHMH	Rank in # of
	Jul-Oct FY11	Inquiries in Jul-Oct FY11	Calls in Jul-Oct FY11	Jul-Oct FY12	Inquiries in Jul-Oct FY12	Calls in Jul-Oct FY12
Birth Certificate from 1910 to Present	14,996	12%	1	17,091	10%	1
Rodent Complaint - Other Location	9,511	7%	2	8,588	5%	2
Animal - Injured or Sick - Stray Dog or Cat	NA	NA	NA	6,849	4%	3
Status of a Birth Certificate Order	4,203	3%	6	5,752	4%	4
LifeNet	6,865	5%	4	5,309	3%	5

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
Expenditures (\$ millions) <sup>2</sup>	\$1,646.3	\$1,619.9	\$1,564.3	\$1,521.8	\$1,581.5	\$1,455.2	\$1,006.2	\$861.2
Revenues (\$ millions)	\$65.3	\$69.2	\$79.0	\$33.6	\$32.8	\$35.7	\$24.0	\$11.3
Personnel	6,073	5,578	5,270	5,393	5,870	5,302	5,445	5,189
Overtime paid (\$000)	\$6,216	\$7,772	\$5,416	*	*	*	\$1,449	\$2,320
Capital commitments (\$ millions)	\$51.1	\$50.5	\$138.9	\$80.0	\$300.9	\$12.7	\$114.4	\$12.4
Human services contract budget (\$ millions)	\$947.8	\$934.4	\$900.9	\$905.3	\$865.9	\$878.9	\$274.1	\$262.2
Work Experience Program (WEP) participants assigned	188	293	38	*	*	*	175	60

<sup>1</sup>January 2012 Financial Plan

<sup>2</sup>"NA" - Not Available in this report

<sup>3</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.





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## Noteworthy Changes, Additions or Deletions

- The data for the indicator ‘New Buprenorphine Patients’ represents the data currently available from the state covering the first 3 months of Fiscal 2012. Reporting will be updated in the Fiscal 2012 Mayor’s Management Report.
- This report includes a new restaurant grading indicator ‘Restaurants with ‘A’ grade (%)’ that replaces ‘Food Service Establishments scoring 28 or more points on initial inspection (‘C’ grade equivalent).’ Due to data availability, the report includes a snapshot of the value taken at the end of the calendar years for both Fiscal 2011 and 2012.
- There have been changes made to the names of the indicators covering the Early Intervention Program (EIP). The indicator ‘Children with Initial Early Intervention Program service plans (CY)’ is now called ‘New children receiving services from the Early Intervention Program’ and the indicator ‘Children authorized for Early Intervention services during the year (CY)’ is now ‘All children receiving services from the Early Intervention Program.’ Both changes have been made to better reflect the data that is being collected.
- The Department revised its calculation method for the measure of ‘Units of supportive housing available to persons with severe mental illness (000)’ to reflect only those units that NYC DOHMH oversees. Previously this indicator counted City-overseen units and units overseen by the New York State Office of Mental Health, which the Department does not fund, control or oversee. The new methodology will provide a clearer picture of progress made in supportive housing units overseen by NYC DOHMH.

For more information please visit the website at: [www.nyc.gov/doh](http://www.nyc.gov/doh)





# 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.

### 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.

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### 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.

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### Preliminary Performance Highlights

- In the first four months of Fiscal 2012, most OCME performance indicators declined, with median time for completing an autopsy report increasing by 43 percent (attributable to longer turn-around for toxicology reports). DNA reporting times also increased in most areas, with the laboratory beginning to have a slight backlog in the processing of sexual assault cases, its first in years. Only the time to process DNA homicide cases and the number of DNA matches with profiles in the database improved compared to the comparable Fiscal 2011 period. As it expected, OCME is not meeting its targets for most indicators, and is not likely to do so in the remainder of the year. OCME attributes the declines in its metrics to reduced staffing throughout the agency. Numerous measures have been applied to stabilize critical areas, and OCME will continue to seek efficiencies to avoid service cuts.



## Performance Report

### ✓ Perform forensic investigations.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Median time for MLI scene arrivals (hours)	1.6	1.6	1.7	*	*	1.6	1.8
★ Median time to complete autopsy reports (days)	48.0	53.5	61.5	51.0	51.0	50.5	72.0
Median time to process cremation requests (hours)	0.9	1.2	1.2	1.5	1.5	1.0	1.2
★ Median time to complete toxicology cases (days)	30.5	35.0	40.5	28.0	28.0	29.5	64.0
Median time to complete toxicology sexual assault cases (days)	17.5	17.0	21.0	17.0	17.0	15.0	23.0
Median time to complete toxicology DUI cases (days)	13.5	13.0	16.0	10.0	10.0	14.0	13.5
Average days to complete analysis of a DNA case	89.8	76.0	83.0	75.0	75.0	74.0	78.0
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	97.0	112.0	114.0	90.0	90.0	116.0	90.0
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	70.5	58.0	65.0	*	*	54.0	57.0
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	17.5	19.0	27.0	50.0	50.0	22.0	36.0
DNA matches with profiles in database	1,264	1,264	1,629	*	*	521	598

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Remains recovered following a disaster or mass fatality incident (cumulative)	21,745	21,813	21,818	*	*	21,813	21,818
Remains identified following a disaster (cumulative)	12,762	12,770	12,810	*	*	12,770	12,811

★ 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.

Indicator	OCME	Citywide	OCME	Citywide	OCME	Citywide
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Change Jul-Oct FY11 to FY12	Change Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	1	5	1	8	0%	60%
Average response time for letters/mail correspondence (days)	13	11	14	9	8%	-18%
Number of 311 inquiries (to MMR agencies)	737	2,467,532	679	2,245,344	-8%	-9%





## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of OCME Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of OCME Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<b>Top OCME-related Inquiries</b>						
<i>Death Inquiries</i>	478	65%	1	432	64%	1
<i>Proof of Death</i>	106	14%	2	124	18%	2
<i>Autopsy Report</i>	98	13%	3	73	11%	3
<i>Cremation Inquiries</i>	47	6%	4	45	7%	4
<i>World Trade Center DNA Samples</i>	8	1%	5	5	1%	5

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$79.1	\$65.6	\$62.6	\$60.9	\$69.1	\$59.3	\$16.0	\$22.9
<i>Revenues (\$000)</i>	\$6	\$2	\$39	\$503	\$503	\$503	\$1	\$36
<i>Personnel</i>	652	652	606	691	675	620	625	596
<i>Overtime paid (\$000)</i>	\$1,383	\$1,791	\$1,897	*	*	*	\$452	\$735

<sup>1</sup> January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/ocme](http://www.nyc.gov/ocme)





# 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.

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## 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 70 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.

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## 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 to the end of the first quarter of Fiscal 2012 remained at 72.1 percent and surpassed the Corporate target of 70 percent. All HHC hospitals have individual programs and outreach activities (e.g., health fairs, newsletters) that focus on women's health needs. In addition, the "Give your Mother a Gift" mammogram campaign provides mammograms at no cost to eligible patients every year during the month of May.
- HHC's general care average length of stay (excluding psychiatry and rehabilitation) continues to better the Corporate target of 4.7 days with a performance of 4.6 days at the end of the first four months of Fiscal 2012. The low average length of stay has been sustained from last year through process improvements in admissions and discharge planning which contribute to operational efficiencies.
- 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.
- The average time for a primary care clinic visit for pediatric, adult and women's health primary care services increased in the first four months of Fiscal 2012 as compared to the same period last year. Visit cycle time for pediatric patients increased 10 percent to 66 minutes, adult medicine cycle time increased 13 percent to 69 minutes and women's health visits took 18 percent longer, increasing to 71 minutes. The increase may be attributed to a number of factors including a higher proportion of new patients, which require longer visits and temporary staffing vacancies which have been filled since the close of the reporting period.
- As a result of operational efficiency, the net days of revenue for accounts receivable decreased steadily from 53.6 days in the first quarter of Fiscal 2011 to 50.3 days in the first quarter of Fiscal 2012.



## 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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY12	FY13	FY11	FY12	FY11	FY12	
★ Percentage of prenatal patients retained in care through delivery	89.2%	86.5%	86.4%	90.0%	90.0%	89.6%	89.1%
★ Percent of eligible women aged 40-70 receiving a mammogram screening from HHC	71.0%	72.8%	72.0%	70.0%	70.0%	72.1%	72.1%
★ Percent of HIV patients using dedicated HIV clinics	99.3%	99.2%	99.2%	99.0%	99.0%	99.2%	99.4%
Percent of two-year olds immunized	97.0%	96.5%	97.0%	98.0%	98.0%	NA	NA
★ General Care average length of stay (days)	4.6	4.6	4.6	4.7	4.7	4.6	4.6
★ Emergency room revisits for adult asthma patients (%)	4.7%	5.1%	5.1%	5.0%	5.0%	5.8%	5.8%
★ Emergency room revisits for pediatric asthma patients (%)	3.3%	3.2%	2.7%	3.2%	3.2%	2.3%	2.7%
Percent of adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days	5.2%	5.1%	4.8%	5.0%	5.0%	5.3%	5.5%
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine	60.0	59.0	61.0	60.0	60.0	61.0	69.0
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine	61.0	58.0	60.0	60.0	60.0	60.0	66.0
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health	60.0	61.0	61.0	60.0	60.0	60.0	71.0
★ Uninsured patients served	452,576	477,957	NA	*	*	NA	NA
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	436,526	474,118	498,324	450,000	450,000	478,356	502,688
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	355,172	383,797	401,967	370,000	370,000	388,238	404,778
★ Net days of revenue for accounts receivable	56.3	55.5	52.3	56.0	56.0	53.6	50.3

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

## 311 Customer Service Center Inquiries

Top HHC-related Inquiries	Total Jul-Oct FY11	% of HHC Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of HHC Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Find a Public Hospital	19,305	70%	1	13,549	67%	1
Find a Child Health Clinic	1,141	4%	2	774	4%	2
Immunization 19 and Older	1,012	4%	3	731	4%	3
Become a Nurse	939	3%	4	581	3%	4
Immunization Multiple Individuals	712	3%	5	561	3%	5



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
Expenditures (\$ millions) <sup>2</sup>	\$5,955.4	\$6,113.4	\$6,294.7	\$6,719.0	\$6,703.7	\$6,746.2	\$1,966.4	\$2,181.5
Revenues (\$ millions)	\$6,188.8	\$6,478.7	\$6,847.9	\$7,221.7	\$7,346.4	\$6,852.0	\$2,364.6	\$2,842.1
Personnel	40,834	39,872	38,898	38,129	38,298	37,748	39,573	38,726
Overtime paid (\$000)	\$106,986	\$123,086	\$125,948	*	*	*	\$43,373	\$45,894
Capital commitments (\$ millions)	\$229.5	\$124.4	\$147.4	\$219.3	\$554.2	\$117.1	\$61.2	\$65.8

<sup>1</sup>January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/hhc](http://www.nyc.gov/hhc)







# DEPARTMENT OF EDUCATION

Dennis M. Walcott, 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.

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## 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 nearly 1,600 schools, and employs approximately 74,000 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.

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## Preliminary Performance Highlights

- Progress Report results are now available for the 2010-11 School Year. Performance remained relatively stable, even as the Department and New York State tightened practices and raised graduation standards. 61.4 percent of schools received an A or B on school Progress Reports in School Year 2010-2011, a slight decline from 62.3 percent in School Year 2009-2010. The percent of schools that received a D or F went up by 4.3 percentage points to 10 percent.
- Average daily attendance rates remained flat from the reporting period of September-October 2010 to the reporting period of September-October 2011. The number of students with 90 percent or better attendance increased slightly during the same period.
- Students receiving special education services (preliminary unaudited) declined slightly to 193,583 for the reporting period of September/October 2011.
- Fiscal 2010 data on average expenditure per student, which is now available, increased by nearly 3 percent, from \$17,929 in Fiscal 2009 to \$18,419 in Fiscal 2010.
- The total number of teachers declined by nearly 2 percent, from 75,145 for the reporting period of September-October 2010 to 73,714 for the reporting period of September-October 2011. The number of teachers with 5 or more years teaching experience increased by 2.3 percentage points over the same time period.
- There were 6,000 more parent coordinator workshops held for parents during the first four months of Fiscal 2012 than during the prior period.
- School safety results were mixed during the reporting period. The number of incidents in the "Seven major crimes" and "Other incidents" categories



increased by 17.4 percent to 202 and 7.6 percent to 1,046, respectively. The number of incidents in “Other criminal categories” declined by nearly 9 percent to 595.

- Updated ‘(preliminary unaudited) class size’ figures increased across all grade levels during the reporting period. Figures with audited register and scheduling data will be reported in the Fiscal 2012 Mayor’s Management Report.

## Performance Report

### ✓ Improve academic performance.

	Actual			Target		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY13		
<i>Performance Statistics</i>							
★ Percent of schools with scores of Well Developed on Quality Reviews	48.1%	43.8%	14.3%	*	*	NA	NA
★ Percent of schools with scores of Proficient on Quality Reviews	44.8%	50.9%	45.3%	*	*	NA	NA
★ Percent of schools with scores of Developing on Quality Reviews	4.8%	3.3%	35.4%	*	*	NA	NA
★ Percent of schools with scores of Underdeveloped on Quality Reviews	2.2%	2.0%	5.0%	*	*	NA	NA
★ Percent of schools receiving an A on school Progress Report	75.1%	28.8%	27.2%	*	*	NA	NA
★ Percent of schools receiving a B on school Progress Report	17.0%	33.5%	34.2%	*	*	NA	NA
★ Percent of schools receiving a C on school Progress Report	5.7%	32.0%	28.6%	*	*	NA	NA
★ Percent of schools receiving a D on school Progress Report	1.9%	4.7%	7.1%	*	*	NA	NA
★ Percent of schools receiving an F on school Progress Report	0.2%	1.0%	2.9%	*	*	NA	NA
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000) (Preliminary unaudited)	1,029.5	1,036.7	1,043.8	*	*	1,008.1	1,006.0
★ Average daily attendance (%)	90.0%	90.7%	90.5%	90.0%	90.0%	92.2%	92.4%
- Elementary/middle (%)	92.4%	93.3%	93.1%	92.0%	92.0%	95.0%	95.3%
- High school (%)	84.3%	86.9%	86.5%	83.0%	83.0%	86.2%	86.2%
Students with 90% or better attendance rate (%)	69.8%	74.3%	73.9%	72.0%	72.0%	79.4%	80.1%
★ Students in grades 3 to 8 meeting or exceeding standards - English Language Arts (%)	68.8%	42.4%	43.9%	62.0%	62.0%	NA	NA
★ - Math (%)	81.8%	54.0%	57.3%	78.0%	78.0%	NA	NA
Students in grades 3 to 8 scoring below standards progressing into a higher level - English Language Arts (%)	78.8%	25.7%	50.3%	*	*	NA	NA
- Math (%)	68.6%	30.5%	54.9%	*	*	NA	NA
Students in grades 3 to 8 progressing from below standards to meeting standards - English Language Arts (%)	37.9%	5.9%	18.4%	*	*	NA	NA
- Math (%)	38.6%	4.3%	24.3%	*	*	NA	NA
Students in grades 1 to 9 promoted (%)	97.7%	93.2%	93.7%	98.0%	98.0%	NA	NA
Students in the graduating class taking required Regents examinations	53,087	55,378	NA	45,000	45,000	NA	NA
Students passing required Regents examinations (%)	66.4%	70.8%	NA	66.0%	66.0%	NA	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	84.6%	87.4%	NA	82.0%	82.0%	NA	NA
- Math (%)	80.6%	82.2%	NA	79.0%	79.0%	NA	NA
- United States history and government (%)	82.1%	83.6%	NA	76.0%	76.0%	NA	NA
- Global history (%)	72.5%	76.7%	NA	71.0%	71.0%	NA	NA
- Science (%)	76.1%	80.6%	NA	76.0%	76.0%	NA	NA
Students in graduating class with a 55 to 100 passing score on the Regents Examination - English (%)	91.2%	91.8%	NA	93.0%	93.0%	NA	NA
- Math (%)	92.3%	91.9%	NA	96.0%	96.0%	NA	NA
- United States history and government (%)	92.0%	91.7%	NA	96.0%	96.0%	NA	NA
- Global history (%)	87.0%	87.9%	NA	90.0%	90.0%	NA	NA
- Science (%)	91.0%	91.6%	NA	92.0%	92.0%	NA	NA
★ Percent of all students in cohort graduating from high school in 4 years (NYSED)	59.0%	61.0%	NA	*	*	NA	NA

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



Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Percent of all students in cohort graduating from high school in 6 years (NYSESED)	NA	NA	NA	*	*	NA	NA
★ Percent of students with disabilities in cohort graduating from high school in 4 years (NYSESED)	24.7%	27.9%	NA	*	*	NA	NA
★ Percent of students with disabilities in cohort graduating from high school in 6 years (NYSESED)	NA	NA	NA	*	*	NA	NA
★ Percent of all students in cohort dropping out from high school in 4 years (NYSESED)	11.8%	12.1%	NA	*	*	NA	NA
Percent of all students in cohort dropping out from high school in 6 years (NYSESED)	NA	NA	NA	*	*	NA	NA
★ Percent of students with disabilities in cohort dropping out from high school in 4 years (NYSESED)	21.0%	20.9%	NA	*	*	NA	NA
Percent of students with disabilities in cohort dropping out from high school in 6 years (NYSESED)	NA	NA	NA	*	*	NA	NA
Students enrolled as English Language Learners (000)	149	165	164	*	*	NA	NA
English Language Learners testing out of ELL Programs (%)	15.1%	15.4%	16.4%	17.0%	17.0%	NA	NA
★ English Language Learners testing out of ELL programs within 3 years (%)	50.6%	54.1%	51.5%	55.0%	55.0%	NA	NA
Students receiving special education services (Preliminary unaudited)	206,760	213,831	220,289	*	*	195,609	193,583
Special education enrollment - school-age	184,020	190,092	194,503	*	*	179,838	177,380
- Public school	162,034	166,761	169,948	*	*	163,543	162,069
- Non-public school	21,986	23,331	25,253	*	*	16,295	15,311
Special education enrollment - pre-school	22,740	23,739	25,786	*	*	15,771	16,203
- Public school	781	748	699	*	*	313	302
- Non-public school	21,959	22,991	25,087	*	*	15,458	15,901
Students recommended for special education services	23,050	22,967	15,528	*	*	4,473	4,708
Students no longer in need of special education services	6,183	6,469	6,438	*	*	2,142	2,389
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	73.2%	20.0%	36.4%	*	*	NA	NA
★ - Math (%)	60.1%	23.2%	42.0%	*	*	NA	NA
Schools Under Registration Review	20	14	NA	*	*	NA	NA
Average lunches served daily	623,039	642,264	648,141	*	*	666,606	662,316
Average breakfasts served daily	205,317	220,923	224,623	*	*	219,368	217,981
Average expenditure per student (\$)	\$17,929	\$18,419	NA	*	*	NA	NA
- Elementary school (\$)	\$18,265	\$18,617	NA	*	*	NA	NA
- Middle school (\$)	\$17,582	\$17,972	NA	*	*	NA	NA
- High school (\$)	\$15,648	\$16,152	NA	*	*	NA	NA
- Full-time special education (District 75) (\$)	\$69,376	\$72,718	NA	*	*	NA	NA
Average direct services to schools expenditure per student (\$)	\$16,510	\$16,541	NA	*	*	NA	NA

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

✓ **Ensure principal and teacher quality.**

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Teachers	79,021	76,795	74,958	*	*	74,958	73,714
Teachers with 5 or more years teaching experience (%)	64.4%	69.2%	72.2%	*	*	72.3%	74.6%
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 (%)	53.5%	59.7%	61.3%	*	*	NA	NA
Teachers absent more than 10 days (%)	12.9%	12.6%	12.8%	*	*	1.2%	1.3%

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



✓ **Promote parental involvement in education.**

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
				FY12	FY13	FY11	FY12
Phone calls responded to by parent coordinator (000)	2,006	1,973	1,613	1,500	1,500	434	265
Parent walk-ins receiving parent coordinator assistance (000)	794	857	735	759	759	202	104
Parent coordinator workshops held for parents (000)	35	26	34	35	35	4	10
Parents attending parent coordinator workshops (000)	670	595	459	600	600	133	48
Parents attending parent-teacher conferences (000)	1,167	792	639	1,282	1,282	91	33

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

✓ **Ensure school safety.**

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
				FY12	FY13	FY11	FY12
★ School safety - Seven Major Crimes	902	839	801	*	*	172	202
★ - Other criminal categories	3,559	3,302	3,089	*	*	653	595
★ - Other incidents	5,843	5,354	5,119	*	*	972	1,046

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
				FY12	FY13	FY11	FY12
★ Average class size (end of October) (Preliminary Unaudited) - Kindergarten	20.7	21.7	22.1	*	*	22.0	22.8
★ - Grade 1	21.3	22.0	22.9	*	*	22.9	24.0
★ - Grade 2	21.4	22.2	23.2	*	*	23.2	24.2
★ - Grade 3	21.9	22.5	23.7	*	*	23.8	24.6
★ - Grade 4	23.4	24.4	25.0	*	*	25.0	25.3
★ - Grade 5	24.2	24.8	25.4	*	*	25.4	25.7
★ - Grade 6	25.6	26.1	26.2	*	*	26.3	27.0
★ - Grade 7	26.5	26.8	27.1	*	*	27.1	27.2
★ - Grade 8	26.8	27.5	27.3	*	*	27.4	27.4
Schools that exceed capacity - Elementary schools (%)	28.0%	31.0%	32.0%	*	*	NA	NA
- Middle schools (%)	12.0%	9.0%	12.0%	*	*	NA	NA
- High schools (%)	37.0%	37.0%	37.0%	*	*	NA	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	22.0%	24.0%	26.0%	*	*	NA	NA
- High schools (%)	52.0%	53.0%	55.0%	*	*	NA	NA
Total new seats created	14,329	18,525	5,593	8,911	9,137	0	0
Hazardous building violations total backlog	163	204	108	*	*	135	126
★ School building ratings - Good condition (%)	1.7%	1.7%	1.3%	*	*	NA	NA
★ - Fair to good condition (%)	46.2%	47.2%	50.0%	*	*	NA	NA
★ - Fair condition (%)	52.0%	51.0%	48.5%	*	*	NA	NA
★ - Fair to poor condition (%)	0.2%	0.1%	0.1%	*	*	NA	NA
- Poor condition (%)	0.0%	0.0%	0.0%	*	*	NA	NA

★ Critical Indicator "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.

Indicator	DOE	Citywide	DOE	Citywide	DOE Change	Citywide
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Jul-Oct FY11 to FY12	Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	7	5	10	8	43%	60%
Average response time for letters/mail correspondence (days)	7	11	6	9	-14%	-18%
Number of 311 inquiries (to MMR agencies)	107,083	2,467,532	74,241	2,245,344	-31%	-9%

## 311 Customer Service Center Inquiries

Top DOE-related Inquiries	Total	% of DOE	Rank in # of	Total	% of DOE	Rank in # of
	Jul-Oct FY11	Inquiries in Jul-Oct FY11	Calls in Jul-Oct FY11	Jul-Oct FY12	Inquiries in Jul-Oct FY12	Calls in Jul-Oct FY12
Find a School	21,188	20%	1	12,474	17%	1
Public School Calendar	13,907	13%	2	7,981	11%	2
Find a School Zone	8,097	8%	3	7,950	11%	3
Find a School District by Location	5,230	5%	4	3,849	5%	4
Pre-Kindergarten (UPK) School Information	3,828	4%	6	3,203	4%	5

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
Expenditures (\$ millions) <sup>2</sup>	\$17,903.1	\$18,498.5	\$18,938.9	\$19,423.3	\$19,463.8	\$19,633.5	\$5,741.5	\$6,328.1
Revenues (\$ millions)	\$59.7	\$68.1	\$68.3	\$64.9	\$64.9	\$57.9	\$15.8	\$16.2
Personnel	139,208	136,368	134,209	131,282	131,282	130,165	134,385	132,039
Overtime paid (\$000)	\$12,257	\$13,297	\$14,697	*	*	*	\$2,354	\$2,502
Work Experience Program (WEP) participants assigned	139	238	296	*	*	*	260	220

<sup>1</sup> January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: <http://schools.nyc.gov>







# 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 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 increased by 5 percentage points – from 69 percent to 74 percent for the reporting period of July – October 2011.

### 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 FY11	4-Month Actual FY12
	FY09	FY10	FY11	FY12 Updated	FY13		
Total new seats created	14,329	18,525	5,593	8,911	9,137	0	0
★ New schools and additions constructed	23	26	10	12	17	NA	NA
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	95.7%	94.6%	92.9%	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 (\$)	\$427	\$443	\$475	*	*	NA	NA
Average new school construction cost per square foot - Early childhood (\$)	NA	\$628	NA	*	*	NA	NA
- Elementary (\$)	\$551	\$561	\$566	*	*	NA	NA
- Intermediate (\$)	\$571	\$515	NA	*	*	NA	NA
- High school (\$)	\$479	\$586	NA	*	*	NA	NA
★ Capital improvement projects constructed on time or early (%)	77%	83%	69%	80%	80%	69%	74%
★ Capital improvement projects constructed within budget (%)	86%	88%	73%	80%	80%	78%	77%
Ultimate cost of insurance losses as % of construction value (per calendar year)	6.31%	5.96%	NA	*	*	NA	NA

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



## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of SCA Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of SCA Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<b>Top SCA-related Inquiries</b>						
<i>School Construction Complaint</i>	409	84%	1	464	90%	1
<i>School Construction Information</i>	79	16%	2	47	9%	2
<i>Staff Information Provided</i>	NA	NA	NA	2	0%	3

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
<i>Personnel</i>	707	690	674	715	715	715	683	662
<i>Capital commitments (\$ millions)</i>	\$2,632.5	\$2,247.1	\$1,726.2	\$3,262.6	\$2,631.0	\$1,981.9	\$478.4	\$482.6

<sup>1</sup>January 2012 Financial Plan

“NA” - Not Available in this report

<sup>1</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/sca](http://www.nyc.gov/sca)



# 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 self-sufficiency. HRA provides cash assistance and employment services at 24 Job Centers; 16 are Model Offices that streamline workflow and enhance access to services. Family Services Call Center and its satellites and the Special Projects Center provide specialized services. Food stamps are provided at 16 offices (11 are Model Offices and two are for SSI and congregate care cases). HRA offers public health insurance at 15 Medicaid Community Model Offices. HRA provides HASA support services to medically eligible individuals at 12 centers (9 are Model Offices) and adult protective services through 6 borough offices and 6 contracted programs. HRA determines the personal care eligibility of disabled, frail and aged Medicaid recipients at 7 Community Alternative System Agency offices and contracts with 52 vendors for services. 52 State-licensed residential programs, 15 community-based programs, and various HRA programs offer services to victims of domestic violence. HRA assists New York City families in obtaining child support orders and collects 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 referral to mediation 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.

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## Preliminary Performance Highlights

- For the first four months of Fiscal 2012, HRA helped 27,720 clients obtain employment, which is 7.6 percent more than it achieved in the same period in Fiscal 2011. For calendar 2011, HRA increased its annual employment goal from 75,000 to 85,000 clients. Beginning January 2011, the goal includes all clients HRA helps obtain employment, rather than only Cash Assistance recipients. As of October 2011, HRA helped 68,140 clients obtain employment, 8.3 percent more than in the same period in 2010. The percent of Cash Assistance cases that retained employment for 180 days remained above target.
- For the current state fiscal year, ending in March 2012, the City achieved a Safety Net Assistance work participation rate that was above the State requirement of 50 percent, and is, in fact, nearly 2 percent higher than at this time in the previous fiscal year.
- The amount of child support collected increased by 3.6 percent and the percent of current obligations collected increased by 11.1 percent in the July-October period in Fiscal 2012 compared to the same period in the previous fiscal year. This is due to an increase in the number of non-custodial parents paying their child support, an increase in payments obtained through wage withholding, an increase in collections from administrative enforcement efforts such as Federal Tax Offset and NYC Comptroller settlements and an increase in the amount collected per case.
- The number of persons receiving cash assistance decreased slightly as of the end of the first four months of Fiscal 2012, compared to the same point in time in Fiscal 2011. 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 2011 number of cash assistance recipients is the lowest number of recipients since December 1963.
- The number of persons receiving food stamps increased by 2.4 percent during the first four months of Fiscal 2012, compared to the same period in Fiscal 2011. Among these recipients, the number of non-cash assistance persons receiving food stamps increased 4.1 percent. HRA streamlined the application process, which now allows telephone interviews and applications to be submitted via mail, fax and online. HRA has hired



additional eligibility workers and developed partnerships with community organizations to accept applications for electronic submission to HRA.

- The June estimated food stamp error rate for all cases as of the end of Fiscal 2011 was 4.37 percent. For April through August of 2011, City's Food Stamp payment estimated error rate has remained below five percent for the first time since November 2008.
- The number of individuals receiving HIV/AIDS Services Administration's (HASA)/AIDS services increased by 553 people, or 1.6 percent as of October 2011, compared to October 2010.
- During the first four months of Fiscal 2012, the time to complete the review of applications for enhanced housing benefits for HASA clients increased by 2.8 days, or 52.1 percent compared to the first four months of Fiscal 2011, and the time to issue ongoing enhanced housing benefits to eligible clients increased by 2.5 days, or 15.2 percent. Delays in application processing and benefit issuance are due to the transition to a new automated housing benefit application review and issuance process. The new process has resulted in better documentation and increased accountability at all levels of review and supervision. Enhanced housing benefits are still being issued within the mandated thirty days.
- The domestic violence non-residential caseload increased by 7.7 percent by the end of the first quarter of Fiscal 2012, compared to the same point in time in Fiscal 2011.
- The percent of families entering HRA's domestic violence shelters who were found eligible for services at Prevention Assistance in Transition for Homelessness (PATH) increased by 6.8 percentage points during the first four months of Fiscal 2012, compared to the same period in Fiscal 2011. This was due to improved efforts by HRA staff to place eligible clients in domestic violence shelters and use of computerized domestic violence shelter referral and placement system (SORTS). In the shelters, clients receive a full complement of services to support their transition into safety and stability.
- There were 15.8 percent fewer adult protective services assessment cases as of October 2011 compared to October 2010. The number of undercare cases increased by 3.3 percent during the same period. In February 2011, HRA reviewed the adult protective service (APS) vendor assessment process to ensure eligibility criteria were being met. As a result, HRA updated a significant number of vendor assessment cases to undercare cases, leading to a reduction in the number of assessment cases.
- During the first four months of Fiscal 2012, the amounts collected and costs avoided because of efforts to combat Medicaid fraud, waste and abuse increased by 22.7 percent compared to the same period in Fiscal 2011. This increase is due to efforts to increase recoveries from Medicaid Provider compliance audits; a more focused effort on client and provider Medicaid prescription drug fraud investigations; and increased efforts to recover monies owed from collection activities such as Supplemental Needs Trusts, property and negligence liens.



## 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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Clients whom HRA helped obtain employment (000)	78.7	76.8	78.7	*	*	25.8	27.7
★ Percent of HRA clients whom HRA helped obtain employment compared to monthly goal (Calendar year-to-date) (%)	95.4%	99.0%	95.1%	*	*	100.7%	96.2%
Cash assistance cases with an adult head of household who is temporarily or permanently unable to engage in any work or work-related activity (%)	57.0%	56.6%	55.2%	*	*	56.1%	55.4%
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) (%)	62.0%	59.0%	59.9%	50.0%	50.0%	59.8%	61.7%
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	32.3%	35.6%	35.2%	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 (%)	56.1%	53.7%	52.8%	*	*	52.3%	54.9%
Safety net assistance (SNA) single cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)	66.8%	65.6%	64.6%	*	*	64.4%	67.2%
Cash assistance cases that retained employment income 180 days after being placed in a job (Calendar year-to-date average) (%)	80.3%	80.4%	80.0%	75.0%	75.0%	80.8%	80.1%
★ Cash assistance cases that remained closed for 180 days due to employment (Calendar year-to-date average) (%)	79.8%	80.3%	80.7%	75.0%	75.0%	81.0%	81.4%
Child support collected (\$ million)	\$671.3	\$686.4	\$718.3	\$732.7	\$732.7	\$235.1	\$243.5
★ Current obligations collected (%)	70.4%	69.3%	69.1%	69.0%	69.0%	67.5%	78.6%
★ Child support cases with orders of support (%)	76.2%	70.5%	69.7%	73.0%	73.0%	70.5%	70.1%

★ 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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Persons receiving Cash Assistance (000)	346.1	346.3	355.6	*	*	352.8	352.4
★ Cash assistance application timeliness rate (%)	88.9%	91.9%	90.8%	*	*	88.8%	93.1%
★ Cash assistance fair hearing win rate (%)	87.2%	87.9%	89.3%	*	*	88.3%	88.6%
Average annual administrative cost per Cash Assistance case (\$)	\$482.41	\$561.96	\$436.41	*	*	NA	NA
Persons receiving food stamps (000)	1,502.4	1,731.9	1,830.9	*	*	1,789.7	1,832.7
- Non-cash assistance persons receiving food stamps (000)	860.1	1,071.0	1,159.1	*	*	1,121.6	1,167.7
- SSI persons receiving food stamps (000)	243.3	258.4	262.9	*	*	262.5	265.1
★ Food stamp estimated payment error rate (%)	6.68%	6.74%	4.37%	*	*	7.73%	NA
Public health insurance enrollees (000)	2,704.9	2,843.6	2,912.7	*	*	2,892.9	2,949.1
- Public health insurance Medicaid-only enrollees (000)	1,949.2	2,088.4	2,150.9	*	*	2,119.3	2,186.3
★ Client responses to public health insurance mailed renewal notices (%)	74.6%	74.6%	74.4%	*	*	73.6%	74.2%

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





	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	FY12	FY13		
<i>Performance Statistics</i>							
★ Clients found eligible for public health insurance who responded to a mailed renewal notice (%)	95.4%	93.9%	92.7%	*	*	94.1%	90.7%
★ Public health insurance fair hearing win rate (%)	81.7%	84.6%	88.8%	*	*	88.3%	90.9%

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

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

	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	FY12	FY13		
<i>Performance Statistics</i>							
Cases receiving home care services	83,899	85,251	88,722	*	*	85,726	89,024
★ Average days to initiate home attendant and housekeeper services for all cases	NA	NA	NA	*	*	NA	41.0
★ Personal care services - average weekly billable hours	48.2	48.3	47.8	*	*	48.0	48.1
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
Adult protective services (APS) assessment cases	3,236	3,405	2,668	*	*	3,412	2,873
Adult protective services (APS) cases eligible for services	6,171	5,889	6,428	*	*	6,002	6,201
★ Individuals referred to an adult protective services (APS) field office visited within three working days (%)	98.4%	98.9%	99.7%	85.0%	85.0%	99.6%	99.8%
Adult protective services (APS) assessment cases accepted or denied for undercare within State-mandated 60 days (%)	96.4%	96.4%	98.4%	*	*	97.5%	99.7%
Individuals receiving HIV/AIDS services	31,289	32,119	32,618	*	*	32,366	32,889
★ 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	8.9	6.8	6.0	*	*	5.4	8.2
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	NA	17.5	16.6	*	*	16.5	19.0
HASA clients receiving ongoing enhanced housing benefits (%)	81.1%	80.7%	81.4%	*	*	81.1%	81.9%
Individuals and families at imminent risk diverted from becoming homeless (%)	92.2%	94.4%	90.1%	95.0%	95.0%	95.7%	95.3%
Total WeCARE cases	24,999	25,342	24,395	*	*	25,733	23,693
Number of WeCARE federal disability awards	6,419	7,128	6,305	*	*	2,202	1,962
Domestic violence non-residential services programs active caseload	3,263	2,901	2,849	*	*	2,795	3,009
Number of domestic violence emergency beds (capacity)	2,144	2,208	2,228	*	*	2,208	2,228
★ Families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	62.2%	70.0%	79.8%	*	*	76.6%	83.4%

★ 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 FY11	4-Month Actual FY12
	FY09	FY10	FY11	FY12	FY13		
<i>Performance Statistics</i>							
★ HRA human services contracts submitted to the Comptroller on time (%)	97.0%	61.0%	62.0%	*	*	NA	NA
★ Billed revenue as a percentage of budgeted revenue (%)	78.50%	78.21%	80.21%	*	*	14.40%	8.50%
★ Percentage of claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$ millions)	NA	NA	\$219.1	*	*	\$53.4	\$65.5

★ 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.

Indicator	HRA	Citywide	HRA	Citywide	HRA Change	Citywide Change
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Jul-Oct FY11 to FY12	Jul-Oct FY11 to FY12
Average call wait time (min:sec)	5:30	1:38	4:05	1:47	-25%	10%
Average response time for email correspondence (days)	11	5	4	8	-64%	60%
Average response time for letters/mail correspondence (days)	10	11	9	9	-10%	-18%
Number of 311 inquiries (to MMR agencies)	155,456	2,467,532	123,541	2,245,344	-21%	-9%

## 311 Customer Service Center Inquiries

Top HRA-related Inquiries	Total	% of HRA	Rank in # of	Total	% of HRA	Rank in # of
	Jul-Oct FY11	Inquiries in Jul-Oct FY11	Calls in Jul-Oct FY11	Jul-Oct FY12	Inquiries in Jul-Oct FY12	Calls in Jul-Oct FY12
Find a Food Stamp Center	20,336	13%	1	17,755	14%	1
Public Assistance or Welfare Information	19,401	12%	2	15,454	13%	2
Food Stamp Assistance	16,666	11%	3	15,109	12%	3
One Shot Deal - Short Term Emergency Assistance	9,142	6%	5	7,628	6%	4
Medicaid - Existing Applicant or Enrollee	13,574	9%	4	7,522	6%	5

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR FY12	Updated FY12 <sup>1</sup>	FY13 <sup>1</sup>	4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11					
Expenditures (\$ millions) <sup>2</sup>	\$8,327.8	\$8,482.4	\$8,068.8	\$9,294.1	\$9,396.9	\$9,350.4	\$3,029.7	\$3,725.1
Revenues (\$ millions)	\$27.5	\$25.8	\$26.9	\$25.6	\$25.9	\$29.4	\$6.0	\$6.5
Personnel	14,114	14,019	13,840	14,659	14,685	14,510	14,044	13,872
Overtime paid (\$000)	\$28,231	\$19,445	\$21,945	*	*	*	\$7,132	\$4,779
Capital commitments (\$ millions)	\$11.7	\$11.4	\$23.7	\$23.7	\$73.4	\$21.3	\$0.1	\$4.6
Human services contract budget (\$ millions)	\$584.7	\$609.2	\$599.3	\$607.8	\$677.8	\$599.4	\$200.7	\$178.6
Work Experience Program (WEP) participants assigned	627	663	1,213	*	*	*	801	1,038

<sup>1</sup> January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

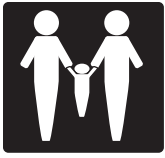


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## Noteworthy Changes, Additions or Deletions

- Starting in calendar year 2011, HRA began reporting the total number of clients whom it assisted to find employment. In addition to reporting the unduplicated count of Cash Assistance recipients who obtain employment, the Agency has, for example, also been reporting in 2011 the number of single Food Stamp recipients who are able-bodied and without dependents (ABAWDs) and non-custodial parents with child support obligations who obtain employment. Therefore, the Agency has changed the name of two of its employment-related indicators to express this change. ‘Cash Assistance applicants and recipients placed into jobs (000)’ has been changed to ‘Clients whom HRA helped obtain employment (000)’ and ‘Percent of Cash Assistance applicants and recipients placed into jobs as compared to monthly goal (Calendar year-to-date) (%)’ has been changed to ‘Percent of HRA clients whom HRA helped obtain employment compared to a monthly goal (Calendar year-to-date) (%)’.
- HRA developed a new computerized tracking system that allows it to determine with more precision ‘Average days to initiate home attendant and housekeeper services for all cases,’ and began reporting from this tracking system in January of 2011. The data produced since January 2011 is not comparable to data produced before that time. Therefore, HRA will not compare this indicator to the previous fiscal year until the Fiscal 2013 Preliminary Mayor’s Management Report, at which point it will be able to compare similarly derived current data to the previous year’s data for the reporting period. The number of cases receiving home care increased by 3.8 percent as of October 2012, compared to October 2011.
- HRA has changed its method of calculating the indicator ‘Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$ millions).’ The new method counts actual dollars recovered through the efforts of the Medicaid Client Fraud Division (MCFD), rather than dollars identified for recovery. Funds collected through the MCFD are a component of the total calculation for this indicator. Data from the 2011 fiscal year is also being reported using this revised method. Data for this indicator prior to Fiscal 2011 cannot be recalculated using this new method; therefore, it is not comparable to Fiscal 2012 and Fiscal 2011 data.

For more information please visit the website at: [www.nyc.gov/hra](http://www.nyc.gov/hra)



# ADMINISTRATION FOR CHILDREN'S SERVICES

Ronald E. Richter, 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 preventive, foster care and adoption services.

## Preliminary Performance Highlights

- Since 2006, reports of child abuse and/or neglect have increased annually. Comparison of the first four months of fiscal years 2011 and 2012 suggest that this trend is beginning to slow as reports decreased from 18,549 in Fiscal 2011 to 17,561 in Fiscal 2012. Nevertheless, the percentage of abuse and neglect reports during the first four months of the year that were responded to within 24 hours continued to decline from 97.3 percent to 91.1 percent. By the end of 2012 ACS intends to implement an automated process that will allow for improved monitoring of these contacts and contribute to increased timeliness of investigation initiation.
- During the first four months of the fiscal year, the average daily number of children receiving preventive services through ACS contracted programs decreased by 4.5 percent, from 23,581 in Fiscal 2011 to 22,530 in Fiscal 2012. However, the number of new families entering preventive services has increased in the first four months of Fiscal 2012 to 2,867, compared to 2,632 in the first four months of Fiscal 2011. ACS is moving towards utilizing more intensive preventive services for children and families that will be delivered over a shorter time period. This reduced length of service results in lower point in time census even as new referrals increased. In the future the number of new families entering preventive services will replace the average daily number of children receiving preventive services to reflect this policy change. Additionally, ACS is planning to increase preventive utilization by providing services as aftercare for reunifying families during trial and final discharge periods to support parents and reduce re-entry into foster care.
- The number of reports of abuse and/or neglect of children in foster care and child care received during the first four months of Fiscal 2012 fell to 727 from 803 in Fiscal 2011. This decline was primarily due to the 30.7 percent decline in reports of abuse and/or neglect in child care from 153 in Fiscal 2011 to 106 in Fiscal 2012. Reports for foster care also declined by 4.3 percent for the same period.



- The number of children entering foster care continued to decline in Fiscal 2012 from 2,336 during the first four months of Fiscal 2011 to 1,909. This decrease was driven by improved placement decisions as a result of child safety conferences leading to a reduction in very short stays in foster care (stays of less than thirty days). Persons In Need of Service (PINS) diversion and alternatives to detention programs helped reduce juvenile delinquent (JD) placements.
- The percent of children placed in foster care in their own boroughs declined from 63.8 percent during the first four months of Fiscal 2011 to 58.1 percent during the first four months of Fiscal 2012 and the percent of children placed in their own communities decreased from 36.4 percent to 32.5 percent during this same period. However, the percent of children entering foster care that are placed with relatives increased during this period from 24.6 percent to 29.9 percent and the proportion of siblings who were placed together in the same foster home increased from 83.9 percent to 84.3 percent.
- ACS continues to see declines in the foster care census from the recent high of 16,854 in Fiscal 2007. The average number of children in foster care declined 5.9 percent from 15,086 during the first four months of Fiscal 2011 to 14,201 in Fiscal 2012. The number of children in residential care continued its steep decline, decreasing by 25.6 percent from 1,695 children to 1,262. There also was a 5.2 percent decrease in the number of children in kinship homes and a 2.2 percent decrease in non-relative foster boarding homes.
- The percentage of children who return to foster care within a year of their reunification with family declined from 12.2 percent during the first four months of Fiscal 2011, to 9.4 percent during the first four months of Fiscal 2012.
- The number of children adopted has declined from 345 children during the first four months of Fiscal 2011 to 316 children during the same period of Fiscal 2012 while the number of children eligible for adoption remained stable at approximately 1,700. ACS will work closely with service providers to increase adoptions.
- The average contracted child care utilization rate decreased to 83.4 percent during the first four months of Fiscal 2012 compared to 88.8 percent in Fiscal 2011. This change is a result of a correction to the reporting system that improves the method of data reporting. Another contributing factor is that during the initial months of Fiscal 2012, ACS instituted a temporary policy to reserve seats in its contracted child care programs which includes contracted collaboration Child Care and Head Start programs, so that children whose child care services were restored by funding identified by the Mayor and City Council in the Fiscal Year 2012 budget would have care available. Under the policy, seats vacated during that period were held in reserve, and as a result, enrollment levels decreased.
- Detention admissions continue to decline. Admissions decreased by 9.9 percent from 1,630 to 1,468 between the first four months of Fiscal 2011 and Fiscal 2012. During this same period the average daily population in detention decreased 7.1 percent from 338.1 to 314.0, while the average length of stay declined from 29 to 25 days. These overall reductions in the use of detention, compared to Fiscal 2011, demonstrate the continued success of the City's Detention Reform Action Plan efforts to use detention more appropriately.
- The rate of youth on staff assaults with injury increased from 0.02 (per 100 total average daily population) in the first four months of Fiscal 2011 to 0.03 in the first four months of Fiscal 2012 and the rate of youth on youth assaults and altercations with injury increased from 0.32 to 0.38 during this same period. A change in the incident tracking system now captures the number of persons injured in an event rather than the raw number of incidents.
- More searches were conducted during the first four months of Fiscal 2012, resulting in an increase in the rate weapon recovery from 0.02 (per 100 total average daily population) in the first four months of Fiscal 2011 to 0.07.
- The percent of youth in care that received mental health services increased from 46.0 percent in the first four months of Fiscal 2011 to 53.0 percent during the same period in Fiscal 2012. This increase is the result of the overall decline in population and reduced waiting periods prior to a juvenile's referral to a mental health service provider.



## 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	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Number of State Central Register Consolidated investigations	59,161	59,228	59,982	*	*	16,916	15,924
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)	97.6%	95.8%	93.5%	100.0%	100.0%	97.3%	91.1%
Substantiation rate	42.0%	41.9%	40.1%	*	*	40.9%	39.3%
★ Children in substantiated investigations with repeat substantiated investigations within a year (%) (Preliminary)	14.7%	16.9%	17.1%	12.0%	12.0%	16.9%	15.1%
★ Average child protective specialist caseload	9.3	9.1	9.4	12.0	12.0	8.0	7.5

★ 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	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Children receiving contract preventive services	31,752	29,945	23,881	*	*	23,581	22,530
★ Children in foster care (average)	16,439	15,895	14,843	*	*	15,086	14,201
- Children in foster kinship homes	5,575	5,559	5,178	*	*	5,233	4,960
- Children in nonrelative foster boarding homes	8,705	8,367	8,144	*	*	8,158	7,979
- Children in congregate care	2,159	1,970	1,521	*	*	1,695	1,262
All children entering foster care (preliminary)	7,406	7,108	6,356	*	*	2,336	1,909
★ Children who re-enter foster care within a year of discharge to family (%) (Preliminary)	14.1%	11.0%	11.2%	10.0%	10.0%	12.2%	9.4%
Children placed in foster care in their borough (%) (Preliminary)	57.8%	58.8%	60.4%	*	*	63.8%	58.1%
★ Children placed in foster care in their community	32.7%	31.2%	35.1%	*	*	36.4%	32.6%
★ Children entering foster care who are placed with relatives (%) (Preliminary)	24.5%	25.0%	27.0%	*	*	24.6%	29.9%
Siblings placed simultaneously in the same foster home (%) (Preliminary)	80.9%	83.0%	85.0%	*	*	83.9%	84.3%
Children in foster care who had one or fewer transfers from one facility to another (%)	59.2%	58.2%	57.9%	*	*	57.7%	57.6%
Abuse and/or neglect reports for children in foster care and child care	2,366	2,548	2,416	*	*	803	727
- for children in foster care	1,940	2,170	2,040	*	*	649	621
- for children in child care	426	377	375	*	*	153	106
Abuse and/or neglect reports for children in foster care and child care that are substantiated (%) (Preliminary)	31.5%	32.5%	33.9%	*	*	35.1%	33.3%
- for children in foster care (%) (Preliminary)	31.8%	33.3%	34.7%	*	*	34.7%	35.4%
- for children in child care (%) (Preliminary)	30.1%	28.3%	29.7%	*	*	37.0%	20.8%
Cost per foster care case \$ - Congregate care by level of need - Level 1	\$213.44	\$221.42	\$252.76	*	*	NA	NA
- Level 2	\$225.35	\$231.76	\$240.69	*	*	NA	NA
- Level 3	\$294.63	\$306.51	\$311.59	*	*	NA	NA
- Foster boarding home	\$66.94	\$68.35	\$63.69	*	*	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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Median length of stay for children entering foster care for the first time who are returned to parent (months)	8.3	5.3	6.4	6.0	6.0	NA	NA
Children returned to parent(s) within 12 months (%) (Preliminary)	65.4%	64.2%	61.5%	60.0%	60.0%	61.1%	67.6%
Children eligible for adoption (average)	1,839	1,780	1,697	*	*	1,699	1,691
Children adopted	1,344	1,156	1,186	*	*	345	316
Median length of stay in foster care before child is adopted (months)	53.7	53.1	52.9	50.0	50.0	NA	NA
Average time to complete adoption (years)	3.2	3.2	3.0	3.0	3.0	2.9	3.2
★ Children eligible for adoption who are adopted (%)	73.1%	64.9%	69.9%	*	*	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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Total Head Start enrollment	18,561	18,563	18,423	*	*	17,870	17,857
★ Head Start capacity filled (%)	96.0%	96.1%	95.4%	95.0%	95.0%	92.5%	92.5%
★ Total enrollment in subsidized child-care (low-income working/other families and TANF)	104,275	102,246	98,643	102,000	102,000	99,820	94,345
★ Total contracted child care capacity filled (%)	94.8%	90.6%	89.9%	99.0%	99.0%	88.8%	83.4%
Contracted family child care capacity filled (%)	102.7%	102.5%	94.0%	99.0%	99.0%	95.0%	88.7%
Contacted group child care capacity filled (%)	91.7%	85.6%	88.1%	99.0%	99.0%	86.0%	81.0%
Total number of children using vouchers for child care (low-income working/other families)	22,069	20,801	18,595	*	*	19,748	17,008
Total number of children using vouchers for child care (TANF)	49,463	51,399	49,889	*	*	50,043	51,260
Total number of children using vouchers for child care (TANF and low-income working /other families)	71,532	72,200	68,484	*	*	69,791	68,268
Cost per child care slot - Group child care (voucher) (\$)	\$10,080	\$9,767	\$9,926	*	*	NA	NA
- Family child care (voucher) (\$)	\$7,151	\$8,590	\$8,124	*	*	NA	NA
- Group child care (contract) (\$)	\$12,710	\$13,672	\$13,995	*	*	NA	NA
- Family child care (contract) (\$)	\$7,457	\$7,910	\$8,044	*	*	NA	NA
Cost per Head Start slot (\$)	\$10,820	\$10,359	\$11,271	*	*	NA	NA

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



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

Performance Statistics	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	FY12	FY13		
★ Total admissions	5,833	5,387	4,868	*	*	1,630	1,468
★ Average length of stay	26	26	26	*	*	29	25
★ Average daily population (ADP)	429.6	388.2	337.4	*	*	338.1	314.0
★ Average daily cost per youth per day (\$)	\$622	\$706	\$705	*	*	NA	NA
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP)	0.33	0.35	0.36	*	*	0.32	0.38
★ Youth on Staff Assault w/injury Rate (Average per 100 Total ADP)	0.03	0.02	0.03	*	*	0.02	0.03
★ Escapes from secure detention	0	1	0	0	0	0	0
★ Abscond rate in non-secure detention (average per 100 Total ADP in non-secure)	0.04	0.02	0.02	0.06	0.06	0.03	0.03
★ Weapon recovery rate (average per 100 Total ADP)	0.04	0.03	0.04	*	*	0.02	0.07
★ Narcotics recovery rate (average per 100 Total ADP)	0.04	0.03	0.04	*	*	0.04	0.04
★ Child abuse and/or neglect allegation rate (internal) (average per 100 Total ADP)	0.13	0.11	0.09	*	*	0.08	0.07
Child abuse/neglect allegations cases (internal) reported by OCFS as Substantiated	NA	22	13	*	*	2	0
★ Residents seen within 24 hours of sick call report (%)	98%	100%	100%	95%	95%	100%	100%
★ In-care youth who were referred for mental health services (%)	43%	48%	44%	*	*	40%	37%
★ In-care youth who were referred for and received mental health services (%)	37%	44%	48%	*	*	46%	53%
★ General healthcare cost per youth per day (\$)	\$95	\$88	\$47	*	*	NA	NA

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

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

Performance Statistics	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	FY12	FY13		
★ Youth with previous admission(s) to detention (%)	49.4%	53.0%	54.0%	*	*	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.

Indicator	ACS		Citywide		ACS Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12		
Average response time for email correspondence (days)	5	5	8	8	60%	60%
Average response time for letters/mail correspondence (days)	7	11	4	9	-43%	-18%
Number of 311 inquiries (to MMR agencies)	51,655	2,467,532	39,227	2,245,344	-24%	-9%



## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of ACS Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of ACS Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<b>Top ACS-related Inquiries</b>						
<i>Child Care Financial Assistance - Eligibility Information and Application By Mail</i>	8,136	16%	1	6,889	18%	1
<i>Child Care Financial Assistance - Children's Services Clients</i>	4,966	10%	3	4,100	10%	2
<i>Child Care Financial Assistance - Eligibility and Application Online</i>	4,299	8%	5	3,347	9%	3
<i>Child Care Financial Assistance - Eligibility and Application In Person or By Phone</i>	4,519	9%	4	3,076	8%	4
<i>Child Care Financial Assistance - Voucher Information</i>	3,806	7%	6	2,873	7%	5

## Agency Resources

	A c t u a l			September 2011 MMR FY12	Updated FY12 <sup>1</sup>	FY13 <sup>1</sup>	4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11					
<i>Agency Resources<sup>3</sup></i>								
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$2,978.7	\$3,015.8	\$2,964.2	\$2,804.0	\$2,914.7	\$2,705.6	\$1,598.3	\$1,524.9
<i>Revenues (\$ millions)</i>	\$4.8	\$3.1	\$2.8	\$3.4	\$3.4	\$3.4	\$0.7	\$0.8
<i>Personnel</i>	7,463	6,564	6,213	6,695	6,695	6,561	6,500	6,138
<i>Overtime paid (\$000)</i>	\$19,756	\$21,811	\$20,821	*	*	*	\$5,580	\$5,062
<i>Capital commitments (\$ millions)</i>	\$8.6	\$6.8	\$10.1	\$22.7	\$93.5	\$22.8	\$1.7	\$0.0
<i>Human services contract budget (\$ millions)</i>	\$1,629.6	\$1,716.3	\$1,614.7	\$1,519.8	\$1,598.0	\$1,473.7	\$570.5	\$471.5
<i>Work Experience Program (WEP) participants assigned</i>	64	76	143	*	*	*	103	130

<sup>1</sup> January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

<sup>3</sup> This table includes resources for the Administration for Children's Services and those reported in Fiscal 2009 and 2010 for the Department of Juvenile Justice.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/acs](http://www.nyc.gov/acs)



# 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

- DHS continued to exceed its prevention target for single adults and adult families by helping at-risk households stay in their communities and avoid shelter entry. The success rate for single adults and adult families stayed constant at 91 percent and 95 percent, respectively. The rate for families with children decreased slightly between the first 4 months of Fiscal 2011 and Fiscal 2012. This overall success is attributed to the highly successful interventions provided by DHS’s community-based homelessness prevention program, Homebase.
- In Fiscal 2012 through October, DHS and its outreach providers called 100 percent of citizens who called 311 to assist a street homeless individual and requested a call back. Each year, street outreach teams respond to approximately 500 calls from citizens who see an individual on the street who may be in need of assistance and alert DHS by calling 311. Public involvement is essential to reducing the number of street homeless individuals in New York City, and the agency’s success here exhibits the value it places on citizen involvement.
- The average length of stay in shelter increased across all client groups; single adults’ length of stay increased by 8.7 percent, adults families’ length of stay increased by 19.1 percent and length of stay for families with children increased by 28.6 percent.
- The percentage of families placed in the shelter services system according to the youngest school-aged child’s address declined by more than ten percentage points during first four months of Fiscal 2012. However, the percentage of families placed within the school district of the youngest school-aged child more than doubled from the same period in Fiscal 2011.
- The percentage of all populations who returned to shelter within one year of a permanent placement decreased across all populations. This is attributable to the array of aftercare services provided by DHS and the Human Resources Administration.



## Performance Report

### ✓ Prevent homelessness.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
				FY12	FY13	FY11	FY12
★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	95.8%	94.6%	91.4%	90.0%	90.0%	91.6%	91.1%
★ Adult families receiving preventive services who did not enter the shelter system (%)	98.6%	94.6%	95.5%	90.0%	90.0%	97.4%	95.1%
★ Families with children receiving preventive services who did not enter the shelter system (%)	91.3%	92.6%	90.7%	90.0%	90.0%	91.2%	85.9%

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

### ✓ Conduct outreach to street homeless individuals.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
				FY12	FY13	FY11	FY12
★ 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)	2,328	3,111	2,648	*	*	NA	NA
Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams	689	880	577	*	*	178	205
Response rate to 311 calls from constituents for homeless person assistance	NA	94.6%	100.0%	*	*	100.0%	100.0%

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
				FY12	FY13	FY11	FY12
★ Single adults entering the DHS shelter services system	18,480	19,607	20,615	*	*	7,207	6,907
★ Adult families entering the DHS shelter services system	1,278	1,208	1,096	*	*	425	324
★ Families with children entering the DHS shelter services system	12,959	14,586	12,444	*	*	4,771	3,935
★ Average number of single adults in shelter per day	6,526	7,167	8,387	*	*	7,961	8,335
★ Average number of adult families in shelters per day	1,276	1,309	1,315	*	*	1,316	1,330
★ Average number of families with children in shelters per day	7,948	8,629	8,165	*	*	8,088	8,184
Cost per day for shelter facilities - Single adult facilities (\$)	\$70.18	\$69.25	\$73.58	*	*	NA	NA
- Family facilities (\$)	\$105.22	\$100.49	\$100.12	*	*	NA	NA
VENDEX evaluations for human services contracts completed on time, as compared to the goal (%)	NA	NA	93.6%	*	*	NA	NA
Families suitably placed in the shelter services system within 10 days (%)	100.0%	100.0%	100.0%	95.0%	95.0%	100.0%	100.0%
Average school attendance rate for children in the DHS shelter services system (%)	81.0%	82.0%	81.2%	*	*	83.2%	82.8%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	81.3%	84.3%	83.3%	85.0%	85.0%	86.2%	75.4%
★ Safety, maintenance, and cleanliness deficiencies noted on independent inspections of adult shelters	54	39	29	*	*	NA	NA
★ Critical incidents in the adult shelter system, per 1,000 residents	0.4	0.8	0.2	*	*	0.1	0.1

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



Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Critical incidents in the adult family shelter system, per 1,000 residents	1.6	7.4	8.2	*	*	5.8	1.7
★ Critical incidents in the families with children shelter system, per 1,000 residents	1.2	0.3	1.7	*	*	0.7	2.2

★ 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.**

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Average length of stay for single adults in shelter (days)	261	245	250	*	*	242	263
★ Average length of stay for adult families in shelter (days)	370	325	349	*	*	329	392
★ Average length of stay for families with children in shelter (days)	281	243	258	*	*	245	315
Single adults placed into permanent housing (prelim. for most recent month)	9,107	7,573	8,801	8,000	8,000	2,411	2,640
Exits from the adult family shelter system, as compared to monthly goal (%)	NA	NA	NA	*	*	NA	85
Exits from the families with children shelter system, as compared to monthly goal (%)	NA	NA	NA	*	*	NA	101
★ Single adults placed into permanent housing who return to the DHS shelter services system within one year (%)	12.9%	12.1%	12.1%	*	*	11.3%	10.9%
★ Adult families placed into permanent housing who return to the DHS shelter services system within one year (%)	2.8%	6.4%	8.3%	*	*	11.9%	4.4%
★ Families with children placed into permanent housing who return to the DHS shelter services system within one year (%)	3.4%	3.8%	2.8%	*	*	3.4%	2.5%
East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal (%)	NA	NA	125.0%	*	*	138.0%	69.0%

★ 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.

Indicator	DHS Jul-Oct FY11	Citywide Jul-Oct FY11	DHS Jul-Oct FY12	Citywide Jul-Oct FY12	DHS Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	12	5	NA	8	NA	60%
Average response time for letters/mail correspondence (days)	11	11	NA	9	NA	-18%
Number of 311 inquiries (to MMR agencies)	66,730	2,467,532	51,147	2,245,344	-23%	-9%



## 311 Customer Service Center Inquiries

Top DHS-related Inquiries	Total Jul-Oct FY11	% of DHS Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DHS Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Advantage Program - Assistance for Enrolled Tenant</i>	11,818	18%	1	9,425	18%	1
<i>Homeless Shelter Intake for Single Adults</i>	9,346	14%	2	7,276	14%	2
<i>Homeless Shelter Intake for Families with Children</i>	8,986	13%	3	7,096	14%	3
<i>Advantage Program - Assistance for Landlord or Broker After Lease Signing</i>	8,652	13%	4	6,178	12%	4
<i>Budget Cuts to Advantage Program</i>	NA	NA	NA	4,090	8%	5

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR FY12	Updated FY12 <sup>1</sup>	FY13 <sup>1</sup>	4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11					
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$851.3	\$942.0	\$1,019.2	\$791.0	\$876.9	\$767.8	\$699.6	\$648.0
<i>Personnel</i>	2,027	1,927	1,838	1,915	2,017	1,937	1,910	1,836
<i>Overtime paid (\$000)</i>	\$9,987	\$9,136	\$7,980	*	*	*	\$2,793	\$2,111
<i>Capital commitments (\$ millions)</i>	\$25.5	\$33.7	\$19.1	\$32.1	\$58.2	\$16.0	\$6.2	\$5.0
<i>Human services contract budget (\$ millions)</i>	\$643.8	\$739.2	\$811.3	\$582.8	\$662.1	\$558.3	\$271.6	\$239.3

<sup>1</sup>January 2012 Financial Plan

**"NA"** - Not Available in this report

<sup>2</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

- As a result of the cancellation of the Advantage program by the State of New York during Fiscal 2011, the Department introduced two new shelter exit indicators to replace placement indicators for adult families and families with children.

For more information please visit the website at: [www.nyc.gov/dhs](http://www.nyc.gov/dhs)





# 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.

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## 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 700 contracts which include discretionary funds with community-based organizations, including the administration of 258 contracted senior centers and other programs. DFTA 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.

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## Preliminary Performance Highlights

- During the first four months of Fiscal 2012, the average daily attendance at senior centers declined to 25,434 and the number of meals served to older New Yorkers declined by 4.5 percent, to approximately 2.14 million meals compared to the same period in Fiscal 2011.
- The Department achieved a 2.5 percent increase in the number of meals delivered to older New Yorkers, serving approximately 1.25 million meals to seniors in their homes. A pilot project is underway to further increase client recruitment and provide more opportunities for older New Yorkers to access this benefit.
- Through October 2011, and as per the current budgeted capacity of the system, approximately 275,490 hours of home care services were provided.
- During the first four months of the fiscal year, the Department trained 141 seniors for unsubsidized employment, 4 fewer than during the prior period. Although the effects of the current economic recession create challenges to identifying employment opportunities, the Department continues to work towards its goal of servicing those most in need, who are homeless persons and those with limited English, low literacy skills, frailty/severe disabilities or otherwise low employment prospects. During this period, 41 seniors were placed in paying jobs through a federal Older Americans Act program to help low income new Yorkers, aged 55 and older, receive unique job training that emphasizes both community service and the elimination of the employment barriers that confront older workers.
- More caregivers received casework or supportive services from DFTA's In-house Alzheimer's and Long-Term Care Unit or DFTA's contracted providers during the reporting period.



## 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Average daily attendance at senior centers	27,951	27,176	25,107	*	*	26,629	25,434
★ Citywide senior center utilization rate (%)	NA	NA	88.0%	*	*	NA	NA
★ Senior center lunches served	6,987,646	6,801,948	6,301,828	7,085,852	7,085,852	2,236,805	2,136,426
★ Home delivered meals served	3,936,718	3,860,416	3,770,569	4,257,750	4,257,750	1,220,080	1,250,862
★ Total recipients of home care services (annual)	6,064	5,206	3,012	*	*	NA	NA
★ Hours of home care services provided	1,534,705	1,622,966	1,033,407	1,039,003	1,039,003	395,313	275,490
Seniors trained for unsubsidized employment (Title V)	308	542	706	*	*	145	141
Senior trainees placed in unsubsidized employment (Title V)	161	123	162	*	*	46	41

★ 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Caregivers who received casework services or training through DFTA's In-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center	7,746	8,770	9,359	*	*	3,432	4,226
★ Caregivers who received supportive services through DFTA's contracted providers	6,414	6,202	8,783	*	*	2,959	3,052

★ 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.

Indicator	DFTA Jul-Oct FY11	Citywide Jul-Oct FY11	DFTA Jul-Oct FY12	Citywide Jul-Oct FY12	DFTA Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	8	5	6	8	-25%	60%
Average response time for letters/mail correspondence (days)	13	11	16	9	23%	-18%
Service requests meeting expected time of action (%)	94.3%	82.2%	95.1%	89.7%	1%	9%
Number of 311 inquiries (to MMR agencies)	32,603	2,467,532	26,478	2,245,344	-19%	-9%



## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of DFTA Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DFTA Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<b>Top DFTA-related Inquiries</b>						
<i>Housing Options - Senior - Low-Income</i>	3,323	10%	1	2,761	10%	1
<i>Case Assistance for Seniors</i>	3,081	9%	2	2,508	9%	2
<i>Lawyer Referral - For Seniors</i>	2,381	7%	3	2,235	8%	3
<i>HEAP - Seniors Only - Application</i>	1,568	5%	5	1,895	7%	4
<i>Find a Senior Center</i>	1,772	5%	6	1,518	6%	5

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$290.3	\$281.6	\$263.7	\$258.7	\$259.9	\$233.3	\$181.7	\$172.8
<i>Revenues (\$ millions)</i>	\$2.0	\$3.5	\$2.1	\$1.0	\$1.0	\$1.0	\$1.1	\$0.3
<i>Personnel</i>	875	900	1,034	809	749	814	838	845
<i>Overtime paid (\$000)</i>	\$23	\$28	\$14	*	*	*	\$2	\$26
<i>Capital commitments (\$ millions)</i>	-\$0.9	\$4.2	\$1.1	\$8.0	\$33.1	\$4.8	\$0.7	\$0.0
<i>Human services contract budget (\$ millions)</i>	\$223.7	\$215.4	\$194.5	\$198.9	\$199.1	\$172.1	\$65.6	\$64.0
<i>Work Experience Program (WEP) participants assigned</i>	799	566	795	*	*	*	916	854

<sup>1</sup>January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/aging](http://www.nyc.gov/aging)





# 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 2,685 contracts with community-based organizations throughout New York City. These include 451 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 274 programs to help low-income individuals and families become more economically self-sufficient and 31 adult literacy programs that help participants further their education and advance their careers. In addition, DYCD now funds 10 adolescent 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

- The percentage of Out-of-School Time (OST) high school programs meeting their target enrollment for the first four months of Fiscal 2012 rose to 72 percent, up from 62 percent for the same period in Fiscal 2011 and approaching the annual 80 percent target. This was the result of providers' increased effectiveness and familiarity with expectations after three years of programming, as well as continuing improvements to participant recruitment strategies.
- The percentage of youth reunited with their families or placed in a suitable environment from crisis shelters increased from 77 percent during the first four months of Fiscal 2011 to 95 percent for the same timeframe in Fiscal 2012. This was due to an increased emphasis on family reunification, including extensive agency-sponsored training of providers to enable them to more effectively mediate between youth and their families to promote reunification.
- In the Beacon Program, which administers community centers in schools, enrollment as a percentage of the minimum annual target rose to 71 percent for the first four months of Fiscal 2012, from 55 percent during the same period in Fiscal 2011. This increase, within range of the annual 100 percent target, was the result of reduced service level targets, from 150 to 125 middle-school aged youth, and from 300 to 225 drop-in slots for older youth.
- The volume of phone calls to Youth Connect decreased to 8,578 for the first four months of Fiscal 2012, from 11,589 for the same period in Fiscal 2011. The amount for this reporting period is 18 percent of the annual target, and reflects DYCD's greatly expanded presence on the Internet and social media, leading to more contacts via those means, instead of telephone.
- The percentage of participants in immigration initiatives who achieved positive outcomes declined from 31 percent in the first four months of Fiscal 2011 to 16 percent during the same period in Fiscal 2012. This reflects stricter outcome requirements in the revised program contract for Fiscal 2012 than in the previous one. Citizenship application numbers also



declined, to 43 in the first four months of Fiscal 2012 from 279 a year earlier, due to more stringent criteria in the current program.

- The number of participants served in literacy programs declined from 4,415 for the first four months of Fiscal 2011 to 1,236 for the same period of Fiscal 2012. This was due to significant funding reductions -- from \$5.5 million in Fiscal 2011 to \$2 million in Fiscal 2012 -- for these programs. The City Council subsequently restored \$1 million in funding, which had not yet impacted Fiscal 2012 enrollment when figures were compiled for this reporting period, and DYCD does not expect to meet its annual target in Fiscal 2012.
- To improve its vendor monitoring, DYCD has implemented two mobile applications that are tied to a common web-based workflow management system. These applications have improved the efficiency of on-site monitoring processes and eliminated the need for handwritten evaluation forms. The first application is designed for Blackberry use and allows for rapid assessments of the 4,000 Summer Youth Employment Program (SYEP) sites throughout the City. The second, the mobile Program Quality Monitoring Tool (PQMT), is an iPad and iPhone application used to perform customizable, in-depth, on-site evaluations of all non-SYEP service delivery sites.

## Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	FY13		
★ OST Program Participation Rate - elementary (school year) (%)	82%	86%	86%	80%	80%	65%	65%
★ OST programs meeting target enrollment (school year) (%)	93%	98%	97%	85%	85%	88%	90%
★ OST programs meeting target enrollment (summer) (%)	94%	97%	99%	85%	85%	94%	93%
OST programs meeting target enrollment - elementary (%)	99%	100%	99%	90%	90%	95%	95%
OST programs meeting target enrollment - middle school (%)	91%	98%	96%	85%	85%	75%	79%
OST programs meeting target enrollment - high school (%)	81%	85%	81%	80%	80%	62%	72%
Calls to Youth Connect	48,469	46,685	41,621	48,000	48,000	11,589	8,578
Beacon programs' enrollment as percentage of the minimum annual target (%)	107%	119%	108%	100%	100%	55%	71%
Runaway and homeless youth served - Crisis beds	1,713	1,489	1,686	1,860	1,860	538	505
Runaway and homeless youth served - Transitional independent living beds	275	294	248	250	250	171	197
★ Utilization rate for crisis beds (%)	100%	98%	82%	90%	90%	91%	99%
★ Utilization rate for transitional independent living beds (%)	82%	80%	73%	85%	85%	67%	84%
★ Youth reunited with family or placed in a suitable environment from crisis shelters (%)	72%	81%	79%	60%	60%	77%	95%
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	90%	86%	87%	85%	85%	78%	96%
Out-of-School Time (OST) enrollment	85,513	73,186	68,680	52,500	29,000	54,687	51,718

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

### ✓ Prepare youth for economic independence.

Performance Statistics	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	FY13		
Summer Youth Employment Program (SYEP) participants	43,113	52,255	35,725	30,000	30,000	35,725	30,628
★ Out-of-school youth placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	69%	68%	67%	62%	62%	85%	88%
★ In-school youth placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	72%	73%	77%	62%	62%	34%	36%
Out-of-school youth attaining a degree or certificate by the end of the 3rd quarter after exiting the program (%)	58%	63%	61%	50%	50%	74%	72%

★ 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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
				FY12	FY13	FY11	FY12
In-school youth attaining a degree or certificate by the end of the 3rd quarter after exiting the program (%)	66%	65%	72%	50%	50%	NA	NA

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
				FY12	FY13	FY11	FY12
★ Community Development program participants achieving target outcomes designated for clients in each program area (%)	65%	86%	60%	40%	40%	43%	NA
Number of participants served in Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) literacy programs	9,626	9,812	7,350	6,500	6,500	4,415	1,236
★ Adult Basic Education and ESOL participants meeting federal standards of improvement in demonstrating an increased ability to read, write and speak English (%)	49%	53%	55%	45%	45%	NA	NA
Participants achieving positive outcomes in immigration initiatives (%)	50%	59%	60%	45%	45%	31%	16%
Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)	798	751	862	550	450	279	43

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
				FY12	FY13	FY11	FY12
★ Agency Assessments Completed as a percent of total agency contracts	98%	90%	90%	90%	90%	98%	NA
Fiscal audits conducted	344	347	345	345	345	NA	0
★ Contracts terminated	12	2	2	*	*	NA	2

★ 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.

Indicator	DYCD	Citywide	DYCD	Citywide	DYCD	Citywide
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Change Jul-Oct FY11 to FY12	Change Jul-Oct FY11 to FY12
Average call wait time (min:sec)	0:31	1:38	0:30	1:47	-3%	10%
Average response time for email correspondence (days)	3	5	3	8	0%	60%
Average response time for letters/mail correspondence (days)	3	11	3	9	0%	-18%
Number of 311 inquiries (to MMR agencies)	9,060	2,467,532	6,355	2,245,344	-30%	-9%





## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of DYCD Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DYCD Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<b>Top DYCD-related Inquiries</b>						
<i>Literacy and GED Instruction for Adults</i>	1,912	21%	1	1,299	20%	1
<i>Shelter and Assistance for Runaway or Homeless Youth</i>	1,360	15%	2	771	12%	2
<i>Literacy and GED Instruction for Non-English Speakers</i>	1,039	11%	3	731	12%	3
<i>Youth Services and Counseling - Youth Connect</i>	769	8%	4	579	9%	4
<i>Immigration Assistance from Community-Based Organizations</i>	541	6%	6	553	9%	5

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR	Updated		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	FY11	FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$382.7	\$405.9	\$350.3	\$322.8	\$329.0	\$244.8	\$229.5	\$203.9
<i>Personnel</i>	434	424	398	384	394	387	403	367
<i>Overtime paid (\$000)</i>	\$196	\$218	\$138	*	*	*	\$45	\$23
<i>Human services contract budget (\$ millions)</i>	\$290.2	\$300.5	\$264.9	\$254.5	\$244.1	\$171.9	\$79.9	\$76.9

<sup>1</sup>January 2012 Financial Plan

**"NA"** - Not Available in this report

<sup>2</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

- The Out-of-School Time (OST) school-year enrollment target has been changed to 52,500 for Fiscal 2012, and then to 29,000 for Fiscal 2013, due to fiscal constraints and a reconfiguration of the program model to focus on providing year-round, comprehensive services to young people.
- The indicator 'Community Development program participants achieving target outcomes designated for clients in each program area (%)' has been reported as 'NA' for the first four months of Fiscal 2012. This is due to the fact that DYCD is evaluating changes to the method of calculating this metric that may result in changes to previously or presently reported values.

For more information please visit the website at: [www.nyc.gov/dycd](http://www.nyc.gov/dycd)

# INFRASTRUCTURE, ADMINISTRATIVE AND COMMUNITY SERVICES

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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

Carter H. Strickland, Jr., 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.

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## 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 seven 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 836,000 water and sewer accounts, and manages citywide water conservation programs.

## Critical Objectives

- Protect and secure the watershed area.
- Monitor drinking water sources to protect public health, including compliance with federal and State water quality standards.
- 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.
- Maintain and enhance water quality in New York harbor, including compliance 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.

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## Preliminary Performance Highlights

- Environmental Police Officers issued more than twice as many violations and warnings in the City's watershed. The increase is associated with the opening of over 25,000 additional acres to the public during the last two years.
- DEP received 42 percent more complaints about backed-up sewers and clogged catch basins largely due to significantly heavier rainfall and other severe weather events during the four-month period ending October 2011. During this period, the City experienced the heaviest record rainfall in a single day – 7.8 inches – in addition to a hurricane and tropical storm. Sewer backup complaints rose to 6,066 and were resolved in 6.6 days, while catch basin complaints increased to 6,675 and were resolved in 7 days. Although resolution times were longer than a year ago, they remained lower than the respective performance targets.
- As a result of better tracking and prioritization of older complaints, DEP reduced the average time to resolve leak complaints by 3.5 days to 13.6 days.
- Although a considerably smaller percentage of water main was surveyed for leaks, 8.5 percent compared to 19.3 percent as of last October, DEP fully expects to meet its annual goal of 56 percent.
- On average, DEP repaired high priority broken and inoperative hydrants in 6.6 days, and successfully reduced the backlog of broken and inoperative hydrants to a low of 459 from 600 at the end of Fiscal 2011.
- The number of days that the 14 in-City wastewater treatment plants operated with less than the minimum amount of critical equipment grew by nearly one-third to 786 days. A significant part of the increase is associated with planned work.



- Estimated bills issued by the Department for water and sewer use dropped by more than five percentage points to 7.7 percent. The decrease is associated with the Department's progress in completing the Automated Meter Reading project.
- DEP issued over 28 percent fewer asbestos violations. The decrease is likely due to applicants' growing familiarity with the Fiscal 2010 rule changes governing asbestos removal and asbestos-related work, which has resulted in improved compliance.

## 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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	Updated FY13		
<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%	0.3%	0.4%	*	*	0.9%	1.1%
★ <i>Number of drinking water analyses above maximum contaminant level</i>	130	15	9	*	*	3	6
<i>Completed applications for work to comply with Watershed Rules and Regulations</i>	678	646	627	*	*	290	226
<i>Notices of Violation and Notices of Warning issued in the watershed</i>	205	275	396	*	*	152	328
<i>Patrol hours for Environmental Police and watershed protection staff (000)</i>	286.0	304.2	308.6	*	*	108.3	103.6
★ <i>Percent of reservoir capacity filled (end of month)</i>	99.1%	91.0%	98.4%	*	*	79.8%	95.4%
<i>Average daily in-City water consumption (millions of gallons)</i>	1,039	1,017	1,035	*	*	1,108	1,068

★ 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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	Updated FY13		
★ <i>Sewer backup complaints received</i>	16,977	14,883	14,460	*	*	4,714	6,066
★ <i>Sewer backup resolution time (hours)</i>	5.6	5.8	5.5	7.0	7.0	5.3	6.6
★ <i>Percent of sewer backups recurring locally within 2 years</i>	48.8%	47.2%	47.9%	*	*	46.9%	41.0%
★ <i>Leak complaints received</i>	4,583	3,908	4,198	*	*	1,228	1,138
★ <i>Leak resolution time (days)</i>	13.8	15.1	14.1	17.0	17.0	17.1	13.6
<i>Water main surveyed for leak detection (% linear feet)</i>	59.7%	59.2%	55.0%	56.0%	56.0%	19.3%	8.5%
★ <i>Water main breaks</i>	513	421	481	*	*	97	88
★ <i>Average time to restore water to customers after confirming breaks (hours)</i>	9.1	5.5	5.4	*	*	6.7	6.0
<i>Repairs to distribution system</i>	18,765	17,777	17,067	*	*	5,074	5,661
★ <i>Catch basin complaints received</i>	12,943	11,330	10,539	*	*	4,246	6,675
★ <i>Catch basin backup resolution time (days)</i>	7.0	8.4	5.1	9.0	9.0	5.0	7.0
★ <i>Percent of catch basin backups recurring locally within 2 years</i>	29.6%	27.9%	25.6%	*	*	25.4%	23.5%
<i>Catch basins surveyed/inspected (%)</i>	40.5%	35.1%	29.3%	33.3%	33.3%	9.6%	8.1%
★ <i>Street cave-in complaints received</i>	9,545	6,302	4,656	*	*	2,207	1,870
<i>Street cave-in complaints resolved</i>	8,780	4,435	3,314	*	*	1,399	1,423
★ <i>Average time to respond to street cave-in complaints and make safe (days)</i>	10.4	8.3	2.4	*	*	3.3	3.8
<i>Broken and inoperative hydrants (%)</i>	0.45%	0.52%	0.55%	1.00%	1.00%	0.63%	0.42%
★ <i>Average time to repair or replace high-priority broken or inoperative hydrants (days)</i>	15.2	7.5	5.9	*	*	7.3	6.6
★ <i>Average backlog of broken and inoperative hydrants</i>	492	572	600	*	*	601	459

★ 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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.9%	100.0%	100.0%	100.0%	100.0%	100.0%	99.9%
★ WWTPs - Critical equipment days below minimum	1,158	1,941	2,296	*	*	594	786
Percent of out-of-service critical equipment that is attributable to planned work	NA	NA	43%	*	*	44%	35%
Percent of harbor survey stations meeting the swimmable standard of 5mg/L for dissolved oxygen	89%	88%	87%	89%	89%	68%	64%

★ 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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
Estimated bills (%)	16.8%	17.0%	12.2%	8.0%	6.0%	12.9%	7.7%
Total revenue collected (\$ millions)	\$2,333.9	\$2,552.4	\$2,918.8	\$3,104.6	\$3,330.8	\$1,314.3	\$1,426.8
★ Total revenue as percent of plan	95.0%	95.2%	102.9%	*	*	102.2%	99.3%
★ Percent of billed amount collected in 30 days	56.8%	56.4%	53.8%	*	*	55.7%	56.7%
Accounts receivable - Total balance (\$ millions)	\$1,131	\$1,242	\$1,385	*	*	\$662	\$737
- Delinquent for more than 180 days (\$ millions)	\$287	\$313	\$398	*	*	\$333	\$377
- Delinquent for more than 1 year (\$ millions)	\$204	\$220	\$279	*	*	\$227	\$261

★ 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.**

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
★ Air complaints received	11,692	9,699	8,623	*	*	3,439	2,977
Air complaints responded to within seven days (%)	79%	76%	73%	85%	85%	69%	79%
★ Average days to close air quality complaints	13.1	10.8	7.7	*	*	8.7	7.0
★ Noise complaints received	39,371	31,778	31,400	*	*	10,644	11,229
Noise complaints not requiring access to premises responded to within seven days (%)	85%	86%	89%	85%	85%	85%	87%
★ Average days to close noise complaints	17.7	15.3	9.9	*	*	11.5	9.5
★ Asbestos complaints received	1,391	1,180	1,320	*	*	457	498
Asbestos complaints responded to within three hours (%)	99%	100%	100%	90%	90%	100%	100%
★ Average days to close asbestos complaints	0.23	0.27	0.24	*	*	0.19	0.21
Emergencies responded to within one hour (%)	100%	100%	100%	100%	100%	100%	100%
DEP - issued violations	7,412	9,466	12,171	*	*	4,233	3,679
- Air violations	4,346	4,983	5,855	*	*	2,013	1,919
- Noise violations	2,559	2,446	2,582	*	*	987	875
- Asbestos violations	507	2,037	3,734	*	*	1,233	885
Notices of Violation (all categories) upheld at the Environmental Control Board (%)	77.6%	77.1%	75.5%	*	*	78.8%	74.4%

★ 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.

Indicator	DEP Jul-Oct FY11	Citywide Jul-Oct FY11	DEP Jul-Oct FY12	Citywide Jul-Oct FY12	DEP Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average call wait time (min:sec)	0:49	1:38	0:30	1:47	-39%	10%
Average response time for email correspondence (days)	3	5	8	8	167%	60%
Average response time for letters/mail correspondence (days)	14	11	5	9	-64%	-18%
Service requests meeting expected time of action (%)	80.1%	82.2%	79.0%	89.7%	-1%	9%
Number of 311 inquiries (to MMR agencies)	149,726	2,467,532	132,685	2,245,344	-11%	-9%

## 311 Customer Service Center Requests for Service

Top Service Requests	Total Jul-Oct FY11	Target - FY11 Days to Action	Actual - Jul-Oct Days to Action	% Meeting FY11 Target	Total Jul-Oct FY12	Target - FY12 Days to Action	Actual - Jul-Oct Days to Action	% Meeting FY12 Target
Sewer Maintenance - Catch Basin Clogged	3,756	6.0	2.2	88%	6,525	6.0	4.2	72%
Sewer Maintenance - Sewer Backup	4,873	0.3	0.2	72%	6,936	0.3	0.3	72%
Water Maintenance - Hydrant Running	4,093	2.0	1.9	81%	3,749	2.0	1.1	89%
Water Maintenance - Hydrant Running Full	6,315	1.0	1.6	78%	5,472	1.0	0.6	88%
Water Maintenance - Leak	3,786	0.7	0.7	85%	3,315	0.7	0.5	81%

## 311 Customer Service Center Inquiries

Top DEP-related Inquiries	Total Jul-Oct FY11	% of DEP Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DEP Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Fire Hydrant - Running Full	23,966	16%	1	17,735	13%	1
Noise from Construction	11,756	8%	3	12,777	10%	2
Sewer Backup Complaint - During Business Hours and Saturdays	10,780	7%	4	10,858	8%	3
Fire Hydrant - Running or Leaking	12,180	8%	2	10,135	8%	4
Catch Basin Complaint	6,183	4%	5	7,457	6%	5





## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$1,034.1	\$1,470.9	\$1,021.6	\$1,042.1	\$1,064.8	\$1,019.6	\$408.5	\$423.7
<i>Revenues (\$ millions)</i>	\$59.8	\$24.0	\$24.6	\$23.0	\$23.1	\$23.2	\$9.1	\$8.6
<i>Personnel</i>	6,054	5,963	5,802	6,050	6,091	5,951	5,844	5,772
<i>Overtime paid (\$000)</i>	\$36,417	\$31,985	\$32,206	*	*	*	\$8,497	\$12,064
<i>Capital commitments (\$ millions)</i>	\$2,174.8	\$2,649.9	\$1,252.4	\$2,144.0	\$2,771.7	\$1,981.9	\$362.7	\$428.9

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

- The Department has discontinued the metric 'Water meters repaired/replaced.' The indicator reported on the maintenance of older meters and is no longer relevant as the vast majority have been replaced with automated meters.

For more information please visit the website at: [www.nyc.gov/dep](http://www.nyc.gov/dep)





# 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.
- ✓ Enhance ferry service, walking, and cycling.

## 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 inventory to achieve a high state of repair.
- Ensure accessibility of streets and sidewalks citywide.
- Ensure the cleanliness of the arterial highway system.
- Ensure the quality of contractor work.
- Expand and improve private ferry service.
- Maintain and improve the Staten Island Ferry operation.
- Expand the bicycle network.

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## 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 787 bridge structures. DOT ensures traffic safety through a variety of approaches including: enhancing conditions for pedestrians near schools and in communities with high concentrations of seniors; continuous analysis of traffic operations in key intersections and corridors; 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 at many different levels including: its Joint Traffic Management Center; an extensive emergency response operation; the bus rapid transit program; the Staten Island Ferry operation; the bicycle program; sidewalk repair and ADA compliance programs; and the on-street parking system encompassing approximately 39,000 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.

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## Preliminary Performance Highlights

- Traffic fatalities continued to decrease, declining to 91 compared to 96 during the same period last year. Safety redesigns and traffic enforcement contributed to [improved safety](#).
- Average times to respond to traffic signals and to repair priority regulatory signs remained unchanged at 3.5 hours and 1.9 days, respectively, but increased to 2.6 days from 1.9 days for street light repairs.
- Parking meter operability, which improved significantly in Fiscal 2011, continued to improve and rose to 96.8 percent. The ongoing installation of the more secure multi-space meters in conjunction with DOT's successful investigation of single-space meter vandalism over the last year contributed to the almost 10 percentage point increase in operability since last October.
- The Department repaired 3.3 percent more potholes, and average repair times decreased from 6.8 days to 6.3 days.
- Replacement of street newsstands and bus shelters with the Cemusa-designed models moved forward at a steady pace, and reached 84.5 percent and 92.5 percent, respectively, as of October 2011. Bus shelter conversion is expected to be completed during Calendar 2012.
- In response to the more than 21 percent jump in construction permit issuance, the Department conducted 24,886 more inspections of permitted street work, an increase of 13.4 percent over the same four months last year. Post-audit inspections of completed street work also increased, rising by nearly 20 percent to 103,820, and yielded a passing rate of 80 percent, similar 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12 FY13			
★ Citywide traffic fatalities	276	259	236	*	*	96	91
- Motorists/passengers	98	97	78	*	*	40	39
- Bicyclists/pedestrians	178	162	158	*	*	56	52
★ Overall traffic crashes	177,996	183,278	179,112	*	*	NA	NA
★ Average time to respond to traffic signal defect and make safe (hours)	4.3	3.7	4.1	*	*	3.5	3.5
★ Average time to repair priority regulatory signs after notification (days)	1.6	1.8	1.9	*	*	1.9	1.9
★ Average time to repair street lights - by DOT (days)	2.4	2.2	2.2	*	*	1.9	2.6
Average time to repair street lights - by ConEd (days)	14.0	13.5	14.3	*	*	13.5	14.5
Speed humps installed near schools	27	98	92	*	*	65	28
Tort cases commenced	2,138	2,175	1,983	*	*	713	705
Tort dispositions	2,406	2,487	2,114	*	*	611	584
Tort payout (\$000)	\$85,744.5	\$72,593.8	\$62,884.2	*	*	\$16,773.6	\$20,480.5

★ 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12 FY13			
★ Average travel speed (miles per hour) - Manhattan Central Business District	9.1	9.3	9.2	*	*	NA	NA
Traffic-monitoring cameras	183	183	183	*	*	183	183
★ On-street parking meters that are operable (%)	88.7%	82.9%	92.9%	90.0%	90.0%	86.1%	96.8%
Percent of metered spaces that have muni-meters (multi-space meters)	36.6%	40.9%	42.3%	*	*	41.7%	51.8%

★ 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12 FY13			
★ Bridges rated							
- Good or very good (%)	41.8%	41.4%	40.7%	*	*	NA	NA
★ - Fair (%)	57.8%	58.1%	58.8%	*	*	NA	NA
★ - Poor (%)	0.4%	0.5%	0.5%	*	*	NA	NA
Bridge projects (structural work) substantially completed on schedule							
- East River (%)	100%	NA	100%	100%	100%	NA	NA
- Non-East River (%)	67%	100%	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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12 FY13			
★ Street pavement ratings: percent of lane miles assessed in the 12 months ending June 30th	88.6%	87.8%	83.0%	*	*	NA	NA
★ Streets maintained with a pavement rating of							
- Good (%)	70.9%	70.8%	72.3%	*	*	NA	NA
- Fair (%)	28.8%	28.9%	27.2%	*	*	NA	NA
- Poor (%)	0.3%	0.4%	0.5%	*	*	NA	NA
Arterial highway system that is adopted (%)	61.9%	61.3%	69.3%	75.0%	75.0%	64.5%	69.1%
Audited adopted highway miles that receive cleanliness rating of good (%)	99.3%	99.4%	100.0%	*	*	92.7%	97.3%
★ Percent of all NYC highways that receive a cleanliness rating of good	98.3%	98.1%	97.6%	*	*	NA	NA
Pothole work orders	49,906	59,254	56,399	*	*	11,511	11,177
★ Average time to close a pothole work order where repair was done (days)	4.1	5.6	10.8	*	*	6.8	6.3
Potholes repaired (Local streets)	224,648	295,297	305,001	*	*	51,130	52,820
Construction permits issued	268,915	244,091	264,532	*	*	88,975	107,963
Inspections of permitted street work	558,025	550,906	539,933	*	*	186,378	211,264
★ Inspected street work rated satisfactory (%)	78%	75%	74%	75%	75%	73%	75%
Summonses issued	26,648	25,622	27,511	*	*	9,508	10,784
★ Post-audit inspections for completed street work	223,352	228,440	240,634	*	*	86,768	103,820
★ Post-audit inspections for completed street work that passed inspection (%)	83%	80%	80%	*	*	80%	80%
★ Percent of all crossing points with pedestrian ramps	85%	86%	91%	*	*	NA	NA
★ Percent of existing newsstands converted to new model	47.0%	55.1%	77.7%	*	*	66.4%	84.5%
Average cost per lane mile resurfaced citywide (\$)	\$136,191	\$166,203	\$153,790	*	*	NA	NA
Average cost per ton of asphalt placed citywide (\$)	\$143.63	\$172.39	\$162.01	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$51.17	\$58.65	\$63.18	*	*	NA	NA
Average vendor cost of asphalt per ton (\$)	\$73.67	\$66.94	\$69.06	*	*	NA	NA

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12 FY13			
★ Staten Island Ferry							
- Trips that are on-time (%)	91.1%	90.6%	90.9%	90.0%	90.0%	87.6%	84.6%
- Ridership	20,118,000	21,464,000	21,404,000	*	*	7,823,000	7,917,800
- Average cost per passenger (\$)	\$5.38	\$5.32	\$5.16	*	*	NA	NA
Private ferry service							
- Average weekday ridership	30,694	27,943	28,422	*	*	30,237	27,404
- Number of routes	20	21	20	*	*	19	22
Bicycle lane miles installed	88.7	52.3	33.1	50.0	50.0	NA	NA
★ Bicycle network connectivity index	919	1,018	1,134	*	*	NA	NA
Bicycle racks installed	1,529	775	2,750	1,500	1,500	NA	NA
★ Percent of existing bus shelters converted to new model	59.8%	72.7%	89.5%	*	*	81.4%	92.5%
★ Pedestrian volume index	99.9	103.4	113.2	*	*	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.

Indicator	DOT Jul-Oct FY11	Citywide Jul-Oct FY11	DOT Jul-Oct FY12	Citywide Jul-Oct FY12	DOT Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average call wait time (min:sec)	0:51	1:38	5:22	1:47	531%	10%
Average response time for email correspondence (days)	6	5	6	8	0%	60%
Average response time for letters/mail correspondence (days)	5	11	7	9	40%	-18%
Service requests meeting expected time of action (%)	93.3%	82.2%	88.0%	89.7%	-6%	9%
Number of 311 inquiries (to MMR agencies)	139,333	2,467,532	129,411	2,245,344	-7%	-9%

## 311 Customer Service Center Requests for Service

Top Service Requests	Total Jul-Oct FY11	Target - FY11 Days to Action	Actual - Jul-Oct FY11 Days to Action	% Meeting FY11 Target	Total Jul-Oct FY12	Target - FY12 Days to Action	Actual - Jul-Oct FY12 Days to Action	% Meeting FY12 Target
Broken Muni Meter - No Receipt	3,296	14.0	4.8	90%	3,288	14.0	3.5	98%
Street Condition - Failed Street Repair	2,156	10.0	5.3	87%	1,554	10.0	7.1	80%
Street Condition - Pothole	9,541	30.0	7.9	97%	10,611	30.0	5.4	100%
Street Light Condition - Street Light Out	9,928	10.0	1.6	100%	8,877	10.0	2	89%
Traffic Signal Condition - Controller	8,492	0.1	0.05	84%	8,671	0.1	0.1	70%

## 311 Customer Service Center Inquiries

Top DOT-related Inquiries	Total Jul-Oct FY11	% of DOT Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DOT Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Alternate Side Parking Information	19,562	14%	1	16,429	13%	1
Streetlight Condition	16,103	12%	2	15,590	12%	2
Muni-Meter Defective or Damaged	9,813	7%	4	10,072	8%	3
Traffic or Pedestrian Signal Condition	10,445	7%	3	8,938	7%	4
Pothole on Street	7,153	5%	5	8,917	7%	5



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$788.0	\$800.8	\$864.9	\$693.7	\$828.0	\$685.4	\$375.2	\$399.5
<i>Revenues (\$ millions)</i>	\$244.0	\$266.7	\$279.8	\$315.7	\$324.6	\$335.8	\$82.6	\$89.5
<i>Personnel</i>	4,951	4,988	4,853	4,388	4,932	4,288	4,956	4,819
<i>Overtime paid (\$000)</i>	\$51,586	\$52,661	\$51,710	*	*	*	\$15,990	\$16,080
<i>Capital commitments (\$ millions)</i>	\$997.2	\$1,697.5	\$640.8	\$1,773.8	\$1,583.3	\$1,340.4	\$111.5	\$88.4
<i>Work Experience Program (WEP) participants assigned</i>	85	199	78	*	*	*	122	77

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

- The Department revised four-month Fiscal 2011 data for 'Speed humps installed near schools' and 'Potholes repaired (Local streets).'
- Fiscal 2011 data for the four metrics that report on the average cost of asphalt and roadway resurfacing, previously reported as "NA," has been provided.

For more information please visit the website at: [www.nyc.gov/dot](http://www.nyc.gov/dot)







# 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, the City's Zoning Resolution, New York State Labor Law and the New York State Multiple Dwelling Law. On an annual basis the Department reviews over 65,000 construction plans, issues more than 130,000 new and renewed permits, performs more than 310,000 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

- The Department completed 48,186 construction inspections during the reporting period, a 24 percent decline. The decrease is principally due to reduced field hours resulting from staff vacancies and a more extensive training program.
- On average, response times to emergency complaints (Priority A) remained unchanged at 9.6 hours. More than 94 percent of emergency complaints were responded to within 1.5 days, narrowly missing the 95 percent performance target. However, response times to nonemergency complaints (Priority B) increased by 50 percent, from 30.5 days to 45.7 days, as the Department continued to prioritize allocation of its limited resources to emergencies and special inspections. Only 58.4 percent of nonemergency complaints were responded to within 40 days, far below the 70 percent target.
- Fewer construction-related incidents were reported to the Department reflecting, in part, the positive impact of the Department's safety educational outreach efforts and increased enforcement. Compared to the same period last year, incidents decreased by 29 percent from 171 to 121, fatalities held steady at one, accidents increased from 46 to 52, while injuries rose from 51 to 68.
- The Department issued approximately 6,600 fewer Notices of Violation. In large part, the 27.2 percent decline is a result of the drop in construction inspections.
- At 5.2 days, the overall average time to complete first plan reviews was relatively unchanged, but there were variances by job type. First plan reviews of new buildings were completed in an average of 13.1 days, more than one day faster, while the time to review major alterations increased by one day to 13.1 days. The time to complete plan reviews of minor alterations was comparable to a year ago at 4.5 days.



## Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
<i>Construction inspections completed</i>	244,585	212,038	171,547	*	*	63,760	48,186
- Complaints (%)	31.7%	33.8%	31.8%	*	*	35.0%	30.7%
- Certificate of Occupancy (%)	7.5%	7.4%	7.7%	*	*	7.6%	7.3%
- Construction monitoring (%)	20.0%	16.9%	14.3%	*	*	14.5%	13.2%
- Other (%)	40.8%	42.0%	46.2%	*	*	42.9%	48.8%
★ Average construction inspections per inspector day	NA	NA	NA	*	*	NA	11.7
★ Construction inspections resulting in at least one Stop Work Order (%)	2.4%	1.6%	1.4%	*	*	1.4%	1.9%
★ Construction inspections resulting in a Vacate Order (%)	1.0%	1.4%	1.5%	*	*	1.5%	1.6%
<i>Construction inspections resulting in at least one Work Without a Permit Violation (%)</i>	4.5%	4.8%	5.2%	*	*	5.3%	5.6%
★ Number of Priority A (emergency) complaints received	22,114	18,828	15,182	*	*	5,539	4,991
★ Number of Priority B (nonemergency) complaints received	89,134	76,485	67,228	*	*	24,151	22,510
<i>Number of Priority A complaints responded to</i>	22,145	18,535	15,075	*	*	5,496	4,898
<i>Number of Priority B complaints responded to</i>	89,217	74,708	63,219	*	*	23,559	19,890
<i>Priority A complaints responded to within 1.5 days (%)</i>	96.6%	95.7%	94.8%	95.0%	95.0%	95.5%	94.3%
<i>Priority B complaints responded to within 40 days (%)</i>	93.5%	78.2%	68.8%	80.0%	80.0%	71.0%	58.4%
★ Average time to respond to Priority A complaints (days)	0.4	0.3	0.5	*	*	0.4	0.4
★ Average time to respond to Priority B complaints (days)	10.5	19.8	28.5	*	*	30.5	45.7
★ Percent of incident inspections resulting in violations	75.9%	77.7%	76.5%	*	*	75.7%	75.8%
★ Number of incidents of unsafe facade conditions and falling debris resulting in injuries	77	82	72	*	*	28	33
★ Percent of unsafe facade conditions and falling debris complaints where access was obtained and violations were written	NA	50.6%	52.1%	*	*	50.7%	47.1%
★ Percent of residential illegal conversion complaints where access was obtained	NA	49.4%	46.9%	*	*	48.1%	48.7%
★ Percent of residential illegal conversion complaints where access was obtained and violations were written	NA	49.6%	54.7%	*	*	56.0%	52.7%
★ Percent of after hours work complaints where access was obtained and violations were written	NA	6.4%	3.7%	*	*	6.0%	3.4%
★ Percent of failure to maintain complaints where access was obtained and violations were written	NA	81.0%	76.2%	*	*	75.9%	68.7%
★ Number of construction-related incidents	529	614	420	*	*	171	121
- Construction-related accidents	201	198	119	*	*	46	52
★ Number of construction-related injuries	223	206	128	*	*	51	68
★ Number of construction-related fatalities	5	4	4	*	*	1	1
<i>Licenses and registrations issued (new and renewal)</i>	15,280	15,876	11,055	*	*	3,201	3,044
<i>Mail-in license renewals processed within 25 days (%)</i>	47.5%	92.0%	83.3%	70.0%	70.0%	97.0%	81.3%
<i>Environmental Control Board violations issued</i>	81,287	74,163	62,070	*	*	24,195	17,614
<i>Percent of Notices of Violation upheld by ECB</i>	83.2%	81.4%	78.2%	*	*	NA	NA
<i>Certificates of Correction approved</i>	45,234	53,473	47,967	*	*	16,313	14,411

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

✓ Facilitate compliant construction through the timely delivery of services.



Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
<i>Jobs filed</i>	64,442	60,235	65,358	*	*	23,050	23,406
- New Buildings	3,039	1,427	1,726	*	*	609	533
- Alterations I (major renovation)	4,924	4,181	4,127	*	*	1,353	1,366
- Alterations II and III (minor renovation)	56,479	54,627	59,505	*	*	21,088	21,507
<i>Jobs pending with objections by DOB (%)</i>	48.6%	45.5%	46.3%	*	*	42.7%	40.0%
<i>Jobs approved with modifications made (%)</i>	37.0%	33.0%	35.9%	*	*	24.3%	23.0%
<i>Certificates of Occupancy issued</i>	9,219	7,672	7,044	*	*	2,511	2,202
<i>Jobs professionally certified (%)</i>	45.5%	45.1%	47.6%	*	*	48.6%	52.1%
★ <i>Jobs professionally certified that were audited (%)</i>	24.2%	24.4%	20.3%	20.0%	20.0%	20.5%	20.1%
★ <i>Audits of professionally certified jobs resulting in revocation notices (%)</i>	26.0%	20.1%	14.8%	*	*	12.7%	11.9%
<i>Applications resulting in a permit (%)</i>	76.4%	75.0%	78.7%	*	*	62.8%	62.9%
★ <i>Average days to complete first plan review</i>	3.1	5.1	4.7	4.5	4.5	5.1	5.2
★ - New buildings	7.1	16.2	14.9	*	*	14.3	13.1
- Alteration I (major renovation)	7.1	13.7	11.7	*	*	12.1	13.1
- Alterations II and III (minor renovation)	2.5	4.0	3.9	*	*	4.3	4.5

★ 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.

Indicator	DOB	Citywide	DOB	Citywide	DOB Change	Citywide Change
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Jul-Oct FY11 to FY12	Jul-Oct FY11 to FY12
<i>Average call wait time (min:sec)</i>	0:09	1:38	0:08	1:47	-11%	10%
<i>Average response time for email correspondence (days)</i>	24	5	24	8	0%	60%
<i>Average response time for letters/mail correspondence (days)</i>	21	11	27	9	29%	-18%
<i>Service requests meeting expected time of action (%)</i>	54.6%	82.2%	55.7%	89.7%	2%	9%
<i>Number of 311 inquiries (to MMR agencies)</i>	153,672	2,467,532	137,140	2,245,344	-11%	-9%



## 311 Customer Service Center Requests for Service

	Total Jul-Oct FY11	Target - FY11 Days to Action	Actual - Jul-Oct FY11 Days to Ac- tion	% Meeting FY11 Target	Total Jul-Oct FY12	Target - FY12 Days to Action	Actual - Jul-Oct FY12 Days to Ac- tion	% Meeting FY12 Target
<b>Top Service Requests</b>								
<i>Elevator - Defective/Not Working</i>	4,247	60.0	107.8	21%	2,337	60.0	98.6	40%
<i>General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits</i>	720	60.0	24.3	83%	659	60.0	41.8	68%
<i>General Construction/Plumbing - Failure To Maintain</i>	2,101	60.0	16.1	88%	1,594	60.0	26.8	79%
<i>Illegal Conversion of Residential Building/Space</i>	8,597	60.0	94.5	35%	4,870	60.0	72.7	50%
<i>No Permit - Construction, Plumbing, Cranes &amp; Derricks, Building/Use, Elevator</i>	10,865	60.0	34.2	75%	1,552	60.0	30.1	68%

## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of DOB Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DOB Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<b>Top DOB-related Inquiries</b>						
<i>Schedule a Plan Examiner Appointment</i>	58,315	38%	1	47,602	35%	1
<i>Cancel/Modify/Reschedule Plan Exam Appointments</i>	15,721	10%	2	15,617	11%	2
<i>Illegal Conversion or Occupancy of Residential Space</i>	12,017	8%	3	11,217	8%	3
<i>Building Construction Complaint - Illegal Construction</i>	8,524	6%	4	7,959	6%	4
<i>Defective or Uninspected Elevator or Escalator Complaint</i>	6,638	4%	5	6,516	5%	5

## Agency Resources

Agency Resources	A c t u a l			September 2010 MMR	Updated		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	FY11	FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$109.7	\$101.5	\$99.0	\$94.6	\$94.7	\$91.6	\$37.2	\$32.4
<i>Revenues (\$ millions)</i>	\$147.1	\$132.9	\$165.2	\$146.9	\$159.6	\$153.1	\$54.1	\$59.7
<i>Personnel</i>	1,227	1,174	1,094	1,163	1,135	1,135	1,137	1,061
<i>Overtime paid (\$000)</i>	\$5,645	\$4,317	\$3,141	*	*	*	\$976	\$1,191

<sup>1</sup> January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.



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## Noteworthy Changes, Additions or Deletions

- The Department updated four-month Fiscal 2011 data for ‘Construction inspections completed’ and for the four related sub-indicators. Four-month Fiscal 2011 data was also updated for four measures related to Priority A and B complaints, the number of Environmental Control Board violations issued, the total number of jobs filed and the number filed for minor renovations, the number of Certificates of Occupancy issued, and for the four indicators that report on the time to complete first plan reviews. DOB also corrected Fiscal 2011 data for ‘Average days to complete first plan review – Alterations II and III.’ The majority of changes were relatively minor, reflecting routine updates to data.
- The Department revised its methodology for calculating the metric ‘Average construction inspections per inspector day.’ The revised calculation is based on the number of inspections divided by the number of field hours plus office hours spent completing research related to inspections; previously, all office hours were counted. DOB has not yet established a revised performance target to reflect this change.
- Fiscal 2010 data and four-month and year-end Fiscal 2011 data for the ‘Percent of residential illegal conversion complaints where access was obtained’ was corrected. Data for the same time periods was also corrected for the four metrics that report on the percent of violations written for specific types of inspected conditions (unsafe façade and falling debris, residential illegal conversions, after-hours work, and failure to maintain). Corrected data prior to Fiscal 2010 is not available.
- During the reporting period the Department completed a quality assurance review of the data reported for the four construction-related metrics and identified a number of incidents that had been reported in error. As a result of the review, previously reported data from Fiscal 2006 to the present was revised as necessary. For data included in the Fiscal 2012 Preliminary Mayor’s Management Report, this resulted in changes to data for fiscal years 2009 and 2010 as well as four-month and year-end Fiscal 2011 data for the number of incidents, accidents and injuries, and revised Fiscal 2010 data for the number of fatalities. All previously reported data for the indicator ‘Percent of incident inspections resulting in violations’ and data for fiscal years 2009 through 2011, including four-month Fiscal 2011 data, for ‘Number of incidents of unsafe façade conditions and falling debris resulting in injuries’ was also corrected.

For more information please visit the website at: [www.nyc.gov/buildings](http://www.nyc.gov/buildings)







# 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.

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## Scope of Agency Operations

The New York City Housing Authority (NYCHA) provides affordable housing to nearly 404,000 low- and moderate-income City residents in 334 housing developments with nearly 179,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists over 95,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 70 NYCHA-operated community centers and 38 NYCHA-operated senior centers and a variety of programs. There are also 63 community centers and 88 senior centers in NYCHA's developments operated by sponsor agencies and organizations.

## 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.

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## Preliminary Performance Highlights

- The average turnaround days to re-occupy vacant apartments increased by 29 percent during the first four months of Fiscal 2012 to 39.7 days, compared to 30.8 days for the same period in Fiscal 2011. The implementation of the NYCHA Improving the Customer Experience (NICE) system has delayed the application and development outreach activities that NYCHA typically performs to ensure an adequate level of coverage for vacant apartments. The Authority is addressing issues associated with NICE and closely monitoring the turnaround time.
- The average time to prepare vacant apartments has decreased by 5 percent in Fiscal 2012 to 31 days from 32.5 in Fiscal 2011. The indicator was above the target of 20 days but NYCHA carefully monitors this indicator to ensure that the timely completion of work orders related to the move out and apartment preparation process.
- The number of applicants placed through Section 8 vouchers was 216, 5 percent fewer than the 227 placement during the prior period. The utilization rate for vouchers decreased by 3 percentage points during the first four months of Fiscal 2012 to 96.4 percent. The number of Section 8 occupied units declined 2 percent, from 97,267 in Fiscal 2011 to 95,132 in Fiscal 2012. Due to lack of additional funding from HUD, NYCHA did not issue any new vouchers in 2011 with the exception of the Veterans Affairs Supportive Housing (VASH) program, which provides voucher assistance to homeless veterans.
- The number of applicants placed in public housing decreased by 4 percent during the first four months of Fiscal 2012 to 1,836 compared to 1,919 in the prior period.
- Fewer active projects in construction were on schedule, as the on-time rate declined 4 percentage points from 82.0 percent to 77.8 percent in Fiscal 2012. Delays are attributed to unanticipated field conditions that created additional work on several of NYCHA's brick and roof projects. The percentage of active projects on schedule increased 4 percentage points from 33.6 percent to 37.3 percent primarily due to improvement in adhering to the design and procurement phase schedules. The projects



were mainly heating projects including boiler replacements and underground steam mains, and CCTV.

- The average time to resolve non-emergency service requests decreased by 12 percent from 31.9 days during the first four months of Fiscal 2011 to 28.1 days during the same period in Fiscal 2012. The average time to resolve emergency service requests decreased by 56 percent from 23.6 hours during the first four months of Fiscal 2011 to 10.4 hours during the same period in Fiscal 2012. It was below the target of 24 hours. This improvement in the time to resolve both emergencies and non-emergencies is the result of NYCHA's careful monitoring of the work orders as well as initiatives such as the use of the Work Order Task Force at some of the developments with a large number of open work orders and the consolidation of related service requests.
- The average time to resolve heat service requests increased by 8.6 percent from 9.8 hours during the first four months of Fiscal 2011 to 10.6 hours during the same period in Fiscal 2012. The increase in the time to complete heat tickets was due to a larger volume of heat service requests at some developments which had to be addressed with limited resources. NYCHA continues to closely monitor the handling of heat tickets and the completion time remains well under the target of 24 hours.
- The average time to resolve elevator outages decreased by 28 percent from 7.1 hours during the first four months of Fiscal 2011 to 5.1 hours during the same period in Fiscal 2012. The average number of elevator outages per car decreased by 6 percent from 1.21 outages per car during the first four months of Fiscal 2011 to 1.14 outages per car during the same period in Fiscal 2012. The elevator uptime was 99.4 percent for the first four months of Fiscal 2012 and exceeded the target of 97 percent. The number of elevator related injuries was down 64 percent from 14 to 5. The improvement in elevator performance can be attributed to NYCHA's Elevator Service and Safety Plan which was launched in 2009 and included modernization plans for over one thousand NYCHA elevators, as well as increased budget and staff for elevator operations. In addition, a new work order management system continues to bring greater visibility of issues affecting elevators and in turn, has improved the ability of staff to prioritize and respond to outages.
- The average daily attendance by the 6-12 age group at community centers decreased by 4 percent during the first four months of Fiscal 2012 to 2,502, compared to 2,607 during the same period in Fiscal 2011. The average daily attendance by the 13-19 age group decreased by 2 percent in Fiscal 2012 to 1,036 compared to 1,053 in Fiscal 2011. The main factor of the decrease in daily attendance at the community centers is a shortage of staff coupled with restrictive participant-to-staff ratios mandated by the Department of Health and Mental Hygiene (DOHMH).
- The initial Social Services tenant contacts conducted within five days increased by 8 percentage points during the first four months of Fiscal 2012, from 77 percent to 85 percent. This improvement reflects improved monitoring implemented by supervisors and staff using a variety of methods to contact tenants. Ongoing training focuses on engagement techniques.
- The referrals to supportive services rendered to senior residents increased by 6 percent during the first four months of Fiscal 2012 to 30,813 compared to 29,065 for the same period in Fiscal 2011. This increase reflects the use of improved monitoring techniques by supervisors who are working more closely with staff to capture and report supportive services provided.
- 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 provides clients with case management and confidential relocation services to other NYCHA developments. The number of residents approved for the Emergency Transfer Program increased slightly during the first four months in Fiscal 2012 to 333 from 328. The emergency transfer program disposition time improved 6 percent from 40.71 days in Fiscal 2011 to 38.29 days in Fiscal 2012. Case examiners assist residents to obtain the documents required to substantiate their transfer request and to expedite case approvals. NYCHA continues outreach efforts to residents about the documents required to expedite their cases.
- The resident job placements decreased slightly in Fiscal 2012, from 624 to 610. This indicator includes the number of residents placed by Resident Employment Services (RES) and Human Resources. The 2 percent decrease is due to a 7 percent decrease in HR placements from 375 to 347 and a 6 percent increase in RES placements from 249 to 263. The decrease in HR placements is mainly due to fewer positions being available in Fiscal 2012 as a result of budget cuts. Resident Employment Services has continued to increase its placements mainly through NYCHA contractors (Section 3) and the launch of the NYCHA Resident Training Academy (NRTA).



## Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
★ Number of apartments (000)	179	178	179	*	*	179	179
★ Occupancy rate (%)	99.3%	99.5%	99.4%	*	*	99.4%	99.2%
★ Average turnaround days for vacant apartments	43.9	36.5	35.2	*	*	30.8	39.7
Average time to prepare vacant apartments (days)	30.2	39.4	30.9	20.0	20.0	32.5	31.0
★ Public housing apartments that are occupied or available for occupation	176,428	177,068	177,711	*	*	177,496	177,784
★ Rent collection (%)	99.0%	98.7%	99.0%	*	*	NA	NA
Management cost per dwelling unit (\$)	\$795	\$826	\$858	\$856	\$856	\$813	\$858
★ Section 8 Occupied Units (Certificates and Vouchers)	95,501	100,570	95,898	*	*	97,267	95,132
Working families residing in public housing (cumulative) (%)	46.2%	47.2%	46.7%	*	*	NA	NA
Applicants placed in public housing	5,744	5,554	5,650	*	*	1,919	1,836
- Working families placed in public housing (%)	64.1%	68.5%	69.2%	50.0%	50.0%	68.8%	68.0%
- Disabled persons placed in public housing (%)	26.4%	24.1%	22.4%	*	*	22.4%	23.8%
Families on Section 8 waiting list (000)	128	125	NA	*	*	124	124
Utilization rate for Section 8 vouchers (%)	94.0%	101.0%	98.3%	97.0%	97.0%	99.7%	96.4%
Applicants placed through Section 8 vouchers	12,313	7,523	NA	*	*	227	216
★ Percentage of active capital projects in construction phase on schedule	79.6%	87.4%	71.6%	*	*	82.0%	77.8%
★ Percentage of active capital projects on schedule	39.2%	38.7%	27.5%	*	*	33.6%	37.3%

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
★ Average time to resolve nonemergency service requests (days)	5.1	NA	29.0	25.0	25.0	31.9	28.1
★ Average time to resolve emergency service requests (hours)	NA	NA	18.3	24.0	24.0	23.6	10.4
Average time to resolve heat service requests (hours)	7.4	NA	12.9	24.0	24.0	9.8	10.6
★ Average time to resolve elevator outages (hours)	11.4	13.1	5.2	10.0	10.0	7.0	5.1
Annual HUD Assessment rating	83.0	NA	NA	*	*	NA	NA
★ Major felony crimes in public housing developments	4,275	4,090	4,406	*	*	1,514	1,556
Elevator service uptime	98.1%	97.9%	99.2%	97.0%	97.0%	98.8%	99.4%
★ Average outage per elevator per month	1.12	1.15	1.08	*	*	1.21	1.14
Percent of elevator outages due to vandalism	29.7%	29.9%	31.8%	*	*	28.5%	33.5%
★ Number of alleged elevator injuries reported to DOB	33.0	30.0	24.0	*	*	14.0	5.0
Number of elevator related fatalities	1	0	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		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY13		
<i>Performance Statistics</i>							
<i>Utilization of community centers (ages 6-12) %</i>	115.8%	173.3%	185.0%	85.0%	85.0%	138.6%	130.5%
★ <i>Average daily attendance in community centers ages 6-12</i>	2,822	2,402	2,800	*	*	2,607	2,502
<i>Utilization of community centers (ages 13-19) %</i>	117.3%	148.7%	151.1%	85.0%	85.0%	135.8%	135.9%
★ <i>Average daily attendance in community centers ages 13-19</i>	2,314	1,616	1,720	*	*	1,053	1,036
<i>Utilization of senior centers (%)</i>	127.1%	155.9%	156.0%	85.0%	85.0%	155.8%	169.4%
<i>Initial social service tenant contacts conducted within five days of referral (%)</i>	82%	78%	76%	*	*	77%	85%
<i>Residents approved for the Emergency Transfer Program</i>	793	850	859	*	*	328	333
★ <i>Emergency Transfer Program disposition time</i>	41.44	40.34	39.76	*	*	40.71	38.29
<i>Referrals to supportive social services rendered to senior residents</i>	161,465	96,247	95,299	*	*	29,065	30,813
<i>Job training programs - ratio of job placements to program graduates (current period)</i>	83%	133%	75%	*	*	NA	NA
★ <i>Residents job placements</i>	1,223	1,519	2,090	*	*	624	610
<i>Youth placed in jobs through youth employment programs</i>	2,029	1,343	1,127	*	*	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.

Indicator	NYCHA Jul-Oct FY11	Citywide Jul-Oct FY11	NYCHA Jul-Oct FY12	Citywide Jul-Oct FY12	NYCHA Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
<i>Average call wait time (min:sec)</i>	0:46	1:38	0:56	1:47	22%	10%
<i>Average response time for email correspondence (days)</i>	8	5	8	8	0%	60%
<i>Average response time for letters/mail correspondence (days)</i>	11	11	11	9	0%	-18%
<i>Number of 311 inquiries (to MMR agencies)</i>	42,505	2,467,532	30,444	2,245,344	-28%	-9%

## 311 Customer Service Center Inquiries

Top NYCHA-related Inquiries	Total Jul-Oct FY11	% of NYCHA Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of NYCHA Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Public Housing Maintenance</i>	10,537	25%	1	7,252	24%	1
<i>Public Housing Application Information and Assistance</i>	5,039	12%	2	4,391	14%	2
<i>Public Housing Assistance Status - All Boroughs</i>	5,036	12%	3	3,896	13%	3
<i>NYCHA Section 8 Program Cuts</i>	3,008	7%	4	2,757	9%	4
<i>NYCHA Section 8 - Voucher Holder Information</i>	NA	NA	NA	2,206	7%	5



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$2,971.8	\$3,052.0	\$3,259.1	\$3,058.7	\$3,058.7	\$3,047.6	\$1,023.2	\$1,049.5
<i>Revenues (\$ millions)</i>	\$2,567.5	\$2,859.2	\$2,999.5	\$3,058.7	\$3,058.7	\$2,990.3	\$976.0	\$1,045.7
<i>Personnel</i>	11,553	11,509	11,548	12,113	12,113	12,132	11,408	11,254
<i>Overtime paid (\$000)<sup>3</sup></i>	\$53,108	\$75,466	\$93,826	*	*	*	\$28,801	\$33,118
<i>Capital commitments (\$ millions)</i>	\$36.9	\$48.7	\$1.1	\$6.6	\$108.7	\$24.2	\$0.7	\$1.4

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

<sup>3</sup> Overtime paid for NYCHA now includes the total overtime paid, not just unscheduled overtime.

## Noteworthy Changes, Additions or Deletions

- NYCHA increased its performance target for the completion of non-emergency work orders from 15 days to 25 days to be consistent with US Department of Housing and Urban Development (HUD) reporting requirements.

For more information please visit the website at: [www.nyc.gov/nycha](http://www.nyc.gov/nycha)





# DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Mathew M. Wambua, 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.

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## 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.

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## Preliminary Performance Highlights

- Total starts financed or assisted from July through October 2011 were significantly higher than during the equivalent Fiscal 2011 period due to two large preservation projects which accounted for 1,622 or 67 percent of the 2,438 total starts. 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.
- The overall number of housing-related complaints rose by 9.5 percent to approximately 206,000, the highest level in at least the last five years. All complaint categories experienced increases, with the largest changes occurring in the number of lead complaints and "other" emergencies. Other emergencies include complaints regarding mold, bedbugs, and plumbing.
- Significantly more emergency complaints were outstanding at the end of October 2011 than at the end of October 2010, attributable to both the increase in and timing of complaints.
- During the reporting period HPD administratively closed approximately 3,600 complaints that were a minimum of two years old; an additional 1,500 will be closed by year-end. While an exception to policy, the Department's decision was based on its experience with a prior administrative closing in 2008. Additionally, through its routine inspection procedures, the Department began a clean-up of complaints that were less than two years old but above the median complaint age. Together, these two factors drove the average time to close a nonemergency complaint up to 69.1 days. In total, HPD closed nearly 81,000 nonemergency complaints during July to October 2011 and reduced the number of outstanding nonemergency complaints by 25 percent.
- The number of active Code compliance cases declined by almost 21 percent due to efforts to reduce the backlog of cases, proactively address housing quality issues, as well as other enforcement and housing quality initiatives that have served to reduce the number of potential housing litigation cases.
- The Department continued its efforts to provide oversight of properties in which the City has invested with an increased focus on identifying





properties with significant physical and financial issues. Due to expanded outreach strategies that resulted in the greater availability of financial statements, the Asset Management program completed more than four times as many financial reviews than during the same period a year ago, 141 compared to 33.

## Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Total starts financed or assisted under the New Housing Marketplace Plan (units)	12,500	14,767	15,735	14,500	14,621	979	2,438
★ - New construction starts - HPD and HDC	4,123	3,144	4,055	3,282	3,876	386	276
★ - Preservation starts - HPD and HDC	8,108	11,337	11,680	10,993	10,520	593	2,162
- Number of homeowners receiving downpayment assistance	269	286	182	225	225	62	42
Planned starts initiated (%)	97%	102%	109%	*	*	7%	17%
★ Total completions financed or assisted under the New Housing Marketplace Plan (units)	12,914	16,874	14,106	10,414	11,165	4,994	3,808
- New construction completions - HPD and HDC	4,557	5,389	7,575	4,908	2,870	3,551	1,605
- Preservation completions - HPD and HDC	8,357	11,485	6,531	5,506	8,295	1,443	2,203
Planned completions initiated (%)	82%	100%	91%	*	*	32%	37%
Units completed for homeless individuals and families	835	620	684	*	*	286	194

★ 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.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Total complaints reported	623,578	616,408	611,989	*	*	187,905	205,783
★ - Total emergency complaints	419,271	409,354	407,772	*	*	115,312	127,568
- Heat and hot water	128,708	114,009	115,629	*	*	15,811	16,354
- Lead	40,114	40,109	38,749	*	*	12,969	15,752
- Other emergency	250,449	255,236	253,394	*	*	86,532	95,462
★ - Nonemergency complaints	204,307	207,054	204,217	*	*	72,593	78,215
★ Outstanding emergency complaints at end of month	10,673	12,210	11,603	*	*	16,593	20,205
★ Outstanding nonemergency complaints at end of month	13,324	14,365	14,533	*	*	15,698	11,853
★ Average time to close emergency complaints (days)	12.1	12.0	12.3	*	*	12.0	12.6
★ Average time to close nonemergency complaints (days)	30.0	19.1	16.8	*	*	14.7	69.1
Inspections completed	707,516	689,872	678,038	600,000	600,000	210,728	216,242
Inspection visits per team per day	11.6	11.0	11.3	*	*	9.9	10.0
Ratio of completed inspections to attempted inspections (%)	74%	72%	71%	*	*	68%	67%
Total violations issued	532,497	495,726	462,721	*	*	163,150	171,867
- Total emergency violations issued	104,370	97,506	88,342	*	*	27,658	29,189
- Heat and hot water	15,727	12,436	12,945	*	*	1,835	1,846
- Lead	31,285	26,022	21,973	*	*	7,650	8,116
- Other emergency	57,358	59,048	53,424	*	*	18,173	19,227
- Nonemergency violations issued	428,127	398,220	374,379	*	*	135,492	142,678
Total violations removed	706,478	608,214	556,777	*	*	195,989	188,684

★ 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13					
Violations issued and removed in the same fiscal year (%)	37%	38%	41%	*	*	NA	NA
Emergency violations corrected by owner (%)	52%	55%	56%	*	*	NA	NA
Emergency violations corrected by HPD (%)	15%	15%	14%	*	*	NA	NA
★ Percent of non-lead emergency C violations issued in reporting year pending at end of reporting year	35.0%	32.0%	29.0%	*	*	NA	NA
★ Percent of non-lead emergency C violations issued during prior five years pending at end of reporting year	10.3%	11.0%	10.0%	*	*	NA	NA
Average cost of repair work performed by HPD (\$)	\$862	\$737	\$657	*	*	NA	NA
- Emergency (non-lead) (\$)	\$731	\$635	\$562	*	*	NA	NA
- Lead (\$)	\$2,273	\$2,338	\$2,623	*	*	NA	NA
Code compliance							
- Cases opened	15,271	14,233	13,687	*	*	3,770	3,596
- Cases closed	14,495	15,226	14,846	*	*	5,013	4,584
- Cases active (end of month)	7,501	6,195	4,909	*	*	4,879	3,868
Judgments and settlements collected (\$000)	\$5,505	\$5,207	\$5,029	*	*	\$1,338	\$1,480

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13					
Section 8 - Utilization rate	94.9%	97.3%	96.8%	*	*	97.2%	96.9%
- Number of vouchers issued	4,818	1,456	1,821	*	*	290	408
- Number of households assisted (Total)	31,643	33,453	36,259	*	*	35,754	36,255

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13					
Asset management							
- Number of projects in workload	NA	1,861	1,861	*	*	1,861	1,861
- Number of financial reviews completed	378	534	486	*	*	33	141
- Number of buildings inspected	150	377	476	*	*	188	150

★ 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.

Indicator	HPD Jul-Oct FY11	Citywide Jul-Oct FY11	HPD Jul-Oct FY12	Citywide Jul-Oct FY12	HPD Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
<i>Average response time for email correspondence (days)</i>	15	5	12	8	-20%	60%
<i>Average response time for letters/mail correspondence (days)</i>	10	11	12	9	20%	-18%
<i>Service requests meeting expected time of action (%)</i>	66.6%	82.2%	NA	89.7%	NA	9%
<i>Number of 311 inquiries (to MMR agencies)</i>	165,303	2,467,532	162,333	2,245,344	-2%	-9%

## 311 Customer Service Center Requests for Service

Top Service Requests	Total Jul-Oct FY11	Target - FY11 Days to Action	Actual - Jul-Oct FY11 Days to Action	% Meeting FY11 Target	Total Jul-Oct FY12	Target - FY12 Days to Action	Actual - Jul-Oct FY12 Days to Action	% Meeting FY12 Target
<i>Heating</i>	20,982	5.0	4.5	73%	NA	NA	NA	NA
<i>Non-Construction - Vermin</i>	20,095	17.0	15	61%	NA	NA	NA	NA
<i>Paint/Plaster - Ceiling</i>	14,661	17.0	15	68%	NA	NA	NA	NA
<i>Paint/Plaster - Walls</i>	14,329	17.0	16.7	66%	NA	NA	NA	NA
<i>Plumbing - Water-Leaks</i>	13,100	17.0	13.8	64%	NA	NA	NA	NA

## 311 Customer Service Center Inquiries

Top HPD-related Inquiries	Total Jul-Oct FY11	% of HPD Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of HPD Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Landlord Complaint - Maintenance</i>	68,597	41%	1	70,891	44%	1
<i>Heat Complaint - Residential Building - Inadequate Heat</i>	19,829	12%	2	21,121	13%	2
<i>No Hot Water Complaint - Residential Building - From Tenant</i>	17,777	11%	3	11,753	7%	3
<i>Bed Bug Complaint - Residence</i>	13,409	8%	4	9,322	6%	4
<i>Affordable Housing Information - English</i>	10,317	6%	5	6,669	4%	5



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$702.2	\$727.9	\$705.4	\$577.6	\$782.5	\$560.8	\$299.5	\$305.1
<i>Revenues (\$ millions)</i>	\$65.9	\$60.1	\$72.4	\$18.4	\$31.2	\$18.8	\$18.3	\$15.3
<i>Personnel</i>	2,565	2,424	2,282	2,459	2,451	2,429	2,359	2,215
<i>Overtime paid (\$000)</i>	\$863	\$702	\$446	*	*	*	\$148	\$238
<i>Capital commitments (\$ millions)</i>	\$357.5	\$292.8	\$342.9	\$340.3	\$626.8	\$438.8	\$4.6	\$37.7
<i>Work Experience Program (WEP) participants assigned</i>	211	382	260	*	*	*	295	260

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

- HPD updated four-month Fiscal 2011 data for eight of the New Housing Marketplace Plan measures, as well as for the number of units completed for homeless individuals and families. The Department also corrected four-month data for the number of active code compliance cases, from 6,704 to 4,879.
- Four-month Fiscal 2011 data for the indicator 'Asset management - Number of financial reviews completed,' previously reported as "NA," has been provided.

For more information please visit the website at: [www.nyc.gov/hpd](http://www.nyc.gov/hpd)





# DEPARTMENT OF DESIGN AND CONSTRUCTION

David J. Burney, Commissioner

## Key Public Service Area

- ✓ Design and build quality public buildings and infrastructure projects on time and within budget.

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## Scope of Agency Operations

The Department of Design and Construction (DDC) manages a design and construction portfolio of more than \$8 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.

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## Preliminary Performance Highlights

- The Department completed 36 design projects and 21 construction projects and is on track to meet annual targets for both design and construction.
- On-time performance for active design projects was 86 percent, down by three percentage points from a year ago, and 88 percent for active construction projects, down by four points, reflecting normal fluctuations in a portfolio of diverse projects. The Department closely monitors active projects to ensure that on-time performance targets for completed projects - 88 percent for design and 82 percent for construction - are met.
- DDC completed more miles of roadway reconstruction, sewer reconstruction and water main work compared to the same period last year, consistent with the higher plan numbers of Fiscal 2012. However, because a greater percentage of new sewer construction work is scheduled for later in the year, comparatively fewer miles were completed in the July to October 2011 four-month period. With the exception of roadway work, on-time performance levels compare favorably to goals.
- As of October 2011 DDC had committed \$315 million in construction funds, or 17 percent of the year's planned capital contracts, exceeding the six-month goal of 15 percent.



## Performance Report

✓ Design and build quality public buildings and infrastructure projects on time and within budget.

	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12 FY13			
<i>Performance Statistics</i>							
★ Active design projects: Early/on-time (%)	89%	91%	87%	*	*	89%	86%
★ Active design projects: Difference between projected and scheduled duration (%)	1.2%	0.1%	1.1%	*	*	0.6%	1.2%
<i>Design projects completed</i>	130	126	127	109	*	34	36
★ - Completed early/on-time: Infrastructure (%)	90%	95%	99%	88%	88%	NA	NA
★ - Completed early/on-time: Public buildings (%)	85%	88%	91%	88%	88%	NA	NA
★ Active construction projects: Early/on-time (%)	84%	87%	91%	*	*	92%	88%
★ Active construction projects: Difference between projected and scheduled duration (%)	5.6%	2.7%	1.6%	*	*	1.3%	2.2%
<i>Construction projects completed</i>	93	99	91	106	*	26	21
- Infrastructure	41	40	35	39	*	11	11
- Human services	10	16	10	7	*	3	1
- Cultural institutions and libraries	23	33	32	48	*	9	8
- Public safety	19	10	14	12	*	3	1
★ - Completed early/on-time: Infrastructure (%)	83%	82%	83%	82%	82%	NA	NA
★ - Completed early/on-time: Public buildings (%)	88%	88%	88%	82%	82%	NA	NA
<i>Lane miles reconstructed</i>	66.2	42.7	32.3	27.0	*	4.2	9.2
- Construction completed on schedule (%)	71%	78%	75%	80%	80%	67%	75%
<i>Sewers constructed (miles)</i>	8.8	10.1	6.1	9.4	*	2.6	1.6
- Construction completed on schedule (%)	78%	90%	91%	80%	80%	83%	94%
<i>Sewers reconstructed (miles)</i>	7.5	4.7	4.6	8.9	*	1.2	2.8
- Construction completed on schedule (%)	85%	86%	81%	80%	80%	100%	100%
<i>Water mains (new and replaced) (miles)</i>	21.7	19.1	20.6	43.2	*	4.6	7.4
- Construction completed on schedule (%)	88%	83%	89%	80%	80%	100%	100%
<i>Average cost change for all consultant design and construction supervision projects (excluding programmatic scope changes) (%)</i>	2.1%	1.2%	1.2%	6.0%	6.0%	0.5%	1.2%
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	2.2%	1.7%	1.0%	6.0%	6.0%	0.9%	1.0%
<i>Projects audited (%)</i>	100%	100%	100%	95%	95%	54%	50%
<i>Capital commitment plan committed to within the first six months of the fiscal year (%)</i>	15%	16%	21%	15%	15%	15%	17%
<i>Design Quality Indicator</i>							
- Number of projects surveyed	14	18	20	*	*	NA	NA
- Average project rating	84%	93%	89%	*	*	NA	NA
<i>Post-construction satisfaction surveys</i>							
- Number of projects surveyed	62	67	58	*	*	31	31
- Number of surveys sent	177	200	191	*	*	120	103
- Number of surveys returned	40	42	51	*	*	32	22
★ - Rate of overall satisfaction (%)	83%	86%	86%	*	*	84%	91%

★ 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.

Indicator	DDC	Citywide	DDC	Citywide	DDC Change	Citywide Change
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Jul-Oct FY11 to FY12	Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	5	5	7	8	40%	60%
Average response time for letters/mail correspondence (days)	6	11	6	9	0%	-18%
Number of 311 inquiries (to MMR agencies)	589	2,467,532	449	2,245,344	-24%	-9%

## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of DDC Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DDC Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Top DDC-related Inquiries						
DDC Project Inquiries and Complaints	157	27%	2	225	50%	1
General Inquiries for the Department of Design and Construction	121	21%	3	121	27%	2
Sidewalk and Adjacent Curb or Street Damaged by Hurricane Irene	NA	NA	NA	88	20%	3
Bidding on DDC Projects	22	4%	4	15	3%	4
Construction Vendor Prequalification List	9	2%	5	NA	NA	NA

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
Expenditures (\$ millions) <sup>2</sup>	\$102.1	\$107.5	\$111.9	\$106.3	\$125.6	\$106.8	\$39.9	\$40.9
Revenues (\$000)	\$94	\$135	\$79	\$150	\$150	\$150	\$18	\$28
Personnel	1,132	1,096	1,090	1,165	1,162	1,158	1,076	1,074
Overtime paid (\$000)	\$1,485	\$1,132	\$1,210	*	*	*	\$351	\$386
Capital commitments (capital projects managed for client agencies) (\$ millions)	\$823.8	\$1,622.5	\$734.4	\$1,913.0	\$1,756.4	*	NA	NA

<sup>1</sup>January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.



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### **Noteworthy Changes, Additions or Deletions**

- DDC's annual targets for design and construction projects for the next fiscal year, Fiscal 2013, 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. Fiscal 2013 targets for the 12 performance measures that are not impacted by the January Financial Plan are included.
- DDC updated four-month Fiscal 2011 data for the number of construction projects completed for cultural institutions and the number of sewer miles reconstructed. Four-month Fiscal 2011 data was also revised for the average percentage cost change of completed construction projects.

For more information please visit the website at: [www.nyc.gov/ddc](http://www.nyc.gov/ddc)



# 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 55 public buildings; purchases, sells and leases non-residential real property; purchases goods and select services; inspects and distributes supplies and equipment; 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 regarding employment opportunities in City government.
- Ensure a sufficient number of eligible job applicants 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 2012 the number of applications for open competitive civil service exams more than doubled compared to the same period of Fiscal 2011 due to firefighter exam applications, as well as an increase in the number of exams offered at the City's computerized testing centers.
- The median number of days from exam administration to list establishment increased 47 percent during the reporting period largely due to the practice of publishing lists for at least 60 days prior to officially establishing them. This is designed to give agencies adequate time to evaluate their use of the lists of eligible candidates.
- The average number of days for DCAS to complete an in-house trade shop work order decreased 7 percent during the reporting period, despite a 5 percent increase in work orders received. However, the percentage of in-house work orders completed within 30 days dropped to 73 percent from 84 percent.
- Revenue generated from the sale of surplus goods decreased 38 percent. During the reporting period there was a 34 percent decrease in both the number of vehicles sold at auction and auto auction revenue. Also, the number of heavy equipment sales decreased from three sales to one sale during the period, resulting in a 47 percent drop in associated revenue.
- Lease revenue decreased 40 percent compared to last year as a result of two payments last year that were received earlier than expected.
- While the short-term lease renewal inspections completed increased 18 percent, the percentage of these inspections completed within 10 business days decreased 9 percentage points to 89 percent due to a reduction in staff. DCAS is implementing regular reviews in order to reduce inspection time.
- The average time for DCAS to process a purchase order decreased 58 percent to less than one day, due to an increase in purchase orders processed online through the Direct Order System.



## 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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Applications received for open competitive civil service exams	214,689	111,316	80,400	*	*	35,353	81,396
Exams administered on schedule (%)	95%	100%	100%	100%	100%	100%	100%
★ Median days from exam administration to list establishment	228	295	326	*	*	298	438
Average cost of training per employee (\$)	\$195	\$179	\$195	*	*	NA	NA
★ Average rating for professional development training sessions (%)	NA	NA	90%	*	*	90%	88%
High-priority New York City Automated Personnel System (NYCAPS) work tickets resolved (%)	95%	94%	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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Average building cleanliness and condition rating for DCAS-managed office buildings (%)	NA	77%	67%	*	*	NA	NA
Average cost of cleaning per square foot	\$2.7	\$3.0	\$2.9	*	*	NA	NA
In-house work orders received (total)	66,001	76,327	71,125	*	*	24,057	23,900
In-house trade shop work orders received	15,067	16,098	13,729	*	*	4,834	5,062
★ Average time to complete in-house trade shop work orders (days)	8.9	6.4	8.2	*	*	7.3	6.8
In-house trade shops work orders completed within 30 days (%)	85%	87%	80%	80%	80%	84%	73%
★ 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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Revenue generated from the sale of surplus goods (\$000)	\$12,824	\$12,576	\$13,300	\$9,500	\$9,500	\$7,202	\$4,466
Real estate auction bids received (\$000)	NA	NA	NA	*	*	NA	NA
Lease revenue generated (\$000)	\$64,920	\$63,339	\$65,561	\$65,859	\$65,859	\$28,770	\$17,228
★ Rents collected as a percentage of rents billed	100%	99%	97%	96%	96%	102%	118%
Short-term lease renewal inspections completed	233	250	239	*	*	61	72
Short-term lease renewal inspections completed within 10 business days (%)	100%	98%	95%	95%	95%	98%	89%
Average square feet of office space per employee	NA	NA	268	*	*	NA	NA
Vacant desks (%)	NA	NA	14%	*	*	NA	NA
★ Number of tax lots managed by DCAS	2,260	2,206	2,157	*	*	2,181	2,092

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



✓ Procure goods for City agencies.

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Average time to process a purchase order (days)	3.0	2.9	1.4	*	*	1.9	0.8
Average number of bidders per bid	5.6	4.9	4.6	*	*	5.5	2.8
★ Percentage of citywide fleet that is hybrid or alternative fuel vehicle	22.3%	24.1%	26.9%	*	*	24.8%	28.0%
Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)	95%	92%	93%	*	*	NA	NA

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

✓ Manage energy procurement and conservation programs.

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Estimated annual cost savings from energy conservation projects (\$ millions)	\$1.36	\$1.83	\$0.87	\$2.04	\$2.04	NA	NA
★ Estimated reduction in greenhouse gas emissions due to energy conservation projects (metric tons)	5,119	6,884	2,583	7,500	7,500	NA	NA
Total energy purchased (British Thermal Units) (trillions)	29.6	28.0	29.2	*	*	NA	NA
- Total electricity purchased (kilowatt hours) (billions)	4.3	4.3	4.3	*	*	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.

Indicator	DCAS Jul-Oct FY11	Citywide Jul-Oct FY11	DCAS Jul-Oct FY12	Citywide Jul-Oct FY12	DCAS Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	7	5	13	8	86%	60%
Average response time for letters/mail correspondence (days)	13	11	36	9	177%	-18%
Number of 311 inquiries (to MMR agencies)	16,310	2,467,532	13,398	2,245,344	-18%	-9%



## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of DCAS Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DCAS Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<b>Top DCAS-related Inquiries</b>						
<i>Civil Service Exam Information</i>	9,369	57%	1	9,649	72%	1
<i>NYC Careers</i>	2,908	18%	2	763	6%	2
<i>City Employment Verification</i>	1,079	7%	3	720	5%	3
<i>Buy a Parking Card Over the Phone</i>	458	3%	4	426	3%	4
<i>Surplus Auto Auction</i>	423	3%	5	310	2%	5

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR	Updated		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	FY11	FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$1,102.3	\$1,053.6	\$1,117.6	\$1,115.4	\$1,178.7	\$1,122.1	\$903.3	\$940.3
<i>Revenues (\$ millions)</i>	\$150.1	\$186.9	\$96.3	\$93.1	\$109.6	\$83.9	\$45.0	\$37.4
<i>Personnel</i>	2,177	2,256	2,128	2,312	2,314	2,294	2,220	2,125
<i>Overtime paid (\$000)</i>	\$14,595	\$14,425	\$12,939	*	*	*	\$4,271	\$4,442
<i>Capital commitments (\$ millions)</i>	\$141.1	\$93.8	\$117.2	\$449.0	\$484.6	\$305.3	\$25.7	\$51.3
<i>Work Experience Program (WEP) participants assigned</i>	838	1,246	1,278	*	*	*	1,336	1,044

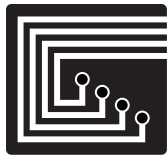
<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/dcas](http://www.nyc.gov/dcas)



# DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

Carole Post, Commissioner

## Key Public Service Areas

- ✓ Ensure sustained delivery of City IT services.
- ✓ Review and develop 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, license agreements, and IT professional services.
- ✓ 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; 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.
- Carry-out the mandates set out in Executive Order 140 concerning IT infrastructure consolidation and citywide IT standards and policies.
- Maintain an acceptable resolution rate of Citywide Service Desk tickets and incidents, and manage system infrastructure changes in an effective manner.
- Manage City agency telecommunication service.
- Increase the public's access to City government through NYC.gov, the City's official website, social media tools, and the development of applications for smartphones and tablets.
- Facilitate open, accessible public data.
- Prioritize and coordinate IT application projects.
- Improve oversight and use of enterprise IT contracts and license agreements.
- Manage telecommunications franchise agreements for cable telephone and internet services and public pay telephones.
- 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

- During the reporting period DoITT continued to provide City agencies with sustained, high-level delivery of key IT systems, with 99.89 percent uptime for mainframe, Unix and Wintel, and 99.67 percent uptime for NYC.gov. The uptime of NYCWiN was 99.98 percent and the uptime for both the City Radio Network and 800 MHz network was 99.99 percent.
- During the reporting period the average number of visitors per month to [NYC.gov](http://NYC.gov) increased 14 percent to 2.5 million. The number of page views increased 37 percent to approximately 243 million. NYC.gov serves as a critical communications conduit for the City. In times of emergency it alerts the public and provides vital information. During Hurricane Irene NYC.gov received more than 4.3 million page views in the course of a single day (August 25, 2011), surpassing the previous peak of 2.4 million page views in a day. Given the critical nature of NYC.gov as a communications vehicle, a wholesale redesign effort called Reinvent NYC.gov has been in development since April 2011. The deployment of a new platform for NYC.gov is expected by Summer 2012 and a redesign of the homepage is expected by the end of Calendar 2012.
- The number of agency data sets available for download more than doubled to 776 and are showcased in the new [NYC Open Data](http://NYC Open Data) website. The content of these data sets can now be visualized in both graphs and maps and is available in multiple formats that can be easily used by public





application programmers. Developers are using data sets available on NYC Open Data for the [NYC BIGAPPS 3.0](#) competition launched during the reporting period.

- The average time to resolve all service desk (helpdesk) incidents remained stable at 1.4 days, which is significant because the number of incidents increased 42 percent. Additional service desk responsibilities assumed on behalf of other agencies as part of implementation of the [CITIServ](#) project contributed to the increase in incidents. The ability to maintain this resolution rate can be attributed to DoITT's use of enhanced incident workflow and monitoring tools.
- The average time to resolve service desk incidents for telecommunications assistance increased 8 percent to 4.7 days as a result of a 19.5 percent increase in telecommunications incidents, as well as a Verizon labor stoppage and damage to underground infrastructure as a result of Hurricane Irene.
- During the reporting period the average time to resolve a request for new or updated services, such as the creation of an account for a software application, decreased 44 percent to 2.4 days due to improved workflow and monitoring procedures. This decrease in average time is significant because these requests increased 16.5 percent during the reporting period.
- Public pay telephone (PPT) violations upheld in court decreased from 69 percent to 53 percent. This decrease was largely due to the fact that 17 percent (72 of 430 violations) of the PPT violations were recommended for dismissal after it became known that a third party, not the respondent, was the cause of the violating conditions.
- The increase in open IT procurements was due to the purchase of software licenses for key mainframe systems and consulting services associated with the CITIServ project.

## Performance Report

✓ Ensure sustained delivery of City IT services.

	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13					
<i>Performance Statistics</i>							
★ Uptime of key systems (mainframe, Unix, Wintel) (%)	99.99%	99.99%	99.96%	99.99%	99.99%	99.95%	99.89%
Capacity utilization of key systems (mainframe) (%)	NA	NA	67.94%	*	*	60.11%	64.31%
★ Uptime of NYC.gov (%)	99.95%	99.99%	99.88%	99.99%	99.99%	99.67%	99.67%
★ NYC.gov unique visitors (average monthly) (000)	1,859.6	1,923.1	2,350.8	*	*	2,233.7	2,540.2
NYC.gov page views (000)	NA	296,939.8	590,598.9	*	*	177,344.7	243,249.1
Data sets available for download on NYC.gov/datamine	NA	194	361	*	*	361	776
Service desk contacts - via telephone	38,283	26,115	32,967	*	*	9,937	9,632
Service desk contacts - via web	NA	252	295	*	*	61	70
Service desk contacts - via e-mail	NA	11,757	18,190	*	*	5,099	12,707
Service desk contacts - DoITT-filed	NA	3,731	3,998	*	*	1,111	1,548
Service desk contacts - automated	NA	102,298	93,147	*	*	29,348	42,691
Service desk incidents (total)	140,082	145,208	144,633	*	*	45,041	63,913
Incident priority level - Urgent	NA	58	91	*	*	22	91
Incident priority level - High	NA	26,433	17,197	*	*	5,987	8,649
Incident priority level - Medium	NA	57,025	51,701	*	*	14,083	25,161
Incident priority level - Low	NA	61,692	75,644	*	*	24,949	29,426
★ Average time to resolve all service desk incidents (days)	2.3	2.2	1.4	4.2	4.2	1.4	1.4
Average time to resolve service desk incidents - Urgent (days)	NA	4.0	0.8	0.1	0.1	0.7	0.4
Average time to resolve service desk incidents - High (days)	NA	0.9	0.8	0.3	0.3	0.9	0.7
Average time to resolve service desk incidents - Medium (days)	NA	1.3	1.2	3.0	3.0	1.4	1.3
Average time to resolve service desk incidents - Low (days)	NA	3.5	1.8	6.0	6.0	2.0	1.7
Service desk incidents - telecommunication repair	NA	7,072	6,096	*	*	2,036	2,432
★ Average time to resolve telecommunication incidents (days)	NA	5.9	4.1	*	*	4.3	4.7
Service desk requests for new/updated service	NA	38,403	52,978	*	*	16,644	19,396
★ Average time to resolve service desk requests (days)	NA	7.5	3.1	*	*	4.3	2.4

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



	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13					
<i>Performance Statistics</i>							
<i>Planned IT infrastructure changes</i>	1,125	1,162	946	*	*	944	867
<i>Unplanned IT infrastructure changes (%)</i>	12.6%	10.3%	12.6%	*	*	10.8%	13.3%
<i>Uptime of NYCWiN (%)</i>	NA	99.99%	99.97%	99.99%	99.99%	99.97%	99.98%
<i>Uptime of 800 MHz network (%)</i>	NA	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
<i>Uptime of Citywide Radio Network (%)</i>	NA	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%

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

✓ **Review and develop IT applications and service initiatives.**

	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13					
<i>Performance Statistics</i>							
<i>Service catalog requests submitted by City agencies</i>	NA	NA	192	*	*	40	56
<i>Service catalog requests for IT infrastructure</i>	NA	NA	21	*	*	2	12
<i>Service catalog requests for IT programs and applications</i>	NA	NA	171	*	*	38	44

★ 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		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13					
<i>Performance Statistics</i>							
★ <i>Average time to resolve cable complaints (days) - All complaints</i>	16	13	12	*	*	12	11
- <i>Service complaints</i>	12	13	10	13	13	10	11
- <i>Billing complaints</i>	25	19	19	20	20	18	20
<i>All cable complaints resolved within 30 days (%)</i>	98.7%	98.7%	98.7%	*	*	99.0%	98.9%
<i>Pay phone inspections conducted</i>	8,643	8,521	8,435	*	*	2,862	2,747
<i>Pay phone Notices of Violation issued</i>	2,000	1,436	1,291	*	*	422	430
<i>Pay phone violations upheld in court (%)</i>	NA	71%	71%	*	*	69%	53%
<i>Pay phone violation fines paid (\$ 000)</i>	NA	\$1,412.8	\$897.5	*	*	\$355.3	\$364.9
★ <i>Inspected phones deemed operable (%)</i>	75%	81%	77%	83%	83%	79%	75%
<i>Inspected phones passing scorecard appearance standards (%)</i>	94%	95%	97%	95%	95%	96%	95%

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

✓ **Manage the use of IT contracts, license agreements, and IT professional services.**

	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13					
<i>Performance Statistics</i>							
<i>IT contracts (all engagements)</i>	NA	232	236	*	*	190	299
<i>Open IT procurements</i>	NA	43	72	*	*	31	106
<i>Average time to process an enterprise contract (days)</i>	NA	341	212	*	*	NA	222
<i>IT vendors (project-based)</i>	NA	15	39	*	*	24	10

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



✓ Provide high quality technical expertise for all IT services.

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
				FY12	FY13	FY11	FY12
IT certifications for DoITT employees	NA	90	105	*	*	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.

Indicator	DOITT Jul-Oct FY11	Citywide Jul-Oct FY11	DOITT Jul-Oct FY12	Citywide Jul-Oct FY12	DOITT Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	12	5	7	8	-42%	60%
Average response time for letters/mail correspondence (days)	7	11	6	9	-14%	-18%
Service requests meeting expected time of action (%)	95.2%	82.2%	92.4%	89.7%	-3%	9%
Number of 311 inquiries (to MMR agencies)	4,037	2,467,532	2,913	2,245,344	-28%	-9%

## 311 Customer Service Center Requests for Service

Top Service Requests	Total Jul-Oct FY11	Target - FY11 Days to Action	Actual - Jul-Oct FY11 Days to Action	% Meeting FY11 Target	Total Jul-Oct FY12	Target - FY12 Days to Action	Actual - Jul-Oct FY12 Days to Action	% Meeting FY12 Target
Cable Complaint - Billing	100	30.0	18	98%	63	30.0	19.8	100%
Cable Complaint - Miscellaneous	85	30.0	16	98%	43	30.0	12.8	100%
Cable Complaint - Service	598	15.0	10	100%	359	15.0	9.6	98%
Public Payphone Complaint - Damaged Telephone	141	30.0	28	73%	137	30.0	26.5	66%
Public Payphone Complaint - Lost Coin	138	44.0	25	93%	147	44.0	23.9	98%

## 311 Customer Service Center Inquiries

Top DoITT-related Inquiries	Total Jul-Oct FY11	% of DOITT Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DOITT Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
ACCESS NYC	1,082	27%	1	976	34%	1
Cable Television Complaint - Service	917	23%	2	529	18%	2
Pay Phone Complaint - Street	495	12%	4	397	14%	3
Verizon City-Wide Cable TV Franchise	334	8%	5	368	13%	4
Cable Television Complaint - General	682	17%	3	365	13%	5



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12'	FY13'	Actual FY11	Actual FY12
Expenditures (\$ millions) <sup>2</sup>	\$370.0	\$368.8	\$415.4	\$420.0	\$470.5	\$417.6	\$190.6	\$233.2
Revenues (\$ millions)	\$145.8	\$146.2	\$160.6	\$159.3	\$167.3	\$159.0	\$67.0	\$53.0
Personnel	1,273	1,177	1,157	1,245	1,243	1,072	1,197	1,127
Overtime paid (\$000)	\$682	\$494	\$671	*	*	*	\$168	\$280

<sup>1</sup> January 2012 Financial Plan

**"NA"** - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 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

- To accommodate peak traffic loads and increase capacity on NYC.gov and geographical information sites, DoITT is currently using cloud-based caching providers to measure the web traffic. As a result, NYC.gov utilization metrics may be revised or supplemented in the Fiscal 2012 Mayor's Management Report.

For more information please visit the website at: [www.nyc.gov/doitt](http://www.nyc.gov/doitt)





# 311 CUSTOMER SERVICE CENTER

Joseph Morrisroe, Executive Director

## Key Public Service Area

- ✓ Provide access to City government.

## Scope of Agency Operations

The 311 Customer Service Center provides the public with quick, easy access to non-emergency government services and information through the call center, [311 Online](#), [311 on Twitter](#), and text messaging at [311-NYC](#). Information and assistance is available 24 hours a day, 7 days a week in more than 180 languages.

## Critical Objectives

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

## Preliminary Performance Highlights

- 311 received over 7.7 million inquiries during the first four months of Fiscal 2012. More than 6.9 million contacts were made via telephone, 753,000 contacts were made via 311 Online and 60,000 were made via text. This represents a 20 percent increase in calls and a 184 percent increase in online contacts compared to the first four months of Fiscal 2011.
- Due to a 23 percent reduction in staffing and a 20 percent increase in calls, there was a 69 second increase in average wait time and a 35 percentage point decrease in calls answered within 30 seconds compared to the first four months of Fiscal 2011.
- During the reporting period a customer satisfaction survey, conducted by CFI Group Inc., assessed the experiences of 764 callers. As part of the survey, CFI compared the City’s 311 results with other government and private sector industries and concluded: “311 outperforms all recent government measures and is on par with the top scoring private industry-wide mark” in customer satisfaction.

<b>Top 10 Citywide 311 Calls:</b>	Total	% of All
Noise (all inquiries)	87,497	1.3%
Landlord Complaint - Maintenance	70,891	1.0%
Parking Ticket Lookup - Ticket or Plate Number Known	53,810	0.8%
Find a Police Precinct or Police Service Area (PSA)	49,994	0.7%
Schedule a Plan Examiner Appointment	47,602	0.7%
Find a Towed Vehicle - Plate Number Known	35,518	0.5%
Bus or Subway Information	34,348	0.5%
Bulk Item Disposal Information	26,629	0.4%
Hurricane Evacuation Zone Lookup	22,755	0.3%
Property Tax Account Assistance	22,567	0.3%



## Performance Report

### ✓ Provide access to City government

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13	FY12	FY13	FY11	FY12	
★ Calls made to 311 (000)	18,363.1	18,642.6	21,730.0	*	*	5,791.4	6,928.8
311 Online site visits (000)	NA	740.5	1,328.8	*	*	265.7	753.5
★ Calls answered in 30 seconds or less (%)	88%	82%	78%	80%	80%	87%	51%
Call takers time occupied (%)	69%	78%	80%	*	*	77%	84%
★ Average wait time for tier 1 calls (311 Siebel system) (minutes:seconds)	0:12	0:22	0:31	0:30	0:30	0:19	1:28
★ Average wait time for tier 2 calls (agency legacy systems at 311) (minutes:seconds)	0:25	1:04	2:03	*	*	1:39	3:00
★ Calls resolved at 311 without transfer to agency for resolution (%)	84%	86%	89%	*	*	85%	91%
Calls handled in languages other than English (%)	3.6%	3.4%	2.7%	*	*	3.8%	2.2%
Complaints against 311 per million calls	32.7	29.2	24.9	*	*	30.0	34.0

★ 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.

Indicator	311 Jul-Oct FY11	Citywide Jul-Oct FY11	311 Jul-Oct FY12	Citywide Jul-Oct FY12	311 Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average call wait time (min:sec)	0:19	1:38	1:28	1:47	363%	10%
Average response time for email correspondence (days)	8	5	1	8	-88%	60%
Average response time for letters/mail correspondence (days)	3	11	1	9	-67%	-18%

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR FY12	Updated FY12 <sup>1</sup>	FY13 <sup>1</sup>	4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11					
Expenditures (\$ millions) <sup>2</sup>	\$52.4	\$46.5	\$45.0	\$40.9	\$41.7	\$40.9	\$22.2	\$18.4
Personnel	473	397	347	325	321	317	400	307
Overtime paid (\$000)	\$317	\$221	\$297	*	*	*	\$100	\$96

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 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.





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## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/311](http://www.nyc.gov/311)





# 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 340,000 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

- The percent of warehouse capacity available for new record accessions increased significantly, to 12% for the first four months of Fiscal 2012, up from 5% for the comparable period of Fiscal 2011. The Department deployed additional staff on a special project to dispose of a backlog of obsolete records from the warehouse during the last quarter of Fiscal 2011. The resulting space will enable the Department to accept additional material from City agencies, courts and district attorneys that require off-site storage for their records.
- The quantity of records preserved by the Department decreased 49 percent during the reporting period, from 113,199 in Fiscal 2011, to 57,621 in Fiscal 2012. The decrease is due to the resignation of one of two staff members assigned to this project, and a delay in securing a suitable replacement. Output in the last two months of the reporting period returned to Fiscal 2011 levels, and the Department expects to meet its annual target for this indicator by the end of Fiscal 2012.
- The average time to fulfill historical photograph requests increased 91 percent during the reporting period, from 6.7 days in Fiscal 2011 to 12.8 days in Fiscal 2012. The deployment of additional part-time staff to the production of historical prints significantly reduced the response time in the first four months of Fiscal 2011. Equipment failure and a reduction in the availability of part-time staff eroded this improvement during comparable period of Fiscal 2012.
- The response time to agency requests for inactive records decreased 25 percent, from 1.6 days in the first four months of Fiscal 2011 to 1.2 days in the same period of Fiscal 2012. Although the decrease is a significant percentage, it is within the normal seasonal fluctuations in the quantity of requests for stored records and available staffing levels.
- The Department did not release disposal applications to agencies or the Law Department in the first four months of Fiscal 2012.



## Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13	FY11	FY12			
<i>Publications and reports acquired</i>	9,861	8,708	7,306	*	*	2,796	2,854
<i>Records preserved</i>	907,439	286,665	277,675	260,000	260,000	113,199	57,621
<i>Volume of library collection</i>	324,039	331,560	338,296	*	*	334,011	340,941
<i>Information requests received</i>	56,432	55,545	60,208	*	*	19,782	19,999
- City Hall Library	2,295	2,227	3,001	*	*	1,025	782
- Municipal Archives	54,137	53,318	57,207	*	*	18,757	19,217
- Vital record requests received	33,394	31,624	34,387	*	*	11,105	11,546
★ <i>Vital record requests responded to within 12 business days (%)</i>	86%	85%	83%	80%	80%	83%	88%
★ <i>Average response time to vital record requests (days)</i>	7.9	7.9	7.9	*	*	8.7	7.0
<i>Photographic reproduction requests received</i>	3,723	5,628	4,535	*	*	1,344	1,133
★ <i>Average response time to historical photo requests (days)</i>	10.2	11.5	8.1	*	*	6.7	12.8

★ 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.

Performance Statistics	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13	FY11	FY12			
★ <i>Average response time to agency requests for inactive records (days)</i>	1.4	1.2	1.5	*	*	1.6	1.2
★ <i>Average time between records disposal eligibility and application sent to Law Department (months)</i>	0.9	0.8	3.5	*	*	4.1	NA
★ <i>Average time for Law Department to approve records disposal application (months)</i>	1.5	3.7	4.6	*	*	3.3	NA
<i>Percent of warehouse capacity available for new accessions</i>	7%	6%	6%	*	*	5%	12%

★ 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.

Indicator	DOR	Citywide	DOR	Citywide	DOR Change	Citywide Change
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Jul-Oct FY11 to FY12	Jul-Oct FY11 to FY12
<i>Average response time for email correspondence (days)</i>	1	5	2	8	100%	60%
<i>Average response time for letters/mail correspondence (days)</i>	6	11	5	9	-17%	-18%
<i>Number of 311 inquiries (to MMR agencies)</i>	1,423	2,467,532	1,260	2,245,344	-11%	-9%



## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of DOR Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DOR Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<b>Top DORIS-related Inquiries</b>						
<i>Death Certificate Before 1949</i>	323	23%	1	275	22%	1
<i>Birth Certificate Before 1910</i>	220	15%	3	207	16%	2
<i>Marriage Certificate Before 1930</i>	239	17%	2	202	16%	3
<i>Genealogy Research</i>	129	9%	5	134	11%	4
<i>Municipal Reference Research Assistance</i>	130	9%	4	107	8%	5

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR	Updated		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	FY11	FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$5.9	\$5.2	\$5.2	\$5.3	\$5.6	\$5.3	\$2.3	\$2.2
<i>Revenues (\$000)</i>	\$640	\$839	\$814	\$863	\$863	\$863	\$269	\$254
<i>Personnel</i>	65	47	45	43	48	44	47	43
<i>Overtime paid (\$000)</i>	\$0	\$17	\$0	*	*	*	\$0	\$3

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/records](http://www.nyc.gov/records)





# 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, 450 mechanical brooms and 365 salt/sand spreaders. 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 2012 the Department achieved a street cleanliness rating of 95.1 percent, which, although slightly lower than the same period last year, is higher than both the rating for the end of Fiscal 2011 and the target of 92 percent.
- Compared to the first four months of Fiscal 2011, graffiti cleaning decreased primarily due to a surge in cleaning of old sites last year immediately following the passage of legislation that went into effect in April 2010. Because waivers are no longer required and property owners have the opportunity to opt out of graffiti removal by the City, rather than affirmatively opting in, the new legislation allowed the City to clean thousands of graffiti sites in Fiscal 2011. This backlog of sites was addressed by the end of the cleaning season last year.
- As a result of a snowstorm on October 29, 2011 that resulted in a record for the month of 3.5 inches of accumulation, the Department used 10,638 tons of salt and spent \$1.79 million in snow overtime.
- During the reporting period the refuse tons per truck-shift increased from 10.0 to 10.2 as a result of a slight increase in the amount of refuse tonnage.
- Recycling tons per truck-shift decreased from 5.4 to 5.1 as the tonnage of curbside recyclables continued to decline. Consequently, the curbside diversion rate also declined slightly, from 15.6 percent to 15.2 percent.
- Revenue from paper recycling increased significantly, from \$10 per ton to \$33 per ton, reflecting an increase in the value of paper on the commodity markets.
- The number of recycling summonses issued declined 45 percent. This is due, in part, to a decrease in the number of sanitation supervisors, as well as a change in the administrative code restricting the type of violations that can be issued.
- The number of chlorofluorocarbon (CFC)/Freon recoveries, as well as public requests for collection, continued to decline during the reporting period. In addition, missing appliances containing CFC/Freon as a percentage of attempted recoveries increased from 51 percent to 54 percent.





## 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 FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	FY13		
★ Streets rated acceptably clean (%)	95.8%	95.3%	94.5%	92.0%	92.0%	95.7%	95.1%
Dirty/marginal sanitation sections (out of 234)	0	0	0	*	*	0	1
Lots cleaned citywide	4,608	4,519	4,233	*	*	1,763	1,688
★ Graffiti sites cleaned	8,868	12,652	17,210	*	*	8,940	5,143
Square feet of graffiti removed (000)	8,058.7	7,447.3	5,912.3	*	*	3,044.0	1,658.1
Snow Overtime (\$000)	\$16,874	\$36,717	\$62,354	*	*	\$0	\$1,794
Snowfall (inches)	25.8	52.5	61.5	*	*	0.0	3.5
Salt Used (tons)	295,572	270,010	353,769	*	*	0	10,638

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	FY13		
Refuse cost per ton (fully loaded) (\$)	\$376	\$392	NA	*	*	NA	NA
Refuse collection cost per ton (\$)	\$228	\$241	NA	*	*	NA	NA
Disposal cost per ton (\$)	\$148	\$151	NA	*	*	NA	NA
Missed refuse collections (%)	0.1%	0.3%	1.8%	*	*	0.1%	0.1%
★ Refuse tons per truck-shift	9.9	10.1	10.0	10.7	10.7	10.0	10.2
★ Rear-loading collection truck outage rate	16.3%	17.6%	16.3%	*	*	17.2%	16.6%
★ Dual-bin collection truck outage rate	17.4%	18.3%	19.2%	*	*	17.9%	21.2%
★ EZ Pack front-loading collection truck outage rate	24.4%	21.2%	19.2%	*	*	20.9%	24.0%
★ Annual tons disposed (000)	3,306.7	3,308.4	3,261.2	3,413.0	3,413.0	1,100.7	1,122.4
Tons per day disposed	10,986	10,991	10,835	11,327	11,327	10,791	11,004
★ Percent of total trucks dumped on shift	52.1%	50.4%	45.9%	*	*	50.4%	48.9%
Annual tons recycled (000)	1,683	1,202	1,231	*	*	460	NA
Recycled tons per day	5,394	3,779	3,944	*	*	4,505	NA
★ Curbside and containerized recycling diversion rate (%)	16.2%	15.7%	15.4%	*	*	15.6%	15.2%
★ Number of districts with a curbside and containerized recycling diversion rate between 0.0% and 4.9%	1	1	1	*	*	1	1
★ Number of districts with a curbside and containerized recycling diversion rate between 5.0% and 9.9%	10	11	12	*	*	11	12
★ Number of districts with a curbside and containerized recycling diversion rate greater than 25.0%	6	5	3	*	*	4	3
★ Total recycling diversion rate (%)	32.9%	25.6%	26.6%	*	*	29.5%	NA
Recycling summonses issued	159,927	122,010	65,578	*	*	30,190	16,735
★ Recycling tons per truck-shift	5.6	5.5	5.2	6.2	6.2	5.4	5.1
Missed recycling collections (%)	0.0%	0.0%	1.3%	*	*	0.0%	0.0%
Recycling cost per ton (fully loaded) (\$)	\$540	\$575	NA	*	*	NA	NA
Recycling collection cost per ton (\$)	\$516	\$548	NA	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$20	\$10	\$12	*	*	\$10	\$33
Number of chlorofluorocarbon/freon recoveries	34,327	30,482	23,008	*	*	10,996	7,620

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



	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	FY12	FY13		
<i>Performance Statistics</i>							
<i>Private transfer station permits</i>	60	59	59	*	*	59	58
<i>Private transfer station inspections performed</i>	5,810	6,303	5,168	6,102	6,102	1,898	1,845
★ <i>Marine transfer station construction commencements</i>	0	2	0	*	*	NA	NA
<i>Tort cases commenced</i>	273	350	398	*	*	116	169
<i>Tort dispositions</i>	348	318	353	*	*	103	133
<i>Tort payout (\$000)</i>	\$25,523.8	\$34,075.1	\$23,999.9	*	*	\$2,562.0	\$8,565.5

★ 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.

Indicator	DSNY	Citywide	DSNY	Citywide	DSNY	Citywide
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Change Jul-Oct FY11 to FY12	Change Jul-Oct FY11 to FY12
<i>Average response time for email correspondence (days)</i>	9	5	7	8	-22%	60%
<i>Average response time for letters/mail correspondence (days)</i>	8	11	7	9	-13%	-18%
<i>Service requests meeting expected time of action (%)</i>	98.9%	82.2%	97.2%	89.7%	-2%	9%
<i>Number of 311 inquiries (to MMR agencies)</i>	185,646	2,467,532	188,536	2,245,344	2%	-9%

## 311 Customer Service Center Requests for Service

Top Service Requests	Total	Target -	Actual -	% Meeting	Total	Target -	Actual -	% Meeting
	Jul-Oct FY11	FY11 Days to Action	Jul-Oct FY11 Days to Action	FY11 Target	Jul-Oct FY12	FY12 Days to Action	Jul-Oct FY12 Days to Action	FY12 Target
<i>CFC Recovery - CFC Appliance</i>	29,358	NA	4.4	NA	21,813	NA	4.4	NA
<i>Dirty Conditions - Illegal Postering</i>	4,437	7.0	2.5	98%	3,171	7.0	2.8	96%
<i>Literature Request - Blue Recycling Decals</i>	4,985	7.0	0.5	100%	4,236	7.0	0.5	100%
<i>Literature Request - Green Mixed Paper Recycling Decals</i>	4,790	7.0	0.5	100%	4,029	7.0	0.5	100%
<i>Sanitation Condition - Street Cond/Dump-Out/Drop-Off</i>	6,774	5.0	1.4	98%	5,928	5.0	2	94%



## 311 Customer Service Center Inquiries

Top DSNY-related Inquiries	Total Jul-Oct FY11	% of DSNY Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DSNY Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Bulk Item Disposal Information</i>	30,186	16%	1	26,629	14%	1
<i>Garbage Collection</i>	16,559	9%	3	19,816	11%	2
<i>CFC and Freon Removal - Appointment</i>	22,421	12%	2	16,494	9%	3
<i>Recycling and Trash Collection Schedules</i>	16,129	9%	4	13,232	7%	4
<i>Mattress or Box Spring Disposal</i>	335	0%	52	9,506	5%	5

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR	Updated		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	FY11	FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$1,258.2	\$1,301.2	\$1,408.4	\$1,300.9	\$1,333.1	\$1,343.8	\$695.8	\$698.9
<i>Revenues (\$ millions)</i>	\$28.4	\$19.0	\$17.6	\$18.3	\$25.1	\$38.4	\$5.5	\$7.2
<i>Personnel (uniformed)</i>	7,612	7,227	6,954	6,963	7,197	7,170	7,089	7,080
<i>Personnel (civilian)</i>	2,111	2,127	2,068	2,205	2,184	2,169	2,056	2,029
<i>Overtime paid (\$000)</i>	\$51,956	\$77,294	\$119,514	*	*	*	\$14,475	\$21,355
<i>Capital commitments (\$ millions)</i>	\$171.0	\$502.9	\$319.9	\$456.0	\$659.6	\$239.6	\$392.0	\$198.7
<i>Work Experience Program (WEP) participants assigned</i>	1,171	1,852	1,727	*	*	*	1,609	1,388

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

- In order to conform to the City's revised recycling law under Local Law 40 of 2010 that has changed the methodology for calculating 1) the total recycling diversion rate, 2) annual tons recycled and 3) recycled tons per day, these measures will now be calculated and reported on an annualized basis in the September 2012 Mayor's Management Report.

For more information please visit the website at: [www.nyc.gov/dsny](http://www.nyc.gov/dsny)



# 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.

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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 more than 1,700 parks, more than 2,500 greenstreet sites, over 1,000 playgrounds, more than 800 athletic fields, over 550 tennis courts, 54 outdoor swimming pools, 12 indoor swimming pools, 32 indoor recreational centers, 12 field houses, six community centers, more than 600 comfort stations, 14 miles of beaches, 13 golf courses, five 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.

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## Preliminary Performance Highlights

- The percent of parks rated acceptable for overall condition declined to 81 percent, and the percent rated acceptable for cleanliness also declined, decreasing to 86 percent. The ratings, which were below their respective performance targets, were affected by staff reductions.
- Summons issuance decreased by almost 31 percent to 5,104. Much of the decrease can be attributed to a reduction in parking summonses.
- The Department and its partners continued to advance the MillionTreesNYC initiative, planting more than 25,000 trees during the reporting period.
- Ninety-five percent of dead or damaged trees were removed within 30 days of a service request compared to 90 percent a year ago, when the September 2010 tornado affected response levels.
- Crimes against persons dropped from 34 to 26 felonies, but crimes against property increased by two to 51 incidents.
- The Department completed 38 capital projects during the July to October 2011 reporting period. Eighty-seven percent were completed within budget, better than the performance target. However, due to contractor defaults that affected several projects, the percent completed on time fell to 63 percent.
- Significantly fewer recreation center memberships were purchased or renewed, most likely due to the July 2011 increases in membership fees for adults and seniors; memberships for children continue to be free. Recreation center attendance remained high at more than one million.



## 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12 FY13			
★ Parks rated "acceptable" for overall condition (%)	82%	83%	84%	85%	85%	85%	81%
★ Parks rated "acceptable" for cleanliness (%)	90%	88%	88%	90%	90%	89%	86%
★ - Cleanliness of small parks and playgrounds (%)	90%	88%	88%	*	*	90%	85%
★ - Cleanliness of large parks (%)	77%	76%	75%	*	*	74%	74%
★ Safety surfaces rated "acceptable" (%)	93%	94%	92%	90%	90%	92%	92%
★ Play equipment rated "acceptable" (%)	88%	91%	91%	90%	90%	91%	90%
★ Comfort stations in service (in season only) (%)	90%	94%	92%	90%	90%	96%	93%
★ Spray showers in service (in season only) (%)	95%	94%	91%	*	*	90%	96%
★ Drinking fountains in service (in season only) (%)	94%	94%	93%	*	*	93%	93%
Parks with an affiliated volunteer group (%)	58%	58%	60%	*	*	59%	62%
Summons issued	22,145	17,264	17,071	*	*	7,386	5,104
★ Public service requests received - Forestry	75,509	95,547	85,257	*	*	NA	NA
★ MillionTreesNYC							
- Trees planted - Parks	121,188	107,272	100,247	70,000	70,000	24,199	24,455
★ - Trees planted - Other	22,958	17,639	12,956	30,000	30,000	1,857	730
Trees removed	11,378	13,216	14,117	*	*	7,016	7,540
★ - Street trees removed (in response to service request)	7,261	8,161	8,935	*	*	3,831	4,007
- Removed within 30 days of service request (%)	98%	99%	93%	95%	95%	90%	95%
Trees pruned - Block program	79,658	29,782	30,776	27,000	27,000	5,194	5,429
- Annual pruning goal completed (%)	123%	149%	114%	*	*	19%	20%
- Percent of pruning completed within established cycle	16%	6%	6%	*	*	NA	NA
Attendance at historic house museums	741,449	795,916	797,259	*	*	439,830	431,780
Monuments receiving annual maintenance (%)	71%	69%	67%	*	*	30%	33%
★ Total major felonies in 20 largest parks							
- Crimes against persons	76	76	78	*	*	34	26
★ - Crimes against property	121	108	103	*	*	49	51
★ Public service requests received through 311 that relate to quality of life	2,762	2,818	2,502	*	*	1,292	1,323
Tort cases commenced	264	288	258	*	*	97	108
Tort dispositions	287	327	275	*	*	87	81
Tort payout (\$000)	\$9,722.9	\$17,549.5	\$16,152.6	*	*	\$3,399.8	\$2,120.8

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



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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Capital projects completed	140	150	165	132	132	63	38
Capital projects completed on time or early (%)	82%	76%	79%	80%	80%	84%	63%
Capital projects completed within budget (%)	86%	89%	85%	85%	85%	94%	87%
Greenways added (lane miles)	6.4	2.6	0.7	*	*	0.0	2.0

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Lifeguards (calendar year)	1,285	1,369	1,407	1,200	1,200	NA	NA
★ Attendance at outdoor Olympic and intermediate pools (calendar year)	1,826,326	1,727,436	1,728,318	*	*	NA	NA
★ Recreation centers rated "acceptable" for cleanliness (%)	NA	96%	94%	*	*	NA	NA
★ Recreation centers rated "acceptable" for overall condition (%)	NA	88%	87%	*	*	NA	NA
★ Average hours recreation centers open per week	76.4	77.4	76.3	*	*	76.4	74.4
★ Total recreation center attendance	3,193,646	3,271,198	3,163,028	*	*	1,024,286	1,001,683
Total recreation center membership	169,301	173,944	177,901	*	*	58,559	38,229
- Seniors	31,116	32,536	36,153	*	*	11,358	5,353
- Adults	79,303	78,325	79,357	*	*	23,680	12,983
- Youth and children	58,882	63,083	62,391	*	*	23,521	19,893

★ 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.

Indicator	DPR	Citywide	DPR	Citywide	DPR Change	Citywide Change
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Jul-Oct FY11 to FY12	Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	14	5	20	8	43%	60%
Average response time for letters/mail correspondence (days)	14	11	14	9	0%	-18%
Service requests meeting expected time of action (%)	94.5%	82.2%	78.8%	89.7%	-17%	9%
Number of 311 inquiries (to MMR agencies)	109,575	2,467,532	95,183	2,245,344	-13%	-9%



## 311 Customer Service Center Requests for Service

	Total Jul-Oct FY11	Target - FY11 Days to Action	Actual - Jul-Oct FY11 Days to Action	% Meeting FY11 Target	Total Jul-Oct FY12	Target - FY12 Days to Action	Actual - Jul-Oct FY12 Days to Action	% Meeting FY12 Target
<b>Top Service Requests</b>								
<i>Damaged Tree - Branch or Limb Has Fallen Down</i>	5,130	8.0	2	98%	4,797	8.0	6.8	96%
<i>Dead Tree - Dead/Dying Tree</i>	2,962	7.0	4	93%	2,484	7.0	11.5	89%
<i>New Tree Request - For One Address</i>	1,881	180.0	77	83%	2,926	180.0	353.5	42%
<i>Overgrown Tree/Branches - Hitting Building</i>	1,372	30.0	3	99%	1,032	30.0	12.8	96%
<i>Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program</i>	1,257	30.0	6	96%	1,098	30.0	123	63%

## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of DPR Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DPR Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<b>Top DPR-related Inquiries</b>						
<i>Removal of Large Branch or Entire Tree - City Tree or Property</i>	19,904	18%	1	19,517	21%	1
<i>Wood Disposal Chipping and Pickup - Manhattan Brooklyn Queens and Northwest Staten Island</i>	12,561	11%	2	11,598	12%	2
<i>Find a Park</i>	8,291	8%	3	6,262	7%	3
<i>Find a Public Swimming Pool</i>	7,840	7%	4	5,174	5%	4
<i>Standing Dead Tree Removal - City Tree</i>	5,018	5%	6	4,117	4%	5

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR FY12	Updated FY12 <sup>1</sup>	FY13 <sup>1</sup>	4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11					
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$379.6	\$382.7	\$393.7	\$313.2	\$362.0	\$291.9	\$141.7	\$143.7
<i>Revenues (\$ millions)</i>	\$110.2	\$59.0	\$63.9	\$72.6	\$72.6	\$83.6	\$21.2	\$25.2
<i>Personnel (Total FT and FTE)</i>	7,395	7,242	6,364	5,316	5,475	4,537	6,679	5,547
<i>Full-time personnel</i>	3,760	3,581	3,354	2,681	2,916	2,885	3,474	3,280
<i>Full-time equivalent (FTE) personnel</i>	3,635	3,661	3,010	2,635	2,559	1,652	3,205	2,267
<i>- Parks Opportunity Program (POP) participants<sup>3</sup></i>	2,203	2,053	1,742	1,733	1,394	887	1,808	1,774
<i>Overtime paid (\$000)</i>	\$6,912	\$6,670	\$7,531	*	*	*	\$3,198	\$4,008
<i>Capital commitments (\$ millions)</i>	\$550.6	\$542.1	\$395.9	\$467.5	\$1,054.2	\$296.5	\$170.9	\$57.0
<i>Work Experience Program (WEP) participants assigned</i>	542	59	87	*	*	*	44	606

<sup>1</sup> January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

<sup>3</sup> 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**

- 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 better align annual goals with projected activity. As a result, the target for the Department was increased by 10,000 trees and reduced by the same amount for its partners.
- The Department revised four-month Fiscal 2011 data for ‘Attendance at historic house museums’ and four-month and annual data for ‘Summonses issued.’
- Parks also updated Fiscal 2011 annual membership data for recreation centers and for the number of members who are youths/children.

For more information please visit the website at: [www.nyc.gov/parks](http://www.nyc.gov/parks)







# 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, transit-oriented development and sustainable communities to enhance quality of life in the City, in part by initiating comprehensive, consensus-based planning and zoning changes for individual neighborhoods and business districts, as well as establishing policies and zoning regulations applicable citywide. It supports the City Planning Commission and each year reviews approximately 450 land use applications for actions such as zoning changes, special permits and other discretionary approvals. The Department assists both government agencies and the public by providing policy analysis and technical assistance relating to housing, transportation, community facilities, demography, waterfront 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 eight projects and proposals to the public during the reporting period, including the [Sheridan-Hunts Point Land Use and Transportation Study](#), an intensive interdisciplinary study of the Sheridan Expressway and surrounding highway network in the South Bronx. As part of its extensive public outreach efforts, the Department hosted public walking tours and a design workshop to help the City develop scenarios for the future of the Sheridan Expressway and the surrounding area.
- A high proportion of long-term, complex projects originating in prior fiscal years adversely affected referral times for land use applications. Of the 117 land use applications referred by the Department from July to October 2011, 69 percent were referred within six months of receipt, slightly below the 70 percent target. The median time to refer applications rose by 18 days to 62 days.
- DCP completed 60 environmental review applications during the reporting period, compared to 95 during the same period last year. Of these applications, 85 percent were completed within six months of receipt, an improvement over the 73 percent of a year ago, and the median time to complete application review decreased from 85 days to 13 days. Applications during this review period contained a larger proportion of less complex applications expedited under process improvements initiated through CEQR (City Environmental Quality Review) reform.



## Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	Updated FY13		
<i>Projects and proposals completed and presented to the public</i>	35	35	32	*	*	10	8
- <i>Economic development and housing proposals</i>	11	9	9	*	*	2	1
- <i>Neighborhood enhancement proposals</i>	16	15	8	*	*	2	0
- <i>Planning information and policy analysis</i>	8	11	15	*	*	6	7
★ <i>Number of significant milestones achieved for DCP-facilitated projects related to Lower Manhattan</i>	6	6	6	*	*	NA	NA
★ <i>Number of significant milestones achieved for DCP-facilitated projects related to Hudson Yards</i>	12	11	2	*	*	NA	NA
★ <i>Number of significant milestones achieved for DCP-facilitated projects related to significant open-space proposals</i>	5	5	5	*	*	NA	NA

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

✓ Conduct land use and environmental reviews.

Performance Statistics	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	Updated FY13		
<i>Land use applications referred</i>	557	459	444	*	*	123	117
★ - <i>Within 6 months (%)</i>	79%	80%	74%	70%	70%	82%	69%
- <i>Within 6-12 months (%)</i>	6%	7%	12%	*	*	4%	12%
- <i>Within 13 months or more (%)</i>	15%	13%	14%	*	*	14%	19%
★ <i>Median time to refer land use applications (days)</i>	33	28	37	*	*	44	62
<i>Environmental review applications completed</i>	224	249	208	*	*	95	60
★ - <i>Within 6 months (%)</i>	71%	61%	74%	*	*	73%	85%
- <i>Within 6-12 months (%)</i>	8%	7%	6%	*	*	5%	3%
- <i>Within 13 months or more (%)</i>	21%	32%	20%	*	*	22%	12%
★ <i>Median time to complete environmental review applications (days)</i>	22	47	39	*	*	85	13

★ 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.

Indicator	DCP Jul-Oct FY11	Citywide Jul-Oct FY11	DCP Jul-Oct FY12	Citywide Jul-Oct FY12	DCP Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
<i>Average response time for email correspondence (days)</i>	1	5	8	8	700%	60%
<i>Average response time for letters/mail correspondence (days)</i>	19	11	59	9	211%	-18%
<i>Number of 311 inquiries (to MMR agencies)</i>	13,439	2,467,532	10,826	2,245,344	-19%	-9%



## 311 Customer Service Center Inquiries

Top DCP-related Inquiries	Total Jul-Oct FY11	% of DCP Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DCP Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Locate an Elected Official</i>	11,846	88%	1	9,579	88%	1
<i>Zoning Information Desk</i>	1,431	11%	2	1,066	10%	2
<i>Waterfront - Flood Zone Information</i>	32	0%	4	98	1%	3
<i>Purchase City Planning Maps and Books</i>	70	1%	3	42	0%	4
<i>City Planning - Hearings and Publications</i>	30	0%	5	21	0%	5

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR	Updated		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	FY11	FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$26.9	\$26.2	\$23.7	\$24.7	\$27.0	\$22.0	\$10.2	\$7.4
<i>Revenues (\$ millions)</i>	\$3.3	\$2.7	\$1.7	\$3.0	\$3.0	\$2.7	\$0.6	\$1.1
<i>Personnel</i>	311	284	263	277	279	263	276	255
<i>Overtime paid (\$000)</i>	\$38	\$38	\$40	*	*	*	\$11	\$12

<sup>1</sup>January 2012 Financial Plan

**"NA"** - Not Available in this report

<sup>2</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

- The Department corrected four-month Fiscal 2011 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 three projects and proposals completed within the July 2010 to October 2010 time period.
- Four-month Fiscal 2011 data was also revised for the indicator 'Land use applications referred' and Environmental review applications completed' to reflect updated figures. As a result, the data for the 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.

For more information please visit the website at: [www.nyc.gov/dcp](http://www.nyc.gov/dcp)





# LANDMARKS PRESERVATION COMMISSION

Robert B. Tierney, Chair

## Key Public Service Area

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

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## Scope of Agency Operations

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,294 individual landmarks and more than 29,000 properties in 106 historic districts and 16 extensions to existing historic districts. The Agency reviews applications to alter landmark structures, investigates complaints of illegal work and initiates 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.

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## Preliminary Performance Highlights

- During the reporting period the Commission designated three historic districts and seven individual landmarks for a total of 173 buildings. LPC's focus on preserving historic resources in all five boroughs continued with the landmark designation of the Wallabout and Borough Hall Skyscraper Historic Districts in Brooklyn and the Grand Concourse Historic District in the Bronx.
- The Commission received a record high number of permit applications during the reporting period, resulting in a slight increase in processing times for permits.
- Although the number of complaints remained stable, the number of warning letters issued increased, reflecting the citation of multiple violations on buildings.



## Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Individual landmarks and historic districts designated	40	40	40	20	20	12	10
★ - Total number of buildings designated	998	598	1,528	*	*	227	173
Percent of designation target achieved	200%	200%	200%	*	*	NA	NA
Work permit applications received	8,929	9,358	10,753	*	*	3,499	4,030
- Actions taken	9,107	9,274	11,738	*	*	3,483	4,003
Certificates of No Effect issued within 10 days (%)	92%	86%	85%	85%	85%	86%	77%
Expedited Certificates of No Effect issued within two days (%)	100%	100%	100%	100%	100%	100%	95%
Permits for minor work issued within 10 days (%)	90%	85%	81%	*	*	81%	78%
Investigations completed	1,215	1,165	927	*	*	300	297
★ Percent of investigations resulting in enforcement action	58%	64%	61%	*	*	69%	58%
Warning letters issued	1,011	1,275	752	*	*	265	285
★ Notices of Violation upheld at the Environmental Control Board (%)	98%	98%	97%	*	*	98%	98%
Archeology applications received	328	298	273	*	*	102	91
Archeology applications reviewed within 10 days (%)	96%	96%	96%	85%	85%	98%	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.

Indicator	LPC	Citywide	LPC	Citywide	LPC Change	Citywide Change
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Jul-Oct FY11 to FY12	Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	2	5	1	8	-50%	60%
Average response time for letters/mail correspondence (days)	3	11	6	9	100%	-18%
Number of 311 inquiries (to MMR agencies)	351	2,467,532	249	2,245,344	-29%	-9%



## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of LPC Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of LPC Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<b>Top LPC-related Inquiries</b>						
<i>Landmark and Historic District Information</i>	178	51%	1	107	43%	1
<i>Landmark Building Alteration Permit</i>	117	33%	2	102	41%	2
<i>Apply for Grant to Restore a Landmark</i>	9	3%	5	14	6%	3
<i>Landmark Building Alteration Complaint - Painting</i>	18	5%	4	14	6%	4
<i>Apply for Landmark Status</i>	29	8%	3	12	5%	5

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY10	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$4.6	\$4.6	\$4.5	\$4.8	\$4.8	\$4.7	\$1.4	\$1.4
<i>Revenues (\$000)</i>	\$2,470	\$1,252	\$2,400	\$2,585	\$2,684	\$2,889	\$695	\$1,475
<i>Personnel</i>	62	60	53	67	67	67	58	54
<i>Overtime paid (\$000)</i>	\$0	\$4	\$6	*	*	*	\$0	\$1

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/landmarks](http://www.nyc.gov/landmarks)







# 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 Coney Island Redevelopment Plan and the Downtown Brooklyn Cultural District; 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.

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## Preliminary Performance Highlights

- All operating support payments to the City's cultural institutions were made within the 5-day performance standard.
- The Department issued initial Cultural Development Fund grant payments to organizations in an average of 5 days. The faster turnaround time was partly due to the smaller number of completed grants that were ready for processing compared to the same period last year.
- Materials for the Arts (MFTA) saw enhanced service to public schools and an overall rise in transactions due to greater interest in educational programs for students offered at the warehouse. The number of MFTA donors also rose over last year when donation levels were affected by the planned temporary suspension of the on-line direct donation system.



## 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ 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	6	9	7	*	*	8	5
★ Average days to issue program grant final payments	6	10	4	*	*	NA	NA
Value of contributed Materials for the Arts (MFTA) materials and equipment (\$ millions)	\$5.8	\$6.7	\$5.2	\$5.1	\$5.1	\$1.4	\$1.5
MFTA donors	1,509	1,616	1,561	1,500	1,500	632	690
★ MFTA transactions	5,593	5,534	5,276	5,300	5,300	1,644	1,765
Number of schools served by MFTA	631	713	622	625	625	290	346

★ 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ New capital projects initiated (%)	70%	74%	99%	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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Number of events listed on NYCulture Calendar	NA	6,631	6,120	*	*	1,420	1,482
Total visitors to the Cultural Institutions Group	18,882,316	19,266,938	18,743,457	*	*	NA	NA
- Percentage of visitors using free admission and/or tickets	15%	16%	16%	*	*	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.

Indicator	DCLA	Citywide	DCLA	Citywide	DCLA	Citywide
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Change Jul-Oct FY11 to FY12	Change Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	NA	5	5	8	NA	60%
Average response time for letters/mail correspondence (days)	NA	11	25	9	NA	-18%
Number of 311 inquiries (to MMR agencies)	4,129	2,467,532	2,810	2,245,344	-32%	-9%

## 311 Customer Service Center Inquiries

Top DCLA-related Inquiries	Total	% of DCLA	Rank in # of	Total	% of DCLA	Rank in # of
	Jul-Oct FY11	Inquiries in Jul-Oct FY11	Calls in Jul-Oct FY11	Jul-Oct FY12	Inquiries in Jul-Oct FY12	Calls in Jul-Oct FY12
Find a Zoo or Aquarium	1,966	48%	1	1,552	55%	1
Find a Museum	1,458	35%	2	821	29%	2
Find a Botanical Garden	325	8%	3	270	10%	3
Grants for Cultural Programs	117	3%	4	51	2%	4
Find a Performing Arts Venue	88	2%	5	30	1%	5

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
Expenditures (\$ millions) <sup>2</sup>	\$151.4	\$142.9	\$144.1	\$152.8	\$153.5	\$94.8	\$88.1	\$80.2
Personnel	65	59	56	59	58	58	56	54
Overtime paid (\$000)	\$0	\$0	\$0	*	*	*	\$0	\$0
Capital commitments (\$ millions)	\$429.8	\$337.8	\$161.3	\$149.0	\$421.2	\$198.3	\$0.2	\$13.3

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

- The Department corrected Fiscal 2011 data for 'Average days to issue program grant final payments' from 8 days to 4 days.

For more information please visit the website at: [www.nyc.gov/dcla](http://www.nyc.gov/dcla)





# 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, 39,462 for-hire vehicles, 2,479 paratransit vehicles, 410 commuter vans, and 109,644 drivers. The Commission also regulates 29 taximeter shops, 26 taxicab brokers and 70 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.
- Promptly respond to consumer complaints and inquiries.

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## Preliminary Performance Highlights

- On average, TLC issued licenses to both medallion and for-hire vehicle (FHV) drivers more quickly. License issuance times decreased by four days for medallion drivers to 51.8 days, and by more than three days for FHV drivers to 16.8 days compared to the same period in Fiscal 2011.
- Average wait time at the Long Island City licensing facility rose by five minutes to 20 minutes. The longer wait time is attributed to a more than 41 percent increase in the number of customers and a reduction in staffing levels.
- During the first four months of Fiscal 2012 TLC continued to focus its enforcement efforts on illegal street hails. This resulted in the issuance of 4,139 summonses to drivers for illegal street hails, some 2,900 more than were issued in the same four-month period last year.
- As part of its Operation Refusal enforcement program, TLC staff work undercover to test whether medallion drivers follow TLC rules for providing service regardless of a passenger's destination, ethnicity, or disability status. Of the 204 drivers who were tested, approximately 30 percent were not in compliance with these rules.
- The percent of medallion taxis failing initial safety and emissions inspections decreased from 41.1 percent to 35 percent. Re-inspection failure rates also declined, from 10.8 percent to 9.3 percent. The lower failure rates follow an October 2010 change in TLC's policy which established a \$35 fee for each reinspection, creating a financial incentive for owners to ensure vehicles are in passing condition before being brought to TLC's inspection facility.
- The average time between receiving a consumer complaint and its being scheduled for a hearing or otherwise resolved grew from 31 to 34 days for complaints about medallion drivers, and from 27.9 to almost 35 days for FHV drivers. Overall resolution times have increased largely due to TLC's ongoing efforts to address a backlog of older complaints. Since the end of Fiscal 2011, however, average times have improved considerably – by approximately 10 days – as the agency added resources and made changes to the complaint process.



## Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	FY13		
★ Average days to receive a medallion driver's license from initial application	55.1	53.4	55.2	*	*	55.8	51.8
★ Average days to receive a for-hire vehicle driver's license from initial application	20.0	19.9	16.5	*	*	20.0	16.8
★ Average wait time at Long Island City licensing facility (hours:minutes)	0:20	0:20	0:18	0:25	0:25	0:15	0:20
Car stop compliance rate (Medallions and for-hire vehicles) (%)	36%	52%	24%	*	*	37%	NA
★ For-hire vehicle base inspection compliance rate (%)	42%	43%	45%	*	*	49%	NA
Medallion enforcement: Operation Refusal compliance rate (%)	NA	NA	NA	*	*	NA	70.3%
Street hail summonses issued to non-medallion vehicle drivers	991	1,323	6,507	*	*	1,198	4,139
Unlicensed for-hire vehicle bases - Padlock proceedings initiated	59	29	28	*	*	7	5
Medallion safety and emissions inspections conducted	56,812	55,744	53,362	*	*	18,283	17,241
★ Medallion safety failure rate							
- Initial inspection (%)	NA	15.6%	13.7%	*	*	15.3%	11.6%
Medallion safety and emissions failure rate							
- Initial inspection (%)	42.3%	42.1%	38.4%	*	*	41.1%	35.0%
- Re-inspection (%)	13.2%	12.8%	9.7%	*	*	10.8%	9.3%
★ Percent of medallion safety and emissions inspections completed on time	92.2%	95.5%	94.4%	*	*	95.6%	95.1%
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	1:09	1:12	1:11	*	*	1:09	1:16
Medallion summonses for non-inspection	2,233	1,964	1,929	*	*	645	641
Average time to close a consumer complaint (calendar days)							
- Medallion	26.5	34.1	44.0	*	*	31.0	34.0
- For-hire vehicle	28.2	31.3	44.3	*	*	27.9	34.8

★ 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.

Indicator	TLC	Citywide	TLC	Citywide	TLC Change	Citywide Change
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Jul-Oct FY11 to FY12	Jul-Oct FY11 to FY12
Average call wait time (min:sec)	4:56	1:38	6:08	1:47	24%	10%
Average response time for email correspondence (days)	24	5	6	8	-75%	60%
Average response time for letters/mail correspondence (days)	14	11	11	9	-21%	-18%
Service requests meeting expected time of action (%)	91.2%	82.2%	92.9%	89.7%	2%	9
Number of 311 inquiries (to MMR agencies)	51,010	2,467,532	45,928	2,245,344	-10%	-9%



## 311 Customer Service Center Requests for Services

	Total Jul-Oct FY11	Target - FY11 Days to Action	Actual - Jul-Oct FY11 Days to Action	% Meeting FY11 Target	Total Jul-Oct FY12	Target - FY12 Days to Action	Actual - Jul-Oct FY12 Days to Action	% Meeting FY12 Target
<b>Top Service Requests</b>								
<i>For Hire Vehicle Complaint</i>	703	14.0	3	100%	763	14.0	15.4	92%
<i>Lost Property</i>	24,425	7.0	3	90%	16,491	7.0	2.5	94%
<i>Miscellaneous Comments</i>	82	14.0	55	13%	64	14.0	9.1	75%
<i>Request for Information</i>	436	14.0	60	14%	414	14.0	9.3	82%
<i>Taxi Complaint</i>	7,006	14.0	3	100%	6,176	14.0	10.8	91%

## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of TLC Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of TLC Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<b>Top TLC-related Inquiries</b>						
<i>Lost Property in a Taxi - Medallion Number Unknown</i>	NA	NA	NA	14,496	32%	1
<i>Lost Property in a Taxi - Medallion Number Known</i>	NA	NA	NA	12,828	28%	2
<i>Lost Property in a Taxi - Medallion Number Not Found by 311</i>	NA	NA	NA	3,127	7%	3
<i>Taxi Complaint - Pick-Up Refused</i>	1,814	4%	3	2,325	5%	4
<i>Taxi Complaint - Rude or Discourteous</i>	1,670	3%	5	1,352	3%	5

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR	Updated		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	FY11	FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$28.9	\$30.1	\$30.2	\$38.4	\$38.4	\$60.3	\$10.4	\$11.0
<i>Revenues (\$ millions)</i>	\$60.1	\$39.7	\$43.3	\$43.1	\$38.1	\$1,051.5	\$10.6	\$8.3
<i>Personnel</i>	435	432	436	569	589	591	426	412
<i>Overtime paid (\$000)</i>	\$459	\$1,059	\$687	*	*	*	\$188	\$244

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

- Four-month Fiscal 2012 data for the metrics 'Car stop compliance rate (Medallions and for-hire vehicles) (%)' and 'For-hire vehicle base inspection compliance rate (%)' have not been included in the Fiscal 2012 Preliminary Mayor's Management Report (PMMR). As a result of changes in enforcement strategy, TLC conducted significantly fewer car stops and inspections of for-hire vehicle bases. Consequently, the compliance rates for July to October 2011 are not comparable to the rates





for July to October 2010 since they are based on different criteria and significantly smaller samples. TLC and Operations are currently evaluating these indicators.

- Calculation of the data for the indicator ‘Medallion enforcement: Operation Refusal compliance rate (%)’ has been revised. Previously reported data was based on the number of service refusal tests conducted. The calculation is now based on the number of drivers tested, which more accurately reflects driver compliance with TLC rules. Revised data for prior years is not available.
- Four-month Fiscal 2011 data for the indicator ‘Medallion safety failure rate – Initial inspection (%)’ has been corrected to 15.3% from 41.4%.
- Effective July 2011 management of TLC’s administrative tribunal was transferred to the Office of Administrative Trials and Hearings. Consequently, beginning with the Fiscal 2012 PMMR, the following indicators have been eliminated from TLC’s chapter:
  - Average age of open summonses (calendar days)
  - Average time from a consumer’s request for a hearing to the hearing close date (calendar days)
  - Average time to process a hearing decision (minutes:seconds)

For more information please visit the website at: [www.nyc.gov/tlc](http://www.nyc.gov/tlc)

# PUBLIC SAFETY AND LEGAL AFFAIRS

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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.

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## Preliminary Performance Highlights

- Based on preliminary FBI total index crime statistics for the first six months of Calendar 2011, 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 increased 1 percent during the first four months of Fiscal 2012 compared to the same period of Fiscal 2011.
- Despite the increase in major felony crime, murders decreased 8 percent during the reporting period.
- Major felony crime in the City's public schools increased by 30 crimes during the reporting period.
- During the first four months of Fiscal 2012 traffic fatalities involving automobile operators and passengers decreased 3 percent compared to the same period of Fiscal 2011. During the same period traffic fatalities involving pedestrians and bicyclists decreased 7 percent.
- The Department conducted nearly 2,800 Courtesy Professionalism and Respect (CPR) tests during the reporting period. During the first four months of both Fiscal 2011 and Fiscal 2012, more than 99 percent of all CPR tests conducted yielded "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.

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
	FY09	FY10	FY11	Updated		Actual	Actual
				FY12	FY13	FY11	FY12
★ Major felony crime	110,828	105,702	105,496	*	*	37,597	38,125
★ - Murder and non-negligent manslaughter	473	494	526	*	*	217	199
★ - Forcible rape	762	860	1,138	*	*	362	380
★ - Robbery	20,641	18,794	19,495	*	*	7,139	7,226
★ - Felonious assault	16,112	16,906	17,743	*	*	6,009	6,465
★ - Burglary	19,584	19,617	18,423	*	*	6,697	6,732
★ - Grand larceny	41,468	38,295	38,193	*	*	13,440	13,603
★ - Grand larceny auto	11,788	10,736	9,647	*	*	3,733	3,520
★ Major felony crime in housing developments	4,275	4,090	4,406	*	*	1,514	1,556
★ Major felony crime in transit system	2,196	2,060	2,321	*	*	724	897
Crime related to domestic violence - Murder	NA	68	85	*	*	27	26
- Rape	NA	351	502	*	*	145	174
- Felonious assault	NA	4,777	5,870	*	*	1,613	2,135
Narcotics arrests	107,294	106,655	106,840	*	*	36,386	34,521
- Felonies	27,370	24,575	21,909	*	*	7,388	6,792
- Misdemeanors	79,159	81,273	84,011	*	*	28,679	27,419
- Violations	765	807	920	*	*	319	310
Gun arrests	6,355	6,097	5,881	*	*	2,208	2,142
Juvenile arrests for major felonies	4,207	4,028	3,767	*	*	1,209	1,079
★ School safety - seven major crimes	902	839	801	*	*	172	202
- Murder	0	1	0	*	*	0	0
- Rape	5	2	6	*	*	1	2
- Robbery	146	147	131	*	*	24	37
- Felonious assault	231	240	269	*	*	37	41
- Burglary	104	81	86	*	*	32	39
- Grand larceny	414	361	307	*	*	78	82
- Grand larceny auto	2	7	2	*	*	0	1
School safety - Other criminal categories	3,559	3,302	3,089	*	*	653	595
- Other incidents	5,843	5,354	5,119	*	*	972	1,046
Gang motivated incidents	335	228	303	*	*	108	108
Counterterrorism training (hrs) - Uniformed members	286,478	239,131	209,081	*	*	61,840	34,651
- Non-members	77,139	80,940	80,527	*	*	34,017	32,946

★ 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
				FY12	FY13		
Traffic fatalities (motorists/passengers)	98	97	78	*	*	40	39
Traffic fatalities (bicyclists/pedestrians)	178	162	158	*	*	56	52
Total moving violation summonses (000)	1,226	1,262	1,189	*	*	396	295
- Summonses for hazardous violations	889,776	903,746	843,171	*	*	282,862	207,967
- Summonses for prohibited use of cellular phones	211,658	231,345	197,746	*	*	75,252	45,178
DWI-related fatalities	26	20	10	*	*	1	7

★ 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
				FY12	FY13		
Quality-of-life summonses	544,213	556,637	538,024	*	*	199,058	169,889
- Unreasonable noise summonses	13,660	17,056	14,030	*	*	4,934	4,154

★ 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
				FY12	FY13		
★ Average response time to all crimes in progress (minutes) - Citywide (all categories)	7.3	7.5	8.4	*	*	8.2	9.4
- Critical	4.3	4.4	4.6	*	*	4.6	4.7
- Serious	5.7	5.8	6.2	*	*	6.3	6.6
- Non-critical	12.3	12.1	12.9	*	*	13.7	14.1
Average arrest to complaint sworn time (hours) - Citywide	10.4	10.2	10.5	*	*	10.5	10.4
Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	7,958	8,150	8,379	*	*	2,837	2,783
- Exceptionally good	11	8	4	*	*	0	2
- Acceptable	7,909	8,099	8,335	*	*	2,817	2,766
- Below standard	38	43	40	*	*	20	15
Total civilian complaints against members of the service	7,661	6,954	6,259	*	*	2,284	1,972
Tort cases commenced	1,536	1,700	1,563	*	*	599	654
Tort dispositions	1,379	1,594	1,637	*	*	459	488
Tort payout (\$000)	\$117,692.4	\$87,765.3	\$99,795.6	*	*	\$27,246.3	\$23,333.0

★ 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.

Indicator	NYPD Jul-Oct FY11	Citywide Jul-Oct FY11	NYPD Jul-Oct FY12	Citywide Jul-Oct FY12	NYPD Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
<i>Average call wait time (min:sec)</i>	0:02	1:38	0:02	1:47	0%	10%
<i>Service requests meeting expected time of action (%)</i>	95.0%	82.2%	94.7%	89.7%	0%	9
<i>Number of 311 inquiries (to MMR agencies)</i>	313,714	2,467,532	297,059	2,245,344	-5%	-9%

## 311 Customer Service Center Requests for Service

Top Service Requests	Total Jul-Oct FY11	Target - FY11 Days to Action	Actual - Jul-Oct FY11 Days to Action	% Meeting FY11 Target	Total Jul-Oct FY12	Target - FY12 Days to Action	Actual - Jul-Oct FY12 Days to Action	% Meeting FY12 Target
<i>Blocked Driveway - No Access</i>	12,810	0.3	0.1	94%	11,731	0.3	0.1	93%
<i>Commercial Noise</i>	7,024	0.3	0.1	97%	5,879	0.3	0.1	96%
<i>Noise - Street/Sidewalk</i>	8,840	0.3	0.1	96%	8,964	0.3	0.1	96%
<i>Residential Noise - Banging/Pounding</i>	9,365	0.3	0.1	94%	8,382	0.3	0.1	94%
<i>Residential Noise - Loud Music/Party</i>	26,546	0.3	0.1	95%	25,084	0.3	0.1	95%

## 311 Customer Service Center Inquiries

Top NYPD-related Inquiries	Total Jul-Oct FY11	% of NYPD Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of NYPD Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Noise from Neighbor</i>	43,571	14%	1	40,223	14%	1
<i>Hot Transfer 911</i>	21,559	7%	4	33,681	11%	2
<i>Find a Police Precinct or PSA by Location</i>	37,331	12%	2	31,047	10%	3
<i>Find a Police Precinct or PSA by Name</i>	22,901	7%	3	18,947	6%	4
<i>Blocked Driveway - Vehicle</i>	20,399	7%	5	18,675	6%	5



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12'	FY13'	Actual FY11	Actual FY12
<i>Expenditures (\$ millions)</i> <sup>2</sup>	\$4,469.2	\$4,666.9	\$4,804.8	\$4,549.8	\$4,937.3	\$4,612.7	\$1,576.6	\$1,550.4
<i>Revenues (\$ millions)</i>	\$104.8	\$100.2	\$100.0	\$100.5	\$100.9	\$103.1	\$32.3	\$33.0
<i>Personnel (uniformed)</i>	35,641	34,636	33,777	34,413	34,413	34,413	35,267	34,799
<i>Personnel (civilian)</i>	16,663	16,079	15,894	15,626	15,861	15,569	16,275	15,803
<i>Overtime paid (\$000)</i>	\$504,623	\$538,381	\$549,473	*	*	*	\$176,080	\$194,149
<i>Capital commitments (\$ millions)</i>	\$146.1	\$805.5	\$80.1	\$143.1	\$197.3	\$104.8	\$26.4	\$20.1
<i>Work Experience Program (WEP) participants assigned</i>	167	247	231	*	*	*	236	216

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/nypd](http://www.nyc.gov/nypd)







# 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 276,000 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

- Promptly respond to fires and other non-fire emergencies.
- Reduce the risk of fire incidents through quality inspections, investigations and public education.
- Promptly respond to medical emergencies.

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## Preliminary Performance Highlights

- During the first four months of Fiscal 2012 citywide average response time to structural fires was 1 second slower than during the same period of Fiscal 2011.
- The combined average response time for fire units to respond to structural fires and medical emergencies was 5 seconds faster during the reporting period.
- The number of serious fires per 1,000 structural fires increased 2 percent during the reporting period.
- Civilian fire fatalities decreased from 23 to 18 during the reporting period.
- During the reporting period firefighter burns sustained outside quarters increased 2.5 percent and service-connected firefighter injuries decreased 1 percent.
- Fire safety education presentations increased 3 percent during the reporting period.
- Investigations by fire marshals into the causes and origins of fires and other fire-related offenses decreased 2 percent due to a reduction of 8 percent and 19 percent, respectively, in structural and nonstructural fires.
- Average response time to life-threatening medical emergencies by ambulance units was 26 seconds faster during the reporting period. This was primarily due to additional units placed in strategic locations throughout the City during July through October 2011, as well as the opening of new ambulance stations in the Woodlawn section of the Bronx and the west side of Manhattan, which improved ambulance availability. Combined response time to life-threatening medical emergencies by ambulance and fire units was 19 seconds faster. Response time to life-threatening medical emergencies by fire units was 5 seconds faster.



## Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Average response time to structural fires (minutes:seconds) - Citywide	4:05	3:59	4:03	4:08	4:08	4:01	4:02
- Manhattan	4:09	4:08	4:09	4:16	4:16	4:04	4:07
- Bronx	4:11	4:05	4:11	4:16	4:16	4:09	4:06
- Brooklyn	3:44	3:32	3:37	3:42	3:42	3:33	3:36
- Queens	4:27	4:20	4:23	4:26	4:26	4:26	4:22
- Staten Island	4:28	4:30	4:34	4:38	4:38	4:30	4:40
★ Average response time to structural fires and medical emergencies by fire units (minutes:seconds)	4:13	4:15	4:18	*	*	4:15	4:10
★ Serious fires per 1,000 structural fires	97	92	105	*	*	107	109
Average annual cost of an engine company (\$ millions)	\$5.9	\$6.6	\$6.6	*	*	NA	NA
Average annual cost of a ladder company (\$ millions)	\$6.9	\$7.7	\$8.0	*	*	NA	NA
★ Civilian fire fatalities	78	67	68	*	*	23	18
★ Firefighter burns	252	240	302	*	*	96	90
Firefighter burns (in quarters)	NA	NA	30	*	*	16	8
Firefighter burns (sustained outside quarters)	NA	NA	272	*	*	80	82
★ Firefighter injuries	10,607	10,914	11,210	*	*	3,825	3,785
Fire safety education presentations	8,055	5,952	8,007	*	*	2,312	2,376
Completed inspections performed by fire prevention staff	167,844	164,395	173,695	162,000	162,000	58,469	58,526
Field force inspections	61,732	57,719	49,876	*	*	18,435	17,740
- Commercial buildings	26,599	23,335	22,175	*	*	5,692	5,630
- Residential buildings	35,133	34,384	27,701	*	*	12,743	12,110
Investigations	6,118	6,339	6,525	*	*	2,387	2,343

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Average response time to life-threatening medical emergencies by ambulance units (minutes:seconds) *	6:40	6:41	7:00	6:35	6:35	6:51	6:25
Average response time to life-threatening medical emergencies by fire units (minutes: seconds)	4:14	4:17	4:20	4:25	4:25	4:17	4:12
★ Combined response time to life-threatening medical emergencies by ambulance and fire units (minutes:seconds)	5:45	5:47	6:05	5:41	5:41	5:52	5:33
Response time of less than 10 minutes to Advanced Life Support medical emergencies by Advanced Life Support ambulances (%)	80.4%	80.4%	80.5%	90.0%	90.0%	79.8%	82.7%
Average cost of ambulance tour per day (\$)	\$1,608	\$1,733	\$1,731	*	*	\$1,755	\$1,780

★ 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.

Indicator	FDNY Jul-Oct FY11	Citywide Jul-Oct FY11	FDNY Jul-Oct FY12	Citywide Jul-Oct FY12	FDNY Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	6	5	2	8	-67%	60%
Average response time for letters/mail correspondence (days)	4	11	1	9	-75%	-18%
Number of 311 inquiries (to MMR agencies)	20,219	2,467,532	26,773	2,245,344	32%	-9%

## 311 Customer Service Center Inquiries

Top FDNY-related Inquiries	Total Jul-Oct FY11	% of FDNY Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of FDNY Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Get a Job with FDNY	1,246	6%	6	10,700	40%	1
Fire Hazard Complaint	2,676	13%	1	2,387	9%	2
Ambulance Patient Locator	2,205	11%	2	1,617	6%	3
Fire Hydrant Recreational Use	1,698	8%	4	1,597	6%	4
Locate a Firehouse - Brooklyn	1,773	9%	3	1,573	6%	5

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR FY12	Updated FY12 <sup>1</sup>	FY13 <sup>1</sup>	4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11					
Expenditures (\$ millions) <sup>2</sup>	\$1,592.7	\$1,670.0	\$1,733.6	\$1,671.0	\$1,806.8	\$1,700.9	\$597.1	\$589.7
Revenues (\$ millions)	\$77.0	\$78.7	\$82.0	\$80.3	\$83.7	\$93.0	\$27.9	\$28.9
Personnel (uniformed)	11,459	11,080	10,646	10,787	10,787	10,282	10,975	10,513
Personnel (civilian)	4,771	4,890	5,106	4,857	4,848	4,859	5,045	5,084
Overtime paid (\$000)	\$169,387	\$196,948	\$235,807	*	*	*	\$75,879	\$81,722
Capital commitments (\$ millions)	\$71.0	\$135.6	\$94.4	\$123.0	\$222.3	\$82.7	\$42.2	\$24.6
Work Experience Program (WEP) participants assigned	49	16	23	*	*	*	28	42

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.



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### **Noteworthy Changes, Additions or Deletions**

- Firefighter burn data for Fiscal 2011 were revised to correct an error. Two new subsets were added to clarify whether the burns were sustained in quarters or outside quarters.
- Field force inspections data for Fiscal 2011 were revised to reflect updated data.

For more information please visit the website at: [www.nyc.gov/fdny](http://www.nyc.gov/fdny)



# 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.

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## Preliminary Performance Highlights

- During the first four months of Fiscal 2012 OEM conducted three more tabletop exercises and simulations compared to the same period of Fiscal 2011, because it held additional exercises/simulations to prepare for the winter weather.
- Participants at emergency management training sessions increased by 11 percent during the reporting period.
- Incidents monitored from OEM's Watch Command increased by 14 percent during the reporting period. OEM's field responses increased by 43 percent.
- The number of residents that received preparedness education by OEM staff rose by 81 percent due to an increase in requests for presentations after Hurricane Irene, as well as National Preparedness Month in September 2011.
- The number of private/not-for-profit/government organizations that received preparedness education decreased by 34 percent during the reporting period due to OEM's focus on resident/individual preparedness.
- Community Emergency Response Team (CERT) volunteer hours increased by 11 percent due in part to volunteer assistance with operational support during Hurricane Irene at evacuation shelters and OEM's Emergency Operations Center.
- Ready New York guides viewed online increased by more than seven times due largely to residents searching for information about Hurricane Irene and the City's first mandatory evacuation of coastal areas.



## 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
	FY09	FY10	FY11	Updated			
<i>Performance Statistics</i>	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ <i>Full-scale and functional exercises/drills</i>	9	11	6	4	4	4	3
★ <i>Tabletop exercises and simulations</i>	5	4	5	4	12	2	5
<i>Participation in drills coordinated by other agencies or organizations</i>	36	27	31	*	*	7	11
<i>Participants at instructor-led emergency management training sessions</i>	977	1,822	1,990	1,500	1,500	567	633

★ 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
	FY09	FY10	FY11	Updated			
<i>Performance Statistics</i>	FY09	FY10	FY11	FY12	FY13	FY11	FY12
<i>Total incidents</i>	2,748	2,901	2,955	*	*	890	1,067
<i>Incidents monitored from Watch Command</i>	2,172	2,285	2,399	*	*	714	815
<i>Field responses</i>	576	616	556	*	*	176	252
<i>Interagency meetings held during field responses</i>	NA	NA	566	*	*	217	254
<i>Emergency Operations Center activations</i>	7	14	14	*	*	7	5

★ 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
	FY09	FY10	FY11	Updated			
<i>Performance Statistics</i>	FY09	FY10	FY11	FY12	FY13	FY11	FY12
<i>Emergency preparedness education of residents - by OEM staff</i>	8,940	27,161	14,290	15,000	15,000	2,980	5,403
<i>Emergency preparedness education of residents - by Agency partners using OEM curriculum</i>	8,491	8,869	10,277	*	*	1,944	2,437
<i>Emergency preparedness education - private/non-profit/government</i>	2,134	1,592	1,166	2,400	2,400	480	317
★ <i>Community Emergency Response Team (CERT) volunteer hours</i>	17,698	15,290	24,636	*	*	8,929	9,921
<i>CERT members trained</i>	469	211	230	*	*	NA	NA
★ <i>Ready New York guides viewed online</i>	77,705	154,901	272,877	*	*	89,045	641,251

★ 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.

Indicator	OEM	Citywide	OEM	Citywide	OEM Change	Citywide Change
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Jul-Oct FY11 to FY12	Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	10	5	15	8	50%	60%
Average response time for letters/mail correspondence (days)	8	11	10	9	25%	-18%
Number of 311 inquiries (to MMR agencies)	8,688	2,467,532	34,341	2,245,344	295%	-9%

## 311 Customer Service Center Inquiries

Top OEM-related Inquiries	Total	% of OEM	Rank in # of	Total	% of OEM	Rank in # of
	Jul-Oct FY11	Inquiries in Jul-Oct FY11	Calls in Jul-Oct FY11	Jul-Oct FY12	Inquiries in Jul-Oct FY12	Calls in Jul-Oct FY12
Hurricane Evacuation Zone Lookup	182	2%	6	22,755	66%	1
Hurricane Evacuation for New York City Residents	NA	NA	NA	4,222	12%	2
Cooling Center Locations	5,493	63%	1	2,722	8%	3
Hurricane Evacuation Center	NA	NA	NA	1,208	4%	4
Hurricane Irene Property Damage Survey	NA	NA	NA	1,015	3%	5

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
Expenditures (\$ millions) <sup>2</sup>	\$20.0	\$27.2	\$33.8	\$30.5	\$53.5	\$14.9	\$13.6	\$9.9
Personnel	109	110	112	28	130	26	112	108
Overtime paid (\$000)	\$1,232	\$1,506	\$3,767	*	*	*	\$1,062	\$208

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

- OEM added 'simulations' to the indicator name 'tabletop exercises' in order to better clarify what is being measured.
- OEM added the indicator 'interagency meetings held during field responses' in order to add details to the incident response data. 'Field responses' measures individual incidents regardless of complexity or duration, while 'interagency meetings held during field responses' measures OEM's on-site coordination efforts and may represent multiple conferences per incident.

For more information please visit the website at: [www.nyc.gov/oem](http://www.nyc.gov/oem)







# 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 to the city's crime survivor community.

## Scope of Agency Operations

The New York City Department of Correction (DOC) provides for the care, custody and control of persons 16 years of age and older, accused of crimes or convicted and sentenced to one year or less of incarceration. The Department operates 14 facilities, including ten jails on Rikers Island, four borough houses of detention in Brooklyn, the Bronx, Queens and Manhattan, court pens in each of the five boroughs, and two prison hospital wards; processes over 80,000 admissions and releases annually; and manages an average daily inmate population of approximately 12,500 individuals.

## 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 inmates' participation in skills-building programs, including educational opportunities, jobs training, and mental health and substance abuse services.
- Reduce idleness through increased access to recreation, relapse prevention efforts, and restorative justice activities.
- Notify crime victims when inmates are released and provide inmate information to the public.

## Preliminary Performance Highlights

- Some categories of violent incidents in the jails continued to decline during the first four months of Fiscal 2012. The rate of serious injury to inmate(s) as a result of violent inmate-on-inmate incidents decreased by 16 percent when comparing the first four months of this fiscal year to Fiscal 2011. The rate of violent inmate-on-inmate incidents dropped by 18 percent; slashing and stabbing incidents, part of violent inmate-on-inmate incidents, decreased by 21 percent. Four fewer slashing and stabbing incidents occurred in the reporting period.
- The number of use of force incidents declined slightly in the first four months of Fiscal 2012. In the first four months of this fiscal year, 42 percent of incidents where officers used force resulted in no injury to either inmates or officers. Officers or inmates sustained a minor injury in 51 percent of incidents and a more serious injury in seven percent. The Department continues to focus on minimizing injury when officers employ force through the use of OC spray.
- The rate of inmate assaults on staff increased by 12 percent this reporting period, with ten more assaults on staff in the first four months of Fiscal 2012 compared to the same period in Fiscal 2011. However, the number of these assaults that resulted in a serious injury to staff remained stable with 14 incidents in both periods. The Department responded to violent incidents in part by investigating and arresting inmates and by increasing the number of punitive segregation beds and ensuring swift and certain sanctions are applied when inmates are found guilty of violent acts in custody. Jail-based arrests of inmates increased by 52 percent during the reporting period.
- The Department continued its commitment to eradicate weapons and dangerous contraband from jails. The number of searches conducted during the reporting period increased by 17 percent, and targeted searches in areas with relatively higher numbers of contraband finds. The number of weapon recoveries compared to the same period in Fiscal 2011 did not change.



- Non-natural inmate deaths remained stable during the period. No escapes from custody occurred during the reporting period.
- Inmates with mental health needs are disproportionately involved in violent jail incidents, remain in custody nearly three times longer than average, and just under half return to custody within a year of release. To address this growing population the Department is developing policy and programmatic solutions and custody management strategies, through public and private funds from the U.S. Department of Justice and the Langeloth Foundation and has been working closely with the Council of State Governments Justice Center, a nationally recognized research and policy organization, on the Mayor's Citywide Justice and Mental Health Initiative, with recommendations expected in the spring.

## Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY12	FY13	FY11	FY12	FY11	FY12	
Department use of force incidents with serious injury (rate per 1,000 ADP)	NA	NA	NA	*	*	NA	1.05
Department use of force incidents with minor injury (rate per 1,000 ADP)	NA	NA	NA	*	*	NA	7.09
Department use of force incidents with no injury (rate per 1,000 ADP)	NA	NA	NA	*	*	NA	5.88
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	21.7	24.3	24.2	*	*	26.0	21.4
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	NA	NA	1.2	*	*	1.3	1.1
★ Inmate assault on staff (monthly rate per 1,000 ADP)	2.9	3.2	3.5	*	*	3.3	3.8
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	NA	NA	0.3	*	*	0.3	0.3
Jail-based arrests of inmates	567	526	642	*	*	145	220
Fight/assault infractions	6,696	7,475	7,431	*	*	2,637	2,287
Searches	214,605	203,403	215,038	*	*	65,823	77,082
Weapons recovered	1,295	1,213	1,901	*	*	651	654
★ Escapes (monthly rate per 1,000 ADP)	0.01	0.01	0.00	*	*	0.00	0.00
★ Non-natural inmate deaths in custody (monthly rate per 1,000 ADP)	0.00	0.01	0.01	*	*	0.02	0.02
Inmate health clinic visits	92,558	86,130	79,385	*	*	28,973	28,966
- Average clinic waiting time (minutes)	23	30	29	*	*	30	27
Jail-cells unavailable (short-term repair)(%)	0.8%	0.9%	1.2%	1.0%	1.0%	1.0%	1.7%
★ Population as percent of capacity (%)	93%	93%	94%	96%	96%	94%	93%
Average cost per inmate per year (\$)	\$73,974	\$75,737	\$80,354	*	*	NA	NA
Inmates delivered to court	307,149	285,366	269,526	*	*	91,709	83,813
On-trial inmates delivered to court on time (%)	99.6%	99.7%	97.5%	95.0%	95.0%	97.6%	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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY12	FY13	FY11	FY12	FY11	FY12	
★ Inmates with a mental health diagnosis (% ADP)	27.0%	29.0%	32.0%	*	*	31.0%	33.0%
Average daily attendance in school programs	833.0	814.0	782.0	*	*	791.0	721.0
Average daily number of inmates in vocational skills training programs	188	193	161	*	*	130	184
★ Inmates participating in skills-building activities/discharge planning (%)	NA	NA	10.0%	*	*	9.0%	9.0%

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

✓ Provide victim-focused and victim-friendly services to the city's crime survivor community.



Performance Statistics	Actual			Target			4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	FY13	FY12		
Victim Identification Notification Everyday (VINE) system registrations	8,020	32,308	20,558	*	*	12,082	4,788	
VINE confirmed notifications	7,007	24,553	32,604	*	*	10,997	4,695	

★ 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.

Indicator	DOC Jul-Oct FY11	Citywide Jul-Oct FY11	DOC Jul-Oct FY12	Citywide Jul-Oct FY12	DOC Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	7	5	1	8	-86%	60%
Average response time for letters/mail correspondence (days)	11	11	8	9	-27%	-18%
Number of 311 inquiries (to MMR agencies)	38,644	2,467,532	29,585	2,245,344	-23%	-9%

## 311 Customer Service Center Inquiries

Top DOC-related Inquiries	Total Jul-Oct FY11	% of DOC Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DOC Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Rikers Island Inmate Property Pickup	11,829	31%	1	9,860	33%	1
Inmate Location and Information	NA	NA	NA	6,012	20%	2
Inmate Visit	NA	NA	NA	4,318	15%	3
Inmate Information - Holding Location or Release Date	7,227	19%	2	2,685	9%	4
Inmate Release Planning and Services	NA	NA	NA	928	3%	5

## Agency Resources

Agency Resources	Actual			September 2011 MMR FY12	Updated FY12 <sup>1</sup>	FY13 <sup>1</sup>	4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11					
Expenditures (\$ millions) <sup>2</sup>	\$1,010.2	\$1,012.0	\$1,045.1	\$1,022.8	\$1,086.1	\$1,050.8	\$330.3	\$350.7
Revenues (\$ millions)	\$21.3	\$23.1	\$22.8	\$23.5	\$23.6	\$23.6	\$7.5	\$7.6
Personnel (uniformed)	9,068	8,772	8,456	8,404	8,765	8,854	8,586	8,395
Personnel (civilian)	1,485	1,444	1,423	1,752	1,733	1,735	1,433	1,426
Overtime paid (\$000)	\$98,847	\$97,435	\$113,834	*	*	*	\$30,907	\$41,473
Capital commitments (\$ millions)	\$40.3	\$67.5	\$69.0	\$304.8	\$290.6	\$131.0	\$6.8	\$36.7

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.



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### **Noteworthy Changes, Additions or Deletions**

- The Department has replaced the indicator ‘Incidents and allegations of Department use of force’ with three new indicators that describe the level of injury sustained by persons involved in incidents where officers used force. The three indicators are rates of: ‘Department use of force incidents with serious injury;’ ‘Department use of force incidents with minor injury;’ and ‘Department use of force incidents with no injury.’ These new indicators provide disaggregated information about use of force incidents, are reported as rates to better reflect performance given DOC’s variable population size, and describe the level of injury sustained by persons involved in incidents where uniformed staff used force. Minor injury is any injury requiring no treatment beyond the prescription of over-the-counter analgesics or minor first aid, and serious injury is any injury requiring treatment beyond the prescription of over-the-counter analgesics or minor first aid.
- The Department no longer reports targets for the indicator ‘Average daily attendance in school programs’ because the attendance count is primarily a function of the variable number of inmates who are eligible to attend DOE school programs.

For more information please visit the website at: [www.nyc.gov/doc](http://www.nyc.gov/doc)



# 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 New York City Department of Probation (DOP) helps build stronger and safer communities by working with and supervising people on probation, fostering positive change in their decision-making and behavior, and expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health services, family engagement and civic participation. 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. Investigations 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 and investigations for more than 30,000 adults and 15,000 juveniles per year, and supervises approximately 24,500 adults and 2,000 juveniles on any given day.

## Critical Objectives

- Reduce re-offense rates by adult and juvenile probationers.
- Reduce detention and out-of-home placement of juvenile probationers.
- Reduce reliance on Family Court for intervention in juvenile delinquency cases.
- Increase early discharges and reduce unnecessary Violations of Probation.

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## Preliminary Performance Highlights

- The Department prepared to open the first of five Neighborhood Opportunity Network (NeON) offices, which are community centers designed to increase neighborhood involvement with probation clients. The NeON offices will include educational, mentoring, and workforce development services funded by the Mayor's Young Men's Initiative, a multi-agency effort to reduce disparities slowing the advancement of black and Latino males. The first NeON office opened in Brownsville in December 2011. Neons are also being developed in Harlem, Jamaica, East New York, and the South Bronx.
- The average monthly violation rate for adult probationers was 1.0 percent in the first four months of Fiscal 2012, down from 1.3 percent the previous fiscal year. DOP continues to utilize a graduated response protocol to intervene before misconduct is referred to court, and to more proactively reach out to probationers in jeopardy of a violation. The average monthly violation rate for juveniles was 2.4 percent, compared to 1.9 percent during the first four months of Fiscal 2011. The Department diverted many low-risk juveniles to adjustment services, while opening supervision cases for higher-risk youth.
- The average monthly rearrest rate for adult and juvenile probationers fell during the reporting period by 0.3 and 0.8 percentage points, respectively. When viewed as a percentage of all NYPD arrests, adult rearrests were down 0.2 points, while juvenile rearrests decreased by 0.1 percentage point. DOP continues to focus its resources on individuals who are at highest risk for recidivism.
- The number of youth served by the Enhanced Supervision Program was 790, compared to 909 during the first four months of Fiscal 2011. A 12 percent decrease in the overall number of juveniles supervised accounts for this decline. The average daily enrollment in Esperanza, the City's first home-based alternative to placement program, was 93 youth, up from 76 the previous fiscal year. The Department worked with local courts and service providers to identify youth appropriate for community supervision rather than placement.
- The juvenile intake adjustment rate was 36 percent during the first four months of Fiscal 2012, a reduction of three percentage points from the previous fiscal year, based primarily on an increase in the number of cases that were not suitable for adjustment services and were referred to court.



## Performance Report

### ✓ Monitor and enforce the conditions of probation.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13					
★ Adult probationer rearrest rate (monthly average)(%)	2.8%	3.0%	3.1%	*	*	3.2%	2.9%
★ Juvenile probationer rearrest rate (monthly average)(%)	2.5%	3.0%	3.0%	*	*	3.3%	2.5%
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	2.7%	2.7%	2.6%	*	*	2.8%	2.6%
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.2%	0.3%	0.3%	*	*	0.3%	0.2%
Average monthly violation rate for adult probationers (%)	NA	1.6%	1.0%	*	*	1.3%	1.0%
Average monthly violation rate for juvenile probationers (%)	NA	2.7%	2.1%	*	*	1.9%	2.4%

★ 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.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13					
Total probationers supervised in Enhanced Supervision Program (ESP)	1,197	1,290	1,287	*	*	909	790
Youth participating in Esperanza	67	79	77	*	*	76	93
★ Juvenile delinquency cases eligible for adjustment (%)	NA	27.4%	40.0%	*	*	39.0%	36.0%

★ 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.

Indicator	DOP	Citywide	DOP	Citywide	DOP Change	Citywide Change
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Jul-Oct FY11 to FY12	Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	7	5	5	8	-29%	60%
Average response time for letters/mail correspondence (days)	12	11	9	9	-25%	-18%
Number of 311 inquiries (to MMR agencies)	749	2,467,532	492	2,245,344	-34%	-9%



## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of DOP Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DOP Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<b>Top DOP-related Inquiries</b>						
<i>Adult Probation Supervision - Brooklyn</i>	182	24%	1	131	27%	1
<i>Adult Probation Supervision - Manhattan</i>	107	14%	3	87	18%	2
<i>Adult Probation Supervision - Bronx</i>	122	16%	2	78	16%	3
<i>Adult Probation Supervision - Queens</i>	100	13%	4	62	13%	4
<i>Adult Probation Supervision - Staten Island</i>	35	5%	5	24	5%	5

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September 2011 MMR	Updated		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	FY11	FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$82.1	\$83.0	\$81.9	\$77.9	\$82.2	\$76.1	\$31.6	\$26.5
<i>Revenues (\$000)</i>	\$4	\$3	\$198	\$1,021	\$1,021	\$1,021	\$0	\$83
<i>Personnel</i>	1,149	1,169	1,024	1,064	1,100	1,007	1,156	996
<i>Overtime paid (\$000)</i>	\$369	\$246	\$156	*	*	*	\$60	\$38

<sup>1</sup> January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/probation](http://www.nyc.gov/probation)







# 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.

## Critical Objectives

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

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## Preliminary Performance Highlights

- During the first four months of Fiscal 2012 the public filed 14 percent fewer complaints of police misconduct than during the same period of Fiscal 2011.
- CCRB completed full investigations, on average, seven days faster during the reporting period. The number of full investigations as a percentage of total cases closed increased 4 percentage points.
- Approximately 97 percent of CCRB's open docket was aged 12 months or less during the first four months of Fiscal 2012. The percentage of cases in the open docket at 13 months or older decreased slightly. As cases were closed faster and the docket was managed more effectively, CCRB reduced its open docket by 9 percent.
- CCRB closed approximately 60 percent of substantiated investigations in less than a year, 4 percentage points faster than during the same period last year. Substantiated cases closed at 12 to 14 months decreased by 6 percentage points; however, substantiated cases closed at 15 months or older increased by almost 3 percentage points.
- CCRB closed 4 percent more cases, from 1,969 cases closed in the first four months of Fiscal 2011 to 2,041 closures during the same period of Fiscal 2012, but the average case closure per investigator decreased from 23 to 21.
- Closed allegations with findings on the merits decreased 1 percentage point. Although the percentage of allegations with unidentified officers decreased from 12 to 9 percent of all allegations, the percentage of allegations closed as unsubstantiated increased 4 percentage points.
- During the reporting period the number of cases mediated as a percentage of total closed cases decreased to 1.6 percent. The average completion time for mediated cases increased 2 percent, or three days.



## Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Total civilian complaints against uniformed members of the New York City Police Department (Preliminary)	7,661	6,954	6,259	*	*	2,284	1,972
★ Average number of days to complete a full investigation	343	327	282	280	280	281	274
Full investigations as a percentage of total cases closed (%)	31%	36%	30%	*	*	33%	37%
★ Closed allegations with findings on the merits (%)	48%	55%	49%	*	*	49%	48%
★ Case closures per investigator	64	78	69	*	*	23	21
Age of docket (by date of report) (%) - 0-4 months	64%	68%	70%	70%	70%	68%	65%
- 5-12 months	29%	28%	27%	26%	26%	28%	32%
- 13 months or older	7%	4%	3%	4%	4%	4%	3%
Age of cases when substantiated (by date of incident) (%) - 0-5 months	1%	3%	5%	14%	14%	8%	4%
- 5-12 months	36%	40%	50%	48%	48%	48%	56%
- 12-14 months	26%	33%	30%	28%	28%	30%	24%
- 15 months or older	37%	24%	14%	10%	10%	14%	17%
★ Officers disciplined (excluding pending and filed cases) (%)	56%	74%	74%	*	*	76%	86%
Average successful mediation case completion time (days)	158	174	179	150	150	178	181
★ Percent of cases mediated	1.8%	1.7%	2.4%	*	*	2.4%	1.6%
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.

Indicator	CCRB	Citywide	CCRB	Citywide	CCRB	Citywide
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Change Jul-Oct FY11 to FY12	Change Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	5	5	5	8	0%	60%
Average response time for letters/mail correspondence (days)	6	11	10	9	67%	-18%
Number of 311 inquiries (to MMR agencies)	5,240	2,467,532	4,166	2,245,344	-20%	-9%

## 311 Customer Service Center Inquiries

Top CCRB-related Inquiries	Total	% of CCRB	Rank in # of	Total	% of CCRB	Rank in # of
	Jul-Oct FY11	Inquiries in Jul-Oct FY11	Calls in Jul-Oct FY11	Jul-Oct FY12	Inquiries in Jul-Oct FY12	Calls in Jul-Oct FY12
Police Officer Misconduct	5,101	97%	1	4,058	97%	1
Civilian Complaint Mediation	139	3%	2	108	3%	2



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## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$11.3	\$10.1	\$9.6	\$9.6	\$9.3	\$9.8	\$3.7	\$2.5
<i>Personnel</i>	178	138	135	149	151	155	145	124
<i>Overtime paid (\$000)</i>	\$232	\$146	\$157	*	*	*	\$25	\$24

<sup>1</sup> January 2012 Financial Plan                      **"NA"** - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

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## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/ccrb](http://www.nyc.gov/ccrb)





# 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 80,000 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

- Tort cases pending decreased 3 percent during the first four months of Fiscal 2012, continuing a downward trend since Fiscal 2005.
- Tort cases commenced increased 13 percent during the reporting period due in part to property damage claims from repeated flooding in Queens and Staten Island, as well as the December 2010 snowstorm.
- The citywide tort payout decreased 21 percent. This is due, in part, to successful attempts to dismiss matters before trial. In addition, the Department's long term focus on the dual goals of backlog reduction and early resolution of meritorious claims, as well as the enactment of the sidewalk law that transferred liability for certain matters from the City to property owners, has yielded results.

## 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Total tort cases pending	17,791	17,362	16,850	17,800	17,800	17,450	16,927
Tort cases commenced - Citywide	6,337	6,442	6,388	*	*	2,136	2,405
Tort dispositions - Citywide	6,730	6,921	6,573	6,100	6,100	1,929	1,886
★ Total tort payout (\$000) - Citywide	\$570,581	\$541,595	\$560,852	*	*	\$124,547	\$97,895

★ 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Referred cases filed for prosecution (%)	59%	55%	55%	55%	55%	55%	55%
Crime victims assessed for community-based services (%)	34%	34%	46%	35%	35%	48%	50%
Juvenile conviction rate (%)	71%	72%	71%	70%	70%	69%	71%

★ 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.

Indicator	LAW	Citywide	LAW	Citywide	LAW Change	Citywide Change
	Jul-Oct FY11	Jul-Oct FY11	Jul-Oct FY12	Jul-Oct FY12	Jul-Oct FY11 to FY12	Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	1	5	1	8	0%	60%
Average response time for letters/mail correspondence (days)	1	11	1	9	0%	-18%

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12'	FY13'	Actual FY11	Actual FY12
Expenditures (\$ millions) <sup>2</sup>	\$132.2	\$139.8	\$135.0	\$140.5	\$141.3	\$141.7	\$57.0	\$59.3
Revenues (\$ millions)	\$42.8	\$32.7	\$43.4	\$22.2	\$23.8	\$20.6	\$38.2	\$10.9
Personnel	1,430	1,382	1,307	1,341	1,391	1,386	1,324	1,362
Overtime Paid (\$000)	\$1,153	\$1,134	\$763	*	*	*	\$184	\$215

<sup>1</sup> January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/law](http://www.nyc.gov/law)



# 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 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 that employ more than 300,000 staff members, and over 300 other City boards and commissions. The Department studies City agencies vulnerabilities to determine if corrective action is necessary and recommends actions to prevent criminal misconduct and waste.

## 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 programs that contract with the City.
- Assist City agencies in preventing corruption and waste.

## Preliminary Performance Highlights

- Continuing to focus limited resources on more complex investigations, DOI's caseload decreased by 5 percent during the reporting period.
- The number of cases closed increased by 15 percent due to the disposition of a higher number of routine cases. The overall average time to complete a case decreased by 20 percent. Turnaround times for major and routine cases decreased by 9 percent and 11 percent, respectively, while turnaround time for significant cases decreased by 75 percent due to the Department's current focus on the expeditious disposition of significant cases, as well as the closure of a number of older significant investigations in the prior reporting period.
- Arrests resulting from investigations decreased by 51 percent due to a reduction in investigative staff and a wide-sweeping arrest initiative undertaken during Fiscal 2011. Concomitantly, referrals for criminal prosecution decreased by 52 percent and referrals for civil and administrative action decreased by 5 percent. The Department expects that the number of arrests in Fiscal 2012 will be comparable to Fiscal 2011.
- Written policy and procedure recommendations decreased by 7 percent due to the reduction in the overall caseload and on-going efforts by agencies to address and correct vulnerabilities.
- During the first four months of Fiscal 2012 there was a 23 percent decrease in financial recoveries to the City due to the nature of cases adjudicated during the period. Recoveries collected from previously closed cases decreased by 26 percent and recoveries to individuals and non-City entities decreased by 67 percent. The Department anticipates substantial recovery to the City during the remainder of Fiscal 2012.
- Background investigations closed within 6 months decreased by 7 percentage points as a result of the closure of a higher percentage of pending investigations over six months old. The average time to complete a background investigation decreased by 21 percent.
- Arrest notifications received for current childcare workers fingerprinted by the Department decreased by 13 percent during the reporting period. The average time to notify childcare workers with criminal records remained stable at 2 days.
- The Department conducted 38 percent more corruption lectures during the reporting period. This increase reflects DOI's continuous efforts to insure that employees and contractors remain cognizant of corruption vulnerabilities. DOI will no longer report data for the number of individuals attending these lectures.
- The number of companies monitored by the Department's Integrity Monitor Program more than doubled as part of the Department's focus on vendor integrity.





## 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 Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12 FY13			
<i>Complaints</i>	14,594	13,825	13,626	*	*	4,393	4,151
★ <i>Caseload</i>	2,396	2,258	1,955	*	*	1,143	1,084
<i>Cases closed</i>	1,438	1,427	1,202	*	*	343	393
<i>Referrals for criminal prosecution</i>	630	753	1,010	*	*	429	206
<i>Arrests resulting from DOI investigations</i>	731	822	791	*	*	344	170
<i>Referrals for civil and administrative action</i>	1,867	1,876	1,087	*	*	374	356
<i>Written policy and procedure recommendations to City agencies</i>	460	357	310	*	*	108	100
★ <i>Financial recoveries to the City ordered/agreed (\$)</i>	\$16,184,024	\$18,086,520	\$20,985,513	*	*	\$2,097,761	\$1,624,568
★ <i>Financial recoveries to the City collected (\$)</i>	\$6,633,626	\$8,537,930	\$9,973,645	*	*	\$1,506,398	\$1,120,622
<i>Financial recoveries to individuals and non-City entities ordered/agreed (\$)</i>	\$17,981,661	\$16,840,648	\$21,001,578	*	*	\$3,616,707	\$1,184,156
★ <i>Average time to complete a case (days)</i>	277	296	274	*	*	301	240
★ - <i>Major investigations</i>	869	904	466	*	*	344	313
★ - <i>Significant investigations</i>	484	682	628	*	*	1,165	293
★ - <i>Routine investigations</i>	267	269	259	*	*	266	237
★ <i>Average time to complete a background investigation (days)</i>	310	451	370	*	*	459	364
<i>Background investigations closed within six months (%)</i>	60%	53%	60%	60%	60%	58%	51%
<i>Time to notify agencies of childcare workers with criminal records after receipt from the State Division of Criminal Justice Services (days)</i>	4	4	2	4	4	2	2
<i>Arrest notifications received for current childcare workers</i>	2,360	2,420	2,372	*	*	855	740
<i>Corruption prevention and whistleblower lectures conducted</i>	546	625	446	300	300	139	192
★ <i>Average time to complete a VENDEX check (calendar days)</i>	NA	34	15	*	*	14	14
★ <i>VENDEX checks completed within 30 days (%)</i>	NA	60%	98%	95%	95%	99%	98%
<i>Companies monitored by DOI's Integrity Monitor Program</i>	7	5	12	*	*	5	13

★ 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.

Indicator	DOI Jul-Oct FY11	Citywide Jul-Oct FY11	DOI Jul-Oct FY12	Citywide Jul-Oct FY12	DOI Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	3	5	3	8	0%	60%
Average response time for letters/mail correspondence (days)	3	11	3	9	0%	-18%
Number of 311 inquiries (to MMR agencies)	1,708	2,467,532	1,293	2,245,344	-24%	-9%

## 311 Customer Service Inquiries

Top DOI-related Inquiries	Total Jul-Oct FY11	% of DOI Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DOI Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Contact or Locate a City Marshal	794	46%	1	582	45%	1
City Worker or Contractor Corruption	411	24%	2	356	28%	2
City Marshal Complaint	260	15%	3	228	18%	3
Fingerprinting - Center-Based Day Care or Pre-School	214	13%	4	113	9%	4
Become a City Marshal	28	2%	5	14	1%	5

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
Expenditures (\$ millions) <sup>2</sup>	\$24.2	\$22.7	\$21.7	\$20.3	\$21.3	\$20.1	\$8.7	\$9.0
Revenues (\$ millions)	\$3.1	\$4.5	\$7.3	\$4.7	\$4.2	\$3.8	\$0.2	\$0.2
Personnel	234	217	197	223	229	226	209	196
Overtime paid (\$000)	\$20	\$34	\$104	*	*	*	\$15	\$10

<sup>1</sup> January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.



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### **Noteworthy Changes, Additions or Deletions**

- The Department renamed its Independent Private Sector Inspectors General (IPSIG) program; it is now known as the Integrity Monitor Program.

For more information please visit the website at: [www.nyc.gov/doi](http://www.nyc.gov/doi)



# 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.

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## Scope of Agency Operations

The City Commission on Human Rights (CCHR) investigates an average of 1,000 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.

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## Preliminary Performance Highlights

- During the first four months of Fiscal 2012 the Commission filed 46 percent fewer cases compared to the same period of Fiscal 2011. The decrease appears to be part of a larger trend since discrimination filings with the State have also decreased.
- The average cash value of settlements for complainants increased by more than \$2,200 during the reporting period.
- Despite a 24 percent increase in the average age of the Commission's caseload in days, the overall age of the caseload remained stable with 89 percent of pending cases less than one year old, compared to 91 percent during the first four months of Fiscal 2011. The number of cases pending at 3-5 years decreased during the reporting period.
- Conferences, workshops and training sessions decreased 13 percent and school-based sessions decreased 43 percent due to staff re-deployment to pre-complaint interventions, resulting in a 20 percent increase in pre-complaint resolutions, as well as a 15 percent decrease in trainers.



## 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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
Complaint investigations completed (%)	86%	77%	73%	*	*	48%	36%
Pre-complaint resolutions	216	210	182	*	*	56	67
★ Cases filed (by type of complaint)	435	410	444	*	*	195	105
- Employment discrimination (%)	54%	56%	66%	*	*	66%	64%
- Housing discrimination (%)	38%	33%	21%	*	*	21%	20%
- Public accomodation discrimination (%)	8%	11%	12%	*	*	12%	15%
- Bias-related harassment (%)	0%	0%	1%	*	*	1%	1%
★ Cases closed (by type of closure)	649	441	462	*	*	182	161
- No probable cause determination (%)	39%	35%	44%	*	*	49%	47%
★ - Probable cause determination (%)	13%	8%	13%	*	*	15%	6%
- Administrative cause (%)	23%	25%	25%	*	*	19%	22%
★ - Settlement (%)	25%	32%	18%	*	*	17%	25%
Cases referred to the Office of Administrative Trials and Hearings	72	37	59	*	*	27	10
★ Average value of cash settlement for complainant (\$)	\$11,004	\$17,918	\$11,846	*	*	\$13,518	\$15,805
Modifications for accessibility	192	173	187	*	*	62	71
★ Average age of complaint caseload (in days)	318	315	306	*	*	270	336
Caseload	402	438	524	550	550	475	472
Cases pending by age - Less than one year	324	353	438	400	400	431	422
- 1-3 years old	74	77	81	100	100	38	46
- 3-5 years old	4	8	5	10	10	6	4
- 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 Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
Conferences, workshops and training sessions	1,002	1,108	1,206	600	600	368	321
Community-based technical assistance	13,563	17,574	17,055	10,000	10,000	4,931	5,134
School-based training sessions conducted	327	370	327	325	325	75	43

★ 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.

Indicator	CCHR Jul-Oct FY11	Citywide Jul-Oct FY11	CCHR Jul-Oct FY12	Citywide Jul-Oct FY12	CCHR Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average response time for email correspondence (days)	1	5	5	8	400%	60%
Average response time for letters/mail correspondence (days)	2	11	7	9	250%	-18%
Number of 311 inquiries (to MMR agencies)	3,467	2,467,532	2,811	2,245,344	-19%	-9%

## 311 Customer Service Center Inquiries

Top CCHR-related Inquiries	Total Jul-Oct FY11	% of CCHR Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of CCHR Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Discrimination Complaint	3,352	97%	1	2,747	98%	1
Community Outreach - Human Rights Education	112	3%	2	61	2%	2
Staff Information Provided	3	0%	3	3	0%	3

## Agency Resources

Agency Resources	A c t u a l			September			4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	Updated FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
Expenditures (\$ millions) <sup>2</sup>	\$7.1	\$6.9	\$6.1	\$7.1	\$7.2	\$6.5	\$3.6	\$1.7
Personnel	80	72	70	72	72	66	71	69
Overtime paid (\$000)	\$21	\$14	\$20	*	*	*	\$2	\$1

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

- The number of cases closed during the first four months of Fiscal 2011 was revised to reflect updated data.

For more information please visit the website at: [www.nyc.gov/cchr](http://www.nyc.gov/cchr)





# 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 federal, 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 tribunal that conducts hearings involving violations of City laws protecting healthy, clean, and safe environmental conditions. Notices of violation may be issued by any of 12 City agencies. ECB hearing officers are appointed and overseen by a 13-member board that is responsible for enforcing those laws and deciding appeals from hearing officer decisions.

## Critical Objectives

- Conduct fair hearings in a professional environment.
- Schedule and hear cases promptly.
- Issue timely decisions after hearing record is closed.
- Settle cases through conferences and other alternative means.
- Maintain high quality of written decisions.

## Preliminary Performance Highlights

- During the first four months of Fiscal 2012 OATH's average adjournment time decreased 9 percent as OATH judges continue to be vigilant about moving cases forward efficiently.
- During the reporting period the average time for OATH to issue decisions after the records were closed increased 19 percent, or 2.4 business days on average, well within the target of 25 business days. The agency continues to receive complex civil litigation on its docket, such as new Loft Board matters that fall under recent amendments to the loft law. In addition, the percentage of expedited cases filed decreased relative to more complex cases.
- The settlement rate increased 10 percentage points during the reporting period due to a continued commitment of time and attention to the settlement process at OATH.
- Despite a 17 percent drop in overall issuance, the Environmental Control Board (ECB) experienced only a 3 percent decrease in violations heard. ECB achieved a 62 percent reduction in the average time from hearing assignment to hearing decision.

## Performance Report

- ✓ Adjudicate administrative matters fairly and efficiently.

Performance Statistics	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	FY12	FY13		
Cases filed at OATH (total)	3,472	2,921	2,611	*	*	961	661
★ Average adjournment time at OATH (business days)	13.3	15.3	14.6	20.0	20.0	15.9	14.5
OATH settlement rate (%)	53%	50%	51%	55%	55%	47%	56%
★ Average time for OATH to issue decisions after records closed (business days)	12.0	10.2	12.8	25.0	25.0	12.5	14.9
OATH cases with decisions issued within 45 business days (%)	90%	95%	96%	*	*	91%	96%
OATH facts and conclusions adopted by agencies (%)	98%	99%	99%	96%	96%	100%	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 FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13					
Notices of Violation (NOV) received by ECB	704,680	694,273	562,418	*	*	214,873	177,923
ECB hearings conducted	241,521	306,689	252,371	*	*	94,736	92,021
★ Average time from ECB hearing assignment to decision (days)	89	72	20	*	*	31	12
★ ECB decisions rendered (total)	187,475	204,192	178,872	*	*	66,268	62,289
- Dismissed	72,075	86,632	69,009	*	*	28,210	24,328
- In violation	114,287	116,458	108,470	*	*	37,650	37,375
- Stipulated	1,113	1,102	1,393	*	*	408	586

★ 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.

Indicator	OATH Jul-Oct FY11	Citywide Jul-Oct FY11	OATH Jul-Oct FY12	Citywide Jul-Oct FY12	OATH Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average response time for letters/mail correspondence (days)	14	11	4	9	-71%	-18%
Number of 311 inquiries (to MMR agencies)	93	2,467,532	1,220	2,245,344	1212%	-9%

## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of OATH Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of OATH Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Top OATH-related Inquiries						
Notice of Health Violation - General Information	NA	NA	NA	354	29%	1
Hearing on Taxi Limousine Commission Violation	NA	NA	NA	273	22%	2
Settling a Food Service Establishment Health Violation	NA	NA	NA	271	22%	3
Notice of Health Violation - Missing or Unreadable	NA	NA	NA	219	18%	4
City Agency Tribunals	93	100%	1	102	8%	5



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## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
Expenditures (\$ millions) <sup>2</sup>	\$16.2	\$24.0	\$23.3	\$33.5	\$33.9	\$35.4	\$8.3	\$10.9
Revenues (\$ millions)	\$0	\$0	\$87.2	\$135.7	\$140.2	\$150.2	\$31.5	\$51.5
Personnel	295	279	270	396	428	447	266	361
Overtime paid (\$000)	\$86	\$33	\$29	*	*	*	13	16

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

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## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/oath](http://www.nyc.gov/oath)





# BUSINESS INTEGRITY COMMISSION

Shari C. Hyman, Commissioner/Chair

## Key Public Service Areas

- ✓ Regulate the 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

- During the reporting period, BIC completed 12 percent more background investigations of carting applicants. BIC also increased the number of carting registrations and carting licenses approved, by 6 percent and 63 percent, respectively, while shortening the average time to process registrations. However, the average time to approve carting licenses increased to 169 days due to an increase in total applications received, including a 33 percent increase in renewal applications.
- The average age of pending carting applications decreased by 7 percent, although there was a slight increase in the total number of applications pending (from 318 to 321).
- Due to the strategic diversion of enforcement resources to long term investigations, the number of carting violations issued decreased by 29 percent.
- The number of public wholesale market registrations approved as well as the number of market background investigations completed decreased compared to last period. BIC is committed to expeditiously processing all wholesale market registration applications, and expects the number of applications processed and approved to be comparable to Fiscal 2011 by the end of Fiscal 2012.
- The number of violations issued in the public markets increased by 63 percent. Engines idling over three minutes, a quality-of-life violation, accounted for the majority of the violations issued.



## Performance Report

### ✓ Regulate the commercial carting industry.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
<i>Carting background investigations completed</i>	1,244	1,289	1,088	*	*	300	336
<i>Carting licenses approved</i>	83	133	95	*	*	30	49
<i>Carting registrations approved</i>	641	943	860	*	*	243	258
★ <i>Average time to approve carting licenses (days)</i>	142	184	155	190	190	154	169
★ <i>Average time to approve carting registrations (days)</i>	122	127	99	120	120	119	92
<i>Carting applications pending</i>	628	336	363	*	*	318	321
★ <i>Average age of pending carting applications (days)</i>	123	167	167	190	190	176	163
★ <i>Carting license applications denied (%)</i>	9.9%	9.6%	9.3%	*	*	9.5%	9.2%
★ <i>Carting registration applications denied (%)</i>	2.3%	2.3%	2.2%	*	*	2.3%	2.3%
★ <i>Total carting applications denied (%)</i>	4.0%	3.7%	3.6%	*	*	3.7%	3.6%
<i>Violations issued to private carters</i>	1,290	1,672	1,280	*	*	691	491
★ <i>Violations for unlicensed activity</i>	482	996	581	*	*	295	86

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
<i>Public wholesale market background investigations completed</i>	170	265	397	*	*	215	157
<i>Public wholesale market registrations approved</i>	56	114	80	*	*	42	9
★ <i>Average time to approve public wholesale market registrations (days)</i>	226	226	221	250	250	204	235
★ <i>Public wholesale market applications denied (%)</i>	1.7%	2.2%	1.9%	*	*	2.0%	2.5%
<i>Violations issued at public wholesale markets</i>	378	417	345	*	*	79	129

★ 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.

Indicator	BIC Jul-Oct FY11	Citywide Jul-Oct FY11	BIC Jul-Oct FY12	Citywide Jul-Oct FY12	BIC Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
<i>Average response time for email correspondence (days)</i>	2	5	2	8	0%	60%
<i>Average response time for letters/mail correspondence (days)</i>	1	11	2	9	100%	-18%
<i>Number of 311 inquiries (to MMR agencies)</i>	987	2,467,532	718	2,245,344	-27%	-9%



## 311 Customer Service Center Inquiries

Top BIC-related Inquiries	Total Jul-Oct FY11	% of BIC Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of BIC Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Commercial Waste and Private Carters Information</i>	577	58%	1	388	54%	1
<i>Sanitation Complaint - Private Carter</i>	325	33%	2	263	37%	2
<i>Trade Waste License Registration</i>	85	9%	3	67	9%	3

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR	Updated		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	FY11	FY12
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$6.3	\$6.9	\$6.9	\$7.2	\$7.3	\$7.1	\$3.2	\$3.3
<i>Revenues (\$ millions)</i>	\$2.9	\$5.5	\$6.8	\$5.8	\$6.0	\$6.5	\$2.5	\$2.0
<i>Personnel</i>	65	75	72	81	81	80	76	77
<i>Overtime paid (\$000)</i>	\$77	\$45	\$70	*	*	*	\$13	\$28

<sup>1</sup> January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.nyc.gov/bic](http://www.nyc.gov/bic)



# BUSINESS AFFAIRS

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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.

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## 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 and 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 on-line.

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## Preliminary Performance Highlights

- The average amount collected from a closed audit rose to \$73,000 from \$45,000 a year ago. In large part, this increase was accomplished through strategic changes in the Department's audit selection process, including using data mining tools to develop audit cases that were likely to produce deficiencies, and increased efforts to detect tax shelters and other areas of more sophisticated tax compliance abuses. On average, audits were completed in 655 days compared to 626 days during the July to October 2010 period.
- On average, Finance issued parking ticket refunds more quickly, trimming nearly four days from its processing times for a low of 9.3 days, surpassing its 10-day target for the first time. Organizational changes contributed to this improvement and were also responsible for the faster turnaround times for business tax refunds, with refund issuance times averaging 31 days, seven days faster than a year ago.
- Compared to the same four months in Fiscal 2011, average response times to both hard mail and email correspondence increased by approximately 5 days and did not meet their respective performance targets. The longer response times are due, in part, to a nearly 12 percent increase in correspondence.



## Performance Report

### ✓ Bill and collect property and other taxes.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
★ Percent of City debt resolved	42.6%	42.0%	39.6%	*	*	16.9%	18.0%
★ Percent of property taxes billed that are paid	98.1%	98.1%	97.0%	*	*	NA	NA
- Percent paid on time	93.3%	95.0%	95.0%	*	*	95.0%	94.2%
Property assessments reduced by the Tax Commission (%) (calendar year)	11%	12%	9%	*	*	NA	NA
Audits closed within 1 year (%)	NA	33.3%	35.5%	*	*	31.8%	34.5%
★ Average turnaround time for audits (days)	NA	598	612	*	*	626	655
Average amount collected from a closed audit (\$000)	NA	\$68	\$90	*	*	\$45	\$73
★ Percent increase in tax liability as a result of audits	7.4%	18.6%	26.9%	*	*	19.4%	12.0%
Percent of tax conciliation cases decided within 6 months	78%	68%	76%	65%	65%	69%	68%
Number of properties receiving 90-day lien sale notice	24,111	24,963	25,462	*	*	NA	NA
Percent of originally noticed properties sold in lien sale	20%	19%	20%	*	*	NA	NA

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

### ✓ Bill and collect parking tickets.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
★ Percent of parking tickets issued that are paid within 90 days	62.0%	61.1%	63.3%	*	*	63.0%	64.0%
★ Percent of parking tickets issued that are dismissed within 90 days	12.9%	13.8%	13.1%	*	*	12.5%	12.4%
★ Percent of parking ticket appeals granted a reversal	14.4%	15.1%	15.6%	*	*	16.8%	10.6%
Parking summonses received (000)	10,662	10,709	9,845	*	*	3,350	3,232
Parking summonses paid online (%)	28.5%	34.8%	36.9%	*	*	39.7%	40.2%
★ Average time to issue refunds for parking tickets, appeals and towing charges (days)	15.6	15.0	12.3	10.0	10.0	12.8	9.3

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

### ✓ Respond to customers in a timely and efficient manner.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
★ Average wait time to see a cashier at payment centers (minutes)	4.8	5.5	8.7	6.0	6.0	9.1	8.3
Average response time for mail and e-mail correspondence (days)							
- E-mail	6.7	2.9	5.5	7.0	7.0	2.6	7.9
- Correspondence	9.9	6.4	9.8	10.0	10.0	6.9	11.7
★ Average time to issue a property tax refund (days)	14	19	22	20	20	19	20
★ Average time to issue a business tax refund (days)	44	39	39	45	45	38	31
★ Average turnaround time for in-person parking ticket hearings (minutes)	28	25	23	40	40	23	19
★ Average time to issue decision for parking ticket hearing-by-mail/web (days)	31.4	36.2	29.4	40.0	40.0	31.2	31.5

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



Performance Statistics	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
				FY12	FY13		
★ Average time to issue decision for parking ticket appeals (days)	11.2	11.0	11.0	15.0	15.0	11.0	11.0
Average time to record and index property documents (days) - Citywide	0.9	0.8	0.8	*	*	0.6	1.6
Payment method (%) - Cash	NA	5.2%	6.2%	*	*	4.7%	4.6%
- Check/money order	NA	56.5%	50.9%	*	*	49.1%	42.7%
- Credit card	NA	21.6%	26.4%	*	*	21.3%	34.6%
- Electronic (ACH/EFT)	NA	16.7%	16.5%	*	*	24.8%	18.1%

★ 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.

Indicator	DOF Jul-Oct FY11	Citywide Jul-Oct FY11	DOF Jul-Oct FY12	Citywide Jul-Oct FY12	DOF Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average call wait time (min:sec)	10:49	1:38	11:29	1:47	6%	10%
Average response time for email correspondence (days)	3	5	8	8	167%	60%
Average response time for letters/mail correspondence (days)	7	11	12	9	71%	-18%
Number of 311 inquiries (to MMR agencies)	376,931	2,467,532	330,536	2,245,344	-12%	-9%

## 311 Customer Service Center Inquiries

Top DOF-related Inquiries	Total Jul-Oct FY11	% of DOF Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DOF Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Parking Ticket Lookup - Ticket or Plate Number Known	61,004	16%	1	53,810	16%	1
Find a Towed Vehicle - Plate Number Known	45,764	12%	2	35,518	11%	2
Property Tax Account Assistance	27,129	7%	3	22,567	7%	3
Parking Ticket Payment Problem or Penalty Adjustment	24,588	7%	4	16,295	5%	4
SCRIE - Status Lookup	10,503	3%	6	12,467	4%	5

## Agency Resources

Agency Resources	Actual			September 2011 MMR FY12	Updated FY12 <sup>1</sup>	FY13 <sup>1</sup>	4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11					
Expenditures (\$ millions) <sup>2</sup>	\$225.1	\$230.9	\$219.7	\$223.5	\$228.7	\$224.6	\$85.9	\$85.3
Revenues (\$ millions)	\$691.9	\$709.6	\$679.2	\$702.8	\$665.1	\$667.2	\$233.4	\$219.9
Personnel	2,058	1,930	1,756	2,038	2,080	2,081	1,924	1,785
Overtime paid (\$000)	\$297	\$349	\$355	*	*	*	\$63	\$123

<sup>1</sup>January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.



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### **Noteworthy Changes, Additions or Deletions**

- Four-month data Fiscal 2012 data for the two measures that report on parking ticket payment and dismissal rates within 90 days is based on activity from July to September 2011.

For more information please visit the website at: [www.nyc.gov/dof](http://www.nyc.gov/dof)



# 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 development projects. 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 New York City Industrial Development Agency (NYCIDA) and New York City Capital Resource Corporation (NYCCRC), 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, creating and retaining 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 80 initiatives that support entrepreneurship across all industries, help legacy industries like media and manufacturing transition to 21<sup>st</sup> 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

- During the first four months of Fiscal 2012, the New York City Industrial Development Agency (NYCIDA) closed seven projects that are expected to generate \$284.6 million in City tax revenue and create 2,370 jobs over the course of their respective terms. One significant project finalized during this period was for the expansion and creation of Bogopa supermarkets at five locations in Queens, Brooklyn and the Bronx. These were the latest in a series of new or expanded supermarkets that have been created as a result of the City's Food Retail Expansion to Support Health program (FRESH). FRESH was created to increase access to fresh and nutritious food in underserved communities throughout the five boroughs by creating incentives for the establishment and retention of neighborhood supermarkets.
- The New York City Capital Resource Corporation registered no closings during the reporting period.
- Capital expenditures during the four-month period ending October 31, 2011 exceeded \$140 million. In addition to renovations to the South Brooklyn Marine Terminal, improvements were made to the waterfront in Greenpoint, Bush Terminal Park and Hunters Point South. Significant progress was made towards constructing Heritage Field in the Bronx, creating an ice skating rink complex in Prospect Park, building a new recycling facility in South Brooklyn, and replacing a major water siphon between Brooklyn and Staten Island. In the BAM Cultural District, NYCEDC broke ground on the renovation of the Strand Theater Building and began construction of a new Shakespearian theater. Other projects included streetscape work at Queens Plaza in Queens, Hunts Point in the Bronx, and Flatbush Avenue and Bedford Stuyvesant in Brooklyn.
- During the period from July to October 2011, NYCEDC committed more than \$50 million in capital funding for projects it manages on behalf of other City agencies. These commitments leveraged approximately \$29.8 million in additional non-City investment. A substantial agreement from this period included the \$45.5 million funding agreement with an affiliate of Metropolitan Council on Jewish Poverty to construct an assisted living facility in Staten Island that will provide a diverse array of critical medical, social and recreational services for its residents. The project leverages nearly \$19 million in non-City funding.
- NYCEDC's real estate sales and leasing projects totaled \$7.4 million and are expected to create an estimated 1,390 new permanent jobs and 85 retained permanent jobs for a total of 1,475 jobs.
- In August 2011 NYCEDC sold a 1.1 million square foot industrial building located in Sunset Park, Brooklyn to Salmar Properties, LLC for \$10 million. The project will reactivate an 8-story industrial building that has been vacant over a decade for future industrial use, generating up to 400 construction and 1,300 permanent jobs.
- In September 2011 NYCEDC sold the Corn Exchange Building in Harlem



to 125th Street Equities LLC for \$500,000. The purchaser will rehabilitate the currently vacant, historically landmarked building and reconstruct an additional six floors for a total of approximately 31,000 square feet of commercial space. The \$16 million development will generate approximately 90 permanent jobs and 60 construction jobs.

- The City's unemployment rate for the four months ending October 2011 was 8.7 percent, down from 9.2 percent in the four months ending October 2010.

## Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	FY13		
<i>New York City Industrial Development Agency projects</i>							
- Contracts closed	10	7	7	*	*	1	7
★ - Projected jobs committed in connection with closed contracts	410	231	1,443	*	*	68	2,370
★ - Total City tax revenues generated in connection with closed contracts (\$ millions)	\$64.7	\$30.5	\$230.5	*	*	\$7.4	\$284.6
<i>New York City Capital Resource Corporation projects</i>							
- Contracts closed	NA	NA	4	*	*	2	0
- Projected jobs committed in connection with closed contracts	NA	NA	639	*	*	600	0
- Total City tax revenues generated in connection with closed contracts (\$ millions)	NA	NA	\$40.0	*	*	\$23.9	\$0.0
Total value of City funding agreements between NYCEDC and third-party entities (\$ millions)	\$225.6	\$246.4	\$71.1	*	*	\$52.5	\$50.3
Third-party investment leveraged as a result of funding agreements (\$ millions)	\$374.9	\$5,133.4	\$376.8	*	*	\$362.3	\$29.8
Occupancy rate of NYCEDC-managed property	91.8%	91.7%	91.7%	*	*	91.7%	94.9%
Total capital expenditures (\$ millions)	\$499	\$575	\$454	*	*	\$129	\$140
★ New private investment related to sale/long-term lease of City-owned property (\$ millions)	\$324.2	\$98.0	\$63.0	*	*	\$4.0	\$7.4
★ Projected jobs created or retained in connection with the sale/long-term lease of City-owned property							
- Permanent jobs	77	1,471	797	*	*	12	1,475
★ - Construction jobs	1,436	531	535	*	*	NA	NA
★ New York City unemployment rate (%)	7.2%	10.1%	8.9%	*	*	9.2%	8.7%
Visitors to New York City (millions) (calendar year)	47.1	45.6	48.7	*	*	NA	NA

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

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR	Updated		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	FY11	FY12
Personnel	445	404	403	430	430	430	381	389
Capital commitments (\$ millions)	\$372.9	\$461.3	\$190.4	\$268.5	\$995.7	\$338.2	\$96.0	\$71.1

<sup>1</sup> January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.



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### **Noteworthy Changes, Additions or Deletions**

- NYCEDC revised four-month Fiscal 2011 data for the number of projected jobs committed in connection with closed NYCIDA contracts, from 64 to 68, and for the amount of City tax revenue generated in connection with NYCCRC contracts, from \$13.5 million to \$23.9 million.
- Four-month Fiscal 2011 data for 'New York City unemployment rate (%)' was also revised, from 9.3% to 9.2%, to reflect updated figures provided by the New York State Department of Labor.

For more information please visit the website at: [www.nyc.gov/edc](http://www.nyc.gov/edc)







# 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.**

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## 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 onsite 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 conducts financial education, develops fair financial products, and protects low-income consumers from predatory and deceptive lending practices. 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 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 while maximizing customer service.

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## Preliminary Performance Highlights

- Consumer services continued to benefit from efficiency improvements initiated in Fiscal 2011. More than two-thirds of complaints were processed in 20 days or less and the median complaint processing time decreased to 15 days, eight days faster than a year ago.
- The amount of restitution awarded to consumers fell from \$2.3 million to \$1.7 million. Eighty-five percent of this decrease was due to a decline in the dollar amount of awards involving complaints related to home improvement contractors and debt collection agencies.
- The amount of fines collected through settlements increased from \$1.9 to \$2.7 million in the first four months of Fiscal 2012. A big piece of this increase, almost 42 percent, came from Consumer Protection Law settlements, which rose from \$424,000 to \$731,000. Improvements in inspector productivity have allowed the Department to investigate more businesses and, consequently, the number of settlements has increased.
- At 15 minutes, wait time at DCA's Licensing Center was consistent with its performance goal. Due to routine fluctuations in licensing renewal periods, licensing activity nearly tripled as three of the top ten license categories were up for renewal at the beginning of this year. This contributed to the five minute increase in average wait time. On average, the time to process basic license applications decreased from five days to four.



## Performance Report

### ✓ Protect and empower consumers.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
<i>Complaint processing time</i>							
- Within 0-20 days (%)	44%	48%	64%	40%	40%	45%	69%
- Within 21-50 days (%)	51%	46%	32%	50%	50%	47%	31%
- Within 51-90 days (%)	5%	4%	3%	5%	5%	8%	0%
★ Median complaint processing time (days)	23	21	15	*	*	23	15
★ Complaints resolved to the satisfaction of the business and consumer (%)	53%	55%	56%	55%	55%	53%	54%
★ Total docketed complaints	5,488	4,704	4,580	*	*	1,655	1,675
- Home improvement contractor	715	585	592	*	*	236	282
- Debt collection agency	831	646	627	*	*	209	182
Restitution awarded (\$000)	\$9,858	\$11,728	\$5,424	\$4,500	\$4,500	\$2,323	\$1,749
Total settlements (\$000)	\$4,192	\$4,625	\$7,336	*	*	\$1,946	\$2,678

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

### ✓ Facilitate fair business practices.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Licensing Law compliance rate (%)	89%	90%	92%	87%	87%	93%	88%
★ Consumer Protection Law refund and receipt compliance rate (%)	94%	93%	91%	90%	90%	92%	91%
<i>Weights &amp; Measures Law compliance rate</i>							
- Gasoline pumps (%)	98%	97%	96%	98%	98%	96%	95%
- Fuel trucks (%)	80%	82%	70%	80%	80%	69%	72%
★ Inspected stores complying with tobacco regulations (%)	88%	87%	90%	86%	86%	90%	87%
★ Compliance on a follow-up inspection after a previous tobacco violation (%)	89%	88%	86%	85%	85%	84%	82%
Current number of licensed home improvement contractors	12,620	12,626	13,958	*	*	13,109	11,299

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

### ✓ Ensure efficient, accountable, and customer-friendly operations.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Licensing center wait time (minutes)	18	14	11	15	15	10	15
★ Basic license application - Average processing time (days)	3	4	3	*	*	5	4
★ Number of fines collected within 45 days of assessment (%)	80%	82%	84%	75%	75%	84%	81%
Current number of legally operating sidewalk cafes	956	1,126	1,163	*	*	1,059	1,091

★ 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.

Indicator	DCA Jul-Oct FY11	Citywide Jul-Oct FY11	DCA Jul-Oct FY12	Citywide Jul-Oct FY12	DCA Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
<i>Average response time for email correspondence (days)</i>	6	5	6	8	0%	60%
<i>Average response time for letters/mail correspondence (days)</i>	NA	11	NA	9	NA	-18%
<i>Service requests meeting expected time of action (%)</i>	100%	82.2%	98.6%	89.7%	-1%	9%
<i>Number of 311 inquiries (to MMR agencies)</i>	42,636	2,467,532	37,009	2,245,344	-13%	-9%

## 311 Customer Service Center Requests for Service

Top Service Requests	Total Jul-Oct FY11	Target - FY11 Days to Action	Actual - Jul-Oct FY11 Days to Action	% Meeting FY11 Target	Total Jul-Oct FY12	Target - FY12 Days to Action	Actual - Jul-Oct FY12 Days to Action	% Meeting FY12 Target
<i>Consumer Complaint - Exchange/Refund/Return</i>	1,039	4.0	0.8	100%	1,240	4.0	1	99%
<i>Consumer Complaint - False Advertising</i>	516	4.0	0.9	100%	2,699	4.0	1.1	99%
<i>Consumer Complaint - Non-Delivery Goods/Services</i>	713	4.0	0.8	100%	1,395	4.0	0.9	99%
<i>Consumer Complaint - Overcharge</i>	508	4.0	0.9	100%	3,834	4.0	1	98%
<i>DCA / DOH New License Application Request - General Street Vendor License</i>	342	7.0	1.6	100%	198	7.0	1.8	100%

## 311 Customer Service Center Inquiries

Top DCA-related Inquiries	Total Jul-Oct FY11	% of DCA Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DCA Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Investigate a Business Licensed by DCA</i>	4,449	10%	1	3,626	10%	1
<i>Retail Store Complaint</i>	2,133	5%	2	1,707	5%	2
<i>General Vendor License - Apply</i>	1,868	4%	3	1,551	4%	3
<i>Year-Round Food Cart Vendor License - Apply</i>	1,748	4%	4	1,258	3%	4
<i>Home Improvement Contractor License Verification</i>	1,101	3%	6	1,182	3%	5



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## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual FY11	Actual FY12
Expenditures (\$ millions) <sup>2</sup>	\$21.5	\$22.3	\$21.8	\$28.3	\$30.4	\$25.6	\$7.9	\$9.0
Revenues (\$ millions)	\$25.5	\$27.4	\$29.8	\$26.3	\$26.9	\$27.5	\$7.0	\$10.0
Personnel	286	288	286	370	382	331	297	304
Overtime paid (\$000)	\$913	\$676	\$426	*	*	*	\$83	\$152

<sup>1</sup> January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

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## Noteworthy Changes, Additions or Deletions

- DCA revised four-month Fiscal 2011 data for the total number of docketed complaints as well as those about debt collection agencies. Four-month data was also updated for the indicators that report on the amount of restitution awarded and the dollar value of fines collected through settlements.

For more information please visit the website at: [www.nyc.gov/dca](http://www.nyc.gov/dca)



# 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 Centers, NYC Business Solutions Industrial Providers, 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.
- 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 Solutions provides services to small businesses seeking to launch, continue operating, and expand in the City. In the first four months of Fiscal 2012, the number of businesses it served rose to 3,242, an increase of 12 percent from the same period last year. The number of first-time customers increased by 7 percent. These increases were driven by targeted campaigns to promote SBS services to businesses that could benefit from them and an uptick in walk-in customers. A key area of focus has been to help businesses get the financing they need to start, operate, or expand their business. Through the first four months of Fiscal 2012, NYC Business Solutions helped business customers obtain 230 financing awards totaling \$18.15 million, a 123 percent increase over the value of financing facilitated in the same period of Fiscal 2011.
- 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 2012, the number of jobs created or retained by this program increased by 204 percent over the same period last year to 584, due to an increase in the number of new tenants. However, an increase in eligible small businesses with lower energy usage and the lower cost of their energy resulted in a 41 percent decrease in estimated ECSP related cost savings to \$77,000 for the period.
- In the first four months of Fiscal 2012, there were 28,564 new jobseekers registered through the Workforce1 Career Center system, representing a 9 percent decrease from the same period a year ago. This decrease is due largely to fewer unemployment insurance claimants in New York City, many of whom are required to register with the career centers. However, in the first four months of Fiscal 2012 there were 12,318 Workforce1 systemwide job placements, an increase of 11 percent over the same period of Fiscal 2011.



- In the first four months of Fiscal 2012, there were 23 percent more newly certified Minority and Women-Owned Business Enterprises (M/WBEs) than in the same period a year earlier, and by the end of October of Fiscal 2012 the total number of certified M/WBEs increased by 16 percent from the same point in Fiscal 2011. In the first four months of Fiscal 2012, the number of City contracts awarded to M/WBEs that used SBS services decreased by 10 percent from the same period of Fiscal 2011, but the overall number of City contracts awarded to M/WBEs increased by 5 percent.

## Performance Report

### ✓ Help businesses start, operate and expand in New York City.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	FY13		
★ Number of financing awards to businesses facilitated by NYC Business Solutions	264	575	710	*	*	208	230
★ Unique businesses receiving financing awards facilitated by NYC Business Solutions	252	514	627	*	*	NA	NA
Unique businesses served by NYC Business Solutions	8,999	8,957	10,247	*	*	2,899	3,242
New businesses served by NYC Business Solutions	7,236	7,766	6,306	*	*	2,157	NA
Value of financing awards facilitated by NYC Business Solutions (\$000)	\$24,837	\$29,528	\$39,840	*	*	\$8,140	\$18,152
Value of Energy Cost Savings Program (ECSP) savings for businesses (\$000)	\$1,115	\$967	\$433	*	*	\$130	\$77
Jobs created or retained by ECSP	6,915	4,656	1,083	*	*	192	584
Value of Lower Manhattan Energy Program (LMEP) savings for commercial tenants (\$000)	\$32,313	\$31,938	\$24,915	*	*	\$13,053	\$12,155
Commercial tenants active in LMEP	1,496	1,458	1,403	*	*	1,465	1,403

★ 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 FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	FY13		
Number of new jobseekers registered through the Workforce1 Career Center system	94,382	97,755	80,083	*	*	31,314	28,564
★ Workforce1 systemwide job placements	19,386	29,456	28,402	*	*	11,066	12,318
★ 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	34	42	16	*	*	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 FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	FY13		
★ Total city blocks receiving supplemental sanitation services through BIDs	1,262	1,262	1,262	*	*	1,262	1,373
★ Average acceptably clean BID sidewalk ratings (%)	99.2%	99.1%	99.0%	*	*	98.9%	98.8%
Value of AvenueNYC (local development corps.) funding (\$ millions)	\$3.27	\$2.21	\$1.80	*	*	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	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
	FY12	FY13					
★ <i>Minority and Women-owned Business Enterprises (M/WBEs) awarded City contracts</i>	427	485	529	*	*	NA	NA
★ <i>- M/WBEs awarded contracts after receiving direct assistance</i>	318	356	378	*	*	NA	NA
★ <i>Number of City contracts awarded to M/WBEs</i>	5,892	6,173	6,564	*	*	2,149	2,247
★ <i>- Contracts awarded to M/WBEs after receiving direct assistance</i>	3,949	4,707	4,856	*	*	1,743	1,567
<i>Newly certified businesses in M/WBE Program</i>	611	636	549	*	*	207	255
★ <i>Total M/WBEs certified</i>	2,200	2,791	3,244	*	*	2,957	3,422
★ <i>Annual M/WBE recertification rate</i>	78.2%	70.2%	49.4%	*	*	NA	NA
<i>Newly certified businesses in Locally-Based Enterprise Program</i>	20	14	15	*	*	2	9

★ 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.

Indicator	SBS Jul-Oct FY11	Citywide Jul-Oct FY11	SBS Jul-Oct FY12	Citywide Jul-Oct FY12	SBS Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
<i>Average response time for email correspondence (days)</i>	3	5	6	8	100%	60%
<i>Average response time for letters/mail correspondence (days)</i>	6	11	5	9	-17%	-18%
<i>Number of 311 inquiries (to MMR agencies)</i>	9,777	2,467,532	6,886	2,245,344	-30%	-9%

## 311 Customer Service Center Inquiries

Top SBS-related Inquiries	Total Jul-Oct FY11	% of SBS Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of SBS Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Find a Workforce1 Career Center</i>	3,511	36%	1	2,187	32%	1
<i>Help Starting a Small Business</i>	2,306	24%	2	1,827	27%	2
<i>Find a NYC Business Solutions Center</i>	1,052	11%	3	750	11%	3
<i>NYC Business Express - General Information</i>	820	8%	5	628	9%	4
<i>Job Seeker Assistance</i>	879	9%	4	576	8%	5





## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR	FY12 <sup>1</sup>	FY13 <sup>1</sup>	Actual	Actual
				FY12			FY11	FY12
Expenditures (\$ millions) <sup>2</sup>	\$153.5	\$159.6	\$148.7	\$146.0	\$156.2	\$113.5	\$61.0	\$68.9
Revenues (\$ millions)	\$29.0	\$29.5	\$53.2	\$71.3	\$72.4	\$77.1	\$4.8	\$0.1
Personnel	312	306	238	245	237	229	258	229
Overtime paid (\$000)	\$27	\$36	\$30	*	*	*	\$9	\$16
Human services contract budget (\$ millions)	\$39.9	\$50.2	\$36.0	\$31.5	\$36.0	\$31.6	\$10.4	\$770.5

<sup>1</sup> January 2012 Financial Plan

**"NA"** - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

- SBS has revised the definition for 'number of new businesses served by NYC Business Solutions' to also include businesses served by eight NYC Business Solutions Industrial Providers that became part of the NYC Business Solutions network this fiscal year.
- SBS has revised the definition for 'Workforce1 systemwide job placements' to encompass all placements and promotions made by the City's Workforce1 system including via Workforce1 Career Centers, Workforce1 Sector Centers, Workforce1 Expansion Centers, Training Fund, and the Employment Works program. Previously only placements from Workforce1 Career Centers were reported.
- SBS has removed the indicator 'number of hires by NYC Business Solutions', since those hires are captured in the 'Workforce1 systemwide placements' indicator. NYC Business Solutions obtains employer commitments, which are then filled by Workforce1 Centers, resulting in placements.

For more information please visit the website at: [www.nyc.gov/sbs](http://www.nyc.gov/sbs)

# NON-MAYORAL AGENCIES

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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 214 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 FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
<i>Performance Statistics</i>							
★ <i>Average weekly scheduled hours</i>	46.0	44.3	35.5	44.3	44.3	35.5	43.5
<i>Libraries open seven days per week (%)</i>	10%	10%	10%	10%	10%	5%	3%
★ <i>Libraries open six days per week (%)</i>	100%	100%	28%	59%	59%	32%	50%
★ <i>Circulation (000)</i>	17,273	19,474	20,280	21,000	21,000	7,256	6,626
<i>Reference queries (000)</i>	3,436	3,380	3,401	3,500	3,500	1,134	1,063
<i>Electronic visits to website (000)</i>	4,836	5,337	5,807	*	*	2,014	1,901
<i>Computers for public use</i>	1,108	1,108	1,108	1,128	1,128	1,111	1,111
<i>Program sessions</i>	46,091	49,398	43,748	38,500	38,500	15,290	13,527
★ <i>Program attendance</i>	868,616	924,700	855,713	750,000	750,000	302,893	245,792
★ <i>Library card holders (000)</i>	1,154	1,306	741	750	750	NA	NA
★ <i>Total library attendance (000)</i>	13,225	12,036	12,341	14,000	14,000	4,512	4,008

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

### 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of BPL Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of BPL Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Top BPL-related Inquiries</i>						
<i>Find a Library - Brooklyn</i>	1,865	85%	1	1,201	81%	1
<i>General Information - Brooklyn Public Library</i>	173	8%	2	139	9%	2
<i>Elementary School Student After School Program - Enrolled</i>	NA	NA	NA	56	4%	3
<i>Library Complaint - Brooklyn</i>	46	2%	4	42	3%	4
<i>Elementary School Student After School Program - Drop-In</i>	63	3%	3	17	1%	5



## New York Public Library - Branch

	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
<i>Performance Statistics</i>							
★ Average weekly scheduled hours	51.9	47.0	46.6	46.0	46.0	46.6	46.6
Libraries open seven days per week (%)	11%	4%	4%	4%	4%	4%	4%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	22,104	24,085	27,908	24,200	24,200	9,476	9,397
Reference queries (000)	8,058	7,503	7,909	8,000	8,000	2,676	3,049
Electronic visits to website (000)	24,637	25,369	31,248	27,400	27,400	10,160	10,081
Computers for public use	3,525	3,627	3,704	3,627	3,627	3,627	3,877
Program sessions	38,613	42,024	43,270	30,900	30,900	12,763	15,169
★ Program attendance	781,899	758,685	864,669	630,000	630,000	252,207	302,612
★ Library card holders (000)	2,654	3,120	2,215	2,400	2,400	NA	NA
★ Total library attendance (000)	15,608	15,248	15,063	15,600	15,600	5,478	5,001

★ 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 FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
<i>Performance Statistics</i>							
★ Average weekly scheduled hours	49.0	48.8	46.8	48.0	48.0	46.8	46.8
Libraries open seven days per week (%)	25%	0%	25%	25%	25%	25%	25%
★ Libraries open six days per week (%)	100%	100%	75%	100%	100%	75%	75%
Reference queries (000)	453	402	375	625	625	128	107
Program sessions	1,187	1,041	1,639	1,600	1,600	454	592
★ Program attendance	70,038	67,220	101,533	60,000	60,000	20,467	28,238
★ Total library attendance (000)	2,381	2,363	2,475	2,000	2,000	784	1,080

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

## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of NYPL Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of NYPL Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Top NYPL-related Inquiries</i>						
Find a Library - Bronx - Manhattan - Staten Island	2,812	85%	1	1,646	85%	1
General Information - New York Public Library	262	8%	2	157	8%	2
Library Complaint - Bronx - Manhattan - Staten Island	76	2%	4	63	3%	3
Elementary School Student After School Program - Enrolled	1	0%	9	37	2%	4
Elementary School Student After School Program - Drop- In	100	3%	3	18	1%	5



## Queens Borough Public Library

	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY12	FY13	FY11	FY12			
<i>Performance Statistics</i>							
★ <i>Average weekly scheduled hours</i>	43.2	42.7	39.3	38.9	38.9	40.2	39.4
<i>Libraries open seven days per week (%)</i>	6%	2%	2%	3%	3%	2%	3%
★ <i>Libraries open six days per week (%)</i>	100%	76%	38%	32%	32%	53%	32%
★ <i>Circulation (000)</i>	23,073	23,064	20,609	21,200	21,200	7,400	6,562
<i>Reference queries (000)</i>	3,841	3,612	3,177	3,177	3,177	986	1,015
<i>Electronic visits to website (000)</i>	4,119	4,809	7,030	7,030	7,030	2,277	1,889
<i>Computers for public use</i>	1,150	1,245	1,551	1,554	1,554	1,269	1,554
<i>Program sessions</i>	30,187	26,592	29,638	30,000	30,000	8,868	11,052
★ <i>Program attendance</i>	596,914	550,355	598,931	600,000	600,000	207,400	244,765
★ <i>Library card holders (000)</i>	874	889	902	889	889	897	900
★ <i>Total library attendance (000)</i>	14,499	14,127	12,966	13,950	13,950	4,818	4,384

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

## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of QPL Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of QPL Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Top QPL-related Inquiries</i>						
<i>Find a Library - Queens</i>	901	77%	1	648	72%	1
<i>Find a Summer Meal Program</i>	56	5%	4	61	7%	2
<i>General Information - Queens Public Library</i>	94	8%	2	61	7%	3
<i>Library Complaint - Queens</i>	38	3%	5	45	5%	4
<i>Elementary School Student After School Program - Enrolled</i>	8	1%	6	43	5%	5

## Agency Resources

	A c t u a l			September 2011 MMR	Updated		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	FY12	FY12 <sup>1</sup>	FY13 <sup>1</sup>		
<i>Agency Resources</i>								
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$366.3	\$210.5	\$296.6	\$142.4	\$136.4	\$208.5	\$1.8	\$1.2
<i>Personnel</i>	4,557	4,382	3,946	4,428	3,640	2,187	4,020	3,774
<i>Capital commitments (\$ millions)</i>	\$103.8	\$73.7	\$21.2	\$50.5	\$331.3	\$48.8	\$4.2	\$5.0

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.



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## **Noteworthy Changes, Additions or Deletions**

None

For more information please visit the websites at:

**Brooklyn Public Library:**

[www.brooklynpubliclibrary.org](http://www.brooklynpubliclibrary.org)

**New York Public Library:**

[www.nypl.org](http://www.nypl.org)

**Queens Borough Public Library:**

[www.queenslibrary.org](http://www.queenslibrary.org)



# 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 270,000 degree seeking students and over 223,000 adult and continuing education students. CUNY consists of 24 institutions: eleven senior colleges, seven 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 CUNY School of Public Health. CUNY enrolls students in 1,386 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,100 full-time faculty and 11,400 part-time faculty. In the academic year 2011-2012, CUNY granted an estimated 9,600 graduate and professional degrees, 20,000 baccalaureate degrees, 13,700 associate degrees, 300 certificates and 800 advanced certificates.

	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	FY13		
<i>Performance Statistics</i>							
<i>High school students participating in college preparation program (College Now)</i>	40,870	28,017	27,122	*	*	NA	NA
<i>Mean SAT score of enrolled freshman in baccalaureate programs</i>	1,050	1,084	1,100	*	*	NA	NA
<i>Baccalaureate degree seeking students admitted who enroll (%)</i>	51.7%	49.6%	46.1%	*	*	NA	NA
<i>Honors college student enrollment</i>	1,220	1,352	1,417	*	*	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>	84.7%	85.0%	85.9%	*	*	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>	66.1%	66.7%	68.0%	*	*	NA	NA
★ <i>Six-year graduation rate of full-time first-time freshmen seeking a baccalaureate degree at a CUNY college</i>	49.6%	50.6%	NA	*	*	NA	NA
★ <i>Six-year graduation rate of full-time first-time freshmen seeking an associate degree at a CUNY community college</i>	28.5%	27.6%	NA	*	*	NA	NA
<i>Students passing the New York State Teacher Certification Examination (%)</i>	97%	98%	97%	*	*	NA	NA
<i>Students passing the National Council Licensure Examination for Registered Nurse (%) (CY 2000-2004)</i>	86.5%	85.4%	85.5%	*	*	NA	NA
<i>Instructional hours delivered by full-time faculty (Fall) - Community colleges (%)</i>	43.3%	45.6%	44.3%	*	*	NA	NA
- <i>Senior colleges (%)</i>	41.8%	43.3%	41.9%	*	*	NA	NA
★ <i>Enrollment of first-time freshmen in CUNY community colleges</i>	15,269	17,220	17,512	*	*	NA	NA
★ <i>Number of students transferring to a CUNY baccalaureate program within two years of leaving a CUNY associate program</i>	5,989	6,754	7,311	*	*	NA	NA

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





## 311 Customer Service Center Inquiries

Top CUNY-related Inquiries	Total Jul-Oct FY11	% of CUNY Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of CUNY Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Find a CUNY College</i>	2,631	58%	1	1,769	57%	1
<i>CUNY Admissions Services</i>	899	20%	2	512	17%	2
<i>Free GED Bridge Classes - LaGuardia Community College</i>	316	7%	3	234	8%	3
<i>CUNY Prep Program</i>	153	3%	4	103	3%	4
<i>CUNY Continuing and Professional Education</i>	124	3%	5	87	3%	5

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR FY12	Updated FY12 <sup>1</sup>	FY13 <sup>1</sup>	4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11					
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$707.1	\$764.7	\$777.1	\$770.0	\$811.3	\$787.4	\$270.7	\$269.6
<i>Revenues (\$ millions)</i>	\$219.0	\$276.8	\$277.7	\$285.5	\$305.5	\$305.5	\$46.4	\$47.6
<i>Personnel</i>	7,286	7,775	7,653	7,289	7,626	7,666	8,641	8,713
<i>Overtime paid (\$000)</i>	\$4,759	\$5,078	\$4,474	*	*	*	\$1,214	\$1,335
<i>Work Experience Program (WEP) participants assigned</i>	338	417	640	*	*	*	482	786

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.cuny.edu](http://www.cuny.edu)



# BOARD OF ELECTIONS

Dawn Sandow, 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; and
- Preparation of maps of various political subdivisions.

	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated FY12	FY13		
<i>Performance Statistics</i>							
<i>Number of registrations processed</i>				*	*		
<i>Number of poll workers trained (target required)</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 FY11	4-Month Actual FY12
	FY09	FY10	FY11	FY12	FY13		
<b>Performance Statistics</b>							
<i>Polling sites with all required new voting machines operational (%)</i>							
- Primary election day							
- General election day				*	*		
- Special election day							
<i>New equipment failure rates in 2009 (%)</i>							
- Primary election day							
- General election day				*	*		
- Special election day							
<i>Polling site complaints regarding new voting machines</i>							
- Primary election day							
- General election day				*	*		
- Special election day							

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

## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of BOE Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of BOE Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<b>Top BOE-related Inquiries</b>						
<i>Election and Voting Information</i>	6,469	44%	1	2,416	42%	1
<i>Find a Poll Site</i>	3,335	23%	2	1,333	23%	2
<i>Become a Poll Worker</i>	1,242	8%	4	626	11%	3
<i>Poll Worker Assistance</i>	820	6%	5	482	8%	4
<i>Poll Site Complaint</i>	NA	NA	NA	348	6%	5

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR FY12	Updated FY12 <sup>1</sup>	FY13 <sup>1</sup>	4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11					
<i>Expenditures (\$ millions)<sup>3</sup></i>	\$81.1	\$95.7	\$102.9	\$99.7	\$102.5	\$71.9	\$53.5	\$50.2
<i>Revenues (\$000)</i>	\$79	\$114	\$55	\$116	\$116	\$116	\$23	\$7
<i>Personnel</i>	411	472	488	1,299	1,426	1,023	779	701
<i>Overtime paid (\$000)</i>	\$6,938	\$5,302	\$6,697	*	*	*	\$4,594	\$2,084

<sup>1</sup> January 2012 Financial Plan "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

## Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: [www.vote.nyc.ny.us](http://www.vote.nyc.ny.us)



# LIST OF KEY TOPICS BY MMR AGENCY

<b>Keyword</b>	<b>Agency Acronym</b>	<b>Agency Name</b>
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
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
Workforce 1	SBS	Small Business Services



This Report was produced by the Mayor's Office of Operations' Performance Management Team in collaboration with the City agencies presented within.

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