

MAYOR'S MANAGEMENT REPORT

SEPTEMBER 2009

CITY OF NEW YORK

MICHAEL R. BLOOMBERG, MAYOR

EDWARD SKYLER
DEPUTY MAYOR FOR OPERATIONS

JEFFREY A. KAY
DIRECTOR, MAYOR'S OFFICE OF OPERATIONS



COVER IMAGE:

The Ego and the Id, 2008, Franz West

Aluminum, steel, lacquer

Pink: 236 x 165 x 140 inches; multi-colored: 246 x 208 x 170 inches

On view at Doris C. Freedman Plaza, July 15, 2009 – March 2010

Photo: Seong Kwon, courtesy of Public Art Fund

Located at Doris C. Freedman Plaza, Fifth Avenue and 60th Street, *The Ego and the Id* by Franz West is a temporary art installation presented by the Public Art Fund and the New York City Parks Department. Soaring 20 feet high, the piece consists of two similar but distinct, brightly colored, looping abstract forms; one bubble gum pink and the other alternating blocks of blue, orange and yellow. Each of the forms curve up from the bottom, creating stools that invite passersby to stop, take a seat and directly engage with the artwork. *The Ego and the Id* is another example of the artist's overarching desire to produce sociable environments for viewing art using his signature combination of whimsy and monumentality.

Created specifically for West's first comprehensive American retrospective in 2008 at the Baltimore Museum of Art, *The Ego and the Id* borrows its name from one of Sigmund Freud's best known texts, in which he explores the ego's battle with three forces: the id, the superego and the outside world. Eliminating the gallery walls heightens the connection between West's work and Freud's work, allowing these forces to intermingle with the streets of New York City as a backdrop.

A native and resident of Vienna, Austria, West has exhibited internationally for more than three decades in galleries and museums, and at major festivals including Documenta IX (1992) and Documenta X (1997), Kassel, Germany; Sculpture Projects in Münster (1997); and the Venice Biennale (1988, 1993, 1997, 2003, 2007). His work has been exhibited at Gagosian Gallery, New York (2008); Gagosian Gallery, London (2006); Kunsthalle Wien, Vienna (2003); Whitechapel Gallery, London (2003); and Museo Nacional de Arte Reina Sofía, Madrid (2001). His first major American retrospective, Franz West, *To Build a House You Start with the Roof: Work, 1972-2008*, debuted at the Baltimore Museum of Art (2008), and then traveled to the Los Angeles County Museum of Art (2009). For more information, call 311 or visit www.nyc.gov/parks and www.publicartfund.org



THE MAYOR'S MANAGEMENT REPORT FISCAL 2009

City of New York
Michael R. Bloomberg, Mayor

Edward Skyler
Deputy Mayor for Operations

Jeffrey A. Kay
Director, Mayor's Office of Operations

September 2009



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MMR USER'S GUIDE



DEPARTMENT OF PARKS & RECREATION Adrian Benepe, Commissioner

2 Key Public Service Areas

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

4 Scope of Agency Operations

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres including more than 1,800 parks, more than 2,400 greenstreet sites, nearly 1,000 playgrounds, more than 800 athletic fields, more than 550 tennis courts, 54 outdoor swimming pools, 12 indoor swimming pools, 30 indoor recreational centers, 13 field houses, seven community centers, more than 600 comfort stations, 14 miles of beaches, 13 golf courses, six ice rinks, five major stadia, 17 nature centers, 13 marinas and four zoos. The Department is also responsible for approximately 600,000 street trees and two million park trees, 23 historic house museums and more than 800 monuments, sculptures and historical markers.

Critical Objectives

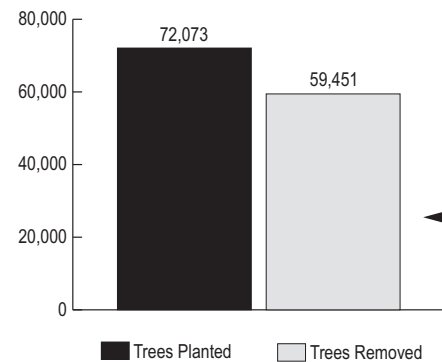
- Optimize the overall condition and cleanliness of park facilities and playgrounds.
- Plant and maintain street and park trees.

Performance Report

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

- The Department met its overall 90 percent target for park cleanliness, with individual ratings for small parks and playgrounds remaining high at 90 percent. However, cleanliness ratings of large parks were one point lower than the previous year as DPR continued to combat illegal dumping in a group of large parks. As a preventive measure, the Department is working to begin installation of fencing at several problem locations during Fiscal 2010.

Trees Planted and Trees Removed
FY 2005 - FY 2009



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

- Attendance and membership at recreation centers grew by 15 and 14 percent, respectively. In large part the increases are linked to the opening of the Al Oerter Recreation Center in Flushing, Queens in November 2008.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
🗋️ Trees pruned - block program	35,481	36,368	32,590	75,810	79,658	65,000	20,000
★ Parks rated "acceptable" for cleanliness (%)	92%	93%	91%	91%	90%	90%	90%
★ - Cleanliness of small parks and playgrounds (%)	92%	93%	91%	93%	90%	*	*
★ - Cleanliness of large parks (%)	85%	89%	83%	78%	77%	*	*
Acres improved	NA	NA	NA	457.6	422.8	*	*

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

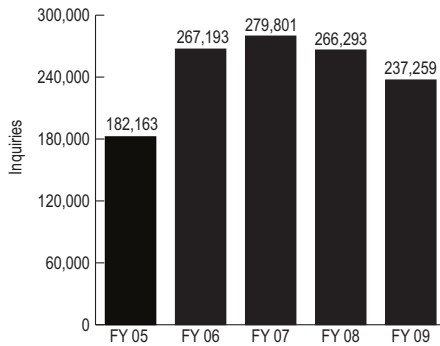


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 237,259 DPR-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 DPR - related inquiries:	Total	% of DPR Inquiries
Wood Disposal Chipping and Pickup	28,278	11.9%
Find a Park	22,231	9.4%
Tree Pruning	17,267	7.3%
Removal of Large Branch or Entire Tree - City Tree	16,045	6.8%
Find an Event in a Park	15,553	6.6%

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Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$287.1	\$308.2	\$332.6	\$370.6	\$383.4	\$370.5	\$339.8	\$348.3
Revenues (\$ millions)	\$68.1	\$64.9	\$75.8	\$97.5	\$110.4	\$100.9	\$82.7	\$83.9
Personnel (Total FT and FTE)	6,471	6,766	6,947	7,245	7,395	7,214	6,758	6,763
Full-time personnel	1,838	1,895	3,052	3,702	3,760	3,590	3,343	3,345
Full-time equivalent (FTE) personnel	4,633	4,871	3,895	3,543	3,635	3,624	3,415	3,418
- Parks Opportunity Program (POP) participants ⁴	2,140	2,269	2,200	2,293	2,203	2,316	2,316	2,318
Overtime paid (\$000)	\$5,815	\$6,645	\$6,725	\$7,540	\$5,357	*	*	*
Capital commitments (\$ millions)	\$225.2	\$279.5	\$476.0	\$507.4	\$545.4	\$1,140.9	\$527.9	\$1,321.1
Work Experience Program (WEP) participants assigned	279	134	139	48	542	*	*	*

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¹January 2009 Financial Plan ²Authorized Budget Level ³Expenditures include all funds *NA" means Not Available in this report
⁴The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

Noteworthy Changes, Additions or Deletions

- Fiscal 2005 data for the measure ‘- Cleanliness of small parks and playgrounds (%),’ previously reported as ‘NA,’ has been provided.

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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. **Performance Report** – bulleted highlights, statistics and charts that show what measures an agency has taken and how it is progressing in achieving its Critical Objectives and key public service goals.
6. **Charts** – 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.)
 - **FY09** – the target for Fiscal 2009 based on the City's January 2009 Financial Plan.
 - **Updated FY10** – the target for Fiscal 2010 (July 2009 through June 2010) based on the City's Adopted Budget.
9. **☎'311-Related' Icon** – appears before the name of performance measures that are related to key inquiries received by City agencies through the 311 Customer Service Center.
10. **★'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.**
11. **Web Maps** – icon appears next to selected performance measures, for which neighborhood level maps can be found online at NYC.gov.
12. **NA** – data for the reporting period is not currently available.
13. **Inquiries Received by 311** – a table lists the year's top five categories of agency-related inquiries received by the City's 311 Customer Service Center; a chart shows total annual agency-related inquiries received by 311 for the past five years.
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.

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.

Fiscal 2009 Mayor's Management Report (MMR) - provides performance highlights and statistics for agencies, as well as data on inquiries received by the 311 Customer Service Center (also available in print);

Indicator Definitions - provides a description and the source of the information for each performance statistic in the printed 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 Preliminary Fiscal 2009 MMRs and PMMRs;

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

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



INTRODUCTION

MAYOR'S MANAGEMENT REPORT (MMR)

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

The MMR covers primarily the operations of City agencies that report directly to the Mayor. A total of 46 agencies and organizations are included. While not all agency activities are represented, those that have a direct impact on 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:

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

Beyond the basic performance measures, the MMR presents, for each agency, an overview of current and historical resources, including but not limited to staffing levels, overtime, expenditures, revenues and capital commitments. These resources affect an agency's ability to perform. Information received directly from the public and captured by the City's 311 Customer Service Center is also presented, including a summary of the most frequently received requests, complaints and inquiries on a citywide basis, as well as total call volume for each agency and the top five inquiries related to each agency's service areas.

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



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

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

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

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

Board of Elections

Beginning with the Preliminary Fiscal 2009 MMR, the Mayor’s Management Report contains an agency chapter for the New York City Board of Elections, appearing as the last chapter in the “Non-Mayoral Agencies” section. This section includes entities which receive MMR coverage, but whose leadership (Commissioner or majority of governing board) is not determined by Mayoral appointment.

The chapter appearing in the Fiscal 2009 MMR shows the performance measures that will be reported in future MMRs for the Board of Elections. These have been developed by the Mayor’s Office of Operations and the City’s Law Department, in consultation with non-governmental observers with a close interest in the Board’s efficient and equitable operations. The objective is to increase accountability and transparency for the workings of the Board of Elections, and ultimately to assist it in the execution of its vital mission. Data will appear for Board of Elections measures as they become available.



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

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

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

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

- **CPR Agency Performance Reporting.** The interactive dashboard includes data from the same City agencies and covered organizations that are represented in the Mayor's Management Report. Data for more than 500 performance measures is updated monthly, quarterly, or annually depending on the specific measurement. The Agency Performance Reporting application is designed to track the most critical information about all important services delivered by New York City government to its citizens.
- **NYC*SCOUT.** Since October 2007, inspectors of the Mayor's Street Condition Observation Unit (SCOUT) have surveyed all the City's streets monthly to record quality-of-life conditions on streets and sidewalks. The NYC*SCOUT web application provides street maps down to the neighborhood level showing the location of conditions identified by SCOUT such as potholes and catch basin defects, and allows users to track the progress of repairs for specific problem conditions.
- **Mayor's Management Report (MMR).** NYCStat is the user's quickest link to the twice-yearly MMR, including the online-only information described in the first section of this Introduction.
- **My Neighborhood Statistics (MNS).** Community-level information for approximately 50 selected performance measures, disaggregated by local service district (Community Board, Police Precinct, or School District), is presented in the form of thematic maps and accompanying tables.
- **Scorecard Cleanliness Ratings.** Scorecard is an inspection program run by the Mayor's Office of Operations. The program measures and reports on the cleanliness of City streets and sidewalks across the City's five boroughs.
- **311 Information.** Data derived from the 311 Customer Service Center includes the following:
 1. **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.



2. **311 Detailed Reports/Local Law 47 of 2005.** Monthly reports, mandated by local law, list selected 311 service requests including the time to respond to each request, broken down by borough, Community Board, City Council District, and zip code.

- **PlaNYC/Sustainability Reporting.** Developed in Fiscal 2009 by the Office of Long-Term Planning and Sustainability within the Mayor’s Office of Operations, this new application within the Citywide Performance Reporting tool covers selected measures related to the City’s sustainability and tracks progress toward the comprehensive PlaNYC 2030 initiative.
- **NYC Feedback:** Citywide Customer Survey Results. Results of the 2008 survey of New Yorkers’ opinions on the delivery of City services, including results within each Community Board.
- **Stimulus Tracker.** With the NYCStat Stimulus Tracker, New Yorkers can track the City’s use of federal stimulus/recovery funds provided through the American Recovery and Reinvestment Act of 2009 (ARRA).
- **Performance Measures at Agency Websites.** Reports on performance statistics with detail beyond that included in centralized Agency Performance Reporting. Links are currently provided for statistical information sources at 16 key agencies.
- **NYCity Map.** The interactive NYCity Map application lets users find information on transportation, education, public safety, resident services, neighborhood information, and City life.

Relationship between CPR Agency Performance Reporting and the MMR

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

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

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

The MMR and the CPR Agency Performance Reporting tool cover the same agencies and services, with a high degree of data overlap. The basis of data integration is the identification and emphasis on critical indicators. Among those performance measures that 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, and all of these are considered critical indicators. These are highlighted in the MMR agency tables by a five-

pointed star appearing directly before the name of the indicator (★). All the critical indicators included in Agency Performance Reporting appear in the MMR.



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

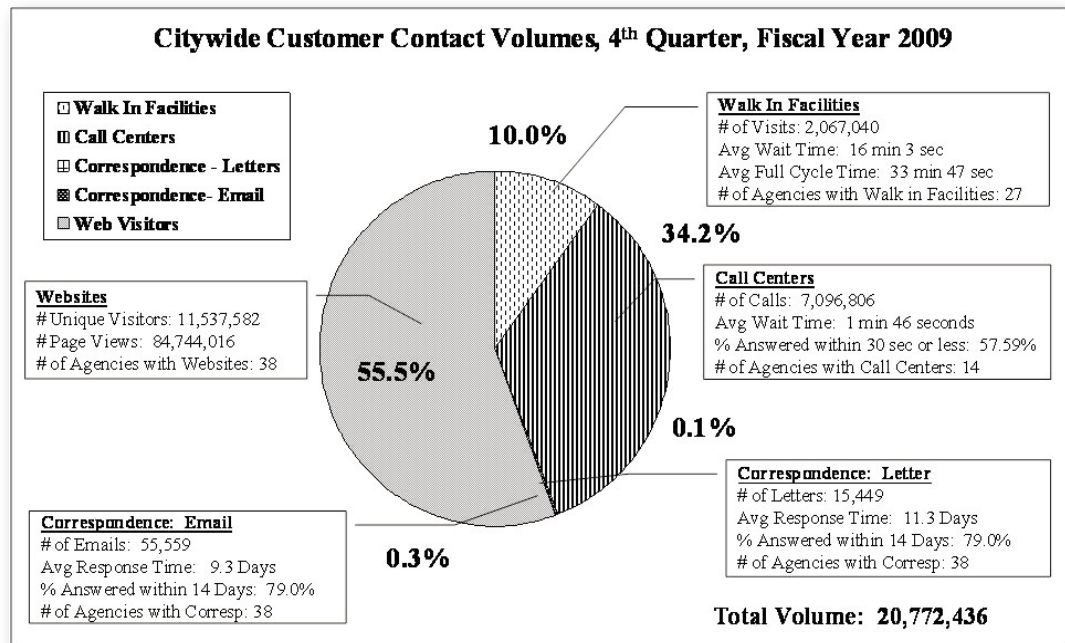


CUSTOMER SERVICE

Created by Executive Order 115 in May 2008, the Customer Service Group (CSG) at the Mayor's Office of Operations is working with City agencies to improve customer service across all delivery channels. In partnership with a multi-agency steering committee, CSG developed a set of citywide customer service indicators. These indicators explain the number of customers interacting with the City in addition to tracking relevant measures around customer service performance. The standards reported this year will establish a baseline against which agencies can evaluate their customer service performance going forward.

The chart below is the result of a first time effort to understand the channels that customers use to interact with City agencies. It includes data from the fourth quarter of Fiscal Year 2009. For each channel, data reflects the total activity level, plus key performance metrics associated with that channel. Below is a summary of the source of the data and the frequency for each data set:

- **Website data** for this period was collected centrally from the Department of Information Technology and Telecommunications. Beginning in Fiscal 2010, agencies will report these numbers on a monthly basis.
- **Correspondence data** was reported by each agency and represents the correspondence (letters and emails from the public) that are centrally tracked by an agency. These numbers are reported on a monthly basis.
- **Call center data** includes data from the 311 Customer Service Center plus calls to individual agencies. Wait time refers to the amount of time before a call is answered by a customer service representative. These numbers are reported on a quarterly basis.
- **Walk in facility data** includes average wait time to meet with a customer service representative as well as average full cycle time, or the time it takes for a customer to complete the service for which they visited. These indicators will be reported on a quarterly basis.



Because many agencies are still in the process of creating tools for measuring their customer contacts, the chart above only includes agencies that have the ability to collect data through established processes or technology. The 38 agencies responsible for providing customer service data, although not necessarily reporting this year, are: ACS, BIC, CCHR, CCRB, DCA, DCAS, DCLA, DCP, DDC, DEP, DFTA, DHS,

DJJ, DOB, DOC, DOE, DOF, DOHMH, DOI, DOITT, DOP, DORIS, DOT, DPR, DSNY, DYCD, FDNY, HHC, HPD, HRA, LPC, NYCHA, NYPD, OATH, OCME, SBS, TLC.



In Fiscal 2010 individual agency customer service reports will become publicly available through NYCStat. The forthcoming reports will include agency-specific data for correspondence, websites, walk in facilities, and call centers, as well as additional customer service indicators related to language access, facility conditions, customer satisfaction and 311 service request resolution.

Since the signing of Executive Order 120, in July 2008 established language access guidelines across the City, agencies that provide services directly to the public have begun collecting data on the number of requests for interpretation that the agency has completed. Using this data, the City can begin to better understand how often agencies are interacting with limited English proficient New Yorkers. Additional language access measures may include the number of interpretation requests by language, and by form of delivery (i.e. bilingual employee v. contract services). Future reports may also account for the number of essential documents that have been translated by City agencies.

Beginning in Fiscal 2010 the Mayor's Office of Operations will use its Street Condition Observation Unit (SCOUT) to assess service center facility ratings. SCOUT inspectors will rate service centers on twenty-eight elements including cleanliness, clarity of signage, professionalism of staff, queuing methods and language access. These ratings will be made available to the public in the NYCStat reports.

On an annual basis, beginning in Fiscal 2010, agencies will report the number of customers who have been surveyed for customer satisfaction. Agencies must survey customers across all of the delivery channels they offer – including web and correspondence customers. This data will reveal the amount of feedback that agencies are requesting and receiving from their customer base. Future indicators may ask agencies to report on the actual feedback they receive through their surveys.

Lastly, Operations will begin reporting on agencies' success in resolving 311 service requests within the time frame they present to customers. As part of a recent initiative, all agencies created service level agreements for every service request available through the 311 Customer Service Center. A service level agreement is the time frame within which the agency must address the customer's issue. Once each service request has an established service level, Operations will begin reporting agencies' performance in achieving those service levels.



HEALTH, EDUCATION AND HUMAN SERVICES



Department of Health and Mental Hygiene
Office of Chief Medical Examiner



Health and Hospitals Corporation



Department of Education
School Construction Authority



Human Resources Administration



Administration for Children's Services



Department of Homeless Services



Department for the Aging



Department of Youth and Community Development



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Thomas A. Farley, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and mental well being of all New Yorkers. The Department provides mental health services; mental retardation and developmental disability services; alcohol and drug use services; and Early Intervention services to developmentally delayed infants and toddlers. DOHMH's community-based services include: District Public Health Offices; five borough-based Early Intervention offices; four year round immunization walk-in clinics; nine TB/chest centers; nine STD clinics; HIV prevention and control services; health services at more than 1,275 schools; and health and mental health services in the City's correctional facilities. DOHMH has programs to prevent and control chronic diseases such as heart disease, diabetes, asthma and cancer. The Department has also made reducing tobacco-related illnesses a priority. DOHMH generates community health profiles; issues birth and death certificates; conducts health and safety inspections to enforce the City Health Code; and protects public safety through immediate response to emergent public health threats.

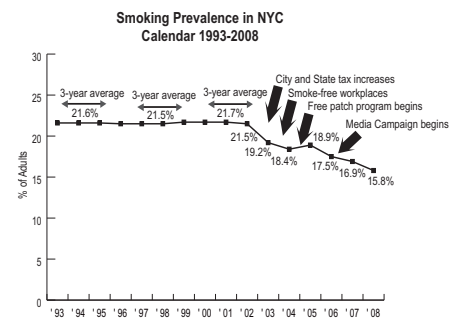
Critical Objectives

- Reduce smoking and the illness and death caused by tobacco use.
- Promote health initiatives and improve overall health based on significant evidence-based health findings.
- 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, mental retardation, 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 abatement of breeding conditions.
- Reduce risks to human health from unwanted and abandoned animals.
- Provide birth and death certificates to the public quickly and efficiently.

Performance Report

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

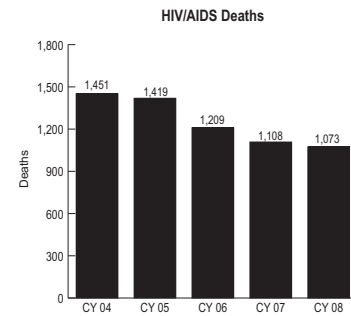
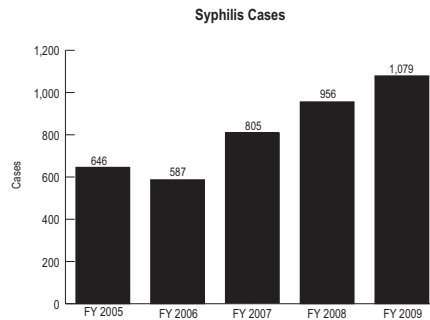
- NYC adult smoking prevalence in Calendar 2008 was 15.8 percent, the lowest rate ever recorded in NYC. This was a decline of 1.1 percentage points since 2007 and 5.7 percentage points since 2002. The reduction since 2007 was particularly notable among smokers at the lowest income level, from 20.8 percent to 15.5 percent.



- The percentage of seniors receiving flu shots in the last 12 months was 56.6 percent, a modest rise from last year but well below the target. For Fiscal 2010, with public concerns over H1N1 influenza, increased citywide efforts and media attention, the rate is expected to approach the target of 64 percent.
- The number of individuals tested for HIV increased by more than 25 percent during Fiscal 2009. Through initiatives such as “The Bronx Knows”, which increased routine HIV testing among participating testing partners by 26 percent, the Department is pursuing its goal of universal and routine screening for all at-risk individuals citywide.
- The unduplicated number of clients enrolled in HIV/AIDS (Ryan White) health and supportive services grew 36 percent in Fiscal 2009. Program growth can be attributed to technical assistance provided by DOHMH to contracted organizations providing services to Ryan White clients which increased adherence to targets outlined in the contracts.



- The number of syphilis cases increased by 13 percent, attributable primarily to increases in risky behavior among men who have sex with men. Because substance abuse is known to contribute to risky sexual behavior, the DOHMH has implemented screening, brief intervention, and referral for substance abuse in the Agency's sexually transmitted disease (STD) clinics. Persons diagnosed with syphilis in the Agency's STD clinics are also targeted for in-depth counseling, and offered expedited, quarterly STD screening aimed at shortening the duration of untreated infection.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ 📞 Adults who smoke (%) (CY 04-08)	18.4%	18.9%	17.5%	16.9%	15.8%	16.1%	14.4%
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY 04-08)	52.2%	55.2%	59.7%	61.7%	65.6%	64%	70%
Seniors, aged 65+, who received a flu shot in the last 12 months (%) (CY 04-08)	63.8%	54.4%	59.0%	53.8%	56.6%	77%	64%
★ Hospitalization rate for asthma among children ages 0-14 (per 1,000 children) (CY 04-08) (preliminary)	6.5	5.4	5.4	5.2	5.2	5	4.9
★ Infant mortality rate (per 1,000 live births)(CY 04-08)	6.1	6.0	5.9	5.4	5.5	5.3	5.2
Women who die from intimate partner homicide (per 100,000 women age 12+)(CY 04-07)	1.0	0.9	0.8	0.8	NA	*	*
★ Children in the public schools who have completed required immunizations (%)	97.4%	97.6%	98.4%	97.9%	98.8%	98.5%	98.5%
Number of Male Condoms Distributed (000)	NA	3,855	17,770	39,070	44,954	*	*
★ Individuals tested for HIV	141,174	153,042	170,539	211,238	264,177	*	*
★ New adult AIDS cases diagnosed (CY 04-08)	4,364	4,112	3,695	3,388	2,624	*	*
New pediatric AIDS cases diagnosed (CY 04-08)	11	9	4	1	1	*	*
Persons diagnosed, living and reported with HIV/AIDS (CY 04-08)	95,204	98,283	100,610	102,906	105,619	*	*
Number of New Yorkers who die from HIV/AIDS (CY 04-08)	1,451	1,419	1,209	1,115	1,073	1,000	900
Unduplicated clients enrolled in HIV/AIDS (Ryan White) health and supportive services (FY March - February) (000)	NA	43.3	42.0	64.7	88.0	*	*
★ Syphilis cases	646	587	805	956	1,079	*	*
★ New tuberculosis cases (CY 04-08) (preliminary)	1,039	984	953	914	895	*	*
Patients who complete treatment for active tuberculosis (%) (CY 03-07)	92.4%	93.8%	92.5%	92.0%	94.0%	90%	96%
West Nile virus cases reported (CY 04-08)	5	14	12	18	15	*	*

★ Critical Indicator 📞 311 related "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.**

- At the end of Calendar 2008, the number of children with Early Intervention service plans was 12 percent higher than at the end of Calendar 2007 due to increases in referrals. The percent of referred children found eligible and authorized for services remained stable.
- The number of active Assisted Outpatient Treatment (AOT) mental health cases increased by 20.1 percent from Fiscal 2008 to Fiscal 2009. Two factors affecting this increase were enhanced monitoring to ensure appropriate pursuit/renewal of AOT orders, and expanded outreach to encourage greater use of AOT by hospital inpatient psychiatric units.
- The number of individuals using buprenorphine for the first time increased by 61.2 percent from Calendar 2007 to 2008. Buprenorphine is an alternative to methadone treatment for persons addicted to heroin or painkillers; it is more flexible for users and is thought to be safer, so its use may increase the number in treatment and reduce drug overdose deaths. DOHMH continues to provide peer education to potential buprenorphine patients, and to support buprenorphine certification trainings for doctors.

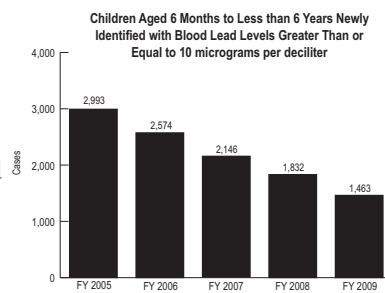
Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health, and dental)	NA	NA	881,443	817,437	838,467	*	*
Children with Early Intervention Program service plans - end of year (000) (CY 04-08)	17.6	18.3	17.2	15.8	17.7	*	*
Children authorized for Early Intervention therapeutic and educational services during the year (000)(CY 04-08)	33.3	33.6	33.1	31.5	32.7	*	*
Adult New Yorkers without a regular doctor (%) (CY 04-08)	20.9%	20.5%	21.0%	19.4%	15.6%	20%	*
Screening rates for breast cancer (CY 04-08)	77.0%	72.9%	75.2%	73.9%	77.8%	74%	78%
Screening rates for cervical cancer (CY 04-08)	81.1%	80.0%	80.6%	79.8%	82.5%	80%	83%
☎ Calls to LifeNet (000)	67.1	77.1	89.1	88.4	94.7	*	*
Individuals in the assisted outpatient mental health treatment program	1,212	1,170	1,099	1,061	1,274	*	*
Units of supportive housing available to persons with severe mental illness diagnosis (000)	13.3	13.9	14.5	15.3	15.9	15.9	16.3
Number of individuals filling a buprenorphine prescription (CY 06-08)	NA	NA	2,880	4,177	6,733	3,800	7,600
★ Deaths due to drug abuse (CY 04-08)(Preliminary)	855	906	979	849	737	*	*
Alcohol-attributable mortality (CY 04-08)	1,606	1,612	1,563	1,680	1,702	*	*



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

✓ **Improve environmental health and safety.**

- From Fiscal 2008 to Fiscal 2009, new cases among children less than 18 years requiring environmental intervention (greater than or equal to 15 micrograms per deciliter (mcg/dL)) for lead poisoning decreased by 14 percent, and new cases of children aged 6 months to less than 6 years with blood lead levels greater than or equal to 10 mcg/dl decreased by 20 percent. Since Fiscal 2005, both indicators have experienced consistent and significant reductions.
- Initial day care site inspections decreased by 14.5 percent from Fiscal 2008 to Fiscal 2009. This decline was concentrated in the first part of the year (July through November 2008), but returned to normal patterns by January 2009. The Bureau continues to track inspection trends on a monthly basis.
- The proportion of restaurants inspected in 2009 was 99.1 percent, a return to historical levels after a temporary decline in 2008.
- The number of pest control exterminations performed decreased by 51.7 percent from Fiscal 2008. During Fiscal 2009 the Department focused on exterminations of private properties (multiple treatments where appropriate), where rodent signs were identified. Because the private property





exterminations are more time intensive than catch basin exterminations where prior efforts were focused, the overall number of sites exterminated declined. The Department continues its proactive rodent control strategy in the Bronx, which includes block-by-block inspection to find and correct conditions that foster infestation, rather than relying on complaints to trigger inspections.

	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
<i>Performance Statistics</i>							
<i>Childhood Blood Lead Levels - New cases among children less than 18 years requiring environmental intervention for lead poisoning</i>	902	896	712	584	503	*	*
<i>- Primary address inspected within 5 business days (%)</i>	90.0%	88.6%	89.9%	90.2%	90.0%	95%	95%
<i>★ - 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</i>	2,993	2,574	2,146	1,822	1,463	*	*
<i>Day Care site complaints received</i>	1,435	1,508	1,663	1,554	1,525	*	*
<i>Day Care Initial site inspections</i>	10,597	15,419	17,668	18,695	15,989	*	*
<i>Restaurants inspected (%)</i>	100.0%	99.9%	99.7%	80.1%	99.1%	100%	100%
<i>★ Food service establishments that require reinspection (%)</i>	17.5%	19.9%	23.7%	25.6%	24.3%	*	*
<i>★ 📞 Pest control complaints received by DOHMH (000)</i>	26.6	26.7	22.5	23.0	22.1	*	*
<i>📞 Pest control referrals by DSNY to DOHMH (000)</i>	5.0	5.4	5.9	5.6	6.3	*	*
<i>📞 Pest control exterminations performed (000)</i>	88.1	53.7	51.7	60.1	29.0	55	40
<i>★ Compliance inspections failed due to signs of active rats (as a percent of properties failing initial inspection due to signs of active rats) (%)</i>	36%	40%	48%	50%	53%	*	*
<i>Dog licenses issued (000)</i>	100.6	104.4	100.6	91.8	101.0	105	105



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

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

- The average response time for mailed requests for birth certificates was 6.3 days in Fiscal 2009, an increase from 3.1 days in Fiscal 2008 and 26 percent above the Fiscal 2008 target of 5 days. The average response time for mailed requests for death certificates remains 50 percent above the target of 8.0 days. As the integration of the Vital Records image retrieval system (VRMS) and the Electronic Vital Event Registration System (EVERS) is completed during Fiscal 2010, response times to mailed requests for vital records are expected to improve.

	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
<i>Performance Statistics</i>							
<i>★ 📞 Average response time for mailed requests for birth certificates (days)</i>	4.4	5.3	6.7	3.1	6.3	5	5
<i>★ 📞 Average response time for mailed requests for death certificates (days)</i>	7.4	12.3	16.2	11.9	12.0	8	8

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

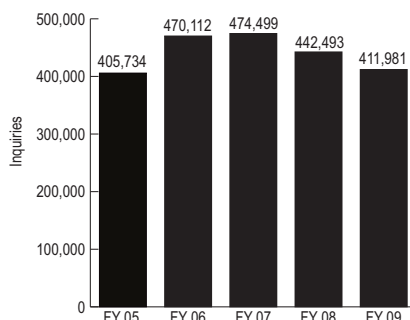


Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 411,981 DOHMH-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 DOHMH - related inquiries:	Total	% of DOHMH inquiries
<i>Nicotine Patch and Gum Program - Rapid SR</i>	31,303	7.6%
<i>Rodent Complaint - Other Location</i>	22,104	5.4%
<i>Birth Certificate from 1910 to Present - In Person</i>	19,848	4.8%
<i>LifeNet</i>	17,010	4.1%
<i>Women's Health Information</i>	12,815	3.1%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$1,404.1	\$1,469.9	\$1,500.3	\$1,520.6	\$1,679.0	\$1,648.9	\$1,524.8	\$1,574.1
<i>Revenues (\$ millions)</i>	\$56.5	\$57.3	\$71.8	\$129.5	\$65.3	\$64.3	\$72.7	\$74.8
<i>Personnel</i>	5,246	5,401	5,595	6,070	6,073	6,350	6,080	5,918
<i>Overtime paid (\$000)</i>	\$4,841	\$4,389	\$5,184	\$5,509	\$6,202	*	*	*
<i>Capital commitments (\$ millions)</i>	\$51.3	\$63.8	\$62.5	\$52.7	\$36.2	\$244.3	\$33.6	\$275.4
<i>Human services contract budget (\$ millions)</i>	\$863.6	\$889.0	\$857.1	\$800.6	\$920.2	\$896.8	\$898.3	\$909.4
<i>Work Experience Program (WEP) participants assigned</i>	186	208	170	192	188	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- DOHMH revised the indicator related to correctional healthcare to reflect total clinical visits including intake, sick call, primary care, follow up, mental health, dental, and emergencies for incarcerated individuals. This indicator is more comprehensive and better captures the scope of services and magnitude of visits provided in City jails. The original indicator ‘Total number of intake exams’ is included within this more comprehensive indicator.
- The indicator ‘Food service establishments that fail initial inspection (%)’ has been renamed ‘Food service establishments that require reinspection (%)’ for clarification. As the Bureau of Food Safety and Community Sanitation (BFSCS) moves toward a letter grading system, the term “failure,” which had been used as a shorthand expression for food service establishments (FSEs) requiring a reinspection, is being changed to more accurately reflect their sanitary status. While these FSEs need improvement, those that “fail” due to extensive unsanitary conditions or uncorrectable public health hazards, are closed. Historical data for this indicator is unaffected.
- Dr. Thomas A. Farley succeeded Dr. Thomas R. Frieden as DOHMH Commissioner in May 2009.





DEPARTMENT OF HEALTH AND MENTAL HYGIENE

OFFICE OF CHIEF MEDICAL EXAMINER

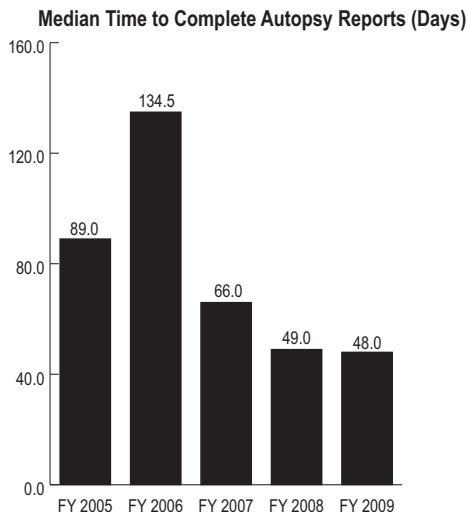
Charles S. Hirsch, M.D., Chief Medical Examiner

Key Public Service Areas

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

Scope of Agency Operations

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



Critical Objectives

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

Performance Report

✓ Perform forensic investigations.

- OCME continued to expand its use of DNA analysis for justice related investigations, accepting more evidence from more types of crimes. The Office received 18,375 evidence submissions for DNA analyses in Fiscal 2009, 52 percent more than in Fiscal 2008. This increase is reflected in the time required to carry out DNA analyses cases, which increased for the average days to complete analysis of a DNA case, and for the median days to complete DNA homicide and DNA property cases.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ MLI scene arrivals in median time (hours)	2.7	9.0	1.9	1.5	1.6	*	*
★ ☎ Median time to complete autopsy reports (days)	89.0	134.5	66.0	49.0	48.0	51	51
☎ Median time to process cremation requests (hours)	9.0	5.4	1.6	1.4	0.9	12	12
★ Median time to complete toxicology cases (days)	20.0	28.0	32.0	26.0	30.5	28	28
Median time to complete toxicology sexual assault cases (days)	15.0	14.0	14.0	16.0	17.5	17	17
Median time to complete toxicology DUI cases (days)	30.0	11.0	15.0	12.5	13.5	10	10
Average days to complete analysis of a DNA case	44.0	38.0	57.0	49.0	89.8	60	60
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	61.0	64.0	68.0	65.0	97.0	62	62
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	52.0	NA	NA	36.0	70.5	*	*
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	42.0	33.0	49.0	37.0	17.5	50	50
DNA matches with profiles in database	352	551	621	1,453	1,264	*	*

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



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

- The work of recovering and identifying the remains of the victims of the 9/11 attack on the World Trade Center continued and in Fiscal 2009 OCME identified an additional 773 individual remains through DNA testing. These newly identified remains included those of one victim recovered for the first time. OCME maintains a presence to monitor WTC debris generated at the active construction site there.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Remains recovered following a disaster or mass fatality incident (cumulative)	20,657	21,404	21,741	21,745		*	*
Remains identified following a disaster (cumulative)	10,933	10,976	11,989	12,762		*	*

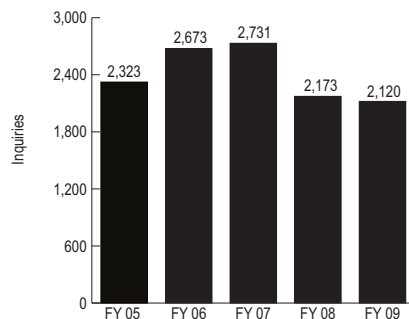
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 2,120 OCME-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 OCME - related inquiries:	Total	% of OCME Inquiries
Death Inquiries	1,202	56.7%
Autopsy Report	419	19.8%
Proof of Death	312	14.7%
Cremation Inquiries	110	5.2%
World Trade Center DNA Samples	22	1.0%

Agency Resources

Agency Resources	Actual					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$39.4	\$39.6	\$61.5	68.4	\$79.1	\$82.8	\$69.4	\$73.1
Revenues (\$000)	\$96	\$41	\$6	\$5	\$6	\$503	\$503	\$503
Personnel	450	484	588	661	652	777	770	796
Overtime paid (\$000)	\$1,869	\$1,977	\$3,279	\$2,869	\$1,383	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None



HEALTH AND HOSPITALS CORPORATION

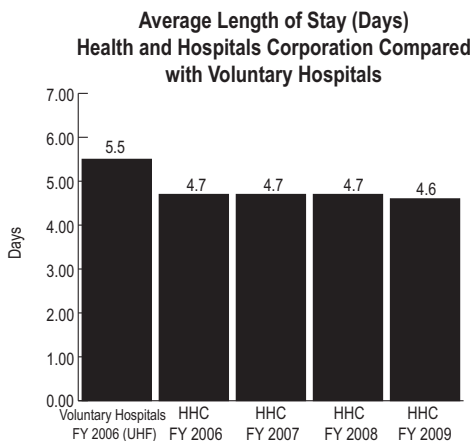
Alan D. Aviles, President

Key Public Service Area

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

Scope of Agency Operations

The Health and Hospitals Corporation (HHC), the largest municipal hospital and health care system in the country, is a \$6.2 billion public benefit corporation. It provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six large diagnostic and treatment centers and more than 80 community and school-based clinics. HHC also provides specialized services such as trauma, high risk neonatal and obstetric care and burn care. HHC acute care hospitals serve as major teaching hospitals. HHC operates a certified home health agency and a health maintenance organization, MetroPlus. HHC is the single largest provider of health care to uninsured New Yorkers. One in every six New Yorkers receives health services at an HHC facility.



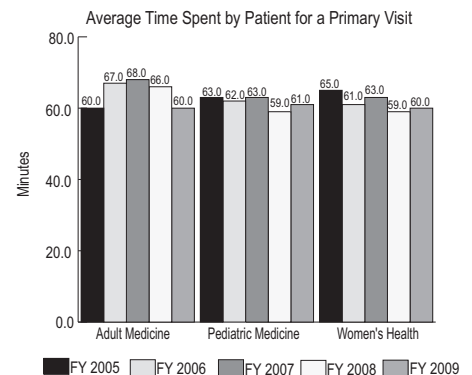
Critical Objectives

- 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.

Performance Report

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

- The percentage of prenatal patients retained through delivery increased to 89.2 percent in Fiscal 2009 compared to 89.0 percent during Fiscal 2008. HHC completed its renovation of labor and delivery suites at all eleven hospitals in Fiscal 2009, in pursuit of its goal to provide prenatal and obstetric care in state-of-the-art medical facilities.
- In Fiscal 2009, the percentage of eligible women age 40 and over receiving a mammogram increased slightly to 71 percent and exceeded the goal of 70 percent. As part of HHC's Cancer Screening Initiative, HHC produces cancer awareness materials and performs outreach at health fairs to encourage women age 40 and over to be screened.
- General care average length of stay (excluding psychiatry and rehabilitation) decreased to 4.6 days at the end of Fiscal 2009 from 4.7 days during Fiscal 2008. HHC will continue to focus on process improvements in specific phases of care, including the admissions process and discharge planning activities, to enhance operational efficiencies that may reduce the length of stays at HHC hospitals.
- The percentage of emergency room (ER) revisits for adult asthma patients decreased from 5.20 percent in Fiscal 2008 to 4.65 percent in Fiscal 2009. The decrease was in part attributed to the increased use of referrals to home care and social workers. Additionally, more patients were provided clinic appointments before ER discharge.
- The percentage of adult psychiatry re-hospitalizations within 15 days of discharge increased from 4.6 percent to 5.2 percent in Fiscal 2009. The increase was attributable to a large number of HHC patients who were non-compliant with their prescribed medication regimen. Corrective action plans include bringing patients to psychiatric outpatient





clinics to meet staff before discharge, referring non-compliant patients to home care, and placing patients on assisted outpatient treatment (AOT), a State court-ordered program.

- The proportion of patients with HIV/AIDS at HHC’s hospitals who use dedicated HIV clinics was 99.3 percent.
- In Fiscal 2009, HHC was able to meet the average cycle time goal of 60 minutes for two of the three primary care services (adult medicine and women’s health). The average cycle time for a pediatric primary care clinic visit was just above the target at 61 minutes.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ <i>Percentage of prenatal patients retained in care through delivery</i>	89.0%	88.0%	87.2%	89.0%	89.2%	80%	90%
★ <i>Percent of eligible women aged 40-70 receiving a mammogram screening from HHC</i>	NA	NA	70.0%	70.9%	71.0%	70%	70%
★ <i>Percent of HIV patients using dedicated HIV clinics</i>	98.7%	99.1%	98.9%	99.0%	99.3%	90%	99%
☎ <i>Percent of two-year olds immunized</i>	99.0%	96.0%	97.0%	97.0%	97.0%	90%	98%
★ <i>General care average length of stay (days)</i>	4.8	4.7	4.7	4.7	4.6	4.7	4.7
★ <i>Emergency room revisits for adult asthma patients (%)</i>	6.9%	6.5%	6.8%	5.2%	4.7%	*	5%
★ <i>Emergency room revisits for pediatric asthma patients (%)</i>	3.5%	3.0%	4.2%	3.1%	3.3%	*	3.2%
<i>Percent of adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days</i>	4.6%	4.3%	5.0%	4.6%	5.2%	*	5%
★ <i>Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine</i>	60.0	67.0	68.0	66.0	60.0	60	60
★ <i>Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine</i>	63.0	62.0	63.0	59.0	61.0	60	60
★ <i>Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health</i>	65.0	61.0	63.0	59.0	60.0	60	60
★ <i>Uninsured patients served</i>	427,800	396,200	413,294	441,953	NA	*	*
<i>Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees</i>	372,700	377,600	390,757	373,284	436,526	380,000	450,000
<i>- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees</i>	230,200	237,100	257,600	323,746	355,172	225,000	370,000
★ <i>Net days of revenue for Accounts Receivable</i>	64.43	61.24	59.34	59.17	56.28	*	56

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

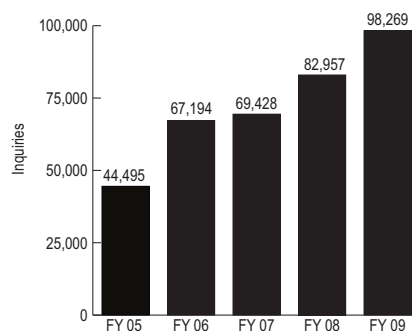
Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 98,269 HHC-related inquiries in Fiscal 2009.

Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 HHC - related inquiries:	Total	% of HHC Inquiries
<i>Find a Public Hospital</i>	53,570	54.5%
<i>Immunization Clinic and School Medical Exam Referral</i>	8,297	8.4%
<i>Swine Flu Symptoms and Treatment</i>	5,740	5.8%
<i>Find a Child Health Clinic</i>	2,730	2.8%
<i>Nurse Career Ladder Program</i>	2,610	2.7%



Agency Resources

Agency Resources	A c t u a l					Preliminary		Updated
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$4,508.5	\$5,121.6	\$5,434.8	\$5,823.5	\$5,955.4	\$6,201.3	\$6,437.5	\$6,684.1
Revenues (\$ millions)	\$4,950.5	\$5,485.4	\$6,574.9	\$6,702.8	\$6,188.8	\$7,228.8	\$6,602.7	\$7,239.0
Personnel	38,183	38,705	39,791	40,522	40,834	40,729	40,729	40,729
Overtime paid (\$000)	\$80,396	\$89,899	\$93,216	\$106,490	\$106,986	*	*	*
Capital commitments (\$ millions)	\$399.4	\$243.0	\$167.2	\$178.7	\$229.5	\$414.3	\$81.2	\$251.9

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

NA means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Data for the indicator 'Uninsured patients served' is collected on a calendar year basis and 2009 data will be published in the Preliminary Fiscal 2010 Mayor's Management Report.





DEPARTMENT OF EDUCATION

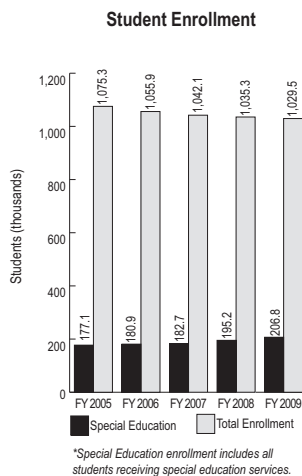
Joel I. Klein, Chancellor

Key Public Service Areas

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

Scope of Agency Operations

The Department of Education (DOE) provides primary and secondary education to over 1 million pre-kindergarten to grade 12 students in 32 school districts and over 1,500 schools, and employs approximately 79,000 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.

Performance Report

✓ Improve academic performance.

- School Quality Reviews are qualitative ratings designed to measure how well schools are organized to support student learning. The reviews evaluate how effectively schools use management strategies – such as the use of performance data, and collaborative interaction among school professionals – to improve student achievement. In the 2008-2009 School Year, the Quality Review scoring system and review cycle were revised. Based on analyses of previous years' score distribution, the requirements to achieve a "Well-Developed" score were adjusted to become more rigorous, and the score "Outstanding" was eliminated. Remaining scores include "Well-Developed", "Proficient", "Underdeveloped with Proficient Features", and "Underdeveloped." The review cycle now focuses resources on schools that need the most support, based on their previous outcomes. In 2006-2007 and 2007-2008, all schools were reviewed; beginning in 2008-2009, each school will be reviewed at least once every three years.
- The percent of students in grades 3 to 8 meeting or exceeding standards in English Language Arts (ELA) increased by 11.2 percentage points to 68.8 percent in School Year 2008-2009. Students in grades 3 to 8 meeting or exceeding standards in Math increased by 7.5 percentage points to 81.8 percent during the same time period.
- The percent of students in special education scoring below standards progressing into a higher level in ELA increased 17.9 points in School Year 2008-2009 to 73.2 percent, and the percent of students in special education scoring below standards progressing into a higher level in Math increased 14.2 points to 60.1 percent during the same time period.



- The number of Schools Under Registration Review (SURR) declined by 38 percent from 32 in School Year 2007-2008 to 20 in School Year 2008-2009.
- Average daily attendance increased to 90 percent during the 2008-2009 School Year. However, attendance rates at the elementary and middle school levels declined slightly, along with the percentage of students with attendance rates of 90 percent or better, over the same time period. These declines are attributed to the outbreak of the H1N1 virus last spring.
- Data is now available for Regents examination performance for the 2007-2008 School Year. The percentage of students in the graduating class with a 65 to 100 passing score on the Regents examination increased in all subject areas.
- The Department of Education and the New York State Education Department now use a shared methodology to calculate graduation and dropout rates. Since 2005, the NYSED has calculated graduation rates using the same methodology for all high schools in New York State. The NYSED graduation rate includes students receiving Local and Regents Diplomas and all disabled students. It does not include students receiving GEDs or special education diplomas. For the 4-year cohort of 2004 (class of 2008), students who graduate in August are counted in this calculation..

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Percent of schools with scores of Well Developed on School Quality Reviews	NA	NA	NA	NA	16.8%	*	*
★ Percent of schools with scores of Proficient on School Quality Reviews	NA	NA	NA	NA	67.5%	*	*
★ Percent of schools with scores of Underdeveloped with Proficient Features on School Quality Reviews	NA	NA	NA	NA	14.0%	*	*
★ Percent of schools with scores of Underdeveloped on School Quality Reviews	NA	NA	NA	NA	1.6%	*	*
★ Percent of schools receiving an A on school Progress Report	NA	NA	23.0%	38.0%	NA	*	*
★ Percent of schools receiving a B on school Progress Report	NA	NA	39.0%	41.0%	NA	*	*
★ Percent of schools receiving a C on school Progress Report	NA	NA	26.0%	15.0%	NA	*	*
★ Percent of schools receiving a D on school Progress Report	NA	NA	8.0%	4.0%	NA	*	*
★ Percent of schools receiving an F on school Progress Report	NA	NA	4.0%	2.0%	NA	*	*
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000) (Preliminary unaudited)	1,075.3	1,055.9	1,042.1	1,035.3	1,029.5	*	*
★ Average daily attendance (%)	88.6%	88.4%	89.0%	89.8%	90.0%	90%	90%
- Elementary/middle (%)	91.7%	91.5%	91.1%	92.6%	92.4%	92%	92%
- High school (%)	81.4%	81.2%	82.1%	83.4%	84.3%	83%	83%
Students with 90% or better attendance rate (%)	70.4%	66.0%	69.1%	70.2%	69.8%	72%	72%
★ Students in grades 3 to 8 meeting or exceeding standards							
- English Language Arts (%)	51.8%	50.7%	50.8%	57.6%	68.8%	60%	62%
★ - Math (%)	52.9%	57.0%	65.1%	74.3%	81.8%	76%	78%
Students in grades 3 to 8 scoring below standards progressing into a higher level - English Language Arts (%)	58.5%	44.7%	61.6%	64.8%	78.8%	*	*
- Math (%)	51.8%	42.2%	50.0%	59.2%	68.6%	*	*
Students in grades 3 to 8 progressing from below standards to meeting standards							
- English Language Arts (%)	25.8%	16.1%	20.3%	27.3%	37.9%	*	*
- Math (%)	31.4%	18.1%	23.9%	31.3%	38.6%	*	*
Students in grades 1 to 9 promoted (%)	95.9%	96.3%	96.6%	97.4%	NA	98%	98%
Students in the graduating class taking required Regents examinations	39,701	42,005	43,747	51,247	NA	45,000	45,000
Students passing required Regents examinations (%)	47.3%	62.1%	63.1%	63.1%	NA	65%	66%
Students in graduating class with a 65 to 100 passing score on the Regents Examination							
- English (%)	68.2%	74.4%	79.5%	81.9%	NA	81%	82%
- Math (%)	65.7%	76.1%	77.8%	79.0%	NA	78%	79%
- United States history and government (%)	62.7%	75.0%	77.4%	79.4%	NA	75%	76%

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

Web Maps





Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
- Global history (%)	66.7%	69.6%	68.7%	69.5%	NA	70%	71%
- Science (%)	68.8%	72.4%	72.8%	73.3%	NA	75%	76%
Students in graduating class with a 55 to 100 passing score on the Regents Examination - English (%)	78.6%	88.3%	91.0%	91.5%	NA	92%	93%
- Math (%)	78.5%	91.5%	93.2%	92.9%	NA	95%	96%
- United States history and government (%)	73.9%	89.7%	92.6%	92.3%	NA	95%	96%
- Global history (%)	78.2%	85.8%	87.6%	86.8%	NA	89%	90%
- Science (%)	79.3%	88.0%	90.1%	90.1%	NA	91%	92%
★ Percent of all students in cohort graduating from high school in 4 years (NYSED)	46.5%	49.1%	52.8%	60.7%	NA	*	*
★ Percent of all students in cohort graduating from high school in 6 years (NYSED)	58.5%	61.8%	NA	NA	NA	*	*
★ Percent of students with disabilities in cohort graduating from high school in 4 years (NYSED)	17.1%	18.5%	18.3%	25.1%	NA	*	*
★ Percent of students with disabilities in cohort graduating from high school in 6 years (NYSED)	21.5%	27.2%	NA	NA	NA	*	*
★ Percent of all students in cohort dropping out from high school in 4 years (NYSED)	22.0%	18.5%	15.8%	13.5%	NA	*	*
Percent of all students in cohort dropping out from high school in 6 years (NYSED)	31.7%	27.0%	NA	NA	NA	*	*
★ Percent of students with disabilities in cohort dropping out from high school in 4 years (NYSED)	34.3%	27.6%	22.9%	21.6%	NA	*	*
Percent of students with disabilities in cohort dropping out from high school in 6 years (NYSED)	42.5%	36.8%	NA	NA	NA	*	*
Students enrolled as English Language Learners (000)	144	141	140	148	149	*	*
English Language Learners testing out of ELL Programs (%)	14.4%	16.7%	12.0%	13.4%	15.1%	15%	17%
★ English Language Learners testing out of ELL programs within 3 years (%)	55.9%	50.4%	50.8%	52.5%	50.6%	55%	57%
Students receiving special education services (Preliminary Unaudited)	177,103	180,890	182,730	195,201	206,760	*	*
Special education enrollment - school-age	NA	NA	162,714	173,856	184,020	*	*
- Public school	145,081	146,681	148,040	154,881	162,034	*	*
- Non-public school	NA	NA	14,674	18,975	21,986	*	*
Special education enrollment - pre-school	NA	NA	20,016	21,345	22,740	*	*
- Public school	656	763	787	772	781	*	*
- Non-public school	NA	NA	19,229	20,573	21,959	*	*
Students recommended for special education services	25,098	24,593	24,404	24,077	23,050	*	*
Students no longer in need of special education services	4,472	5,304	5,054	5,943	6,183	*	*
★ Students in special education scoring below standards progressing into a higher level							
- English Language Arts (%)	37.6%	27.9%	47.1%	55.3%	73.2%	*	*
★ - Math (%)	33.9%	25.9%	35.8%	45.9%	60.1%	*	*
Schools Under Registration Review	35	40	35	32	20	*	*
Average lunches served daily	634,706	628,362	627,915	624,266	623,039	*	*
Average breakfasts served daily	182,475	182,935	189,804	198,990	205,317	*	*
Average expenditure per student (\$)	\$13,558	\$15,144	\$16,195	\$17,696	NA	*	*
- Elementary school (\$)	\$13,718	\$15,406	\$16,548	\$18,141	NA	*	*
- Middle school (\$)	\$13,081	\$14,700	\$15,949	\$17,496	NA	*	*
- High school (\$)	\$11,844	\$13,085	\$13,890	\$15,371	NA	*	*
- Full-time special education (District 75) (\$)	\$50,706	\$57,615	\$61,009	\$65,681	NA	*	*
Average direct services to schools expenditure per student (\$)	\$11,950	\$13,119	\$14,286	\$15,498	NA	*	*



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



✓ **Ensure principal and teacher quality.**

- The number of public school teachers for School Year 2008-2009 was 79,021. All teachers in public schools were certified for the fourth consecutive year. The number of teachers with 5 or more years of teaching experience increased by 2.9 percentage points to 64.4 percent.

Web Maps



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Teachers	76,636	76,167	77,160	79,109	79,021	*	*
Certified Teachers (%)	98.8%	100.0%	100.0%	100.0%	100.0%	100%	100%
Teachers with 5 or more years teaching experience (%)	64.4%	60.0%	62.2%	61.5%	64.4%	*	*
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100%	100%
Principals with more than 3 years experience as principal (%)	48.2%	53.7%	53.5%	62.2%	53.5%	*	*
Teachers absent more than 10 days (%)	19.1%	14.4%	18.0%	13.4%	12.9%	*	*

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

✓ **Promote parental involvement in education.**

- The number of phone calls responded to by parent coordinators increased 27.6 percent from the reporting period of July 2008 to June 2009. Parents receiving parent coordinator walk-in assistance also increased by approximately 2 percent over the same time period.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Phone calls responded to by parent coordinator (000)	1,060	1,379	1,353	1,572	2,006	1,379	1,500
Parent walk-ins receiving parent coordinator assistance (000)	632	757	775	778	794	759	759
Parent coordinator workshops held for parents (000)	23	24	21	38	35	28	35
Parents attending parent coordinator workshops (000)	455	473	426	706	670	515	600
Parents attending parent-teacher conferences (000)	974	924	826	1,152	1,167	1,282	1,282

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

✓ **Ensure school safety.**

- During Fiscal 2009, all three school safety measures improved. Totals for the seven major felonies declined by more than 13 percent, from 1,042 to 902. The incidence of other criminal categories and other incidents each declined by more than 20 percent.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ School safety							
- Seven Major Crimes	1,314	1,187	1,164	1,042	902	*	*
★ - Other criminal categories	4,741	4,659	4,635	4,533	3,559	*	*
★ - Other incidents	10,038	9,288	8,687	7,456	5,843	*	*

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

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

- Average class sizes increased slightly for every grade except the 4th grade. However, class sizes and pupil-teacher ratios have decreased in the majority of schools. Changes in the calculated average class size can be attributed to a small number of schools at the high and low ends of the class size spectrum.
- The hazardous building violations total backlog declined a substantial 37 percent from School Year 2007-2008 to School Year 2008-2009. The Mayor's Office of Operations is working with all City agencies to encourage elimination of Buildings violations on City property, and has facilitated greater cooperation between the Department of Education and the Department of Buildings in reducing hazardous violations.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Average class size (end of October) (Preliminary Unaudited)							
- Kindergarten	20.8	20.9	20.7	20.6	20.7	*	*
★ - Grade 1	21.7	21.2	21.3	21.1	21.3	*	*
★ - Grade 2	21.2	21.1	21.1	21.1	21.4	*	*
★ - Grade 3	21.5	21.4	21.3	21.0	21.9	*	*
★ - Grade 4	24.3	24.0	23.9	23.5	23.4	*	*
★ - Grade 5	26.2	25.5	25.0	24.1	24.2	*	*
★ - Grade 6	26.7	26.4	26.0	25.5	25.6	*	*
★ - Grade 7	28.0	27.3	27.2	26.2	26.5	*	*
★ - Grade 8	28.0	27.3	27.2	26.6	26.8	*	*
Schools that exceed capacity							
- Elementary schools (%)	28.6%	24.3%	27.0%	26.0%	NA	*	*
- Middle schools (%)	19.5%	14.5%	13.0%	14.0%	NA	*	*
- High schools (%)	48.0%	47.5%	38.0%	40.0%	NA	*	*
Students in schools that exceed capacity							
- Elementary/middle schools (%)	26.0%	22.0%	20.0%	20.0%	NA	*	*
- High schools (%)	69.9%	66.9%	59.0%	57.0%	NA	*	*
Total new seats created	9,045	5,436	5,556	12,932	14,329	14,182	17,046
Hazardous building violations total backlog	595	354	238	260	163	*	*
★ School building ratings - Good condition (%)	1.8%	2.8%	2.9%	2.4%	NA	*	*
★ - Fair to good condition (%)	16.3%	28.4%	32.4%	37.1%	NA	*	*
★ - Fair condition (%)	81.6%	68.6%	64.6%	60.3%	NA	*	*
★ - Fair to poor condition (%)	0.3%	0.2%	0.2%	0.1%	NA	*	*
★ - Poor condition (%)	0.0%	0.0%	0.0%	0.0%	NA	*	*

Web Maps



Web Maps



Web Maps



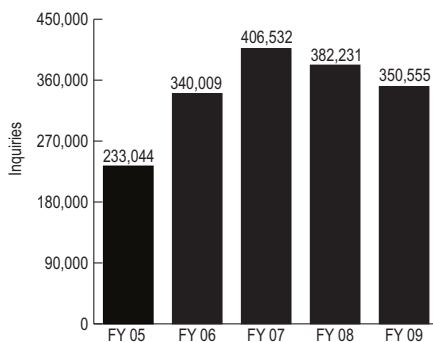
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 350,555 DOE-related inquiries in Fiscal 2009.

Inquiries Received by 311



Top 5 DOE - related inquiries:	Total	% of DOE Inquiries
Find a School	73,466	21.0%
Public School Calendar	31,059	8.9%
Find a School Zone	20,254	5.8%
Find a School District by Location	16,102	4.6%
Find a School District by Name	12,694	3.6%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$13,871.2	\$14,959.3	\$15,844.4	\$14,933.8	\$17,680.1	\$17,605.5	\$17,315.4	\$18,381.1
Revenues (\$ millions)	\$53.2	\$65.3	\$61.1	\$69.9	\$58.8	\$57.9	\$57.9	\$57.8
Personnel	135,771	137,067	137,678	140,268	139,208	139,114	124,175	138,822
Overtime paid (\$000)	\$9,833	\$14,391	\$12,727	\$14,637	\$9,664	*	*	*
Work Experience Program (WEP) participants assigned	226	220	216	212	139	*	*	*

¹January 2009 Financial Plan ²Authorized Budget Level ³Expenditures include all funds "NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department has replaced nine indicators related to high school graduation and dropout rates. The Department of Education and the New York State Education Department now use a shared methodology to calculate graduation and dropout rates. Since 2005, the NYSED has calculated graduation rates using the same methodology for all high schools in New York State. The NYSED graduation rate includes students receiving Local and Regents Diplomas and all disabled students. It does not include students receiving GEDs or special education diplomas. For the 4-year cohort of 2004 (class of 2008), students who graduate in August are counted in this calculation..
- Data in several categories for the 2008-2009 School Year is subject to a reporting lag and will be reported in the Preliminary 2010 Mayor's Management Report, including: results of school Progress Report ratings; the percent of students in grades 1-9 who are promoted; students in the graduating class taking Regents exams, and performance on Regents exams; graduation rates for general and special education; data on expenditures per student; schools that exceed capacity; and school building ratings within the five categories.



DEPARTMENT OF EDUCATION

SCHOOL CONSTRUCTION AUTHORITY

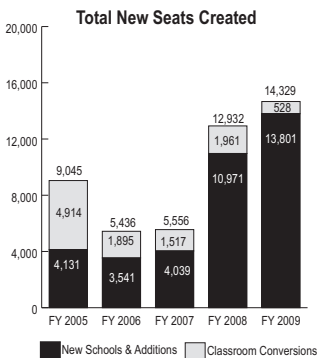
Sharon Greenberger, President/CEO

Key Public Service Area

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

Scope of Agency Operations

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



Critical Objectives

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

Performance Report

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

- Working with the Department of Education, SCA created 14,329 new student seats for the start of the 2008-2009 School Year. For the fifth consecutive year, all planned new seats were completed on schedule. Furthermore, the number of new schools and additions constructed increased from 18 in School Year 2007-2008 to 23 in School Year 2008-2009.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Total new seats created	9,045	5,436	5,556	12,932	14,329	14,182	17,046
★ New schools and additions constructed	16	8	12	18	23	22	24
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	98.8%	99.8%	95.0%	94.0%	95.7%	100%	100%
★ Scheduled new seats constructed on time (%)	100%	100%	100%	100%	100%	100%	100%
★ Construction bid price for school capacity projects per square foot (\$)	\$365	\$378	\$440	\$468	\$427	*	*
Average new school construction cost per square foot - Early childhood (\$)	NA	NA	NA	\$543	NA	*	*
- Elementary (\$)	\$332	NA	\$401	\$410	NA	*	*
- Intermediate (\$)	NA	NA	\$427	NA	NA	*	*
- High school (\$)	\$338	\$345	NA	\$452	NA	*	*
★ Capital improvement projects constructed on time or early (%)	84%	80%	64%	79%	77%	80%	80%
★ Capital improvement projects constructed within budget (%)	85%	87%	93%	90%	86%	80%	80%
Ultimate cost of insurance losses as % of construction value (per calendar year)	3.75%	5.64%	4.58%	4.82%	NA	*	*

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

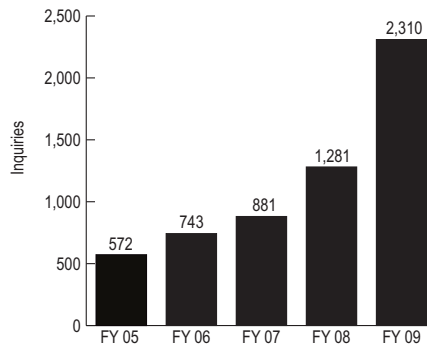


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 2,310 SCA-related inquiries in Fiscal 2009.

Inquiries Received by 311



<i>Top SCA - related inquiries:</i>	Total	% of SCA Inquiries
<i>School Construction Complaint</i>	2,000	86.6%
<i>School Construction Information</i>	292	12.6%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Personnel</i>	523	506	561	676	707	775	775	775
<i>Capital commitments (\$ millions)</i>	\$2,240.5	\$1,888.5	\$3,043.8	\$3,183.4	\$2,632.5	\$2,950.6	\$2,273.2	\$2,685.3

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None.



HUMAN RESOURCES ADMINISTRATION

Robert Doar, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

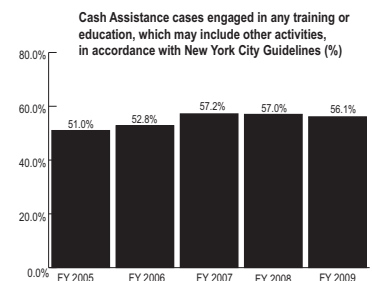
The Human Resources Administration (HRA) assists individuals and families in achieving and sustaining their maximum degree of self-sufficiency. HRA provides cash assistance and employment services at 24 Job Centers and the Riverview Annex, of which 13 are Model Offices designed to streamline workflow and enhance access to services. Food stamps are provided at 18 offices (12 are Model Offices and two are for all SSI and congregate care cases). HRA offers public health insurance at 18 Medicaid Community Model Offices; support services to individuals with AIDS and HIV-related illnesses are provided through 12 centers (9 are Model Offices); and protective services to adults through 5 HRA borough offices and 3 contracted programs. HRA determines the personal care eligibility of disabled or frail Medicaid recipients through 9 Community Alternative Systems Agency offices and 64 personal care provider agencies. Services to victims of domestic violence are offered through 50 State-licensed residential programs, 15 nonresidential programs, and various HRA programs. HRA assists New York City families in obtaining child support orders and collecting child support payments at 4 borough and 5 Family Court offices.

Critical Objectives

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

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 employment, and helping them to secure child support payments.
- The percentage of cash assistance applicants and recipients placed into jobs during the first six months of calendar year 2009, compared to the job placement goal for that period, was 95.4 percent. HRA adjusts its annual job placement goal each January based on the projected cash assistance caseload. The 2009 calendar goal is the same as for 2008: 75,000 jobs. For Fiscal 2009, HRA achieved 78,689 job placements, 3,689 more than its annual goal. Moreover, the percentage of cash assistance cases that retained employment for 180 days remained well above target at nearly 80 percent.
- The City's family work participation rate averaged 31.2 percent for the first six months of the federal fiscal year ending in September 2009. The federal government has set an overall annual goal of 50 percent participation. It is anticipated, however, that because of its family caseload reduction, the State and the City will receive percentage point credits toward meeting this goal. While these adjustments will not be finalized until after the 2009 federal fiscal year has concluded, HRA anticipates that with the credits and its continued efforts to enhance participation that the City will achieve the required 50 percent federal goal.
- For the State fiscal year ending in March 2009, the City achieved the State required 50 percent Safety Net work participation rate, and this performance continues into the current State fiscal year, ending in March 2010.





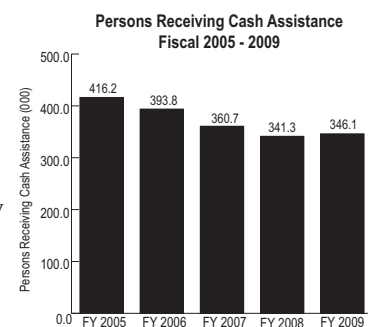
- The amount of Child Support collected exceeded \$671 million in fiscal 2009, \$47.1 million more than the target set for the fiscal year, and \$29.7 million, or 4.6 percent, more than the amount collected in Fiscal 2008.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Cash assistance applicants and recipients placed into jobs (000)	88.7	80.5	74.9	80.2	78.7	*	*
★ Percent of cash assistance applicants and recipients placed into jobs as compared to monthly goal (Calendar year-to-date) (%)	93.0%	88.5%	87.5%	100.4%	95.4%	*	*
Cash assistance cases with an adult head of household who is temporarily or permanently unable to engage in any work or work-related activity (%)	NA	50.1%	52.1%	54.3%	57.0%	*	*
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) (%)	NA	NA	66.0%	63.9%	62.0%	50%	50%
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	NA	NA	39.8%	36.9%	31.2%	50%	50%
Cash assistance cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)	51.0%	52.8%	57.2%	57.0%	56.1%	*	*
Safety Net Assistance (SNA) single cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)	58.4%	63.1%	67.0%	67.4%	66.8%	*	*
Cash assistance cases that retained employment income 180 days after being placed in a job (Calendar year-to-date average) (%)	NA	80.6%	80.5%	80.6%	80.3%	75%	75%
★ Cash assistance cases that remained closed for 180 days due to employment (Calendar year-to-date average) (%)	NA	80.5%	80.8%	80.3%	79.8%	75%	75%
Child support collected (\$ million)	\$546.5	\$588.3	\$601.9	\$641.6	\$671.3	\$624.2	\$684.7
★ Current obligations collected (%)	66.9%	66.9%	69.3%	70.2%	70.4%	67%	67%
★ Child support cases with orders of support (%)	71.7%	71.9%	72.0%	72.4%	76.2%	73%	73%

★ Critical Indicator ☎ 311 related "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.**

- The number of persons receiving cash assistance increased 1.4 percentage points as of June 2009, compared to June 2008.
- The number of persons receiving food stamps in June 2009 increased by 21 percent, compared to June 2008, due in large part to the number of food stamp recipients with no cash assistance increasing by 41.6 percent
- The total number of public health insurance enrollees increased by 5.5 percent as of June 2009, compared to June 2008, due in large part to a 7.1 percent increase in Medicaid-only enrollees.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
☎ Persons receiving cash assistance (000)	416.2	393.8	360.7	341.3	346.1	*	*
★ ☎ Cash assistance application timeliness rate (%)	NA	80.9%	86.6%	90.7%	88.9%	*	*
★ Cash assistance fair hearing win rate (%)	86.2%	87.2%	86.0%	86.6%	87.2%	*	*
Average annual administrative cost per cash assistance case (\$)	\$429.98	\$413.86	\$434.27	\$461.83	\$482.41	*	*
☎ Persons receiving food stamps (000)	1,086.2	1,095.2	1,095.0	1,241.6	1,502.4	*	*
- Non-Cash assistance persons receiving food stamps (000)	435.9	474.2	521.5	607.4	860.1	*	*
- SSI persons receiving food stamps (000)	193.5	189.1	180.2	231.9	243.3	*	*

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

Web Maps



Web Maps



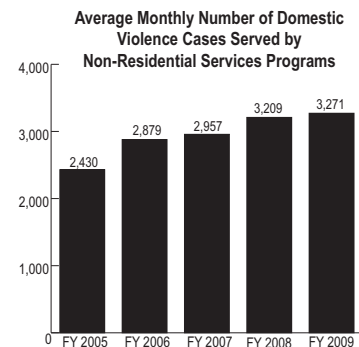


Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Food stamp estimated payment error rate (%)	7.11%	4.49%	5.18%	5.39%	NA	*	*
☎ Public Health Insurance enrollees (000)	2,591.3	2,583.5	2,560.0	2,563.8	2,704.9	*	*
- Public Health Insurance Medicaid-only enrollees (000)	1,770.0	1,787.9	1,795.6	1,820.4	1,949.2	*	*
★ ☎ Client responses to Public Health Insurance mailed renewal notices (%)	NA	NA	68.3%	68.6%	74.6%	*	*
★ ☎ Clients found eligible for Public Health Insurance who responded to a mailed renewal notice (%)	NA	NA	90.9%	91.6%	95.4%	*	*
★ Public Health Insurance fair hearing win rate (%)	76.0%	83.8%	83.4%	82.3%	81.7%	*	*

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

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

- The number of adult protective services assessment cases as of the end of Fiscal 2009 was 3,236, an 8 percent increase compared to Fiscal 2008.
- The number of individuals receiving HASA/AIDS services increased slightly during Fiscal 2009. Processing times for HASA housing-related enhanced housing benefits applications and their issuance to eligible clients increased by 9 percent and 7 percent, respectively. Longer processing times are related to implementation challenges with an electronic benefits application system that are now resolved.
- The time to initiate personal care services, on average, increased by more than a day during Fiscal 2009. The increase in processing time is related to application processing errors at several processing centers that have since been identified and resolved.
- The percent of families entering HRA's domestic violence shelters found eligible for services at Prevention Assistance and Temporary Housing (PATH) increased by 35.2 percentage points in Fiscal 2009. This was due to improved efforts by staff to place eligible clients in domestic violence shelters, using a computerized domestic violence shelter referral and placement system.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Cases receiving home care services	NA	NA	NA	82,540	82,464	*	*
★ Average days to initiate home attendant and housekeeper services for all cases	17.6	15.6	15.1	14.3	15.7	22	22
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	100.0%	100.0%	*	*
Adult Protective Services (APS) Assessment Cases	NA	NA	NA	2,994	3,236	*	*
Adult Protective Services (APS) Cases Eligible for Services	NA	NA	NA	5,989	6,171	*	*
★ Individuals referred to an Adult Protective Services (APS) field office visited within three working days (%)	87.4%	91.2%	85.1%	95.7%	98.4%	85%	85%
Adult Protective Services (APS) Assessment Cases accepted or denied for undercare within State-mandated 60 days (%)	NA	NA	88.0%	90.0%	96.4%	*	*
Individuals receiving HIV/AIDS services	31,644	31,007	31,040	30,915	31,289	*	*
★ 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	8.5	8.9	8.9	8.2	8.9	*	*
★ Average number of days to issue approved housing-related enhanced housing benefits once the application has been approved	18.5	18.9	18.1	17.0	18.2	*	*
HASA clients receiving ongoing enhanced housing benefits (%)	70.7%	79.7%	79.5%	83.0%	81.1%	*	*
Individuals and families at imminent risk diverted from becoming homeless (%)	99.1%	99.2%	99.4%	99.5%	92.2%	95%	95%
Total WeCARE cases	NA	25,948	25,312	24,366	24,999	*	*

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Number of WeCARE federal disability awards	21	959	3,150	4,927	6,419	*	*
Domestic Violence non-residential services programs active caseload	2,430	2,879	2,957	3,209	3,271	*	*
Number of Domestic Violence emergency beds (capacity)	1,995	2,081	2,081	2,144	2,144	*	*
★ Families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	NA	NA	17.6%	27.0%	62.2%	*	*

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

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

- HRA filed 100 percent of its claims within 60 days of the close of the expenditure month during Fiscal 2009, which was 11 percentage points better than in Fiscal 2008.
- Efforts to prevent Medicaid fraud, waste and abuse resulted in a 118 percent increase in recoveries and cost avoidance in Fiscal 2009, compared to Fiscal 2008. This increase was largely due to improved efforts to identify clients who participate in Medicaid in more than one state at the same time. The number of Medicaid provider audits being conducted by HRA grew from 40 to 76. Although Fiscal 2008 data represents only the fourth quarter, period-to-period comparison shows similar gains - with 45 audits being conducted by HRA during the fourth quarter of Fiscal 2009.

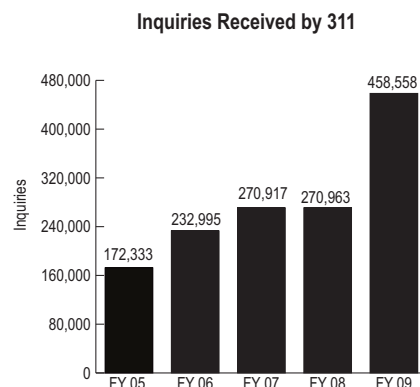
Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ HRA human services contracts submitted to the Comptroller on time (%)	NA	NA	94.0%	97.0%	97.0%	*	*
★ Billed Revenue as a percentage of budgeted revenue (%)	NA	NA	82.25%	83.82%	78.50%	*	*
★ Percentage of claims filed within 60 days of the close of the expenditure month (%)	NA	89.0%	90.0%	89.0%	100.0%	*	*
HRA Medicaid provider audits being conducted	NA	NA	NA	40	76	*	*
Potential amount identified for recovery as a result of HRA Medicaid provider audits (\$000)	NA	NA	NA	\$1,786.5	\$16,477.6	*	*
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$ millions)	NA	NA	\$73.2	\$82.8	\$180.8	*	*

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 458,558 HRA-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



Top 5 HRA - related inquiries:	Total	% of HRA Inquiries
Food Stamp Assistance	74,446	16.2%
Public Assistance or Welfare Information	53,808	11.7%
Find an HRA Food Stamp Center	49,357	10.8%
Medicaid - Existing Applicant or Enrollee	26,449	5.8%
Find a Food Pantry or Soup Kitchen	24,224	5.3%



Agency Resources

Agency Resources	A c t u a l					Preliminary	Updated	
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$7,204.1	\$6,935.9	\$7,425.2	\$8,681.9	\$8,282.5	\$8,694.6	\$7,722.2	\$7,887.6
<i>Revenues (\$ millions)</i>	\$46.2	\$51.0	\$42.5	\$29.5	\$22.5	\$35.8	\$35.9	\$35.9
<i>Personnel</i>	14,383	14,266	14,006	14,202	14,114	15,159	14,717	14,586
<i>Overtime paid (\$000)</i>	\$23,599	\$25,633	\$28,852	\$31,668	\$26,802	*	*	*
<i>Capital commitments (\$ millions)</i>	\$11.9	\$4.9	\$28.4	\$11.6	\$11.8	\$53.0	\$12.7	\$79.8
<i>Human services contract budget (\$ millions)</i>	\$853.8	\$849.1	\$664.6	\$622.7	\$648.7	\$640.9	\$600.8	\$608.8
<i>Work Experience Program (WEP) participants assigned</i>	885	879	670	736	627	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

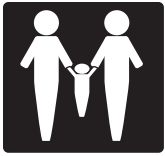
³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- HRA used a revised calculation to determine 'Number of WeCARE federal disability awards' as of January 2009 by counting only one award per person: either the award granted for the initial appeal or the award granted in a subsequent appeal if the initial application was denied. Prior to January 2009, all appeal awards were included in this indicator, even if the appeal award was only a modification of the initial award. The name of the indicator 'Serious home care complaints resolved in 24 hours (%)' has been revised to 'Serious personal care complaints resolved in 24 hours (%)' for clarification.
- HRA used a revised calculation to determine 'Individuals and families at imminent risk diverted from becoming homeless (%)' as of January 2009 by cross-referencing the positive diversion outcomes at the Agency's Job Centers with data showing whether an HRA diverted family subsequently came to the Prevention Assistance and Temporary Housing (PATH) at the Department of Homeless Services during the fiscal year. If a family was previously diverted by HRA, but subsequently became homeless and was not diverted from homelessness at PATH, the diversion by HRA was not counted as a positive outcome. Prior to January 2009, there was no such cross-referencing with PATH.
- HRA has renamed the indicator 'HRA Medicaid provider audits approved by the State' with 'HRA Medicaid provider audits being conducted' to more accurately describe HRA's ongoing efforts to prevent Medicaid fraud, waste and abuse.





ADMINISTRATION FOR CHILDREN'S SERVICES

John B. Mattingly, Commissioner

Key Public Service Areas

- ✓ **Protect children from abuse and neglect.**
- ✓ **Provide preventive and foster care services to meet the needs of children and families.**
- ✓ **Ensure timely reunification or adoption services based on the needs of the child.**
- ✓ **Ensure access to quality, safe child care and Head Start services in communities.**

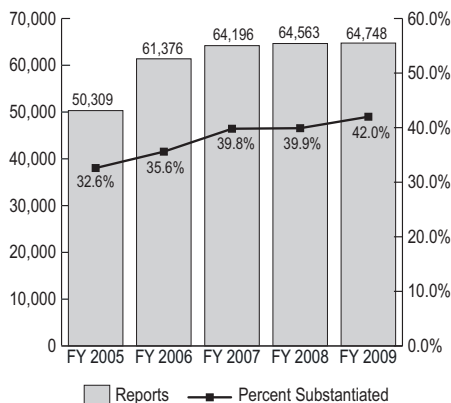
Critical Objectives

- 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.

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, and providing child care and Head Start programs. ACS investigates child abuse and neglect reports involving approximately 90,000 children annually; during Fiscal 2009 it provided preventive services to approximately 32,000 children. ACS currently provides foster care for approximately 16,500 children through 38 foster care agencies citywide and helps arrange for the adoption of approximately 1,300 children a year. ACS also funds and supports 259 Head Start centers and enrolls approximately 104,000 children in child care programs through contracted providers.

Abuse and/or Neglect Reports and the Percent Substantiated



Performance Report

- ✓ **Protect children from abuse and neglect.**
 - The percentage of abuse and neglect reports responded to within 24 hours increased from 97.3 percent in Fiscal 2008 to 97.6 percent in Fiscal 2009.
 - There was a small increase in the percent of children in completed investigations with repeat investigations within a year, from 21.4 percent in Fiscal 2008 to 21.7 percent in Fiscal 2009, and a slightly greater increase in the repeat substantiation rate, from 14.2 percent in Fiscal 2008 to 14.7 percent in Fiscal 2009. The increase in repeat substantiated reports is consistent with the overall increase in the percent of reports that are substantiated, which increased from 39.9 percent in Fiscal 2008 to 42.0 percent in Fiscal 2009. The increase is due in part to enhanced staff training and more rigorous investigations.
 - The average child protective specialist caseload continues to decline, reaching 9.3 in Fiscal 2009, the lowest in five years.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Number of State Central Register Intakes	50,309	61,376	64,196	64,653	64,748	*	*
★ Number of State Central Register Consolidated Investigations	47,021	57,145	59,615	59,317	59,161	*	*
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)	96.4%	94.3%	96.0%	97.3%	97.6%	100%	100%
Children in completed investigations with repeat investigations within a year (%)	20.2%	21.4%	22.0%	21.4%	21.7%	*	*
★ Children in substantiated investigations with repeat substantiated investigations within a year (%) (Preliminary)	11.5%	12.6%	14.7%	14.2%	14.7%	12%	12%
★ Average child protective specialist caseload	11.5	16.6	14.9	11.0	9.3	12	12

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



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

- The average daily number of children receiving preventive services through ACS contracted programs decreased by less than 0.4 percent, from 31,875 in Fiscal 2008 to 31,752 in Fiscal 2009.
- The average number of children in foster care decreased modestly from 16,701 during Fiscal 2008 to 16,439 during Fiscal 2009, largely because of a 8.4 percent decrease in the average number of children in congregate care from 2,358 children to 2,159.
- The percent of children who re-entered foster care within a year of discharge to their family increased from 11.1 percent during Fiscal 2008 to 14.1 percent during Fiscal 2009. Some of this increase is attributable to improved investigations of abuse and neglect. It also should be noted that this number includes some agencies that ACS no longer contracts with due to poor performance. It is anticipated that re-entry rates will improve as children are in care only with the higher performing agencies. In response to this increase, however, ACS is working closely with our provider agencies to improve practice regarding permanency decision making. Re-entry is a component of Fiscal 2010 Scorecard, the performance measurement system for our foster care provider agencies. ACS is also working with our provider agencies to develop Provider Agency Childstat as a means to model a process of inquiry and accountability that can be replicated by the providers. Re-entry will be the topic of the first Provider Agency Childstat, to occur this fall.
- In Fiscal Year 2009, the percent of children placed in their home boroughs upon admission to foster care increased to 57.8 percent from 54.0 percent during Fiscal 2008, and the percent of children placed in their community increased from 29.1 percent to 32.7 percent.
- The percentage of children entering foster care who were placed with relatives during the fiscal year increased by 0.8 percent to 24.5 percent in Fiscal 2009, and the average number of children in foster care with relatives increased 3.3 percent from 5,399 to 5,575.
- During Fiscal 2009, 2,340 reports of abuse and/or neglect for children in foster care or child care were received by ACS, a 15.4 percent increase from Fiscal 2008. This increase included a 16.1 percent increase in reports of abuse/neglect in foster care, and a 13 percent increase in reports for child care. Of these, 31.8 percent of foster care reports and 30.1 percent of child care reports during Fiscal 2009 were substantiated. ACS continues to collaborate with service providers to improve abuse and neglect reporting and enhance the quality of investigations through ongoing staff training. The increase in both foster care and child care reports and substantiation rates reflect this enhanced approach to investigations.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Children receiving contract preventive services	28,781	27,304	29,498	31,875	31,752	*	*
★ Number of Families Entering Purchased Preventive Services	11,965	10,671	11,547	11,857	11,865	*	*
★ Children in foster care (average)	18,968	16,659	16,854	16,701	16,439	*	*
- Children in foster kinship homes	4,669	4,011	4,738	5,399	5,575	*	*
- Children in nonrelative foster boarding homes	10,743	9,809	9,517	8,944	8,705	*	*
- Children in congregate care	3,557	2,838	2,600	2,358	2,159	*	*
All children entering foster care (preliminary)	4,887	6,402	7,072	7,401	7,406	*	*
★ New children entering foster care (preliminary)	3,649	4,897	5,651	5,843	5,909	*	*
★ Children who re-enter foster care within a year of discharge to family (%) (Preliminary)	8.7%	7.8%	11.4%	11.1%	14.1%	10%	10%
Children placed in foster care in their borough (%) (Preliminary)	76.8%	74.1%	65.7%	54.0%	57.8%	*	*
★ Children placed in foster care in their community	43.4%	38.0%	33.9%	29.1%	32.7%	*	*
★ Children entering foster care who are placed with relatives (%) (Preliminary)	21.4%	25.3%	28.1%	24.3%	24.5%	*	*
Siblings placed simultaneously in the same foster home (%) (Preliminary)	91.4%	90.2%	85.3%	79.7%	80.9%	*	*
Parents or caregivers attending Post-Removal 72-Hour Child Safety Conferences (%)	74.3%	77.8%	78.4%	74.8%	77.2%	*	*
Children in foster care who had one or fewer transfers from one facility to another (%)	56.7%	55.0%	56.8%	58.6%	59.2%	*	*
Abuse and/or neglect reports for children in foster care and child care	1,330	1,551	1,688	2,027	2,340	*	*

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
- for children in foster care	1,095	1,256	1,336	1,650	1,915	*	*
- for children in child care	235	294	352	377	426	*	*
Abuse and/or neglect reports for children in foster care and child care that are substantiated (%) (Preliminary)	15.2%	16.6%	23.2%	29.4%	31.5%	*	*
- for children in foster care (%) (Preliminary)	14.6%	14.9%	19.5%	30.0%	31.8%	*	*
- for children in child care (%) (Preliminary)	18.0%	24.7%	21.0%	26.8%	30.1%	*	*
Cost per foster care case \$ - Congregate care by level of need - Level 1	\$134.90	\$144.57	\$191.93	\$201.88	\$213.44	*	*
- Level 2	\$172.93	\$186.29	\$205.62	\$215.82	\$225.35	*	*
- Level 3	\$182.95	\$200.02	\$262.00	\$271.07	\$294.63	*	*
- Foster boarding home	\$51.91	\$54.58	\$57.69	\$63.46	\$66.94	*	*

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

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

- The median length of stay to reunification for children entering care for the first time decreased to 8.3 months in Fiscal 2009 from 9.3 months in Fiscal 2008. The percentage of children returned to their parents within 12 months of entering care decreased from 66.8 percent during Fiscal 2008 to 65.4 percent in Fiscal 2009.
- A total of 1,344 adoptions were finalized in Fiscal 2009, a decrease of 8.7 percent from Fiscal 2008. There was also a 12.3 percent decrease in the number of children eligible for adoption during the same periods.
- The average time to complete adoption (in years) decreased from 3.4 years during Fiscal 2008 to 3.2 in Fiscal 2009.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Median length of stay for children entering foster care for the first time who are returned to parent (months)	8.2	10.3	11.5	9.3	8.3	10	10
Children returned to parent(s) within 12 months (%) (Preliminary)	44.9%	55.6%	60.0%	66.8%	65.4%	60%	60%
Children eligible for adoption (average)	3,083	2,805	2,561	2,098	1,839	*	*
Children adopted	2,364	1,831	1,562	1,472	1,344	*	*
Median length of stay in foster care before child is adopted (months)	59.7	58.0	54.2	53.8	53.7	50	50
Average time to complete adoption (years)	3.4	3.5	3.4	3.4	3.2	3	3
★ Children eligible for adoption who are adopted (%)	76.7%	65.3%	61.0%	70.2%	73.1%	*	*

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

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

- The average child care occupancy rate increased to 94.8 percent for Fiscal 2009 from the average rate of 89.1 percent during Fiscal 2008. This increase was primarily driven by a 7.1 percent increase in the average occupancy rate for group child care. With the completion of the Full Enrollment Initiative, programs are now doing their own pre-determination eligibility screening; group child care programs, working in partnership with ACS, have greatly improved enrollment rates.
- The average Head Start occupancy rate increased from 92.0 percent during Fiscal 2008 to 96.0 during Fiscal 2009. Engaging the Head Start Policy Council and parents to work with ACS to improve enrollment, as well as the introduction of Project Full Enrollment, has positively affected Head Start enrollment.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Total Head Start Enrollment	19,886	19,530	18,782	18,147	18,561	*	*
★ Head Start capacity filled (%)	95.2%	94.7%	93.5%	92.0%	96.0%	95%	95%
★ Total Enrollment in Subsidized Child-Care (Low-Income Working/Other Families and TANF)	NA	NA	106,761	102,292	104,275	102,000	102,000
★ Total Contracted Child care capacity filled (%)	92.1%	97.9%	87.1%	89.1%	94.8%	99%	99%
Contracted Family Child Care capacity filled (%)	92.9%	97.9%	97.9%	98.4%	102.7%	99%	99%
Contracted Group Child Care capacity filled (%)	92.3%	87.9%	83.5%	85.6%	91.7%	99%	99%
Total Number of Children using Vouchers for Child Care (Low-Income Working/ Other Families)	18,161	20,175	24,104	23,281	22,069	*	*
Total Number of Children using Vouchers for Child Care (TANF)	NA	NA	49,147	47,632	49,463	*	*
Total Number of Children using Vouchers for Child Care (TANF and Low-Income Working /Other Families)	NA	NA	76,285	70,913	71,532	*	*
Cost per child care slot - Group child care (voucher) (\$)	\$6,615	\$6,956	\$9,675	\$9,874	\$10,080	*	*
- Family child care (voucher) (\$)	\$5,620	\$6,085	\$6,959	\$7,048	\$7,151	*	*
- Group child care (contract) (\$)	\$8,337	\$9,510	\$13,214	\$13,095	\$12,710	*	*
- Family child care (contract) (\$)	\$5,950	\$6,942	\$7,194	\$7,306	\$7,457	*	*
Cost per Head Start slot (\$)	\$8,808	\$8,797	\$10,272	\$10,461	\$10,820	*	*

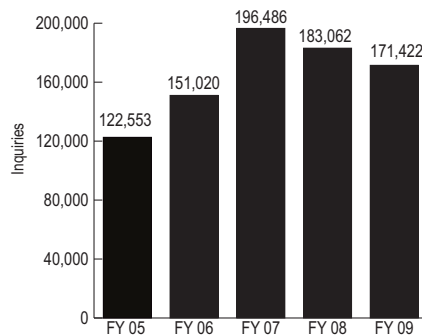
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 171,422 ACS-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 ACS - related inquiries:	Total	% of ACS Inquiries
Subsidized Child Care - Recertification or Change	24,852	14.5%
ACS - Eligibility Appointment	14,788	8.6%
Child Care Center - Preschool	9,526	5.6%
Subsidized Child Care - Information and Assistance	9,291	5.4%
Subsidized Child Care Application - Brooklyn	7,524	4.4%

Agency Resources

Agency Resources	Actual					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$2,283.6	\$2,326.5	\$2,758.7	\$2,854.5	\$2,820.0	\$2,756.6	\$2,601.5	\$2,674.8
Revenues (\$ millions)	\$3.5	\$3.9	\$2.4	\$3.8	\$4.8	\$3.4	\$3.4	\$3.4
Personnel	6,411	6,682	6,950	7,168	6,700	6,973	6,234	6,250
Overtime paid (\$000)	\$14,547	\$21,894	\$23,855	\$16,925	\$12,845	*	*	*
Human services contract budget (\$ millions)	\$1,291.6	\$1,230.6	\$1,601.8	\$1,628.2	\$1,612.0	\$1,565.4	\$1,483.9	\$1,522.9
Work Experience Program (WEP) participants assigned	110	71	77	125	64	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report



Noteworthy Changes, Additions or Deletions

- The indicator 'Children placed in foster care in their own community district' has been replaced by a new indicator 'Children placed in foster care in their community' which reflects the percent of children placed in regular foster boarding homes in their home community district or in a community district adjacent to their home community district.
- The indicator 'Children in foster care who had two or more transfers from one facility to another' has been replaced by a new indicator 'Children in foster care who had one or fewer transfers from one facility to another'.
- ACS has discontinued the collection of the indicator 'Separated siblings in foster care receiving biweekly visit from their other siblings (%) (Preliminary)'.





DEPARTMENT OF HOMELESS SERVICES

Robert V. Hess, Commissioner

Key Public Service Areas

- ✓ Prevent homelessness.
- ✓ Conduct outreach to street homeless individuals.
- ✓ Provide temporary emergency shelter for eligible homeless people.
- ✓ Work with homeless individuals and families to develop and implement independent living plans.

Scope of Agency Operations

DHS manages 11 City-run and 189 privately-run shelter facilities, consisting of 50 adult facilities and 150 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.

Performance Report

✓ Prevent homelessness.

- In Fiscal 2009 the New York City Department of Homeless Services (DHS) improved its performance in helping individuals and families to remain in housing in the community and avoid homelessness. More than 90 percent of families and adults receiving prevention services did not enter the DHS shelter system. Prevention results improved for adult families and families with children by 2.7 and 1.5 percentage points, respectively. Additionally, through the continued partnership between DHS and the Human Resources Administration (HRA), 5,810 families at the Prevention Assistance and Temporary Housing office (PATH) were diverted from entering shelter in Fiscal 2009.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	NA	NA	96.3%	96.0%	95.8%	*	*
★ Adult Families receiving preventive services who did not enter the shelter system (%)	NA	92.1%	97.7%	95.9%	98.6%	*	*
★ Families with children receiving preventive services who did not enter the shelter system (%)	NA	90.8%	90.7%	89.8%	91.3%	*	*

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

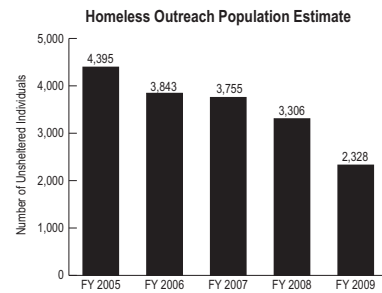
✓ Conduct outreach to street homeless individuals.

- DHS estimates the number of unsheltered individuals living outdoors in New York City (in the streets, in parks, under highways, on subways, or in the public transportation stations) through the annual Homeless Outreach Population Estimate (HOPE). The January 2009 HOPE count estimate of 2,328 is a 30 percent decrease in the number of street homeless individuals from 2008 and a 47 percent decrease since the first citywide survey was conducted in 2005. This is a ratio of 1 unsheltered individual for every 3,554 people in New York City, the lowest ratio of street homeless



individuals to the general population for all large U.S. cities employing a similar methodology; Los Angeles, for example, has 1 street homeless individual for every 96 people. This success is attributed to the high level of placements of chronically street homeless individuals into housing.

- In September 2007 DHS implemented new outreach contracts that incentivize placement of the most chronically street homeless clients directly into housing. At the same time, DHS developed new placement options for chronically street homeless clients: Safe Havens, a low demand “Housing First” approach that places street homeless clients directly into housing, and stabilization beds, a safe housing setting for clients who are waiting for housing applications to be processed. Through June 2009 DHS has developed 411 Safe Havens and 150 stabilization beds. This new approach resulted in the placement of 948 chronically street homeless individuals into permanent or temporary housing in Fiscal 2009, the first full year for which data are available.

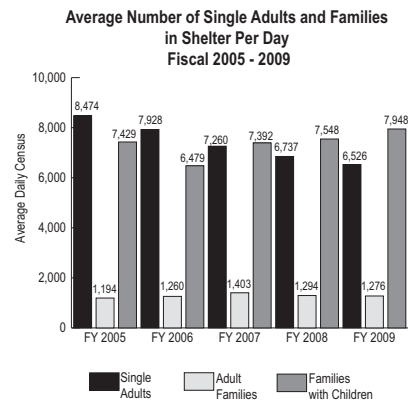


Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Unsheltered individuals that are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City (HOPE)	4,395	3,843	3,755	3,306	2,328	*	*
Number of Chronically Homeless Individuals Placed into Permanent and Temporary Housing by Outreach Teams	NA	NA	NA	NA	948	*	*

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

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

- From Fiscal 2008 to Fiscal 2009 DHS experienced an increase in the number of single adults, adult families, and families with children entering the system, mirroring national trends during the current economic downturn. During this difficult time, the Department will continue its efforts to prevent homelessness and return clients to permanent housing as quickly as possible.
- The average number of single adults in shelter per day decreased by 3.1 percent, from 6,737 in Fiscal 2008 to 6,526 in Fiscal 2009. DHS attributes this to the reduction in shelter length of stay. The average number of adult families in shelter per day decreased slightly, which can be attributed to Advantage NY, DHS’s rental subsidy program. Simultaneously, in Fiscal 2009 the average number of families with children increased by 5.3 percent over Fiscal 2008. Despite a record high number of placements into permanent housing and a reduced length of stay in shelter, the census grew due to an increase in the number of families entering shelter.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ 📞 Single adults entering the DHS shelter services system	17,215	16,984	17,635	18,277	18,480	*	*
★ 📞 Adult families entering the DHS shelter services system	1,004	1,080	1,071	1,040	1,278	*	*
★ 📞 Families with children entering the DHS shelter services system	8,027	9,167	10,733	9,664	12,959	*	*
★ 📞 Average number of single adults in shelter per day	8,474	7,928	7,260	6,737	6,526	*	*
★ 📞 Average number of adult families in shelters per day	1,194	1,260	1,403	1,294	1,276	*	*
★ 📞 Average number of families with children in shelters per day	7,429	6,479	7,392	7,548	7,948	*	*

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

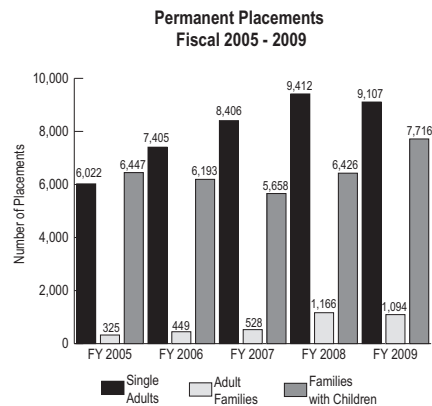


Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Cost per day for shelter facilities - Single adult facilities (\$)	\$55.51	\$62.21	\$63.75	\$72.38	\$70.18	*	*
- Family facilities (\$)	\$88.67	\$90.92	\$94.97	\$99.81	\$105.22	*	*
Families suitably placed in the shelter services system within 10 days (%)	97.0%	98.4%	99.2%	99.9%	100.0%	95%	95%
Average school attendance rate for children in the DHS shelter services system (%)	78.8%	78.9%	79.7%	79.7%	81.0%	*	*
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	95.1%	90.5%	82.6%	82.9%	81.3%	85%	85%
★ Safety, maintenance, and cleanliness deficiencies noted on independent inspections of adult shelters	44	115	79	93	54	*	*
★ Critical incidents in the Adult Shelter system, per 1,000 residents	1.2	1.6	1.5	0.5	0.4	*	*
★ Critical incidents in the Adult Family Shelter system, per 1,000 residents	NA	1.9	1.0	1.6	1.6	*	*
★ Critical incidents in the Families with Children Shelter system, per 1,000 residents	2.0	1.8	1.3	0.6	1.2	*	*

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

✓ **Work with homeless individuals and families to develop and implement independent living plans.**

- The average length of stay for all populations decreased from Fiscal 2008 to Fiscal 2009. The average length of stay in shelter decreased by 7.8 percent for single adults, 26.7 percent for adult families, and 13.3 percent for families with children. This can be attributed to record levels of placements into permanent housing and continued use of Next Step shelters, which offer more intensive case management services to clients who experience challenges to exiting shelter.
- The number of single adults placed into permanent housing declined by 3 percent. DHS continues to review single adult placements via the Adults Performance Incentive Program (PIP), which provides shelters with annual placement targets and includes a monthly review with providers to discuss best practices and highlight achievements.
- The number of families with children placed into permanent housing increased by 20 percent compared to Fiscal 2008. These successes can be attributed to Advantage New York, DHS's rental subsidy program, and the Families Performance Incentive Program (PIP), which incentivizes shelters to place clients into permanent housing.
- From Fiscal 2008 to Fiscal 2009 DHS achieved a system-wide decrease in the percentage of adults and families with permanent placements from shelter who return to DHS within one year. This is the result of Advantage NY and DHS' aftercare services, which have helped families and individuals maintain permanent housing.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Average length of stay for single adults in shelter (days)	329	321	308	283	261	*	*
★ Average length of stay for adult families in shelter (days)	NA	NA	516	505	370	*	*
★ Average length of stay for families with children in shelter (days)	NA	NA	292	324	281	*	*
★ Single adults placed into permanent housing (Preliminary)	6,022	7,405	8,406	9,412	9,107	8,000	8,000
★ Adult families placed into permanent housing (Preliminary)	325	449	528	1,166	1,094	*	*
★ Families with children placed into permanent housing (Preliminary)	6,447	6,193	5,658	6,426	7,716	*	*
★ Single adults placed into permanent housing who return to the DHS shelter services system within one year (%)	9.9%	12.8%	14.1%	15.8%	12.9%	*	*

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Adult families placed into permanent housing who return to the DHS shelter services system within one year (%)	1.1%	0.9%	2.9%	5.3%	2.8%	*	*
★ Families with children placed into permanent housing who return to the DHS shelter services system within one year (%)	0.8%	1.4%	3.1%	4.2%	3.4%	*	*

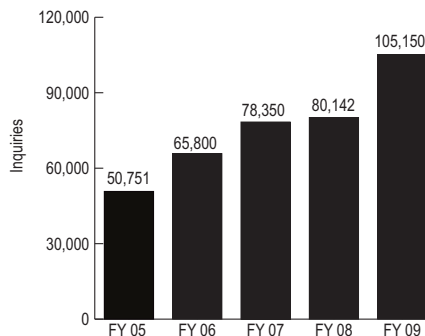
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 105,150 DHS-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 DHS - related inquiries:	Total	% of DHS Inquiries
Homeless Shelter Intake for Single Adults	25,451	24.2%
Homeless Shelter Intake for Families with Children	24,823	23.6%
Homeless Person Assistance	11,824	11.2%
HomeBase Program to Prevent Homelessness	8,219	7.8%
Homeless Shelter Complaint - Shelter Client	6,617	6.3%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$722.6	\$725.4	\$732.6	\$785.5	\$865.1	\$844.1	\$648.0	\$764.6
Personnel	2,266	2,230	2,078	2,084	2,027	2,265	1,992	1,886
Overtime paid (\$000)	\$7,296	\$6,618	\$8,146	\$9,067	\$7,326	*	*	*
Capital commitments (\$ millions)	\$28.5	\$14.3	\$21.8	\$69.2	\$25.5	\$62.3	\$25.5	\$96.9
Human services contract budget (\$ millions)	\$519.7	\$505.7	\$534.2	\$576.5	\$667.8	\$642.1	\$454.6	\$583.0

¹January 2009 Financial Plan ²Authorized Budget Level ³Expenditures include all funds "NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- DHS no longer includes clients in Safe Havens and Veterans short-term housing from the indicators for single adult prevention services, shelter entrants, census and placement indicators. These clients enter these special systems through a separate intake process with different requirements than the mainstream shelter population, and receive a different portfolio of services targeted to their needs.
- DHS has changed its measurement of average length of stay of single adults in shelter. The indicator previously measured the number of days in shelter during the respective fiscal year for individuals in shelter during that year. The new measurement reflects, for all individuals in shelter during the respective fiscal year, the number of days in shelter during the last four years. This new indicator is a better measure of clients' shelter use over time and their impact on the shelter system as a whole.



- DHS has replaced two single adult placement indicators with one: ‘Single adult placements into permanent and temporary housing by outreach teams’, and ‘Outreach contacts that result in placement into temporary housing (%)’ have been replaced by the ‘Number of Chronically Street Individuals placed into permanent and temporary housing by outreach teams,’ which was introduced in the Fiscal 2009 Preliminary Mayor’s Management Report. These indicators do not reflect DHS’ mission to target the most chronically and medically vulnerable street homeless for services.
- DHS has removed one placement indicator; ‘Single adults suitably placed in the shelter services system within 21 days (%)’. The indicator does not reflect DHS’s objective to move clients into stable housing as quickly as possible. As discussed in the Fiscal 2008 Mayor’s Management Report, DHS incentivizes assessment providers to divert clients back into the community instead of transferring them to a program shelter; assessment providers thus retain clients longer if they can assist them in returning to permanent housing. Although final appropriate placement may thus take longer, the ultimate goal remains to return clients to their community.
- DHS has removed two transfer indicators: ‘Single adults who experience more than one facility transfer’, and ‘Families who experience more than one facility transfer’. These indicators were developed to minimize the unnecessary movement of families and individuals within the shelter system, but strategic transfers are now employed to help families and individuals exit shelter. The most common use of these transfers is to Next Step shelters, a shelter model implemented in July 2007, that offer more intensive case management services to clients who have not successfully completed their independent living plans and returned to permanent housing. The Next Step model works by transferring a client from his or her shelter to one of the Next Step shelters.
- DHS has updated data for the indicator ‘Safety, maintenance, and cleanliness deficiencies noted on independent inspections of adult shelters for Fiscal 2006 through Fiscal 2008’. Previously published figures have been revised accordingly.





DEPARTMENT FOR THE AGING

Lilliam Barrios-Paoli, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. The Department supports a broad range of services, both directly and through approximately 900 contracts which include discretionary funds with community-based organizations, including the administration of 304 contracted senior centers, and also provides more than 12.6 million meals annually, both home-delivered and at senior centers.

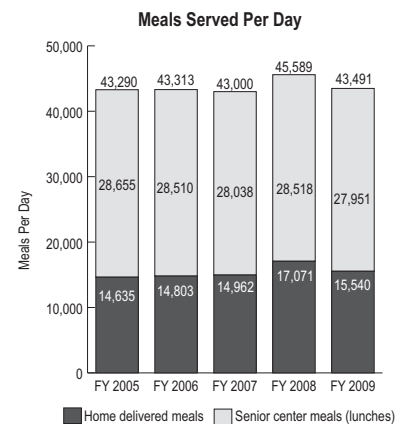
Critical Objectives

- 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.
- Provide access to the Senior Citizen Rent Increase Exemption Program (SCRIE) in an efficient and timely manner.
- Increase supportive services to caregivers.

Performance Report

✓ Promote independence and opportunities for older New Yorkers.

- The Department's main indicators in Fiscal 2009 reflect a transitional period in which case management for critical clients, including recipients of home care and home-delivered meals, is being reworked to unify case management across services and improve service delivery. Through the home-delivered meals RFP, services were consolidated from over 90 small providers scattered throughout the City to 13 contractors serving 20 regions to allow for better management of the program. In addition, the new contractors are able to offer daily delivery of hot meals, or for the first time city wide, frozen meals delivered on a twice weekly basis in order to accommodate meal recipients' preferences and schedules.
- During the February-to-May 2009 home-delivered meal transition, existing recipients continued to receive meals, but no new clients were accepted during the transition except where assessments showed an immediate or emergency need. Due to natural attrition during this period, 3.9 million meals were delivered to seniors in their homes, a decrease of approximately 8 percent. DFTA has fully resumed enrollment and expects Fiscal 2010 performance to return to prior levels.
- The hours of home care provided to seniors fell approximately 12 percent below Fiscal 2008 levels, with approximately 1.5 million hours of services provided in 2009. While case management agencies worked to implement new procedures for referral of clients to home delivered meal programs based on the transition described above, the pace of referrals to home care slowed somewhat. Now that the home delivered meals transition has been fully implemented, as well as the fact that DFTA is providing technical assistance to provider agencies, it is projected that performance targets will be met in Fiscal 2010.





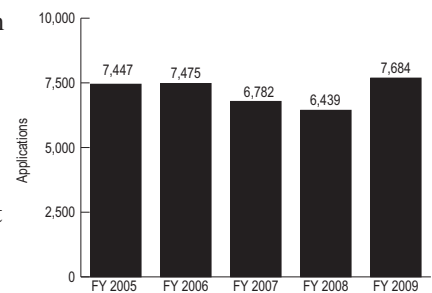
Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Total registered users of Senior Centers (annual)	NA	NA	NA	NA	NA	*	*
Average daily attendance at senior centers	NA	NA	NA	NA	27,951	*	*
★ Senior centers operating at a minimum of 90 percent capacity (%)	NA	58%	56%	55%	52%	*	*
★ Senior Center Lunches Served	7,163,673	7,127,512	7,009,500	7,025,805	6,987,646	7,542,210	7,544,254
★ Home Delivered Meals Served	3,658,768	3,700,850	3,740,621	4,210,538	3,936,718	4,195,388	4,382,789
★ Total recipients of home care services (annual)	NA	NA	NA	NA	5,401	*	*
★ Hours of home care services provided	1,573,656	1,577,424	1,590,952	1,746,742	1,534,705	1,691,000	1,721,600
★ Contracted cost per hour of home care (\$)	\$14.85	\$15.60	\$15.55	\$16.35	\$17.07	*	*
★ Seniors trained for unsubsidized employment	216	302	268	305	308	*	*
★ Trainees placed in unsubsidized employment	194	189	188	185	161	*	*

★ Critical Indicator ☎ 311 related "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.**

- The number of caregivers who received casework services or training through DFTA's in-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center increased by more than 23 percent from Fiscal 2008 to Fiscal 2009, with more than 7,700 caregivers served. At the same time, the number of caregivers receiving supportive services from DFTA's contracted providers declined by about 14 percent as the result of a budget reduction in Fiscal 2009. Overall, DFTA was able to achieve a slight increase in its support of caregivers through the two programs, from 13,773 in Fiscal 2008 to 14,160 in Fiscal 2009.

New Applications Received for the SCRIE Program



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Average processing time for SCRIE applications (days)	NA	NA	NA	44	48	*	*
★ Caregivers who received casework services or training through DFTA's in-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center	4,271	4,543	3,690	6,278	7,746	*	*
★ Caregivers who received supportive services through DFTA's contracted providers	7,398	7,027	7,553	7,495	6,414	*	*

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

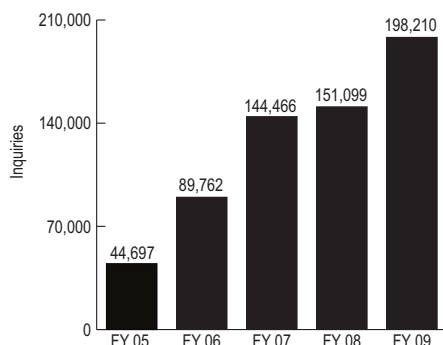


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 198,210 DFTA-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 DFTA - related inquiries:	Total	% of DFTA Inquiries
<i>SCRIE - Status Lookup</i>	22,378	11.3%
<i>SCRIE - Application and Guide for Seniors Not Enrolled</i>	14,461	7.3%
<i>SCRIE - Assistance - Landlord or Senior Participant</i>	9,615	4.9%
<i>Case Assistance for Seniors</i>	8,476	4.3%
<i>Housing Options for Frail or Disabled Seniors</i>	8,443	4.3%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$231.3	\$268.2	\$271.9	\$290.5	\$295.3	\$285.3	\$245.1	\$288.4
<i>Revenues (\$ millions)</i>	\$1.1	\$0.7	\$0.4	\$1.5	\$2.0	\$1.2	\$1.0	\$1.0
<i>Personnel</i> ⁴	849	852	835	870	875	812	824	887
<i>Overtime paid (\$000)</i>	\$8	\$10	\$13	\$16	\$15	*	*	*
<i>Capital commitments (\$ millions)</i>	\$4.9	\$2.9	\$4.9	\$4.4	-\$0.9	\$34.8	\$4.4	\$31.1
<i>Human services contract budget (\$ millions)</i>	\$174.5	\$208.1	\$214.0	\$229.1	\$229.4	\$224.5	\$184.4	\$225.4
<i>Work Experience Program (WEP) participants assigned</i>	459	611	562	598	799	*	*	*

¹January 2009 Financial Plan ²Authorized Budget Level ³Expenditures include all funds *NA means Not Available in this report

⁴The Department's personnel resources include the full-time equivalents of seniors paid as foster grandparents and seniors who are job trainees, which together make up approximately 50 percent of its total personnel.

Noteworthy Changes, Additions or Deletions

- Data is now available for Fiscal 2009 for the new indicator ‘Total recipients of home care services (annual)’.
- Data is not yet available for the indicator ‘Total registered users of Senior Centers (annual)’. However, DFTA has introduced a new indicator, ‘Average daily attendance at senior centers’.





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 3,519 contracts with community-based organizations throughout New York City. These include 608 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 413 programs to help low-income individuals and families become more economically self-sufficient and 40 adult literacy programs that help participants further their education and advance their careers. In addition, DYCD now funds 11 adolescent literacy and 15 family literacy programs. The Department also administers a network of 80 Beacon community centers, housed in public schools citywide, which serve youth, adults and families during out-of-school hours. Through a range of programs, DYCD contractors assist immigrants in becoming citizens and in taking part in the civic and cultural life of their new communities. In addition, DYCD implements and oversees the City's youth workforce development programs, 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.

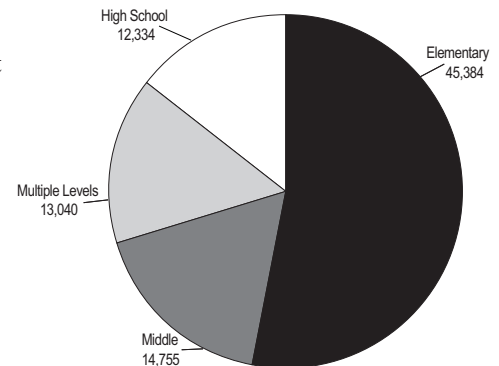
Performance Report

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

- Out-of-School Time (OST) program enrollment rose for school-year programs while declining slightly for summer programs in Fiscal 2009. Total OST enrollment decreased by two percent in Fiscal 2009, to 85,513 from 87,256 in Fiscal 2008.

- The number of runaway and homeless youth living in Transitional Independent Living (TIL) centers increased by 13 percent, from 244 in Fiscal 2008 to 275 in Fiscal 2009. This increase was the result of 12 new TIL beds opening at the end of Fiscal 2008. An additional 9 TIL beds will be added by December 2009. The utilization rate for TIL beds decreased to 82 percent in Fiscal 2009, from 86 percent in Fiscal 2008, while the utilization rate for Crisis beds was unchanged at 100 percent. The percentage of youth reunited with family or placed in a suitable environment from TIL centers was stable while the same indicator for youth from Crisis Shelters decreased to 72 percent, from 75 percent in Fiscal 2008.
- The number of youth served by Street Outreach and Drop-In Center programs also increased from Fiscal 2008 to Fiscal 2009. Street Outreach figures increased by 19 percent, from 7,235 to 8,634, as technical assistance provided to Street Outreach team members helped improve their operating efficiency. Youth served by Drop-In Centers rose 17 percent,

Out of School Time (OST) Program Participation by School Level FY 2009





from 36,140 in Fiscal 2008 to 42,389 in Fiscal 2009, as awareness of the centers and their services has continued to increase since they were opened in Fiscal 2007.

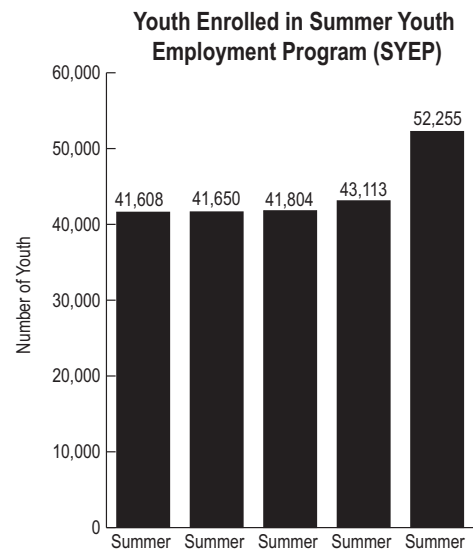
- The number of adults served by Beacon programs rose by more than 70 percent, from 22,512 in Fiscal 2008 to 38,575 in Fiscal 2009. The rise in the number of adult Beacon participants resulted from the expansion of Beacon services at designated NYCHA Community Centers and an increase in the adult services offered at Beacons through co-located providers. In February of Fiscal 2009, 21 Beacon contracts were amended to provide after-school and evening services at 25 NYCHA developments.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Out-of-School Time (OST) Enrollment	NA	58,586	78,364	87,256	85,513	73,400	63,000
★ OST Program Participation Rate - elementary (school year) (%)	NA	NA	81%	78%	82%	80%	80%
★ OST programs meeting target enrollment (school year) (%)	NA	NA	90%	86%	93%	85%	85%
★ OST programs meeting target enrollment (summer) (%)	NA	NA	86%	95%	94%	85%	85%
OST programs meeting target enrollment - elementary (%)	NA	85%	99%	89%	99%	90%	90%
OST programs meeting target enrollment - middle school (%)	NA	71%	94%	89%	91%	85%	85%
OST programs meeting target enrollment - high school (%)	NA	50%	75%	77%	81%	80%	80%
☎ Calls to Youth Connect	32,105	37,783	42,335	47,688	48,469	35,000	45,000
Beacon programs' enrollment as percentage of the minimum annual target (%)	122%	120%	125%	103%	107%	100%	100%
☎ Runaway and Homeless Youth served - Crisis beds	1,707	1,470	2,421	1,824	1,713	1,860	1,860
☎ Runaway and Homeless Youth served - Transitional Independent Living beds	306	299	218	244	275	250	250
★ ☎ Utilization rate for Crisis beds (%)	92%	100%	100%	100%	100%	90%	90%
★ Utilization rate for Transitional Independent Living beds (%)	NA	NA	83%	86%	82%	85%	85%
★ ☎ Youth reunited with family or placed in a suitable environment from Crisis Shelters (%)	NA	NA	65%	75%	72%	60%	60%
★ ☎ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	NA	NA	91%	89%	90%	85%	85%

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

✓ **Prepare youth for economic independence.**

- The number of participants in the Summer Youth Employment Program (SYEP) rose to 52,255 in Summer 2009, an increase of more than 20 percent from the previous summer and exceeding the Fiscal 2010 plan for this program. This increase reflects federal stimulus funds that enabled SYEP to enroll additional youth in Summer 2009. The number of SYEP contracting agencies was also expanded, from 56 in Summer 2008 to 69 in Summer 2009, as the result of a Request for Proposals (RFP) issued in October 2008.
- In Fiscal 2009, DYCD's In-School Youth and Out-of-School Youth workforce development programs again exceeded performance targets for placements and credentialing. These indicators and statewide targets are set by the New York State Department of Labor, which funds the programs through the Workforce Investment Act. More than two-thirds (69%) of Out-of-School Youth were placed in post-secondary education, employment, or advanced training following their exit from the program, compared to 72 percent in Fiscal 2008, while placements of In-School Youth remained level, at 72 percent. From Fiscal 2008 to Fiscal 2009, the percentage of participants attaining degrees or certificates by the end of the third quarter after exiting



the program increased slightly for Out-of-School Youth, from 55 percent to 58 percent and dropped slightly for In-School Youth, from 71 percent to 66 percent.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
☎ Summer Youth Employment Program (SYEP) participants	33,739	41,608	41,650	41,804	43,113	40,000	52,000
★ Out-of-School Youth placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	NA	NA	NA	72%	69%	52%	52%
★ In-School Youth placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	NA	NA	NA	72%	72%	52%	52%
Out-of-School Youth attaining a degree or certificate by the end of the 3rd quarter after exiting the program (%)	NA	NA	NA	55%	58%	40%	40%
In-School Youth attaining a degree or certificate by the end of the 3rd quarter after exiting the program (%)	NA	NA	NA	71%	66%	40%	40%

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

✓ Strengthen and revitalize the communities of New York City.

- The percentage of Community Development program participants who achieved target outcomes set for clients in each program held steady in Fiscal 2009, at 65 percent. The rate of participants in Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) programs who met federal English literacy improvement standards rose to 49 percent in Fiscal 2009, from 46 percent in Fiscal 2008.
- The number of participants enrolled in Adult Basic Education and English as a Second Language programs increased by 54 percent, from 6,269 in Fiscal 2008 to 9,626 in Fiscal 2009. This was due to an expansion in the number of these literacy programs from 25 to 40 in January 2008. During Fiscal 2008, there were six months of expanded program operations with funding of \$4.4 million. For Fiscal 2009, there was a full year of expanded program operations with funding of \$8.1 million.
- The number of citizenship applications filed with the United States Citizenship and Immigration Services (USCIS) increased by 20 percent, from 667 in Fiscal 2008 to 798 in Fiscal 2009. This exceeded the Fiscal 2009 target by 77 percent after the target was reduced to 450 in anticipation that the increase in N-400 and N-600 filing fees would result in fewer citizenship applications. However, due to changing immigration and enforcement trends more applicants than anticipated were willing to pay the higher fees to become U.S. citizens.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Community Development program participants achieving target outcomes designated for clients in each program area (%)	35%	51%	63%	65%	65%	55%	45%
Number of participants served in Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) literacy programs	11,773	11,939	5,507	6,269	9,626	9,500	9,500
★ Adult Basic Education and ESOL participants meeting federal standards of improvement in demonstrating an increased ability to read, write and speak English (%)	45%	47%	54%	46%	49%	45%	45%
Participants achieving positive outcomes in immigration initiatives (%)	30%	41%	43%	45%	50%	45%	41%
Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)	3,148	3,987	6,056	667	798	450	450

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

✓ Perform efficient programmatic and fiscal monitoring of service contracts.

- Although the number of fiscal audits decreased from 545 in Fiscal 2008 to 344 in Fiscal 2009, it was less than two percent below the updated Fiscal 2009 target of 350 audits.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Agency Assessments Completed as a percent of total agency contracts	NA	NA	87%	90%	98%	90%	90%
Fiscal Audits	NA	139	174	545	344	350	350
★ Contracts Terminated	NA	NA	NA	36	12	*	*

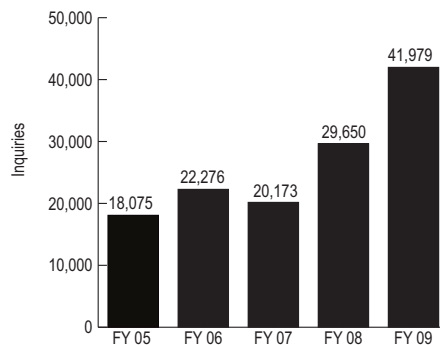
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 41,979 DYCD-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 DYCD - related inquiries:	Total	% of DYCD Inquiries
Literacy and GED Instruction for Adults	6,413	15.3%
Summer Jobs for Youth - General	6,342	15.1%
Shelter and Assistance for Runaway or Homeless Youth	4,565	10.9%
Youth Services and Counseling - Youth Connect	2,937	7.0%
Literacy and GED Instruction for Non-English Speakers	2,443	5.8%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$246.2	\$303.0	\$310.6	\$384.1	\$387.8	\$384.1	\$293.2	\$387.8
Personnel	405	423	429	452	434	409	407	390
Overtime paid (\$000)	\$268	\$295	\$370	\$360	\$154	*	*	*
Human services contract budget (\$ millions)	\$185.0	\$222.1	\$230.8	\$288.1	\$288.4	\$280.9	\$214.6	\$272.0

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- DYCD revised the Fiscal 2010 target for the number of Summer Youth Employment Program (SYEP) participants to 52,000, reflecting the allocation of federal stimulus funding to the program.
- DYCD revised the Fiscal 2010 target for 'Calls to Youth Connect', the agency's telephone help line, to 45,000, after six consecutive years of increase for this indicator.





INFRASTRUCTURE, ADMINISTRATIVE AND COMMUNITY SERVICES



Department of Environmental Protection



Department of Transportation



Department of Buildings



New York City Housing Authority



Department of Housing Preservation and Development



Department of Design and Construction



Department of Citywide Administrative Services



Department of Information Technology and Telecommunications



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

Steven Lawitts, Acting Commissioner

Key Public Service Areas

- ✓ Ensure the sufficiency, quality, and security of the City's water supply.
- ✓ Treat wastewater and sewage to maintain and enhance water quality in the receiving waters surrounding the City.
- ✓ Repair and maintain in-City water delivery and sewer collection systems.
- ✓ 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.

Critical Objectives

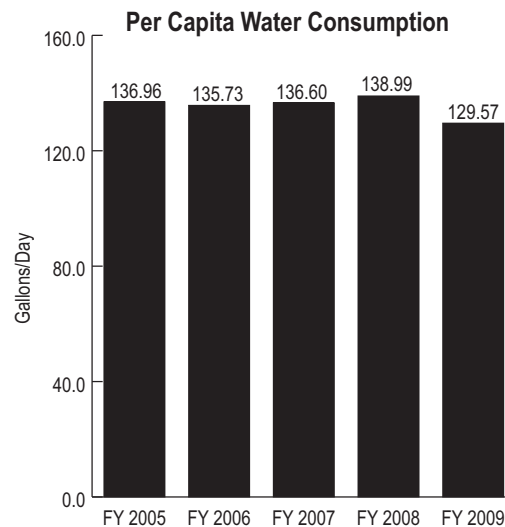
- Monitor water to ensure compliance with federal and State water quality standards.
- Protect and secure the watershed area.
- Promote water conservation.
- Comply with federal and State standards for the treatment of wastewater.
- Respond to emergencies and perform repairs in a timely manner.
- Maintain the integrity of the water supply and distribution systems.
- Maintain the integrity of the storm water and wastewater sewer collection system.
- Ensure that billing is accurate.
- 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.

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 quality drinking water daily and serves more than half the population of New York State, and manages 14 in-City wastewater treatment plants, as well as eight treatment plants upstate. DEP also carries out 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 828,000 water and sewer accounts, and manages citywide water conservation programs.

Performance Report

- ✓ Ensure the sufficiency, quality, and security of the City's water supply.
 - In Fiscal 2009 DEP collected 14,937 drinking water samples and performed 216,634 analyses of which 130, or 0.06 percent, exceeded the associated maximum contaminant level. During three months of this period, while performing repair work on the Delaware Aqueduct, DEP increased its reliance on water from the Croton system, which is currently not filtered and tends to be affected by seasonal water quality conditions. These conditions do not impact health.
 - Average in-City water consumption and per capita consumption declined by 6.8 percent to the lowest levels in more than a decade.





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
<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>	0.1%	0.6%	0.1%	0.2%	0.2%	*	*
★ <i>Number of drinking water analyses above maximum contaminant level</i>	NA	NA	65	53	130	*	*
<i>Completed applications for work to comply with Watershed Rules and Regulations</i>	830	995	822	866	678	*	*
<i>Notices of Violation and Notices of Warning issued in the watershed</i>	191	146	137	165	205	*	*
<i>Patrol hours for Environmental Police and watershed protection staff (000)</i>	333.6	288.9	307.8	298.9	286.0	*	*
★ <i>Percent of reservoir capacity filled (end of month)</i>	91.1%	102.8%	92.4%	89.8%	99.1%	*	*
<i>Average daily in-City water consumption (millions of gallons)</i>	1,093	1,086	1,097	1,115	1,039	*	*

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

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

- As part of its capital upgrade plan, the Department replaced equipment at five of the City's 14 wastewater treatment plants. The new equipment is more reliable and was a significant factor in the 14.9 percent decrease in the number of days plants operated with less than the minimum amount of equipment in service.
- The compliance rate for harbor water samples remained high at 89 percent.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
<i>Wastewater treatment plant effluent meeting federal standards (%)</i>	100.0%	99.9%	99.9%	99.9%	99.9%	100%	100%
★ <i>Sewage treatment plants - number of critical equipment days below minimum</i>	NA	NA	1,588	1,360	1,158	*	*
<i>Harbor survey stations in compliance with State standard for dissolved oxygen (%)</i>	85%	86%	90%	90%	89%	89%	89%

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

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

- Sewer backup complaints decreased by 22.1 percent to 16,977, and response time improved by 16.4 percent, or 1.1 hours, to 5.6 hours.
- Catch basin complaints declined by 29.3 percent but resolution time increased by a half-day as the Department allocated a higher proportion of its workforce to proactive programmed cleaning of catch basins. The number of catch basins cleaned programmatically increased by 59.4 percent, from 19,349 to 30,834, and is credited with helping to reduce complaint volume during the reporting period.
- DEP received half as many street cave-in complaints compared to the same period last year when complaint volume was exceptionally high. Improvements in defining the characteristics that distinguish different types of street defects have led to more accurate reporting and appreciably reduced the number of complaints misidentified as cave-ins. Although there were fewer complaints, average response time rose by 1.7 days to 10.4 days. Cave-in complaints are handled by the same team of inspectors who conduct catch basin surveys and inspections; during Fiscal 2009 the Department placed a greater focus on the latter.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ 📞 <i>Sewer backup complaints received</i>	24,945	24,564	23,927	21,797	16,977	*	*
★ <i>Sewer backup resolution time (hours)</i>	5.8	5.9	6.3	6.7	5.6	7	7
★ <i>Percent of sewer backups recurring locally within 2 years</i>	NA	NA	NA	48.3%	48.8%	*	*

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



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Leak complaints received	4,800	4,247	5,003	4,275	4,583	*	*
★ Leak resolution time (days)	12.7	12.2	12.9	13.4	13.8	17	17
Water main surveyed for leak detection (% linear feet)	64.0%	59.9%	56.6%	56.6%	59.7%	56%	56%
★ Water main breaks	515	450	581	429	513	575	575
★ Average time to restore water to customers after confirming breaks (hours)	NA	NA	NA	12.1	9.1	*	*
Repairs to distribution system	19,659	20,442	21,146	20,166	18,765	19,000	19,000
★ Catch basin complaints received	14,813	15,341	14,919	18,305	12,943	*	*
★ Catch basin backup resolution time (days)	6.5	6.2	6.4	6.5	7.0	9	9
★ Percent of catch basin backups recurring locally within 2 years	NA	NA	NA	31.4%	29.6%	*	*
Catch basins surveyed/inspected (%)	36.3%	31.5%	30.7%	36.5%	40.5%	33.3%	33.3%
★ Street cave-in complaints received	15,254	13,111	12,079	19,272	9,545	*	*
Street cave-in complaints resolved	14,229	12,257	10,734	15,872	8,780	*	*
★ Average time to respond to street cave-in complaints and make safe (days)	NA	5.8	6.7	8.7	10.4	*	*
🚒 Broken and inoperative hydrants (%)	0.46%	0.56%	0.50%	0.39%	0.45%	1%	1%
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	NA	NA	NA	14.8	15.2	*	*
★ Average backlog of broken and inoperative hydrants	494	609	504	421	492	*	*

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

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

- DEP collected nearly \$2,334 million in revenue, 7.4 percent more than the prior year, attributable to both a rate increase and improved collections, but the amount collected as a percent of plan decreased by 2.7 percent due, in part, to the significant decline in water consumption. The percent of monthly billings collected within 30 days rose by two points to 56.8 percent.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Estimated bills (%)	18.9%	19.0%	17.6%	16.3%	16.8%	15%	15%
Total revenue collected (\$ millions)	\$1,776.0	\$1,875.0	\$1,926.0	\$2,173.4	\$2,333.9	\$2,457.7	\$2,680.1
★ Total revenue as percent of plan	101.8%	97.4%	96.3%	97.7%	95.0%	*	*
★ Percent of billed amount collected in 30 days	NA	NA	NA	54.8%	56.8%	*	*
Accounts receivable - total balance (\$ millions)	\$1,088	\$1,027	\$1,107	\$1,046	\$1,131	*	*
- delinquent for more than 180 days (\$ millions)	NA	\$412	\$401	\$323	\$287	*	*
- delinquent for more than 1 year (\$ millions)	NA	\$319	\$304	\$233	\$204	*	*
Meters repaired/replaced	35,799	23,423	31,490	29,240	29,719	30,000	26,700

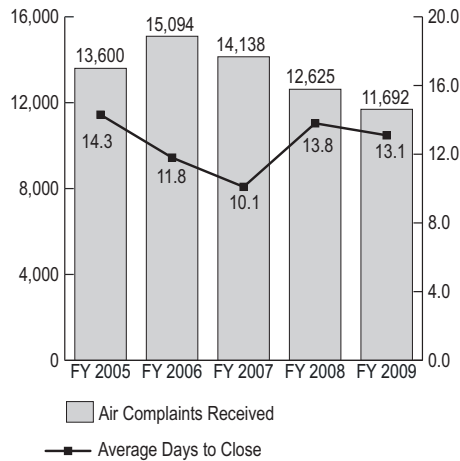
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report

✓ **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.**

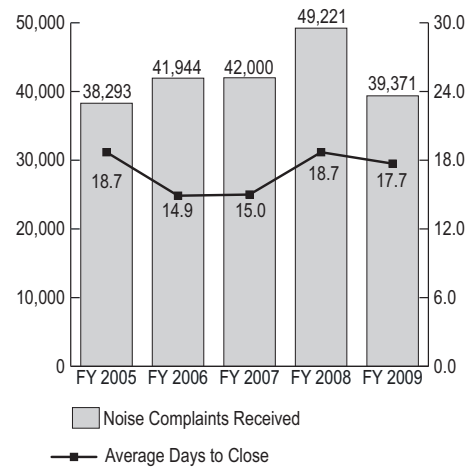
- Air and noise complaints to the Department decreased by a combined total of 17.4 percent, contributing to faster response times to both types of complaints. On average, DEP inspectors closed air quality complaints in 13.1 days and noise complaints in 17.7 days, compared to 13.8 days and 18.7 days, respectively, in Fiscal 2008. The number of asbestos complaints received declined as well, by 41 percent, from 2,350 to 1,391. The Department attributes the decrease to the downturn in construction activity.



Air Complaints Received and Average Days to Close



Noise Complaints Received and Average Days to Close



Web Maps



Web Maps



Web Maps



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Air complaints received	13,600	15,094	14,138	12,625	11,692	*	*
Air complaints responded to within seven days (%)	74%	78%	86%	82%	79%	85%	85%
★ Average days to close air quality complaints	14.3	11.8	10.1	13.8	13.1	*	*
★ 📞 Noise complaints received	38,293	41,944	42,000	49,221	39,371	*	*
📞 Noise complaints not requiring access to premises responded to within seven days (%)	80%	82%	87%	85%	85%	85%	85%
★ 📞 Average days to close noise complaints	18.7	14.9	15.0	18.7	17.7	*	*
★ Asbestos complaints received	1,437	1,836	2,182	2,350	1,391	*	*
Asbestos complaints responded to within three hours (%)	98%	97%	95%	99%	99%	90%	90%
★ Average days to close asbestos complaints	0.20	0.30	0.36	0.29	0.23	*	*
DEP - issued violations	4,369	5,943	6,822	8,577	7,412	*	*
- Air violations	1,766	2,952	3,769	4,657	4,346	*	*
- Noise violations	1,566	2,003	2,237	3,420	2,559	*	*
- Asbestos violations	1,037	988	816	500	507	*	*
- Case resolution rate at the Environmental Control Board (%)	65.5%	75.5%	63.4%	60.2%	60.5%	*	*
Emergencies responded to within one hour (%)	100%	100%	100%	100%	100%	100%	100%

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

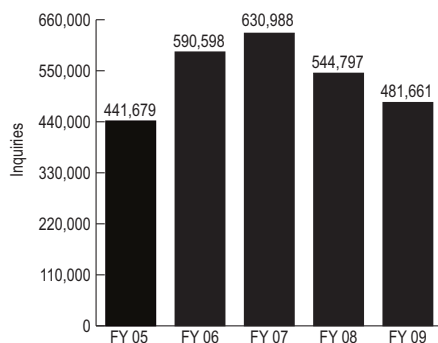


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 481,661 DEP-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 DEP - related inquiries:	Total	% of DEP Inquiries
Noise (all inquiries)	77,082	16.0%
Service Request Status - DEP	56,054	11.6%
Sewer Backup Complaint	31,490	6.5%
Fire Hydrant - Running or Leaking	22,196	4.6%
Water Complaint - Residential or Commercial Cold Water - Dirty	19,334	4.0%

Agency Resources

Agency Resources	A c t u a l					FY09 ¹	Preliminary FY10 ¹	Updated FY10 ²
	FY05	FY06	FY07	FY08	FY09			
Expenditures (\$ millions) ³	\$755.6	\$804.4	\$868.8	\$919.1	\$1,019.7	\$1,045.5	\$941.4	\$1,025.3
Revenues (\$ millions)	\$75.7	\$92.0	\$89.4	\$102.9	\$59.8	\$57.5	\$21.6	\$21.6
Personnel	5,989	6,042	6,247	6,304	6,054	6,359	6,210	6,277
Overtime paid (\$000)	\$24,762	\$28,938	\$38,987	\$38,718	\$20,692	*	*	*
Capital commitments (\$ millions)	\$2,338.2	\$1,741.3	\$3,689.8	\$3,050.8	\$2,155.4	\$3,261.9	\$1,716.8	\$3,214.8

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Fiscal 2007 and Fiscal 2008 data for the metric ‘Number of drinking water analyses above maximum contaminant level’ has been revised to include only results of water samples from monitoring sites that are part of the Department’s compliance and operational sampling protocol. The revised data more accurately reflects citywide drinking water quality. Previously, the metric included results from special samples such as those collected when testing new mains not yet in service.
- The Department revised its Fiscal 2010 revenue target from \$2,778.6 million to \$2,680.1 million based on updated projections. The Fiscal 2010 target for ‘Meters repaired/replaced’ was also revised to 26,700 from 30,000.





DEPARTMENT OF TRANSPORTATION

Janette Sadik-Khan, Commissioner

Key Public Service Areas

- ✓ Ensure the safety of motorists, pedestrians, and bicyclists traveling in New York City.
- ✓ Improve traffic mobility and reduce congestion throughout the City.
- ✓ Rehabilitate and maintain the City's bridges.
- ✓ Rehabilitate and maintain the City's streets, sidewalks, and highways.
- ✓ Encourage the use of mass transit and alternative modes of transportation.

Critical Objectives

- Ensure pedestrian, bicyclist, and motorist safety.
- Install and maintain traffic controls and safety devices.
- Manage traffic flow.
- Manage parking and curbside use.
- Complete bridge maintenance and capital projects promptly.
- Ensure accessibility of streets and sidewalks citywide.
- Ensure 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.

Scope of Agency Operations

The Department of Transportation (DOT) is responsible for the condition of approximately 5,800 miles of streets and highways and 790 bridge structures, including six tunnels. DOT ensures traffic safety and mobility by mitigating the effect of construction on traffic; implementing engineering improvements; and installing and maintaining traffic signals at more than 11,900 signalized intersections, more than 1.3 million signs, more than 300,000 streetlights, about 69 million linear feet of markings, and approximately 63,000 parking meters.

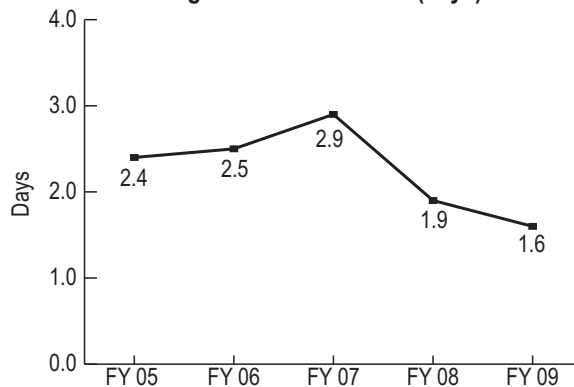
The Department encourages the use of mass transit by operating the Staten Island Ferry and promoting new private ferry routes. DOT also encourages the use of transit, walking, and biking, and administers a citywide program advancing the use of alternative fuels. DOT contributes to the growth and sustainability of New York City by implementing critical transportation components of PlaNYC, including new transit initiatives, traffic congestion mitigation, and improvements to public spaces.

Performance Report

✓ Ensure the safety of motorists, pedestrians, and bicyclists traveling in New York City.

- Citywide traffic fatalities decreased by 8 percent to 276. Fatalities involving motorists and vehicle passengers declined by 20.3 percent, while fatalities involving bicyclists and pedestrians increased by 0.6 percent.
- On average, DOT repaired priority regulatory signs in 1.6 days, slightly faster than last fiscal year; response time to traffic signal defects was slightly higher at 4.3 hours.
- While the Department's response time to street light defects was relatively unchanged at 2.4 days, Con Ed's response time increased by 12 percent to 14 days, but remained significantly better than prior years.

Average Time to Repair Priority Regulatory Signs after Notification (days)





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Citywide traffic fatalities	300	307	310	300	276	*	*
- Motorists/passengers	138	127	136	123	98	*	*
- Bicyclists/pedestrians	162	180	174	177	178	*	*
★ Overall traffic crashes	172,362	170,599	175,804	182,801	177,909	*	*
★ Average time to respond to traffic signal defect and make safe (hours)	NA	NA	NA	4.0	4.3	*	*
★ Average time to repair priority regulatory signs after notification (days)	2.4	2.5	2.9	1.9	1.6	*	*
★ 📞 Average time to repair street lights - by DOT (days)	19.0	9.0	2.4	2.5	2.4	*	*
📞 Average time to repair street lights - by ConEd (days)	83.9	39.4	16.8	12.5	14.0	*	*
Speed humps installed near schools	43	72	101	65	73	*	*
Tort cases commenced	2,710	2,417	1,894	2,146	2,138	*	*
Tort dispositions	3,511	3,081	3,025	2,837	2,406	*	*
Tort payout (\$000)	\$90,567.1	\$95,698.6	\$100,226.4	\$95,314.1	\$85,744.5	*	*

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

✓ **Improve traffic mobility and reduce congestion throughout the City.**

- Data reporting for the new metric on vehicular travel speeds continues to be delayed due to technical issues and is now expected to begin in Fiscal 2010.
- The proportion of metered spaces with multi-space parking meters increased to nearly 37 percent. Of these, nearly three-fourths accept credit cards.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Average vehicular travel speeds (multiple travel segments)	NA	NA	NA	NA	NA	*	*
Traffic-monitoring cameras	171	183	183	183	183	*	*
★ 📞 On-street parking meters that are operable (%)	91.3%	90.9%	90.9%	89.9%	88.7%	90%	90%
Percent of metered spaces that have muni-meters (multi-space meters)	NA	21.2%	25.5%	29.9%	36.6%	*	*

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

✓ **Rehabilitate and maintain the City's bridges.**

- The Department's bridge ratings remained stable. The New York State Department of Transportation inspects and rates most bridge structures every two years, as required by federal and State law; those structures not inspected by the State are inspected by DOT using the same standards.
- Two of two East River bridge projects and four of six non-East River bridge projects were completed on time. The City is assessing liquidated damages against the contractors on the two non-East River bridge projects that were delayed.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Bridges rated - Good or Very Good (%)	41.5%	41.5%	41.7%	41.4%	41.8%	*	*
★ - Fair (%)	57.7%	58.0%	57.9%	58.2%	57.8%	*	*
★ - Poor (%)	0.8%	0.5%	0.4%	0.4%	0.4%	*	*
Bridge projects (structural work) substantially completed on schedule							
- East River (%)	100%	NA	100%	100%	100%	100%	100%
- Non-East River (%)	80%	81%	89%	100%	67%	100%	100%

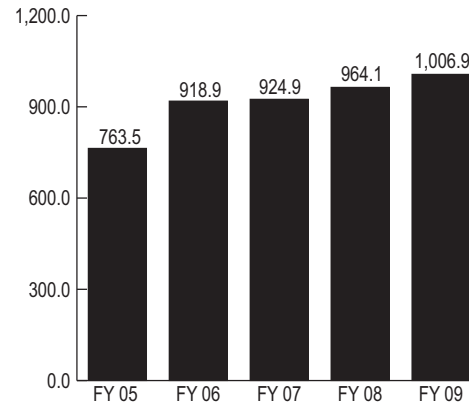
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report



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

- Streets maintained with a pavement rating of good improved by more than four points to 70.9 percent. The Department resurfaced a record 1,006.9 lane miles this year, but plans for Fiscal 2010 have been scaled back to 825 lane miles due to budget reductions.
- DOT opened 3 percent more pothole work orders and repaired 7 percent more potholes than in Fiscal 2008 due to a comparatively harsher winter and wetter spring. On average, the time to close a pothole work order where a repair was made rose by 1.4 days to 4.1 days. Through March 2009 performance was on par with last year. However, during the last three months of the year, when resources are typically reallocated to street resurfacing and other programs, the number of work orders increased considerably. This combination of factors drove the pothole repair time up for the last quarter and, in turn, affected the year-end average.
- Inspections of permitted street work rose by almost 14 percent to 606,785 from 532,661. Inspections have nearly doubled in the last four years, attributed to a higher volume of construction and utility activity as well as increased monitoring of permitted work. Inspectors issued 20.2 percent fewer summonses, reflecting better overall compliance with permit conditions.
- The percent of planned street corners with pedestrian ramps, allowing for easier access by the disabled, climbed to 85 percent from 72 percent last year.

Lane Miles Resurfaced Citywide



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Street pavement ratings: percent of lane miles assessed in the 12 months ending June 30th	NA	NA	NA	88.2%	88.6%	*	*
★ Streets maintained with a pavement rating of							
- Good (%)	73.0%	69.9%	70.3%	66.4%	70.9%	*	*
- Fair (%)	26.8%	30.0%	29.6%	33.4%	28.8%	*	*
- Poor (%)	0.2%	0.1%	0.1%	0.2%	0.3%	*	*
Arterial highway system that is adopted (%)	58.8%	68.8%	63.0%	65.3%	61.9%	75%	75%
Audited adopted highway miles that receive cleanliness rating of good (%)	95.8%	94.9%	94.8%	96.8%	99.3%	*	*
★ Percent of all NYC highways that receive a cleanliness rating of good	NA	NA	95.7%	98.3%	98.3%	*	*
Pothole work orders	51,460	45,228	47,934	48,433	49,906	*	*
★ 📞 Average time to close a pothole work order where repair was done (days)	NA	NA	2.1	2.7	4.1	*	*
📞 Potholes repaired	216,107	179,728	205,227	210,032	224,648	*	*
Construction permits issued	200,421	214,016	227,435	253,893	268,915	*	*
Inspections of permitted street work	310,953	340,578	437,101	532,661	606,785	425,000	425,000
★ Inspected street work rated satisfactory (%)	76%	76%	76%	77%	78%	75%	75%
Summonses issued	22,009	22,659	26,106	33,403	26,648	*	*
★ Post-audit inspections for completed street work	NA	NA	NA	220,272	223,352	*	*
★ Post-audit inspections for completed street work that passed inspection (%)	NA	NA	NA	86.0%	83.0%	*	*
★ Percent of planned NYC street corners with disabled access completed	NA	NA	71%	72%	85%	*	*



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



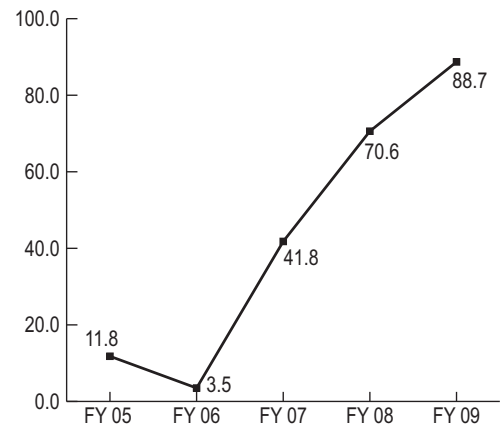
Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Percent of existing newsstands converted to new model	NA	NA	NA	30.4%	47.0%	*	*
Average cost per lane mile resurfaced citywide (\$)	\$87,237	\$92,786	\$118,594	\$137,113	\$136,191	*	*
Average cost per ton of asphalt placed citywide (\$)	\$97.11	\$99.56	\$118.67	\$141.40	\$143.63	*	*
Average in-house cost of asphalt per ton (\$)	\$33.45	\$42.06	\$44.01	\$47.75	NA	*	*
Average vendor cost of asphalt per ton (\$)	\$43.74	\$49.53	\$56.69	\$61.37	NA	*	*

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

✓ **Encourage the use of mass transit and alternative modes of transportation.**

- Staten Island ferry ridership continued to grow, reaching 20.1 million for the year compared to 19.8 million the prior year. However, average daily ridership on private ferries declined by 8.7 percent, attributed to the downturn in the economy.
- With the completion of 88.7 bike lane miles this fiscal year, the Department reached its broader three-year goal of installing 200 bike lane miles citywide. As of June 2009, the City's on-street bicycle network totaled 424.5 lane miles and includes 6,830 bike racks.
- Bus shelter replacement is ahead of schedule, with 59.8 percent of shelters already completed.

Bicycle Lane Miles Installed



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Private ferry service - Average weekday ridership	35,568	35,122	33,610	33,627	30,694	*	*
- Number of routes	26	24.4	20.5	18.7	20	*	*
★ Staten Island Ferry - Trips that are on-time (%)	88.7%	89.5%	91.7%	91.0%	91.1%	85%	90%
- Ridership	NA	NA	18,952,803	19,756,963	20,118,000	*	*
- Average cost per passenger (\$)	NA	NA	\$4.62	\$5.69	\$5.38	*	*
Bicycle lane miles installed	11.8	3.5	41.8	70.6	88.7	90	50
★ Bicycle network connectivity index	NA	219	358	554	893	*	*
Bicycle racks installed	250	523	320	1,377	1,529	300	300
★ Percent of existing bus shelters converted to new model	NA	NA	NA	45.5%	59.8%	*	*
★ Pedestrian volume index	NA	NA	100.0	105.5	99.9	*	*

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

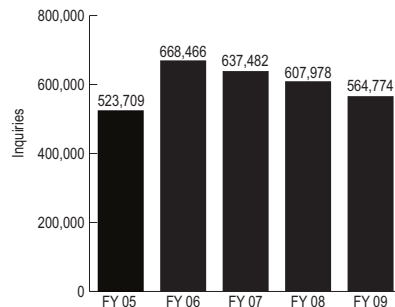


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 564,774 DOT-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 DOT - related inquiries:	Total	% of DOT Inquiries
<i>Alternate Side Parking Information</i>	114,054	20.2%
<i>Streetlight Defect</i>	80,886	14.3%
<i>Traffic or Pedestrian Signal - Defect</i>	65,554	11.6%
<i>Pothole on Street</i>	32,529	5.8%
<i>Muni-Meter Defective or Damaged</i>	31,859	5.6%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$553.6	\$623.2	\$618.4	\$697.8	\$810.0	\$814.5	\$702.9	\$734.4
<i>Revenues (\$ millions)</i>	\$202.7	\$204.4	\$220.0	\$230.3	\$244.0	\$242.0	\$259.9	\$263.4
<i>Personnel</i>	4,454	4,571	4,721	4,899	4,951	5,135	4,495	4,454
<i>Overtime paid (\$000)</i>	\$37,075	\$41,294	\$47,905	\$48,899	\$32,982	*	*	*
<i>Capital commitments (\$ millions)</i>	\$658.1	\$587.9	\$755.5	\$835.4	\$990.9	\$1,486.3	\$1,111.8	\$2,450.9
<i>Work Experience Program (WEP) participants assigned</i>	122	33	61	105	85	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

NA means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The measure ‘Overall traffic accidents’ was renamed ‘Overall traffic crashes’ to reflect how this statistic is more commonly referred to in the industry. Data for fiscal years 2005 through 2007, previously reported as ‘NA,’ is now available, and Fiscal 2008 data was revised to reflect updated information.
- The indicator ‘Average time to fix traffic signals (hours),’ which reported on the time from notification of a problem to the time of the permanent repair, has been replaced with ‘Average time to respond to traffic signal defect and make safe (hours).’ The new measure reports on the time taken to make the signal operational and ensure safety regardless of whether or not the repair is permanent or temporary.
- Fiscal 2008 data for ‘Average time to repair priority regulatory signs after notification (days)’ and ‘Average time to repair street lights – DOT’ has been revised from 1.7 to 1.9 days, and from 2.0 to 2.5 days, respectively.
- The critical indicator regarding vehicular travel times, for which data reporting had not yet begun, has been eliminated; travel time will be an input used to calculate the related indicator on travel speed. Data reporting for travel speed continues to be delayed due to technical issues but is expected to begin in Fiscal 2010.
- Fiscal 2007 and Fiscal 2008 data for ‘Percent of all NYC highways that receive a cleanliness rating of good’ was corrected to 95.7% and 98.3% from 87.7% and 90.3%, respectively.



- The Fiscal 2010 target for ‘Staten Island Ferry - Trips that are on-time (%)’ was increased to 90% from 85%.
- The metrics ‘Private ferry service - Average weekday ridership’ and ‘Private ferry service - Number of routes’ replace similar measures that reported on the percent change from year to year.
- Based on updated projections, the Fiscal 2010 target for ‘Bicycle lane miles installed’ was revised to 50 from 90 lane miles.
- Data for fiscal years 2006 through 2008 for the indicator ‘Bicycle connectivity index’ has been updated to reflect changes identified during the Department’s reconciliation of its three-year 200 mile bicycle plan.
- Baseline Fiscal 2007 data for ‘Pedestrian volume index,’ previously reported as ‘NA,’ has been added.



DEPARTMENT OF BUILDINGS

Robert LiMandri, Commissioner

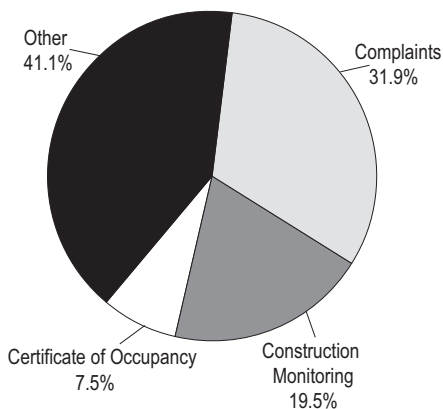
Key Public Service Areas

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

Scope of Agency Operations

The Buildings Department ensures the safe and lawful use of more than 975,000 buildings and properties by enforcing the City's Building Code, Zoning Resolution, New York State Labor Law and New York State Multiple Dwelling Law. Each year it reviews more than 75,000 construction plans, issues more than 163,000 new and renewed permits, performs more than 440,000 inspections, and issues 25 types of licenses and registrations. It facilitates compliant construction by continually streamlining the permit application process, and delivers services with integrity and professionalism.

Construction Inspections Completed Fiscal 2009



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.

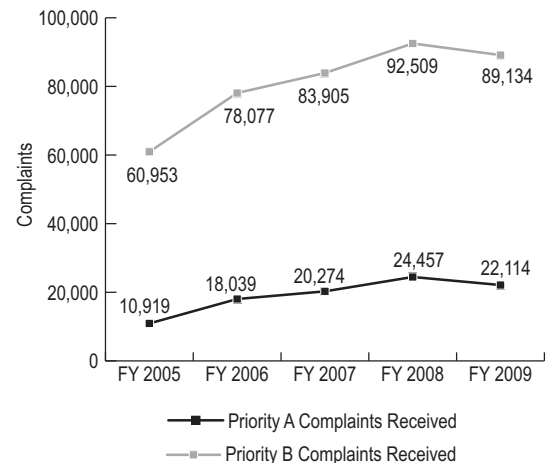
Performance Report

- ✓ Ensure the safe and lawful use of buildings and properties by enforcing the Building Code, Zoning Resolution, and other applicable laws.
 - After increasing over the last two years, the number of construction fatalities in Fiscal 2009 fell by 80 percent to five, compared to 25 in Fiscal 2008. However, reports of construction site incidents and injuries rose significantly to 543 and 233, respectively. In large part these increases follow a mid-year change in reporting practices requiring Site Safety Managers to report all incidents, regardless of their severity; previously, there was a greater likelihood that minor incidents would go unreported. Increased inspections and outreach to educate workers and the public have also contributed to better reporting. In the past year the Department has worked closely with the Mayor's Office and the City Council to significantly expand its enforcement powers and industry oversight. In February 2009 the Department launched a citywide safety campaign to encourage construction workers to wear their safety harnesses, and distributed thousands of banners, posters and brochures at construction sites and worker centers across the City.
 - The Department completed 242,483 construction inspections, an increase of nearly 6 percent from last year. The inspections were conducted as part of routine permitting and enforcement activities, complaint response, annual school inspections, and special initiatives. Due to the continued expansion of more time-consuming specialized inspections, the introduction of standardized inspection checklists, and an increase in the number of quality assurance inspections, productivity decreased slightly, remaining below the target of 10 inspections per day.



- In contrast to the steady increases of the prior six years, Emergency (Priority A) and nonemergency (Priority B) complaints to the Department decreased, declining by 9.6 and 3.6 percent, respectively. The average response time for emergency complaints held steady at 9.6 hours while the proportion of responses within the 1.5 day standard rose to 96.6 percent. The average response time for nonemergency complaints improved from 13.6 to 10.5 days.
- The Department investigated approximately 2,800 complaints of unsafe façade conditions and falling debris, comparable to last year, and the percent of inspections leading to a violation grew by almost 2 points to 33.8 percent. Incidents of unsafe façade conditions and falling debris that led to injuries increased to 48 from 45 in Fiscal 2008.
- Complaints about illegal conversions of residential space fell by 3.7 percent during Fiscal 2009 to 23,326. Department inspectors gained access to 49 percent of complaint locations and issued violations to property owners in 16 percent of these cases. The Department makes every effort to inspect each complaint; if access is not gained during initial inspection attempts, follow-ups are scheduled on different days/times, including weekends and holidays, to increase the chances of gaining access.
- More than two-thirds of complaints regarding property owners' failure to secure and maintain buildings resulted in a violation. The increase in violation issuance reflects more stringent enforcement as well as a 24 percent increase in complaint volume.
- Less than half of mail-in license renewal applications were processed within the 25-day timeliness standard. This decrease is attributable, in part, to new registration requirements for general contractors and site safety coordinators; the number of registration/certificates in these two categories more than tripled in the last year, creating a backlog. In addition, responsibility for insurance updates, previously handled by the borough offices, was transferred to the Licensing Unit, considerably increasing workload. Additional staffing resources were recently assigned to this Unit, and the Department expects performance to steadily improve.
- Violations and summonses issued to individuals for work without proper qualifications rose from 369 to 555 during this fiscal year primarily due to a 50 percent increase in enforcement actions against crane and derrick operators resulting from increased oversight.

Priority A and Priority B Complaints Received



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Construction inspections completed	188,561	209,066	229,191	229,157	242,483	*	*
- Complaints (%)	36.3%	37.6%	35.8%	36.3%	31.9%	*	*
- Certificate of Occupancy (%)	11.9%	11.5%	10.0%	9.1%	7.5%	*	*
- Construction monitoring (%)	27.3%	24.5%	20.9%	17.6%	19.5%	*	*
- Other (%)	24.5%	26.4%	33.3%	37.0%	41.1%	*	*
★ Average construction inspections per inspector day	13.2	11.8	11.1	9.9	9.5	10	10
★ Construction inspections resulting in at least one Stop Work Order (%)	2.6%	2.8%	2.9%	3.5%	2.4%	*	*
★ Construction inspections resulting in a Vacate Order (%)	0.3%	0.7%	1.0%	1.0%	1.0%	*	*
Construction inspections resulting in at least one Work Without a Permit Violation (%)	5.3%	5.0%	3.3%	4.7%	4.5%	*	*
★ 📞 Number of Priority A (emergency) complaints received	10,919	18,039	20,274	24,457	22,114	*	*
★ 📞 Number of Priority B (nonemergency) complaints received	60,953	78,077	83,905	92,509	89,134	*	*
★ 📞 Number of Priority A complaints responded to	NA	18,027	20,305	24,185	22,145	*	*
★ 📞 Number of Priority B complaints responded to	NA	75,647	84,629	92,786	89,217	*	*
Priority A complaints responded to within 1.5 days (%)	97.4%	95.4%	96.6%	95.0%	96.6%	95%	95%

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

Web Maps





Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Priority B complaints responded to within 40 days (%)	87.7%	88.2%	91.5%	92.0%	93.5%	80%	80%
★ Average time to respond to Priority A complaints (days)	NA	0.5	0.6	0.4	0.4	*	*
★ Average time to respond to Priority B complaints (days)	NA	18.5	15.1	13.6	10.5	*	*
★ Percent of incident inspections resulting in violations	NA	12.8%	30.1%	75.1%	74.1%	*	*
★ Number of incidents of unsafe facade conditions and falling debris resulting in injuries	NA	33	41	45	48	*	*
★ Percent of inspections for unsafe facade conditions and falling debris where violations were written	NA	26.0%	27.5%	31.6%	33.8%	*	*
★ 📞 Percent of residential illegal conversion complaints where access was obtained	NA	60%	50%	51%	49%	*	*
★ 📞 Percent of residential illegal conversion complaints where violations were written	NA	18%	16%	18%	16%	*	*
★ Percent of after hours work complaints where violations were written	NA	2%	1%	6%	4%	*	*
★ Percent of failure to maintain complaints where violations were written	NA	37%	43%	56%	69%	*	*
★ Number of construction related incidents	NA	214	398	474	543	*	*
- Construction related accidents	NA	83	104	123	212	*	*
★ Number of construction related injuries	NA	87	116	167	233	*	*
★ Number of construction related fatalities	NA	11	15	25	5	*	*
Licenses and registrations issued (new and renewal)	10,834	13,278	12,549	16,426	15,280	*	*
Mail-in license renewals processed within 25 days (%)	NA	68.0%	86.7%	72.9%	47.5%	70%	70%
Investigations resulting in enforcement action	239	338	228	355	390	*	*
Violations and summonses issued to individuals for work without proper qualifications	137	196	406	369	555	*	*
Environmental Control Board violations issued	46,327	49,200	50,685	63,575	76,870	*	*
Environmental Control Board violations issued that were upheld in court	13,928	12,621	11,339	16,642	18,802	*	*
Certificates of Correction approved	28,138	31,724	33,544	37,598	45,234	*	*

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

✓ **Facilitate compliant construction through the timely delivery of services.**

- The number of initial job filings with the Department fell by 14.7 percent. All three job categories - new buildings, major renovations, and minor renovations - saw a drop in the number of construction applications, but filings for new buildings experienced the largest decrease, 33.1 percent. The decline ends a multi-year period of steady growth and is consistent with the national downturn in construction activity.

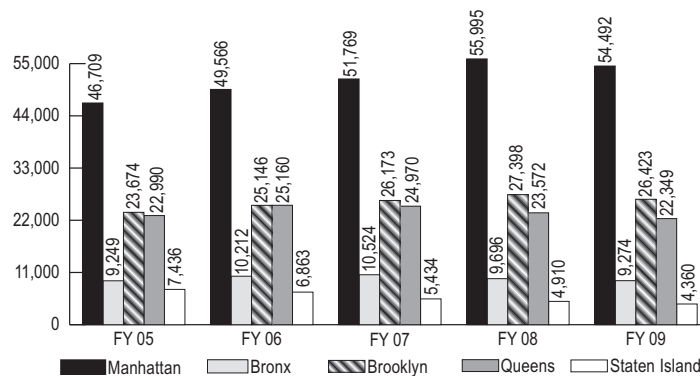
- The Department issued or renewed 116,898 building construction permits, 3.8 percent fewer than in Fiscal 2008 when the number of permits peaked at 121,571.

- The percent of professionally certified jobs, where registered architects and licensed professional engineers certify that submitted building plans are code and zoning compliant, decreased slightly to 45.5 percent in Fiscal 2009.

Department plan examiners

audited 24.2 percent of these applications, surpassing the target of 20 percent, and the proportion of audits resulting in revocation notices declined by 9.2 points to 26 percent. The Department is

Total Building Permits Issued (New and Renewals)





currently drafting a rule to establish new standards for participation in the Professional Certification Program; the rule is expected to be available for industry review by the end of Calendar 2009.

- The average time to complete initial reviews of building plans increased for all job categories, reflecting the Department's continued emphasis on more meticulous plan examinations; however, the overall average of 3.1 days remained better than the 4.5-day performance standard.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
<i>Jobs filed</i>	69,373	73,188	73,830	75,526	64,442	*	*
- <i>New Buildings</i>	7,602	7,890	6,929	4,543	3,039	*	*
- <i>Alterations I (major renovation)</i>	8,185	8,232	7,465	6,378	4,924	*	*
- <i>Alterations II and III (minor renovation)</i>	53,586	57,066	59,436	64,605	56,479	*	*
<i>Jobs pending with objections by DOB (%)</i>	39.9%	36.4%	39.8%	43.8%	48.6%	*	*
<i>Jobs approved with modifications made (%)</i>	29.9%	26.8%	28.9%	31.9%	37.0%	*	*
<i>Certificates of Occupancy issued</i>	12,081	12,672	13,020	11,307	9,219	*	*
<i>Jobs professionally certified (%)</i>	43.3%	46.8%	48.5%	47.5%	45.5%	*	*
★ <i>Jobs professionally certified that were audited (%)</i>	19.2%	17.5%	24.3%	26.3%	24.2%	20%	20%
★ <i>Audits of professionally certified jobs resulting in revocation notices (%)</i>	14.9%	19.6%	21.5%	35.2%	26.0%	*	*
<i>Applications resulting in a permit (%)</i>	77.4%	77.1%	75.9%	75.0%	76.4%	*	*
★ <i>Average days to complete first plan review</i>	3.2	2.6	2.1	2.7	3.1	4.5	4.5
★ - <i>New buildings</i>	6.7	5.1	4.8	6.9	7.1	*	*
- <i>Alteration I (major renovation)</i>	6.2	4.7	4.4	5.7	7.1	*	*
- <i>Alterations II and III (minor renovation)</i>	2.2	2.2	1.4	2.2	2.5	*	*

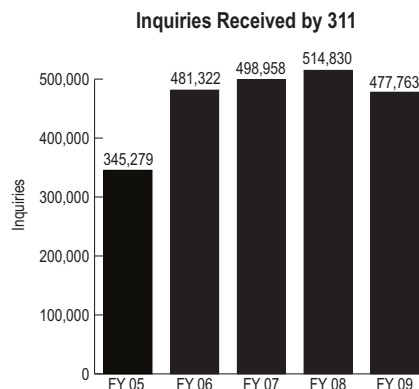
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 477,763 DOB-related inquiries in Fiscal 2009.

Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



Top 5 DOB - related inquiries:	Total	% of DOB Inquiries
<i>Schedule a Plan Examiner Appointment</i>	144,005	30.1%
<i>Cancel/Modify Plan Examiner Appointment</i>	40,242	8.4%
<i>Illegal Conversion or Occupancy of Residential Space</i>	30,592	6.4%
<i>Service Request Status - DOB</i>	30,134	6.3%
<i>Building Construction Complaint - Illegal Construction</i>	25,792	5.4%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$64.3	\$81.5	\$87.2	\$99.4	\$111.0	\$112.5	\$96.1	\$103.5
Revenues (\$ millions)	\$114.4	\$124.5	\$133.0	\$152.9	\$146.9	\$138.3	\$118.9	\$122.9
Personnel	979	1,093	1,181	1,240	1,227	1,355	1,339	1,315
Overtime paid (\$000)	\$1,900	\$2,804	\$3,995	\$6,919	\$2,550	*	*	*

¹January 2009 Financial Plan ²Authorized Budget Level ³Expenditures include all funds **"NA"** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Fiscal 2008 data for 'Jobs professionally certified that were audited (%)' was revised to 26.3% from 27.2%.





NEW YORK CITY HOUSING AUTHORITY

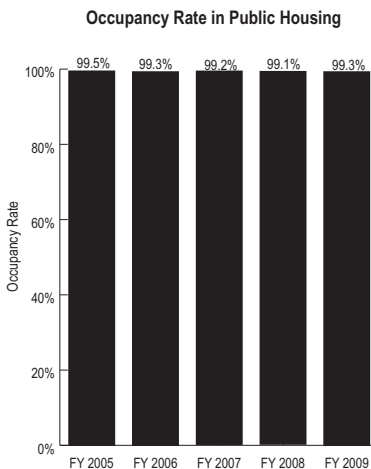
John B. Rhea, Chairman

Key Public Service Areas

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

Scope of Agency Operations

The New York City Housing Authority (NYCHA) provides affordable housing to more than 402,000 low- and moderate-income City residents in 336 housing developments with 178,568 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists more than 97,400 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 68 community centers, 40 senior centers and a variety of programs.



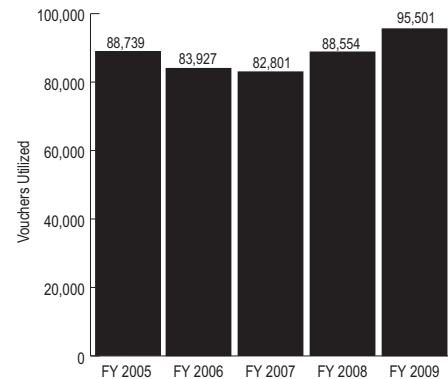
Critical Objectives

- Optimize access to affordable housing in public housing developments to income-eligible families.
- Increase access to affordable housing in privately owned units through the distribution of federal rent subsidies (Section 8 vouchers) to income-eligible families.
- Complete maintenance service requests and repair work in a timely manner.
- 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.

Performance Report

- ✓ Provide affordable housing for low- and moderate-income New York City residents.
 - During Fiscal 2009, 5,744 applicants were placed in public housing, 10 percent more than in Fiscal 2008. Aggressively returning apartments to the rent rolls is a key priority for the agency. The higher number of placements in Fiscal 2009 is mainly due to rentals at some developments that are currently undergoing major modernization.
 - The number of families on the Section 8 waiting list decreased by six percent in Fiscal 2009, to 128,000 compared to 136,000 in Fiscal 2008. The number of applicants placed through Section 8 vouchers was 12,313, four percent more than in Fiscal 2008. Efforts to place more Section 8 families also impacted the utilization rate for Section 8 vouchers, which increased by seven percentage points in Fiscal 2009 to 94 percent.
 - The percentage of active projects in construction that are on schedule increased by 16.8 percentage points in Fiscal 2009 to 79.6 percent.

Section 8 Voucher Utilization





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Number of apartments (000)	180	179	178	178	179	*	*
★ Occupancy rate (%)	99.5%	99.3%	99.2%	99.1%	99.3%	*	*
★ Average turnaround days for vacant apartments	29.10	37.20	39.93	46.23	43.91	*	*
Average time to prepare vacant apartments (days)	11.80	11.80	15.70	26.95	30.18	20	20
★ Public housing apartments that are occupied or available for occupation	176,269	176,410	176,233	175,453	176,428	*	*
★ Rent collection (%)	98.2%	98.2%	100.5%	100.2%	99.0%	*	*
Management cost per dwelling unit (\$)	\$736	\$777	\$793	\$788	\$795	\$845	\$845
★ Section 8 occupied units (certificates and vouchers)	88,739	83,927	82,801	88,554	95,501	*	*
Working families residing in public housing (cumulative) (%)	41.2%	42.6%	44.3%	45.2%	46.2%	*	*
☎ Applicants placed in public housing	7,126	6,589	5,848	5,220	5,744	*	*
- Working families placed in public housing (%)	49.2%	56.0%	60.0%	64.1%	64.1%	50%	50%
- Disabled persons placed in public housing (%)	29.2%	30.5%	27.8%	27.1%	26.4%	*	*
Families on Section 8 waiting list (000)	127	126	100	136	128	*	*
Utilization rate for Section 8 vouchers (%)	100.0%	90.8%	82.8%	86.8%	94.0%	95%	97%
Applicants placed through Section 8 vouchers	4,013	2,442	5,164	11,847	12,313	*	*
★ Percentage of active capital projects in construction phase on schedule	NA	NA	62.5%	62.79%	79.57%	*	*
★ Percentage of active capital projects on schedule	NA	NA	39.01%	22.14%	39.15%	*	*

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

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

- The average outage per elevator per month, a new indicator introduced in Fiscal 2009, improved slightly in Fiscal 2009 to 1.1 from 1.15 in Fiscal 2008. Elevator service uptime continues to exceed the Authority target of 97 percent. However, the average time to resolve elevator outages increased by an hour in Fiscal 2009 to 11.4 hours and exceeded the target of 10 hours. There were 33 alleged elevator injuries reported to DOB, an increase of 10 percent, and one elevator-related fatality during the period.
- Through April 2009, the average resolution time for emergency service requests was 9.6 hours, an increase of 16 percent compared to the same period in Fiscal 2008. Since the beginning of Fiscal 2009, the trend in resolution time to date has improved steadily from its high of 11.3 hours in July 2008. NYCHA will continue to closely monitor performance in an effort to return to the target level of 7 hours. The average time to resolve heat service requests declined slightly to 8.5 hours through April 2009 from 8.7 hours in Fiscal 2008. Full fiscal year resolution times for emergency service requests and heat service requests are not currently available for Fiscal 2009. In May 2009, NYCHA began implementation of a new work order management system to consolidate all of the Authority's work order management systems. During the transition, it became apparent that the new system was not accurately computing resolution times for emergency service requests. NYCHA is working to resolve these issues and expects to report full Fiscal 2009 data for this indicator in the Preliminary 2010 Mayor's Management Report. Resolution times for nonemergency service requests improved by more than a day to 5.1 days during Fiscal 2009.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ ☎ Average time to resolve nonemergency service requests (days)	12.9	13.8	11.6	6.8	5.1	15	15
★ ☎ Average time to resolve emergency service requests (hours)	NA	NA	5.1	8.3	17.0	7	7
☎ Average time to resolve heat service requests (hours)	4.2	4.3	5.8	8.7	8.5	7	7
★ ☎ Average time to resolve elevator outages (hours)	NA	9.6	10.2	10.4	11.4	10	10
★ Annual HUD Assessment Rating	90.0	83.0	83.0	NA	NA	*	*
Crime reduction in major felony areas (%)	4.8%	2.1%	3.9%	1.0%	4.7%	*	*
★ Major Felony Crimes in public housing developments	5,112	5,005	4,808	4,686	4,275	*	*
Elevator service uptime	97.6%	96.9%	97.5%	98.2%	98.1%	97%	97%
★ Average outage per elevator per month	NA	NA	1.17	1.15	1.12	*	*
Percent of elevator outages due to vandalism			28.30%	29.80%	29.65%	*	*

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Number of alleged elevator injuries reported to DOB	NA	NA	28.00	30.00	33.00	*	*
Number of elevator related fatalities			1	0	1	*	*

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

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

- Youth attendance at community centers declined dramatically for all age groups. During Fiscal 2009 the average daily attendance for the 6-12 age group at community centers decreased by 25 percent. The average daily attendance for the 13-19 age group decreased by 34 percent. Declining attendance for both age groups reflects a smaller portfolio of community centers. The Authority is now operating 68 community centers compared to 94 in June 2008 and the number of field staff decreased from 317 in June 2008 to 131 in June 2009.
- Initial Social Services tenant contacts conducted within five days declined by 10 percentage points in Fiscal 2009 to 82 percent from 92 percent in Fiscal 2008. Headcount reductions in NYCHA's Social Services Department has affected the delivery of NYCHA social programs. NYCHA is proactively reassigning staff and continues to closely monitor performance in this area.
- The referrals to supportive services rendered to senior residents decreased by 25 percent in Fiscal 2009 to 161,465. The elderly programs (Elderly Safe at Home, Senior Resident Advisor, and Service Coordinator) were severely impacted by the Authority's headcount reduction in February 2009, reducing the number of referrals from 12,337 in February 2009 to 7,767 in June 2009. NYCHA's Social Services Department is in the planning phase of restructuring elderly programs in the context of existing resources.
- NYCHA's Emergency Transfer Program is available to NYCHA residents who are victims of domestic violence, sexual abuse or are otherwise at risk of physical violence. The program provides case management and confidential relocation services to another NYCHA development. The number of residents approved for the Emergency Transfer Program increased slightly in Fiscal 2009 to 793 compared to 791 in Fiscal 2008. The Emergency Transfer Program disposition time increased from 39.8 days to 41.4 days from Fiscal 2008 to 2009. This increase in the processing time was primarily due to a combination of a reduction in staff and extensions of the 45-day timeframe granted on cases requiring resolutions of failed criminal background checks. Annual performance remains within NYCHA's target of 45 days.
- Youth placed in jobs through youth employment programs, which includes youth hired through the Summer Youth Employment Program (SYEP) and Community Operations' Seasonal Program, increased by 9 percent in Fiscal 2009 to 2,029 from 1,865 in 2008. Fiscal 2009 marked the first summer that NYCHA advertised and solicited employment opportunities with private external entities.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Utilization of community centers (ages 6-12) %	NA	NA	96.0%	105.7%	115.8%	85%	85%
★ Average daily attendance in community centers ages 6-12	3,306	3,229	3,906	3,785	2,822	*	*
Utilization of community centers (ages 13-19) %	NA	NA	102.0%	97.8%	117.3%	85%	85%
★ Average daily attendance in community centers ages 13-19	2,477	2,354	3,479	3,498	2,314	*	*
Utilization of senior centers (%)	131.0%	135.0%	94.0%	98.4%	127.1%	85%	85%
Initial social service tenant contacts conducted within five days of referral (%)	81%	84%	91%	92%	82%	*	*
Residents approved for the Emergency Transfer Program	760	774	641	791	793	*	*
★ Emergency Transfer Program disposition time	78.10	56.16	43.24	39.77	41.44	*	*
Referrals to Supportive social services rendered to senior residents	150,231	141,516	167,858	215,640	161,465	*	*
Job training programs - ratio of job placements to program graduates (current period)	60%	77%	27%	57%	83%	*	*
★ Residents job placements	603	1,079	1,327	1,286	1,223	*	*
Youth placed in jobs through youth employment programs	2,530	2,121	2,015	1,865	2,029	*	*

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

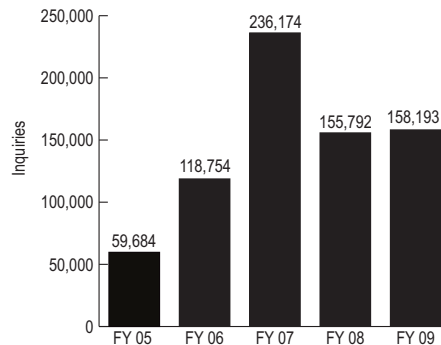


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 158,193 NYCHA-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 NYCHA - related inquiries:	Total	% of NYCHA Inquiries
Public Housing Maintenance	39,358	24.9%
Section 8 or Public Housing Assistance Application	25,742	16.3%
Heat Complaint - NYCHA	15,400	9.7%
Section 8 or Public Housing Assistance Status - Manhattan and Queens	12,069	7.6%
Section 8 or Public Housing Assistance Status - Brooklyn and Staten Island	12,024	7.6%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$2,469.7	\$2,565.9	\$2,706.4	\$2,796.5	\$2,971.8	\$2,869.6	\$2,901.7	\$2,775.4
Revenues (\$ millions)	\$2,355.2	\$2,504.5	\$2,593.0	\$2,575.6	\$2,567.5	\$2,671.2	\$2,703.7	\$2,638.3
Personnel	13,996	12,995	12,670	12,120	11,553	12,026	12,121	12,005
Overtime paid (\$000)	\$15,928	\$15,638	\$18,790	\$16,090	\$24,204	*	*	*
Capital commitments (\$ millions)	\$3.5	\$21.3	\$19.8	\$36.6	\$36.9	\$106.0	\$26.9	

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- NYCHA has revised the name of several service-related indicators:
 - ‘Average time to resolve emergency complaints (hours)’ to ‘Average Time to resolve emergency service requests (hours)’
 - ‘Average time to resolve non-emergency complaints (days)’ to ‘Average Time to resolve non-emergency service requests (days)’
 - ‘Average Time to resolve elevator complaints (hours)’ to ‘Average Time to resolve elevator outages (hours)’
 - ‘Average Days to complete work tickets’ to ‘Average Days to complete work orders’
- Current data for the indicator ‘Annual HUD Assessment Rating’ is unavailable. The US Department of Housing and Urban Development (HUD) will conduct the physical inspections that will count toward Fiscal 2008 scores during autumn 2009. Fiscal 2006 and 2007 data for this indicator have been updated.
- John B. Rhea succeeded Ricardo E. Morales as NYCHA chairman in June 2009.



DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Rafael E. Cestero, Commissioner

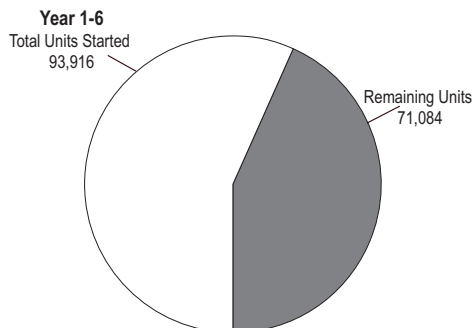
Key Public Service Areas

- ✓ Encourage the preservation and increase the supply of affordable housing.
- ✓ Rehabilitate and sell residential buildings in City management to responsible new owners.
- ✓ Enforce compliance with housing maintenance code standards.

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 enable more New Yorkers to become homeowners or to rent well-maintained, affordable housing.

Units Started Under the New Housing Marketplace Plan
Fiscal 2004 - 2014



Critical Objectives

- Provide financial assistance, including tax incentives, to preserve and construct housing units.
- Increase opportunities for New Yorkers to own their own home, co-op or condo.
- Provide housing programs to serve people with special needs.
- Prevent the abandonment of privately owned residential buildings.
- Rehabilitate and transfer buildings to responsible private owners.
- Respond to heat, hot water and other tenant complaints.
- Increase the percent of violations corrected.
- Litigate against negligent landlords and assist tenants in getting court orders on housing maintenance code violations.

Performance Report

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

- HPD achieved 97 percent of its overall Fiscal 2009 target for construction starts under the New Housing Marketplace Plan (NMHP), with a total of 12,500 units. Preservation starts exceeded the annual target by 6 percent, while new construction starts were 19 percent below projections. The amended NMHP starts target of 12,947 for Fiscal 2009 was scaled back from 16,810 to reflect the stretch-out of the City's Capital Plan from 10 to 11 years. Fiscal 2009 was particularly challenging due to the tighter lending market and associated difficulties in putting together deals and lenders for both new construction and preservation projects.
- Overall construction completions were 18 percent below target levels primarily due to a shortfall in preservation completions of approximately 2,300 units. Issues related to funding and scope changes set construction schedules back significantly for a few large projects, while shorter delays for other projects of varying size pushed completion dates past Fiscal 2009. The majority of these projects should be completed in Fiscal 2010, with several completions expected in the first half of the fiscal year.
- The Department assessed 5.6 percent more properties, but the percent determined to be at risk of abandonment jumped by 44 percent. In contrast to Fiscal 2008 there was a greater likelihood that assessed properties would be deemed at risk this year because a significant number were buildings identified for tax lien sales and third-party transfer actions, which are generally in poorer condition. Another group of properties was identified by HPD as part of an initiative to focus on buildings with a high violation count. Treatment, which can include outreach to landlords, repair agreements and education, among other strategies, began on one-third of the at-risk properties.



Web Maps



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Total starts financed or assisted under the New Housing Marketplace Plan (units)	18,340	17,393	18,465	17,008	12,500	12,947	14,525
★ - New construction starts - HPD and HDC	6,964	6,354	5,225	6,826	4,123	5,063	3,144
★ - Preservation starts - HPD and HDC	11,288	10,905	12,970	9,953	8,108	7,634	11,131
- Number of homeowners receiving downpayment assistance	88	134	270	229	269	250	250
Planned starts initiated (%)	116%	115%	108%	100%	97%	*	*
★ Total completions financed or assisted under the New Housing Marketplace Plan (units)	15,173	13,190	15,550	12,543	12,914	15,694	16,819
- New construction completions - HPD and HDC	3,550	3,407	4,815	5,077	4,557	5,074	5,956
- Preservation completions - HPD and HDC	11,623	9,783	10,735	7,466	8,357	10,620	10,863
Planned completions initiated (%)	166%	103%	113%	99%	82%	*	*
Units completed for: - Homeowners	1,288	1,264	1,091	931	1,259	*	*
- Special needs populations	940	393	936	512	1,040	1,034	967
- Homeless individuals or families	391	239	405	442	835	*	*
Total properties assessed	7,116	9,025	10,833	11,230	11,860	*	*
Total assessed properties with treatment commenced	NA	NA	2,576	2,291	2,864	*	*
Properties assessed and determined to be at risk of abandonment	1,777	1,851	1,353	1,003	1,441	*	*
- At-risk properties with treatment commenced (%)	NA	NA	58%	33%	31%	*	*
Properties with completed treatment outcomes	1,303	1,420	1,714	2,499	2,125	*	*

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

✓ Rehabilitate and sell residential buildings in City management to responsible new owners.

- HPD sold 35 percent fewer units than expected through its alternative management programs largely attributable to delays in the sales of three buildings, two of which were unable to obtain permanent certificates of occupancy by year-end. All three buildings will be scheduled for sale in Fiscal 2010.
- Through its various disposition programs, the Department transfers units from City management to responsible private owners, including community-based organizations, tenant groups and local entrepreneurs. By the end of the fiscal year the number of units in City management, in both occupied and vacant buildings, totaled 766 units.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Units sold	1,855	1,483	763	869	251	385	510
- Sold to tenants (%)	18%	22%	30%	33%	69%	*	*
- Sold to nonprofit organizations (%)	54%	25%	21%	21%	6%	*	*
- Sold to community-based real estate professionals (%)	28%	53%	49%	46%	25%	*	*
Units in City management	2,408	1,553	983	830	766	*	*

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

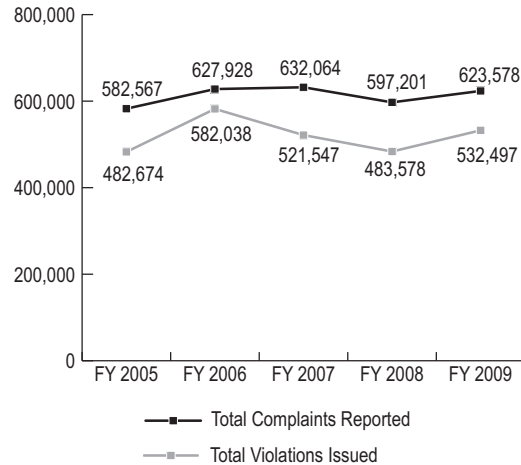
✓ Enforce compliance with housing maintenance code standards.

- Heat and hot water complaints and violations increased by 15 and 27 percent, respectively, principally due to periods of significantly low average temperatures in October 2008 and January 2009. Total housing-related complaints grew by 4.4 percent and violation issuance by 10.1 percent.
- Due to the Department's decision at the end of last fiscal year to administratively close nonemergency complaints that were more than 12 months old, outstanding nonemergency complaints at the beginning of June 2009 decreased by almost three-fourths compared to the beginning of June 2008. Since then administrative and technological changes have helped HPD maintain the volume of outstanding complaints at lower levels.



- The Department completed approximately 86,000 more inspections, contributing to quicker response times to complaints. On average, the time to close emergency and nonemergency complaints improved by 4.3 and 9.9 days, respectively. Inspector productivity increased by 1.6 visits per day and reflects the benefits of an experienced staff familiar with procedures and technology and a decrease in the number of lead complaints, where inspections are more complex and take longer to complete.

Complaints Reported vs. Violations Issued



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
☎ Total complaints reported	582,567	627,928	632,064	597,201	623,578	*	*
★ - Total emergency complaints	414,847	404,879	412,483	396,260	419,271	*	*
☎ - Heat and hot water	124,645	124,297	123,168	111,642	128,708	*	*
- Lead	41,776	47,720	46,033	43,021	40,114	*	*
- Other emergency	248,426	232,862	243,282	241,597	250,449	*	*
★ - Nonemergency complaints	167,720	223,049	219,581	200,941	204,307	*	*
★ Outstanding emergency complaints at start of month	NA	NA	11,559	9,895	9,228	*	*
★ Outstanding nonemergency complaints at start of month	NA	NA	46,481	49,513	12,985	*	*
★ Average time to close emergency complaints (days)	NA	NA	14.7	16.4	12.1	*	*
★ Average time to close nonemergency complaints (days)	NA	NA	34.7	39.9	30.0	*	*
Inspections completed	576,042	599,681	606,095	621,503	707,516	590,000	650,000
Inspection visits per team per day	9.2	10.5	9.6	10.0	11.6	*	*
Ratio of completed inspections to attempted inspections (%)	75%	74%	72%	75%	74%	*	*
Total violations issued	482,674	582,038	521,547	483,578	532,497	*	*
- Total emergency violations issued	84,042	103,938	91,173	88,997	104,370	*	*
- Heat and hot water	12,873	11,291	9,824	12,374	15,727	*	*
- Lead	35,729	44,859	33,605	29,510	31,285	*	*
- Other emergency	35,440	47,788	47,744	47,113	57,358	*	*
- Nonemergency violations issued	398,632	478,100	430,374	394,581	428,127	*	*
Total violations removed	494,865	643,164	675,171	721,629	706,478	*	*
Violations issued and removed in the same fiscal year (%)	25%	33%	33%	34%	37%	*	*
Emergency violations corrected by owner (%)	38%	46%	47%	47%	45%	*	*
Emergency violations corrected by HPD (%)	19%	17%	16%	16%	13%	*	*
★ Percent of non-lead emergency C violations issued in reporting year pending at end of reporting year	NA	NA	32.8%	32.0%	32.7%	*	*
★ Percent of non-lead emergency C violations issued during prior five years pending at end of reporting year	NA	NA	11.0%	10.0%	10.3%	*	*
Average cost of repair work performed by HPD (\$)	\$886	\$966	\$813	\$901	\$862	*	*
- Emergency (non-lead) (\$)	\$643	\$764	\$577	\$734	\$731	*	*
- Lead (\$)	\$1,934	\$1,575	\$2,111	\$2,431	\$2,273	*	*
Total outstanding code compliance cases at start of fiscal year	5,283	5,864	6,122	5,380	5,216	*	*
- Code compliance cases closed (%)	72%	87%	85%	76%	78%	*	*
Judgments and settlements collected (\$000)	\$3,633	\$4,205	\$4,523	\$5,457	\$5,505	*	*

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

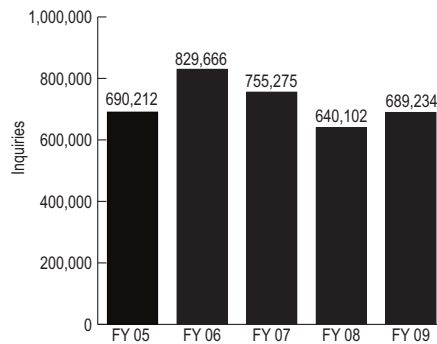


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 689,234 HPD-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 HPD - related inquiries:	Total	% of HPD Inquiries
<i>Heat Complaint - Residential Building - Inadequate Heat</i>	218,871	31.8%
<i>Landlord Complaint - Maintenance</i>	168,355	24.4%
<i>Service Request Status - HPD</i>	77,210	11.2%
<i>Water Complaint - Residential Building - From Tenant</i>	47,506	6.9%
<i>Affordable Housing Information - English</i>	34,070	4.9%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$473.9	\$543.2	\$576.1	\$598.0	\$693.8	\$673.6	\$488.8	\$582.6
<i>Revenues (\$ millions)</i>	\$92.4	\$61.6	\$58.8	\$62.3	\$65.9	\$46.0	\$24.4	\$24.5
<i>Personnel</i>	2,684	2,665	2,676	2,692	2,565	2,899	2,792	2,760
<i>Overtime paid (\$000)</i>	\$1,063	\$849	\$800	\$910	\$759	*	*	*
<i>Capital commitments (\$ millions)</i>	\$423.1	\$356.4	\$299.4	\$350.6	\$357.5	\$653.7	\$357.6	\$801.7
<i>Work Experience Program (WEP) participants assigned</i>	233	203	181	378	211	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department updated all seven Fiscal 2010 targets for starts and completions under the New Housing Marketplace Plan to reflect the current pipeline of projects, and increased the target for ‘Units completed for special needs for populations’ from 816 to 967.
- HPD also increased the Fiscal 2010 goals for ‘Units sold’ from 438 to 510 to reflect sales delayed to next year from this year, and set a higher target for ‘Inspections completed,’ increasing it to 650,000 from 590,000.
- The Department replaced the measure ‘Reduction in number of units in City management since 1994 (%)’ with ‘Units in City management.’



DEPARTMENT OF DESIGN AND CONSTRUCTION

David J. Burney, Commissioner

Key Public Service Area

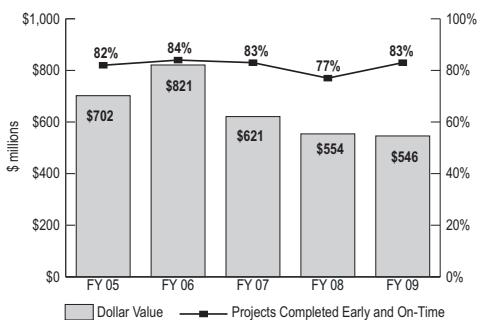
- ✓ Design and build quality City structures and infrastructure projects on time and within budget.

Scope of Agency Operations

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

The City of New York is committed to achieving design and construction excellence in its capital program by building on the tradition of innovation in architecture and engineering that has contributed to the City's prestige as a global destination. To that end, DDC continues to promote design and construction excellence by attracting the best design talent through expanded outreach and quality-based selection methods, and through the use of state-of-the-art technology and implementation of best practices.

Construction Projects Completed



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.

Performance Report

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

- DDC finished more design projects than planned, but completed fewer construction projects than expected due to client scope changes, funding changes and unexpected field conditions. Eighty-five percent of design projects for structures were completed on time, below the 88 percent goal; performance for the other three design and construction timeliness measures was better than last year and surpassed annual targets. Cost overruns remained better than industry standards at 2.1 and 2.2 percent, respectively, for design and construction contracts.

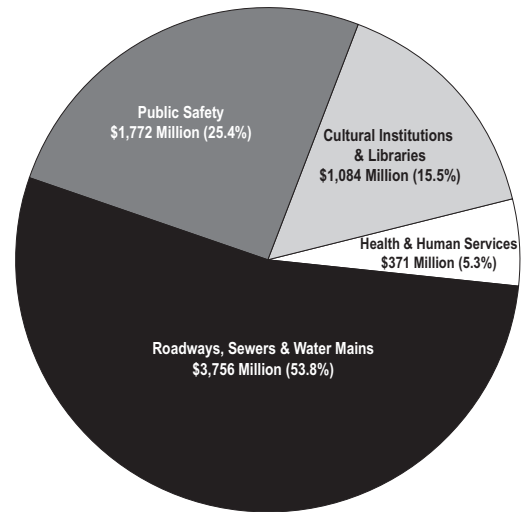
- The proportion of active projects in the Agency's portfolio running on or ahead of schedule rose to 89 percent for design and 84 percent for construction, attributable to DDC's continued focus on efficiencies and construction management best practices.

Additionally, the difference between projected and scheduled

completion dates – a measure of the length of a project's lateness – decreased for both design and construction to 1.2 percent and 5.6 percent, respectively.

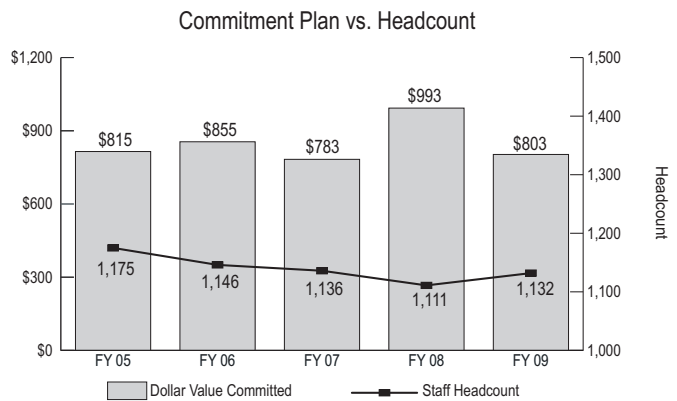
- The Department completed 66.2 lane miles of roadway reconstruction, 19 more miles than planned. However, unexpected field conditions on five of the 17 completed projects drove on-time performance nine points below the 80 percent target. On the other hand, the percent of sewer reconstruction and water main work completed on schedule was considerably higher than the 80 percent target although, compared to plan, fewer miles were completed due to utility relocation issues and project scope changes.

Project Portfolio Fiscal 2009





- The Department committed 15 percent of the total annual capital commitment plan within the first six months of the fiscal year, significantly below the 36 percent target, primarily due to a few large projects that were rescheduled. By year-end, DDC had achieved an 81 percent commitment rate. The Fiscal 2010 target for this indicator has been adjusted to more accurately reflect the anticipated timing of DDC's commitments, which is a function of project schedules, client agency priorities and available funds.



- During Fiscal 2009 the Department completed Design Quality Indicator (DQI) assessments on 14 projects; on average, projects had a rating of 84 percent. DQI is a survey tool designed to establish the relative importance to project stakeholders of numerous design and construction elements; it measures the degree to which agreed upon priorities are satisfied during design, construction and completion. Participants, including contractors and professionals, DDC and client agency staff, as well as facility users, complete survey forms that identify and weigh specific project elements. These same participants subsequently rate how well the developing and completed work addressed those priorities. In addition to improving overall project management, DQI helps identify the need for changes that can be made to increase stakeholder satisfaction with the completed project.
- Through its post-construction satisfaction surveys, DDC solicited feedback on 14 infrastructure and 48 structures projects during the fiscal year. Overall, 83 percent of respondents were satisfied with the results of the completed projects.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Active design projects: Early/on-time (%)	83%	75%	71%	85%	89%	*	*
★ Active design projects: Difference between projected and scheduled duration (%)	2.1%	3.3%	4.7%	1.8%	1.2%	*	*
Design projects completed	153	121	120	131	130	120	126
★ - Completed early/on-time: Infrastructure (%)	92%	84%	93%	88%	90%	88%	88%
★ - Completed early/on-time: Structures (%)	94%	89%	84%	86%	85%	88%	88%
★ Active construction projects: Early/on-time (%)	73%	72%	71%	72%	84%	*	*
★ Active construction projects: Difference between projected and scheduled duration (%)	7.4%	7.4%	9.6%	7.0%	5.6%	*	*
Construction projects completed	170	156	166	122	93	110	115
- Infrastructure	67	75	62	48	41	40	32
- Human services	23	10	20	21	10	15	18
- Cultural institutions and libraries	52	33	50	28	23	35	50
- Public safety	25	38	34	25	19	20	15
- Schools	3	0	0	0	0	*	*
★ - Completed early/on-time: Infrastructure (%)	81%	81%	84%	81%	83%	82%	82%
★ - Completed early/on-time: Structures (%)	83%	88%	79%	74%	88%	82%	82%
Lane miles reconstructed	42.5	60.2	75.8	45.7	66.2	47.2	34.4
- Construction completed on schedule (%)	76%	81%	77%	78%	71%	80%	80%
Sewers constructed (miles)	17.7	15.1	10.7	10.6	8.8	8.9	8.9
- Construction completed on schedule (%)	81%	85%	85%	97%	78%	80%	80%
Sewers reconstructed (miles)	17.0	13.5	13.2	11.9	7.5	13.1	7.9
- Construction completed on schedule (%)	68%	88%	62%	81%	85%	80%	80%

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Water mains (new and replaced) (miles)	57.8	47.9	39.5	31.1	21.7	31.8	19.3
- Construction completed on schedule (%)	82%	84%	77%	81%	88%	80%	80%
Average cost change for all consultant design and construction supervision projects (excluding programmatic scope changes) (%)	5.1%	1.2%	5.4%	3.4%	2.1%	6%	6%
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	0.9%	2.2%	1.4%	3.9%	2.2%	6%	6%
Projects audited (%)	98%	98%	100%	100%	100%	95%	95%
Capital commitment plan committed to within the first six months of the fiscal year (%)	37%	36%	40%	27%	15%	36%	18%
Design Quality Indicator							
- Number of projects surveyed	NA	NA	NA	NA	14	*	*
- Average project rating	NA	NA	NA	NA	84%	*	*
Post-construction satisfaction surveys							
- Number of projects surveyed	NA	105	100	84	62	*	*
- Number of surveys sent	NA	318	324	233	177	*	*
- Number of surveys returned	NA	98	87	57	40	*	*
★ - Rate of overall satisfaction (%)	NA	75%	74%	90%	83%	*	*

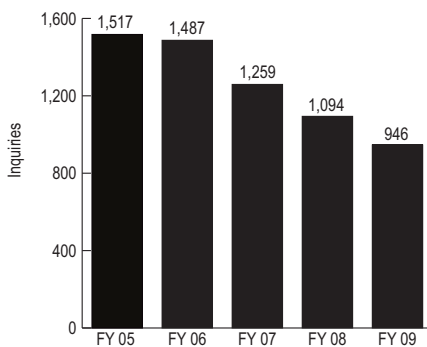
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 946 DDC-related inquiries in Fiscal 2009.

Inquiries Received by 311



Top DDC - related inquiries:	Total	% of DDC Inquiries
DDC Project Inquiries and Complaints	473	50.0%
General Inquiries	300	31.7%
Bidding on DDC Projects	87	9.2%
Construction Vendor Prequalification List	23	2.4%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$85.1	\$87.9	\$96.2	\$96.5	\$103.1	\$107.8	\$106.0	\$106.8
Revenues (\$000)	\$142	\$143	\$105	\$81	\$94	\$150	\$150	\$150
Personnel	1,175	1,146	1,136	1,111	1,132	1,338	1,334	1,333
Overtime paid (\$000)	\$1,266	\$1,136	\$1,370	\$1,369	\$1,294	*	*	*
Capital commitments (capital projects managed for client agencies) (\$ millions)	\$815.2	\$854.7	\$783.2	\$992.7	\$802.7	*	*	\$1,757.0

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report



Noteworthy Changes, Additions or Deletions

- DDC added 10 targets for Fiscal 2010. Annual targets for design and construction projects are developed following the release of the Preliminary Mayor's Management Report, after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan.
- As referenced in the Performance Highlights, the Department lowered its Fiscal 2010 target for the measure 'Capital commitment plan committed to within the first six months of the fiscal year (%)' from 36% to 18%.
- The Department added two indicators on its Design Quality Indicator program.
- DDC updated Fiscal 2008 data for the number of post-construction satisfaction surveys sent and received.



DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Martha K. Hirst, 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; provides overall facilities management, including security, maintenance and construction services for 54 public buildings; purchases, sells and leases non-residential real property; purchases, inspects and distributes supplies and equipment; monitors City agency fleets and the City's overall compliance with fleet purchasing laws and environmental goals; establishes, audits and pays utility accounts that serve 80 agencies and more than 4,000 buildings; and implements energy conservation programs throughout City facilities.

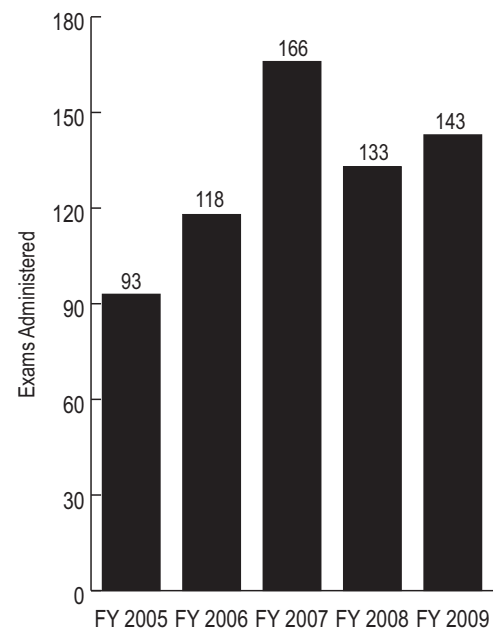
Critical Objectives

- Increase the public's access to information and employment opportunities in City government.
- Ensure a sufficient number of eligible job 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.

Performance Report

- ✓ Support the City's workforce needs through civil service test administration, hiring support and personnel development.
 - In Fiscal 2009 the number of applications for civil service exams increased 37.5 percent, due to a 7.5 percent increase in the number of exams administered and a larger than average pool of applicants for certain exams, such as Principal Administrative Associate and Clerical Aide.
 - DCAS increased the percentage of exams administered on schedule by 7 percentage points despite the fact that it administered 7.5 percent more exams compared to Fiscal 2008.

Civil Service Exams Administered





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
☎ Applications received for open competitive civil service exams	115,799	130,492	209,317	156,100	214,689	*	*
Exams administered on schedule (%)	87.5%	93.4%	87.5%	87.4%	94.5%	100%	100%
★ Median days from exam administration to list establishment	NA	235	245	232	228	*	*
★ Training sessions evaluated as satisfactory or better (%)	100%	100%	100%	100%	100%	100%	100%
Average cost of training per employee (\$)	\$196.28	\$198.16	\$179.40	\$185.71	\$195.23	*	*
High-priority New York City Automated Personnel System (NYCAPS) work tickets resolved (%)	NA	NA	94%	96%	95%	95%	95%

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

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

- DCAS is undertaking a restructuring of the survey for non-court space cleanliness and maintenance, as well as the corresponding grading scale, which will result in a new indicator for Fiscal 2010.
- Despite a 40 percent increase in the number of construction projects completed in Fiscal 2009, DCAS completed all projects on schedule.
- The average time to complete in-house trade shops work orders increased from 8.17 to 8.92 days, or 9 percent, due in part to a 7 percent increase in work orders for the trade shops.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Court space that receives acceptable ratings for cleanliness and maintenance (%)	100%	100%	100%	100%	100%	100%	100%
★ Non-court space that receives acceptable ratings for cleanliness and maintenance (%)	95%	100%	100%	100%	100%	85%	*
Average cost of cleaning per square foot	\$1.65	\$2.01	\$2.24	\$2.41	\$2.71	*	*
In-house work orders received (total)	28,351	36,192	50,377	59,799	66,001	*	*
In-house trade shops work orders received	7,582	8,466	10,533	14,019	15,067	*	*
★ Average days to complete in-house trade shops work orders	NA	NA	7	8	9	*	*
In-house trade shops work orders completed within 30 days (%)	NA	74%	79%	85%	85%	80%	80%
★ Construction projects completed early or on time (%)	NA	NA	100%	100%	100%	*	*
★ Design projects completed early or on time (%)	NA	NA	100%	100%	100%	*	*

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

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

- Revenue generated from the sale of surplus goods rose 56 percent during the reporting period, due to a 26 percent increase in auto auction revenue and a nearly threefold increase in sealed bid revenue.
- DCAS completed all short-term lease renewal inspections within 10 days, exceeding its target.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Revenue generated from the sale of surplus goods (\$000)	\$8,956	\$7,999	\$5,670	\$8,246	\$12,824	\$11,500	\$8,675
Real estate auction bids received (\$000)	\$32,229	\$20,054	NA	NA	NA	*	*
Lease revenue generated (\$000)	\$49,457	\$56,454	\$53,939	\$64,254	\$64,920	\$58,167	\$56,256
★ Rents collected as a percentage of rents billed	101%	95%	102%	96%	100%	91%	91%
Short-term lease renewal inspections completed	NA	NA	173	200	233	*	*
Short-term lease renewal inspections completed within 10 business days (%)	NA	NA	87%	100%	100%	95%	95%
★ Number of tax lots managed by DCAS	2,650	2,561	2,453	2,311	2,260	*	*

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



✓ **Procure goods for City agencies.**

- In Fiscal 2009, 22.4 percent of the citywide fleet was comprised of hybrid or alternative fuel vehicles (AFVs). City agencies replaced older-model, less efficient vehicles with a variety of current-year AFVs, including 609 hybrid, 338 bio-fuel ethanol, 46 cleaner-burning diesel, 13 electric and two solar vehicles, while reducing the overall size of the citywide fleet by 291 vehicles.
- The average number of bidders per bid for procurements increased from 4.6 to 5.6, or 22 percent, due to a 41 percent increase in bid offerings for building and construction materials-related procurements, and a related 39 percent increase in vendor responses to bid offerings in this category.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Average time to process a purchase order (days)	NA	NA	3	3	3	*	*
Average number of bidders per bid	5.1	5.0	4.6	4.6	5.6	*	*
★ Percentage of citywide fleet that is hybrid or alternative fuel vehicle	NA	NA	NA	NA	22.4%	*	*
Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)	NA	NA	88%	87%	95%	*	*

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

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

- Energy conservation projects implemented by DCAS in Fiscal 2009 are estimated to reduce 5,119 metric tons of greenhouse gases and save \$1.36 million in utility costs. In Fiscal 2010 DCAS expects to reduce 7,500 metric tons of greenhouse gases and save \$2.04 million in addition to the Fiscal 2009 reductions.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Estimated annual cost savings from energy conservation projects (\$ millions)	NA	NA	NA	NA	\$1.36	*	\$2
★ Estimated reduction in greenhouse gas emissions due to energy conservation projects (metric tons)	NA	NA	NA	NA	5,119	*	7,500
Total energy purchased (British Thermal Units) (trillions)	27.7	27.6	28.1	29.1	29.6	*	*
- Total electricity purchased (kilowatt hours) (billions)	4.06	4.14	4.26	4.32	4.27	*	*

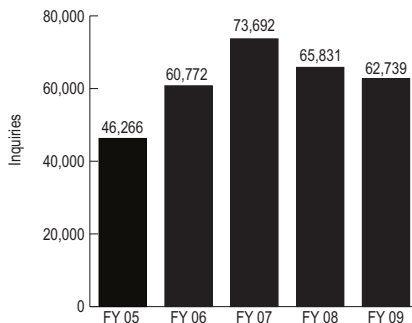
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 62,739 DCAS-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 DCAS - related inquiries:	Total	% of DCAS Inquiries
Civil Service Exam Information	32,801	52.3%
Get a Job with NYC	12,050	19.2%
City Employment Verification	3,409	5.4%
Buy a Parking Card in Person or over the Phone	1,980	3.2%
Surplus Auto Auction	1,661	2.6%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$758.4	\$852.6	\$931.1	\$993.7	\$1,102.3	\$1,118.6	\$1,086.8	\$1,158.7
Revenues (\$ millions)	\$107.8	\$94.6	\$89.8	\$97.1	\$149.9	\$126.2	\$151.7	\$163.6
Personnel	1,961	1,953	2,067	2,134	2,177	2,089	2,073	2,243
Overtime paid (\$000)	\$8,014	\$9,974	\$11,365	\$13,640	\$14,595	*	*	*
Capital commitments (\$ millions)	\$79.8	\$113.8	\$94.1	\$162.5	\$141.1	\$514.6	\$217.6	\$436.1
Work Experience Program (WEP) participants assigned	460	1,271	910	1,009	838	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- To more accurately measure the performance of citywide fleet management, DCAS developed the new indicator 'Percentage of citywide fleet that is hybrid or Alternative Fuel Vehicle (%)', which is a new critical indicator.
- DCAS Division of Energy Management was formed in Fiscal 2009. Building on the foundation of the Office of Energy Conservation tasked with energy procurement and ENCORE project management, the Division is also taking on other functions associated with the management of PlaNYC efforts to reduce City government greenhouse gas emissions. As a result, a new Key Public Service Area ('Manage energy procurement and conservation programs') was created to measure the Division's performance, and includes two existing indicators and two new indicators. The new indicators are: 'Estimated annual cost savings from energy conservation projects (\$ millions)' and 'Estimated reduction in greenhouse gas emissions due to energy conservation projects (metric tons)', which is a new critical indicator.



DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

Paul J. Cosgrave, Commissioner

Key Public Service Areas

- ✓ Provide access to City government through Internet and voice technologies.
- ✓ Provide assistance for consumers of franchised cable television service.
- ✓ Ensure that public pay telephones on City streets are available, clean and in working order.

Scope of Agency Operations

The Department of Information Technology and Telecommunications (DoITT) transforms the way the City interacts with its residents, businesses, visitors, and employees by leveraging technology to improve services and increase transparency, accountability, and accessibility across all agencies. DoITT operates the City's 311 Customer Service Center, which provides the public with information and services for more than 300 agencies and organizations, maintains the City's official website NYC.gov, and manages the City's television and radio stations. The Department is home to the Citywide Geographic Information Systems Unit, which develops and hosts a digital base map used to support City operations. Responsible for coordinating citywide IT policy and planning, including IT security, DoITT operates the City's data center, telephone systems, fiberoptic network, New York City Wireless Network (NYCWIn), Citywide Radio Network, 800 MHz radio network, internal data network, and Enterprise Service Desk. DoITT administers the City's telecommunications franchises including high capacity fiber, cable television infrastructure, public pay telephones, and mobile telecommunications equipment installed on City property and in City streets.

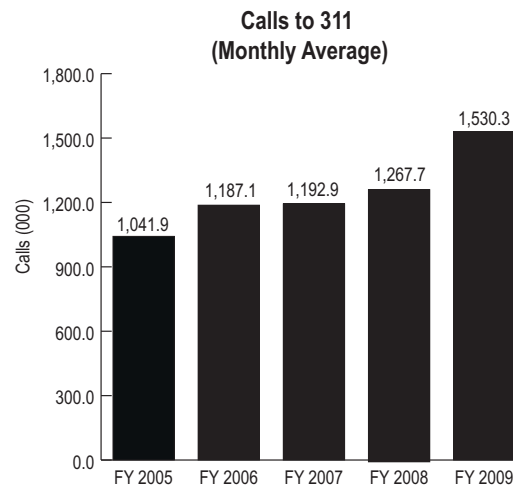
Critical Objectives

- Increase the public's access to nonemergency City services through the 311 Customer Service Center.
- Increase the public's access to City government through NYC.gov, the City's official website.
- Resolve cable complaints reported to DoITT in a timely manner.
- Maximize availability, operability and cleanliness of public pay telephones on City streets through inspections and enforcement.

Performance Report

- ✓ Provide access to City government through Internet and voice technologies.

- In Fiscal 2009 the 311 Customer Service Center handled 21 percent more calls with 20 percent less staff, while answering 88 percent of all calls in 30 seconds or less. Increased use of automated messaging prior to reaching a representative allowed customers to quickly access more commonly-requested information—such as Alternate Side Parking status, school/street closures, and special event information.



Top 10 Citywide 311 Inquiries in Fiscal 2009:

	Total	% of All
Noise (all inquiries)	358,990	1.9%
Heat Complaint - Inadequate Heat	218,871	1.2%
Find a Police Precinct or Police Service Area (PSA)	188,590	1.0%
Landlord Complaint - Maintenance	168,354	0.9%
Schedule a Plan Examiner Appointment	144,007	0.8%
Bus or Subway Information	137,474	0.7%
Alternate Side Parking Information	114,054	0.6%
Missing Vehicle - Towed	100,875	0.5%
Bulk Items Disposal	99,321	0.5%
Parking Violation - Ticket Assistance	86,781	0.5%



- Calls handled in languages other than English increased by nearly 2 percentage points compared to Fiscal 2008. This is attributable to the Department's ongoing efforts to use prominent automated messaging in the City's most-commonly spoken, non-English languages.
- NYC.gov averaged nearly two million unique visitors per month in Fiscal 2009 and more than 22 million unique visitors overall. With enhancements such as the March 2009 launch of 311Online—a web portal allowing users to search for services, find information and file complaints with City agencies directly through NYC.gov—the City continues its efforts to make more applications and forms available online.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ 📞 Calls made to 311 (000)	12,503.2	14,245.4	14,314.7	15,212.9	18,363.1	*	*
★ 📞 Calls answered in 30 seconds or less (%)	63%	88%	96%	97%	88%	85%	80%
★ 📞 Average wait time for call pickup (minutes:seconds)	NA	0:14	0:05	0:07	0:22	*	*
📞 Call takers time occupied (%)	73%	67%	65%	63%	69%	*	*
📞 Calls handled in languages other than English (%)	1.3%	1.9%	2.4%	1.9%	3.6%	*	*
★ Calls resolved at 311 without transfer to agency for resolution (%)	NA	79%	77%	80%	84%	*	*
NYC.gov online forms available	410	410	410	510	520	435	520
★ NYC.gov unique visitors (average monthly)	NA	NA	NA	NA	1,859,576	*	*
★ Percent uptime of NYC.gov	NA	NA	99.96%	99.95%	99.95%	*	*
★ Percent uptime of all key systems (mainframe, Sun/Unix, Wintel)	NA	NA	99.90%	99.90%	99.99%	*	*
Key projects completed on time (%) (Apr-Jun)	NA	NA	NA	NA	61%	*	*
Key projects completed within budget (%) (Apr-Jun)	NA	NA	NA	NA	100%	*	*

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

✓ **Provide assistance for consumers of franchised cable television service.**

- The average time to close all cable television disputes decreased 22 percent in Fiscal 2009. While the average time to close billing complaints increased by four days, this measure remained well below the 30-day target. The average time to resolve service complaints—which outnumber billing issues more than three to one—decreased 17 percent. The Department attributes the improved timeliness to the implementation of its new oversight procedures for the City's franchised cable television providers.
- Almost 99 percent of cable complaints were resolved within 30 days, a 3 percentage point improvement over Fiscal 2008.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
📞 Average days to close cable complaints - All complaints	NA	17.3	15.3	20.3	15.8	*	*
📞 - Billing complaints	NA	20.9	19.1	20.5	24.8	30	30
📞 - Service complaints	NA	15.7	12.8	14.7	12.2	14	14
★ 📞 All cable complaints resolved within 30 days (%)	NA	90.0%	96.0%	95.3%	98.7%	*	*

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

✓ **Ensure that public pay telephones on City streets are available, clean and in working order.**

- The decrease in public pay telephones deemed operable is attributable to the Department focusing its inspections on pay telephones that continually fail to provide coin revenue, allowing the agency to more efficiently locate inoperable installations and direct companies to repair or remove damaged phones accordingly.

- On June 30, 2009 there were just over 18,100 public pay telephones on City streets, 94 percent of which were found to be clean upon inspection during the reporting period.



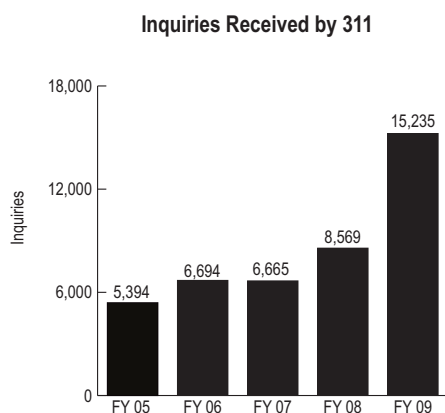
Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★☎ Inspected phones deemed operable (%)	96%	91%	83%	83%	75%	95%	95%
☎ Inspected phones passing scorecard appearance standards (%)	94%	92%	93%	88%	94%	95%	95%

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 15,235 DoITT-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



Top 5 DoITT - related inquiries:	Total	% of DoITT Inquiries
ACCESS NYC	7,101	44.6%
Cable Television Complaint - General	1,997	13.1%
Cable Television Complaint - Service	1,990	13.0%
Pay Phone Complaint - Street	1,690	11.0%
NYC Radio and Television - Information and Complaint	1,168	7.7%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$223.7	\$237.2	\$255.6	\$308.3	\$382.1	\$379.4	\$347.4	\$358.2
Revenues (\$ millions)	\$114.2	\$117.5	\$127.4	\$137.4	\$145.7	\$135.1	\$143.0	\$139.6
Personnel	882	989	1,100	1,196	1,273	1,323	1,125	1,234
Overtime paid (\$000)	\$881	\$1,744	\$1,947	\$1,421	\$589	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None





DEPARTMENT OF RECORDS & INFORMATION SERVICES

Brian G. Andersson, 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.

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.

Scope of Agency Operations

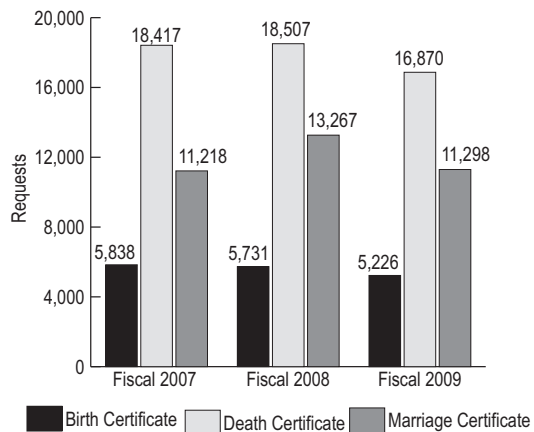
The Department of Records and Information Services preserves and maintains the City's records and publications through the Municipal Archives, the Municipal Records Management Division, and the City Hall Library. The Department currently responds to more than 55,000 requests annually and provides the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

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

Performance Report

- ✓ Provide the public and City agencies with access to public records and publications.
 - The Department preserved over 900,000 records, exceeding its goal by 250 percent. This resulted from special funding from the Mayor's Office that enabled the Department to catalog and preserve selected records of the Mayoral administration of David Dinkins.
 - Patron requests for information from the City Hall Library decreased 55 percent, from approximately 5,000 in Fiscal 2008, to 2,300 in Fiscal 2009. There are several factors responsible for this trend. Among them are improvements in the 311 system which now answers many routine inquiries previously fielded by the Library, and a greater volume of Library holdings in electronic format, available on-line, requiring fewer in-person visits.
 - The Department continued to reduce its average processing time for historical photographs, from 13 days in Fiscal 2008, to 10.2 days in 2009. The 22 percent reduction in demand for this service from Fiscal 2008 to 2009 accounts for the decreased processing time.

Vital Record Requests





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Publications and reports acquired	NA	8,115	13,132	11,498	9,861	*	*
Records preserved	536,054	404,374	253,487	240,091	907,439	260,000	260,000
Volume of library collection	NA	300,419	310,083	317,168	324,039	*	*
Information requests received	67,236	62,710	64,105	63,722	56,432	*	*
☎ - City Hall Library	7,246	6,799	6,572	5,096	2,295	*	*
☎ - Municipal Archives	59,990	55,911	57,533	58,626	54,137	*	*
☎ - Vital record requests received	32,901	32,155	35,473	37,505	33,394	*	*
★ Vital record requests responded to in an average of 12 business days (%)	62%	60%	71%	86%	86%	80%	80%
★ Average response time to vital records requests (days)	NA	NA	8.3	9.1	7.9	*	*
Photographic reproduction requests received	6,682	6,644	5,742	4,801	3,723	*	*
★ Average response time to historical photo requests (days)	NA	NA	14.0	13.0	10.2	*	*

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

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

- The Municipal Records Management Division continued to focus resources on disposing of obsolete records from the records center. This has resulted in a 13 percent increase in total disposals over Fiscal 2008, and an increase in warehouse capacity for new material from 6 percent in 2008 to 7.5 percent in 2009. The Law Department and the agencies continued to cooperate in this effort, reducing the average time to process records disposal applications by one month, from 2.5 to 1.5 months for the Law Department, and from 1.4 to 0.9 months at the agencies.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Average response time to agency requests for inactive records (days)	NA	NA	NA	NA	1.4	*	*
★ Average time between records disposal eligibility and application sent to Law Department (months)	NA	NA	2.7	1.4	0.9	*	*
★ Average time for Law Department to approve records disposal application (months)	NA	NA	3.4	2.6	1.5	*	*
★ Percent of warehouse capacity available for new accessions	NA	NA	5%	6%	7%	*	*

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

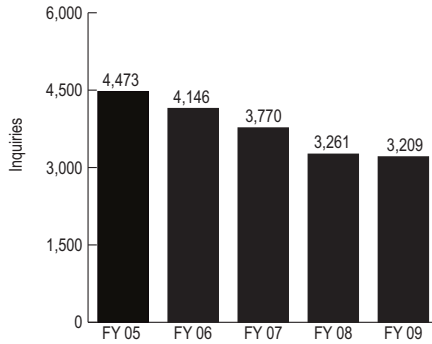


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 3,209 Department-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



<i>Top 5 Department - related inquiries:</i>	Total	% of DOR Inquiries
<i>Death Certificate Before 1949</i>	519	16.2%
<i>Marriage Certificate Before 1930</i>	464	14.5%
<i>Municipal Reference Research Assistance</i>	454	14.1%
<i>Birth Certificate Before 1910</i>	365	11.4%
<i>Classic Photos from the City Archives</i>	288	9.0%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$4.3	\$4.6	\$4.7	\$5.9	\$6.5	\$6.7	\$4.8	\$5.0
<i>Revenues (\$000)</i>	\$647	\$690	\$738	\$703	\$640	\$621	\$863	\$863
<i>Personnel</i>	57	52	56	70	65	61	41	45
<i>Overtime paid (\$000)</i>	\$0	\$0	\$6	\$14	\$0	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

NA means Not Available in this report

Noteworthy Changes, Additions or Deletions

None





DEPARTMENT OF SANITATION

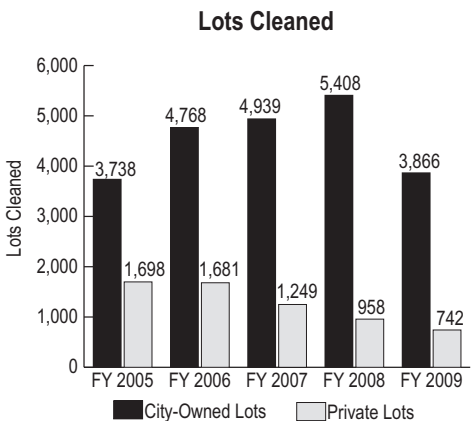
John Doherty, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

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



Critical Objectives

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

Performance Report

✓ Clean streets, sidewalks and vacant lots.

- As a result of the Department's continued emphasis on street cleaning, during Fiscal 2009 average street cleanliness ratings reached a new record high of 95.8 percent. In addition, all of the City's 234 sections received average ratings of 80 percent or better for the year.
- In Fiscal 2009 the Department spent 175 percent more in overtime for snow removal and used 82 percent more salt due to an 87 percent increase in snow accumulation and three additional snow storms compared to the previous year. The additional overtime spending also included collective bargaining increases.
- In Fiscal 2009 the number of vacant lots cleaned declined by 28 percent due to an overall reduction in the number of vacant lots in the City, and the additional snow accumulation compared to the previous year.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Streets rated acceptably clean (%)	91.5%	93.1%	94.3%	95.7%	95.8%	92%	92%
Dirty/marginal sanitation sections (out of 234)	0	0	0	0	0	*	*
Lots cleaned citywide	5,436	6,449	6,188	6,366	4,608	*	*
Graffiti sites cleaned	NA	NA	NA	NA	8,868	*	*
Square feet of graffiti removed (000)	NA	NA	NA	NA	8,058.7	*	*
Snow overtime (\$000)	\$22,153	\$19,007	\$21,140	\$6,124	\$16,874	*	*
Snowfall (inches)	42.8	40.2	12.8	13.8	25.8	*	*
Salt used (tons)	322,770	220,874	244,606	162,185	295,572	*	*

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

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

- In Fiscal 2009 the refuse tons collected per truck decreased to 9.9 tons due to a 4 percent reduction in the total refuse tonnage available for collection.
- The average age of the Department's front-loading collection truck fleet was older than 6 years, contributing to the higher outage rates.

Web Maps





- The recycling tons collected per truck shift declined to 5.6 tons in Fiscal 2009 due to a 12 percent reduction in total recycling tonnage available for collection.
- In Fiscal 2009 the total recycling diversion rate decreased by 2 percentage points due to a decline in print advertising and a resulting decrease in paper available for recycling. Similarly, revenue from paper recycling decreased 27 percent.
- The number of chlorofluorocarbon/freon recoveries decreased by 30 percent due to a continued decline in the number of appointments made.
- The Department's inspections of permitted private transfer stations increased by 22 percent in Fiscal 2009.
- In Fiscal 2009 the Department continued to implement the City's Comprehensive Solid Waste Management Plan, commencing a long-term rail export contract for all DSNY-managed refuse in parts of Brooklyn.

Web Maps



Web Maps



Web Maps



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Refuse cost per ton (fully loaded) (\$)	\$263	\$277	\$308	\$354	NA	*	*
Refuse collection cost per ton (\$)	\$154	\$163	\$179	\$208	NA	*	*
Disposal cost per ton (\$)	\$109	\$114	\$129	\$146	NA	*	*
☎ Missed refuse collections (%)	2.2%	0.1%	0.1%	0.0%	0.1%	*	*
★ Refuse tons per truck-shift	10.7	10.6	10.4	10.2	9.9	10.7	10.7
★ Rear-loading collection truck outage rate	12.2%	14.0%	14.3%	15.6%	16.3%	*	*
★ Dual-bin collection truck outage rate	NA	NA	17.6%	19.5%	17.4%	*	*
★ EZ Pack front-loading collection truck outage rate	14.7%	19.7%	20.7%	23.5%	24.4%	*	*
★ Annual tons disposed (000)	3,588.5	3,559.3	3,491.4	3,441.3	3,306.7	3,482	3,413
Tons per day disposed	11,882	11,786	11,561	11,433	10,986	11,531	11,327
★ Percent of total trucks dumped on shift	NA	39.6%	51.3%	51.7%	52.1%	*	*
Annual tons recycled (000)	2,103	1,691	1,697	1,922	1,683	*	*
Recycled tons per day	6,742	5,419	5,438	6,160	5,394	*	*
★ Curbside and containerized recycling diversion rate (%)	16.8%	16.4%	16.5%	16.5%	16.2%	*	*
★ Number of districts with a curbside and containerized recycling diversion rate between 0.0% and 4.9%	0	0	2	1	1	*	*
★ Number of districts with a curbside and containerized recycling diversion rate between 5.0% and 9.9%	7	9	8	10	10	*	*
★ Number of districts with a curbside and containerized recycling diversion rate greater than 25.0%	8	6	2	6	6	*	*
★ Total recycling diversion rate (%)	36.2%	31.5%	32.0%	35.0%	32.9%	*	*
Recycling summonses issued	119,707	141,511	149,267	153,432	159,927	*	*
★ Recycling tons per truck-shift	6.1	6.0	5.8	5.9	5.6	6.2	6.2
☎ Missed recycling collections (%)	0.5%	0.0%	0.1%	0.0%	0.0%	*	*
Recycling cost per ton (fully loaded) (\$)	\$343	\$362	\$420	\$490	NA	*	*
Recycling collection cost per ton (\$)	\$325	\$343	\$400	\$469	NA	*	*
Paper recycling revenue per ton (\$)	\$16	\$10	\$14	\$27	\$20	*	*
☎ Number of chlorofluorocarbon/freon recoveries	133,050	130,863	83,654	49,043	34,327	*	*
Private transfer station permits	63	62	58	59	60	*	*
Private transfer station inspections performed	6,085	5,503	5,507	4,782	5,810	6,102	6,102
★ Marine Transfer Station construction commencements	NA	NA	NA	NA	0	*	*
Tort cases commenced	515	386	233	299	273	*	*
Tort dispositions	466	460	372	348	348	*	*
Tort payout (\$000)	\$11,517.8	\$13,983.8	\$31,477.1	\$25,822.5	\$25,523.8	*	*

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

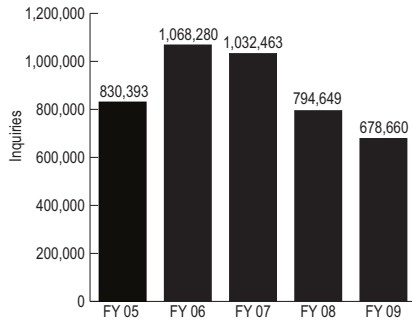


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 678,660 DSNY-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 DSNY - related inquiries:	Total	% of DSNY Inquiries
<i>Bulk Items Disposal</i>	99,321	14.6%
<i>CFC and Freon Removal - Appointment</i>	63,936	9.4%
<i>Garbage Pickup</i>	58,830	8.7%
<i>Recycling and Trash Collection Schedules</i>	58,685	8.6%
<i>Recycling Pickup</i>	26,494	3.9%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$1,034.9	\$1,094.9	\$1,173.4	\$1,244.4	\$1,265.2	\$1,295.8	\$1,318.0	\$1,303.1
<i>Revenues (\$ millions)</i>	\$16.1	\$12.6	\$32.4	\$30.2	\$28.4	\$30.6	\$131.7	\$31.7
<i>Personnel (uniformed)</i>	7,619	7,733	7,758	7,690	7,612	7,593	7,375	7,375
<i>Personnel (civilian)</i>	1,962	2,025	2,087	2,112	2,111	2,236	2,213	2,212
<i>Overtime paid (\$000)</i>	\$78,063	\$60,016	\$61,047	\$46,887	\$52,189	*	*	*
<i>Capital commitments (\$ millions)</i>	\$136.5	\$76.8	\$189.0	\$171.5	\$171.0	\$704.6	\$599.3	\$958.3
<i>Work Experience Program (WEP) participants assigned</i>	324	666	539	828	1,171	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- DSNY added the following critical measures: ‘Rear-loading collection truck outage rate,’ ‘Dual-bin collection truck outage rate,’ and ‘EZ Pack front-loading collection truck outage rate.’





DEPARTMENT OF PARKS & RECREATION

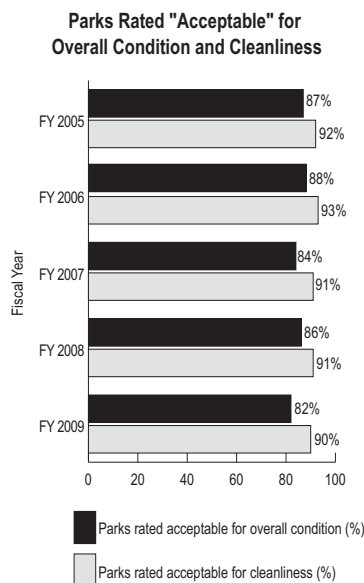
Adrian Benepe, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres including more than 1,800 parks, more than 2,400 greenstreet sites, nearly 1,000 playgrounds, more than 800 athletic fields, more than 550 tennis courts, 54 outdoor swimming pools, 12 indoor swimming pools, 30 indoor recreational centers, 13 field houses, seven community centers, more than 600 comfort stations, 14 miles of beaches, 13 golf courses, six ice rinks, five major stadia, 17 nature centers, 13 marinas and four zoos. The Department is also responsible for approximately 600,000 street trees and two million park trees, 23 historic house museums and more than 800 monuments, sculptures and historical markers.



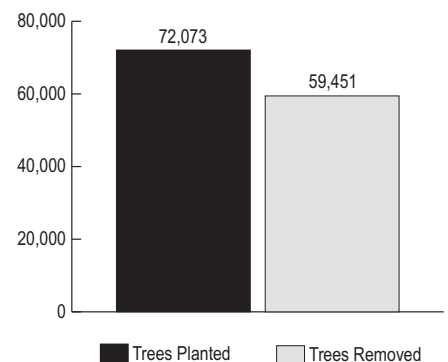
Critical Objectives

- 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.

Performance Report

- ✓ **Maintain a green, clean and safe park system and urban forest for all New Yorkers.**
 - The Department met its overall 90 percent target for park cleanliness, with individual ratings for small parks and playgrounds remaining high at 90 percent. However, cleanliness ratings of large parks were one point lower than the previous year as DPR continued to combat illegal dumping in a group of large parks. As a preventive measure, the Department is working to begin installation of fencing at several problem locations during Fiscal 2010.
 - Overall condition ratings decreased by four percentage points, falling below target. To address conditions contributing to the lower ratings, the Department has revised its maintenance protocols and will reassign staff as needed.
 - At 93 percent, acceptability ratings for safety surfaces exceeded the performance goal, but play equipment ratings decreased slightly to 88 percent.
 - Comfort stations, spray showers and drinking fountains maintained in-service ratings of 90 percent or above.
 - The Department planted 21,817 trees, nearly 3 percent higher than the annual plan, and pruned 79,658 trees under the block program, exceeding the higher goal set for Fiscal 2009.
 - Fewer crimes against persons were reported; however, crimes against property rose. The increase was concentrated in a small number of parks. To address these localized incidents, the Department is working with area police precincts on preventive measures, including increasing the presence of both plain-clothes and uniformed officers. DPR also added security cameras in parking lots. By

Trees Planted and Trees Removed FY 2005 - FY 2009





the fourth quarter of the fiscal year, the number of reported crimes had decreased compared to the same three months last year.



Performance Statistics	A c t u a l					T a r g e t	
	FY05	FY06	FY07	FY08	FY09	FY09	Updated FY10
★ Parks rated "acceptable" for overall condition (%)	87%	88%	84%	86%	82%	85%	85%
★ Parks rated "acceptable" for cleanliness (%)	92%	93%	91%	91%	90%	90%	90%
★ - Cleanliness of small parks and playgrounds (%)	92%	93%	91%	93%	90%	*	*
★ - Cleanliness of large parks (%)	85%	89%	83%	78%	77%	*	*
★ Safety surfaces rated "acceptable" (%)	89%	92%	92%	94%	93%	90%	90%
★ Play equipment rated "acceptable" (%)	90%	88%	84%	89%	88%	90%	90%
★ Comfort stations in service (in season only) (%)	84%	92%	91%	93%	90%	90%	90%
★ Spray showers in service (in season only) (%)	86%	88%	96%	95%	95%	*	*
★ Drinking fountains in service (in season only) (%)	89%	90%	92%	92%	94%	*	*
Parks with an affiliated volunteer group (%)	53%	56%	57%	57%	58%	*	*
Summonses issued	31,455	26,108	28,714	21,149	22,148	*	*
★ 📞 Public service requests received - Forestry	67,945	75,970	71,187	78,569	75,509	*	*
★ Trees planted	10,579	9,100	8,152	22,425	21,817	21,200	18,500
Trees removed	10,624	12,345	12,271	12,833	11,378	*	*
★ 📞 - Street trees removed (in response to service request)	7,603	8,084	7,857	8,095	7,261	*	*
- removed within 30 days of service request (%)	93%	99%	96%	98%	98%	95%	95%
📞 Trees pruned - block program	35,481	36,368	32,590	75,810	79,658	65,000	20,000
- Annual pruning goal completed (%)	122%	125%	112%	152%	123%	*	*
- Percent of pruning completed within established cycle	10%	10%	11%	15%	16%	*	*
Acres restored	28.3	8.0	29.4	69.7	28.5	*	*
Acres improved	NA	NA	NA	457.6	422.8	*	*
Attendance at historic house museums	596,768	659,345	748,689	763,337	741,449	*	*
Monuments receiving annual maintenance (%)	26%	36%	44%	47%	55%	*	*
★ Total major felonies in 20 largest parks							
- Crimes against persons	NA	NA	NA	82	76	*	*
★ - Crimes against property	NA	NA	NA	100	121	*	*
★ Public service requests received through 311 that relate to quality of life	NA	2,266	2,839	3,144	2,762	*	*
Tort cases commenced	274	243	251	274	264	*	*
Tort dispositions	327	267	306	292	287	*	*
Tort payout (\$000)	\$12,140.9	\$5,925.6	\$18,262.7	\$12,258.7	\$9,722.9	*	*

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

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

- Results for all three capital project indicators exceeded expectations, with a higher percentage of projects completed on time compared to the previous year. Highlights of Fiscal 2009 projects include the reconstruction of Indian Lake and new amphitheater in Crotona Park in the Bronx; the construction of a regulation cricket field, naturalized landscaped path, benches and picnic grove in Canarsie Park in Brooklyn; and the construction of Canal Street Park in Manhattan. In Highland Park, Queens, the Department constructed a new soccer field and water play area and, in Staten Island, completed improvements in Tappen Park, including reconstructing the lawn and providing new benches and drinking fountains.



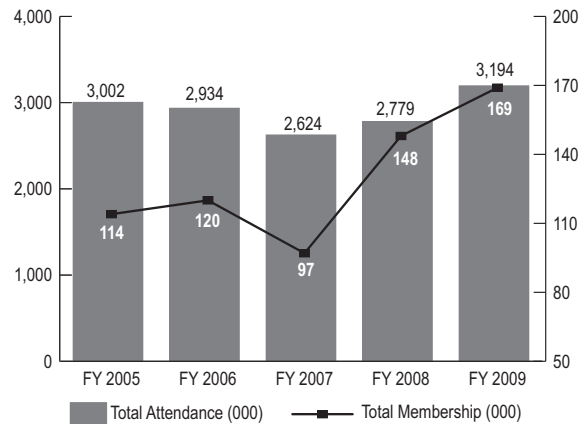
Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Capital projects completed	130	123	129	131	140	130	145
Capital projects completed on time or early (%)	81%	89%	83%	74%	82%	80%	80%
Capital projects completed within budget (%)	90%	93%	93%	89%	86%	85%	85%
Greenways added (miles)	2.2	1.2	3.2	0.5	3.2	*	*

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

✓ Provide recreational opportunities for New Yorkers of all ages.

- Attendance and membership at recreation centers grew by 15 and 14 percent, respectively. In large part the increases are linked to the opening of the AI Oerter Recreation Center in Flushing, Queens in November 2008. Additionally, attendance figures incorporate a full year's worth of activity at the Flushing Pool, which opened in the latter half of Fiscal 2008.
- Parks hired 1,285 lifeguards to monitor City pools and beaches, surpassing the target and setting a new record. Despite comparatively cooler weather, pool attendance increased by 22 percent to 1.8 million. In addition to an expanded summer food program at the pools, which likely attracted more visitors, the Fiscal 2009 summer season was six days longer.

Total Membership and Total Attendance at Recreation Centers



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Lifeguards (calendar year)	1,008	1,060	1,090	1,152	1,285	1,200	1,200
★ Attendance at outdoor Olympic and intermediate pools (calendar year)	1,390,366	1,421,804	1,294,789	1,495,628	1,826,326	*	*
★ Citywide acceptability rating for cleanliness of recreation centers	NA	3.6	3.3	4.3	4.5	*	*
★ Citywide acceptability rating for overall condition of recreation centers	NA	3.2	3.1	3.7	4.0	*	*
★ Average hours recreation centers open per week	NA	76.9	76.1	76.3	76.4	*	*
★ Total recreation center attendance	3,001,688	2,933,937	2,623,605	2,779,447	3,193,646	*	*
Total recreation center membership	113,633	120,035	96,862	148,168	169,301	*	*
- Seniors	14,882	17,041	18,802	28,537	31,116	*	*
- Adults	69,353	69,051	42,747	65,947	79,303	*	*
- Youth and children	29,398	33,943	35,313	53,684	58,882	*	*

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



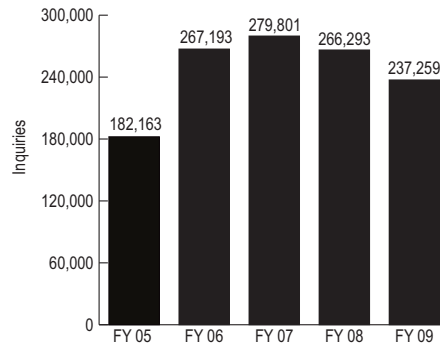
Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 237,259 DPR-related inquiries in Fiscal 2009.

Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 DPR - related inquiries:	Total	% of DPR Inquiries
Wood Disposal Chipping and Pickup	28,278	11.9%
Find a Park	22,231	9.4%
Tree Pruning	17,267	7.3%
Removal of Large Branch or Entire Tree - City Tree	16,045	6.8%
Find an Event in a Park	15,553	6.6%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$287.1	\$308.2	\$332.6	\$370.6	\$383.4	\$370.5	\$339.8	\$348.3
Revenues (\$ millions)	\$68.1	\$64.9	\$75.8	\$97.5	\$110.4	\$100.9	\$82.7	\$83.9
Personnel (Total FT and FTE)	6,471	6,766	6,947	7,245	7,395	7,214	6,758	6,763
Full-time personnel	1,838	1,895	3,052	3,702	3,760	3,590	3,343	3,345
Full-time equivalent (FTE) personnel	4,633	4,871	3,895	3,543	3,635	3,624	3,415	3,418
- Parks Opportunity Program (POP) participants ⁴	2,140	2,269	2,200	2,293	2,203	2,316	2,316	2,318
Overtime paid (\$000)	\$5,815	\$6,645	\$6,725	\$7,540	\$5,357	*	*	*
Capital commitments (\$ millions)	\$225.2	\$279.5	\$476.0	\$507.4	\$545.4	\$1,140.9	\$527.9	\$1,321.1
Work Experience Program (WEP) participants assigned	279	134	139	48	542	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

⁴The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

Noteworthy Changes, Additions or Deletions

- Fiscal 2005 data for the measure ‘- Cleanliness of small parks and playgrounds (%),’ previously reported as ‘NA,’ has been provided.
- As a result of funding cuts, the Department lowered its Fiscal 2010 targets for ‘Trees planted,’ from 21,200 to 18,500, and ‘Trees pruned,’ from 65,000 to 20,000. This change will significantly extend the pruning cycle. Additionally, while DPR will continue to report data for the indicator ‘Trees pruned - Annual pruning goal completed (%),’ it is no longer classified as a critical indicator.
- The Department increased the Fiscal 2010 target for ‘Capital projects completed’ from 130 to 145.
- To more accurately describe the performance that is being measured, the word “outdoor” was added in the following indicator ‘Attendance at outdoor Olympic and intermediate pools (calendar year).’



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.

Critical Objectives

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

Scope of Agency Operations

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

DCP Planning and Zoning Initiatives Fiscal 2002 - 2009



Since FY 2002 DCP has undertaken 198 initiatives throughout the City to promote new housing, support economic development and enhance neighborhoods.

Performance Report

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

- During Fiscal 2009 DCP completed 35 planning projects and proposals analyzing a wide range of land use, urban design, housing, transportation and economic development issues, and recommending strategies to achieve specific planning goals. The proposals are developed in consultation with key stakeholders and are usually implemented by zoning changes, which require a formal land use and environmental review, including continued public outreach and review, approval by the City Planning Commission (CPC) and adoption by the City Council. Planning proposals and technical analyses that do not call for zoning changes or formal land use review, such as transportation plans and demographic studies, are typically released as public reports and posted on DCP's website.
- In June 2009 the City Planning Commission approved a comprehensive rezoning plan to reestablish Coney Island as a world-renowned year-round beachfront urban amusement and entertainment destination. The 19-block rezoning will create a 27-acre indoor and outdoor amusement and entertainment district and will, outside the district, catalyze redevelopment of vacant and underutilized land for mixed income housing and a broad range of neighborhood services. The plan could result in over one million square feet of amusement and entertainment related uses; 500,000 square feet of retail uses outside the amusement area; and 4,500 new units of housing, including 900 units of affordable housing.
- The Department advanced two initiatives in the Bronx to promote additional commercial and residential density in transit-rich areas as part of the Mayor's Five Borough Economic Development Plan. The Lower Concourse rezoning, adopted in June 2009, promotes a mix of industrial, retail, residential and open space uses on underutilized and vacant land, including on the Harlem River waterfront. The 161st Street/River Avenue proposal, referred for public review in March 2009, fosters pedestrian-friendly corridors with affordable housing, new office buildings, and a greater variety of local retail in the civic center.
- Consistent with PlaNYC goals to provide for growth in locations well served by mass transit and facilitate affordable housing while preserving neighborhood character, the Department initiated three rezonings in Brooklyn. Rezoning to reflect neighborhood context were also advanced in two areas of Queens and four areas of Brooklyn.
- In June 2009 the City Planning Commission approved a text amendment to improve the Inclusionary Housing Program by including a permanently



affordable homeownership option and increasing the number of permanently affordable units that can be created and preserved under the original Program.

- Consistent with PlaNYC goals, the Department advanced two initiatives that promote bicycle use as an alternative means of transportation. The Zoning for Bicycle text amendment, adopted in April 2009, will require indoor, secure, long-term bicycle parking in new multi-family residential, community facility and commercial buildings. The Department’s *Bike-Share Opportunities in New York City 2009* study recommends the implementation of a bike-share program in New York City.
- Proposed new zoning incentives, referred for public review in May 2009, would encourage the development of neighborhood grocery stores in communities with limited opportunities to purchase fresh foods and in areas with high incidences of diet-related diseases. Known as “FRESH,” or Food Retail Expansion to Support Health, this interagency effort covers 20 community districts in the South Bronx, Central Brooklyn, Upper Manhattan and Downtown Jamaica in Queens.
- To advance the City’s goal of using technology to enhance transparency, efficiency, customer service and accountability, the Department created a new user-friendly website interface. The Community Data Portal provides a central access point for data, project information and other resources that DCP produces on a community district level.
- In Fiscal 2009 DCP continued to collaborate with government agencies and stakeholders to advance projects and proposals in Lower Manhattan and the Hudson Yards area, as well as for open spaces.
 - In Lower Manhattan, construction on the two-mile East River waterfront esplanade began in April 2009 and, in the Financial District, streetbeds were replaced with decorative paving and innovative security devices were installed. In the Fulton Corridor, the storefront and façade improvement program advanced to the design phase.
 - In Manhattan’s Hudson Yards area, five applications to facilitate 5.7 million square feet of mixed use development in the Western Rail Yard were referred for public review, along with four applications for City-owned sites to facilitate approximately 300 permanently affordable housing units. The CPC Chair certified two applications for private commercial and residential development which required contributions, totaling \$6.1 million, to fund the Number 7 subway line extension and the Hudson Boulevard and Park.
 - Several major publicly-accessible open space projects were advanced. In October 2008 ground was broken for Queens’ Jackson Avenue streetscape improvements. In June 2009 construction was started on the 1.5 acre Queens Plaza Park. Design and construction work of three park areas within the larger Fresh Kills Park in Staten Island also progressed.

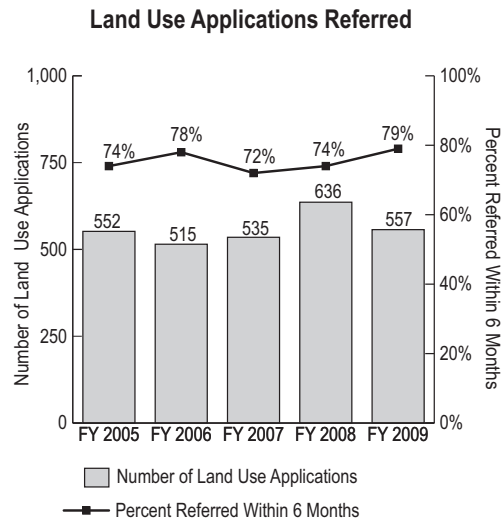
<i>Performance Statistics</i>	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
<i>Projects and proposals completed and presented to the public</i>	32	38	33	34	35	*	*
- <i>Economic development and housing proposals</i>	7	7	6	7	11	*	*
- <i>Neighborhood enhancement proposals</i>	19	25	14	16	16	*	*
- <i>Planning information and policy analysis</i>	6	6	13	11	8	*	*
★ <i>Number of significant milestones achieved for DCP-facilitated projects related to Lower Manhattan</i>	NA	NA	4	6	6	*	*
★ <i>Number of significant milestones achieved for DCP-facilitated projects related to Hudson Yards</i>	NA	NA	5	11	12	*	*
★ <i>Number of significant milestones achieved for DCP-facilitated projects related to significant open-space proposals</i>	NA	NA	4	5	5	*	*

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



✓ **Conduct land use and environmental reviews.**

- The Department referred 557 land use applications for public review, 12 percent fewer than last year. The percent of applications referred within six months increased to 79 percent, better than the performance target of 70 percent, and the median time to refer applications improved by 15 days to 33 days, attributed to technological improvements that resulted in a more efficient application review process.
- Most land use actions considered by the City Planning Commission are subject to the City Environmental Quality Review (CEQR) process, which identifies any potential adverse environmental effects of proposed actions as well as measures to mitigate significant impacts. During Fiscal 2009 the Department completed 224 environmental review applications; the percent completed within six months remained at 71 percent, the same as last fiscal year. The median time to complete an application decreased by more than half, to 22 days, largely due to specialized staff training and better coordination.



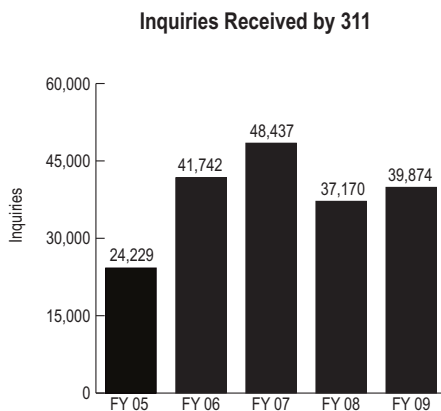
Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Land use applications referred	552	515	535	636	557	*	*
★ - within 6 months (%)	74%	78%	72%	74%	79%	70%	70%
- within 6-12 months (%)	11%	11%	12%	10%	6%	*	*
- within 13 months or more (%)	15%	11%	16%	16%	15%	*	*
★ Median time to refer land use applications (days)	52	48	41	48	33	*	*
Environmental review applications completed	NA	NA	290	288	224	*	*
★ - within 6 months (%)	NA	NA	80%	71%	71%	*	*
- within 6-12 months (%)	NA	NA	3%	8%	8%	*	*
- within 13 months or more (%)	NA	NA	17%	21%	21%	*	*
★ Median time to complete environmental review applications (days)	NA	NA	33	46	22	*	*

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 39,874 DCP-related inquiries in Fiscal 2009.



Top 5 DCP - related inquiries:	Total	% of DCP Inquiries
Locate an Elected Official	35,459	88.9%
Zoning Information Desk	3,728	9.3%
Purchase City Planning Maps and Books	163	0.4%
City Planning - Hearings and Publications	147	0.4%
Waterfront - Flood Zone Information	113	0.3%



Agency Resources

Agency Resources	A c t u a l					Preliminary		Updated
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$21.0	\$22.1	\$22.1	\$24.4	\$29.4	\$33.6	\$23.8	\$28.4
<i>Revenues (\$ millions)</i>	\$1.8	\$1.8	\$1.9	\$2.3	\$3.3	\$3.0	\$2.8	\$3.3
<i>Personnel</i>	319	315	323	324	311	346	312	311
<i>Overtime paid (\$000)</i>	\$35	\$35	\$38	\$39	\$17	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None



LANDMARKS PRESERVATION COMMISSION

Robert B. Tierney, Chair

Key Public Service Area

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

Scope of Agency Operations

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City’s architectural, historic and cultural resources, which now number 1,233 individual landmarks and more than 25,000 properties in 96 historic districts and 13 extensions to existing historic districts. The Agency annually reviews approximately 9,000 applications to alter landmark structures. Enforcement staff investigate complaints of illegal work and initiate action to compel compliance with the Landmarks Law.

Critical Objectives

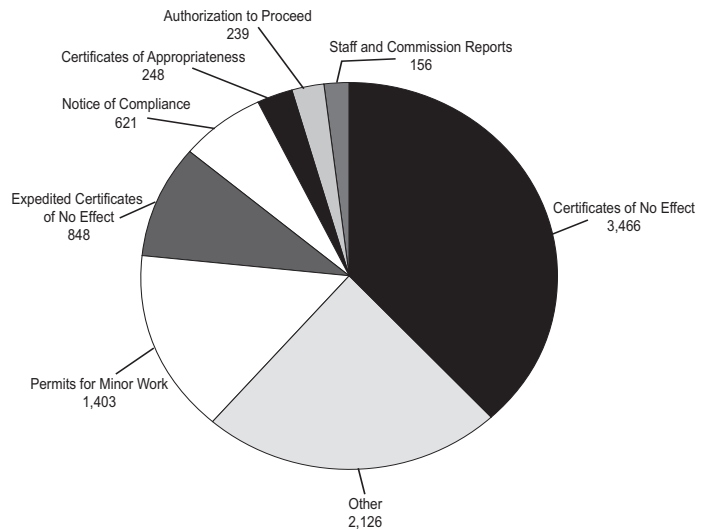
- Identify and designate eligible individual landmarks, interior landmarks, scenic landmarks and historic districts.
- Provide technical assistance and timely permit issuance for work on landmark buildings.
- Increase efficiency and compliance with landmark regulations.
- Review potential impacts to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

Performance Report

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

- During Fiscal 2009 LPC designated five historic districts — the largest number of historic districts designated in one year since 1994 — one scenic landmark, one interior landmark and 33 individual landmarks in all five boroughs. The Commission continued its commitment to preserving the City’s modernist architecture, designating four iconic modernist buildings in Manhattan.
- The Agency exceeded its designation target, culminating in 40 designations for Fiscal 2009, one-third more than in the previous fiscal year.
- Timeframes for permit issuance met or exceeded last year’s performance.
- The number of investigations completed and warning letters issued during the reporting period decreased as a result of a decline in reported incidences of illegal work on designated structures.
- Timeframes for review of archaeology applications exceeded last year’s performance, with 96 percent reviewed within 10 days.

Landmarks Preservation Commission Actions Taken Fiscal 2009





Web Maps



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Individual landmarks and historic districts designated	16	20	28	30	40	20	20
★ - Total number of buildings designated	46	333	1,158	438	998	*	*
Percent of designation target achieved	100%	125%	175%	150%	200%	*	*
☎ Work permit applications received	9,019	8,944	9,363	10,103	8,929	*	*
- Actions taken	8,780	8,974	9,463	10,730	9,107	*	*
Certificates of No Effect issued within 10 days (%)	90%	87%	88%	90%	92%	85%	85%
Expedited Certificates of No Effect issued within two days (%)	95%	100%	100%	100%	100%	100%	100%
Permits for Minor Work issued within 10 days (%)	90%	85%	87%	87%	90%	*	*
☎ Investigations completed	1,078	1,363	1,194	1,430	1,215	*	*
★ Percent of investigations resulting in enforcement action	84%	72%	71%	61%	58%	*	*
Warning letters issued	648	657	565	1,285	1,011	*	*
★ Notices of Violation upheld at the Environmental Control Board (%)	100%	98%	98%	98%	98%	*	*
Archeology applications received	277	325	377	392	328	*	*
Archeology applications reviewed within 10 days (%)	92%	90%	90%	89%	96%	85%	85%

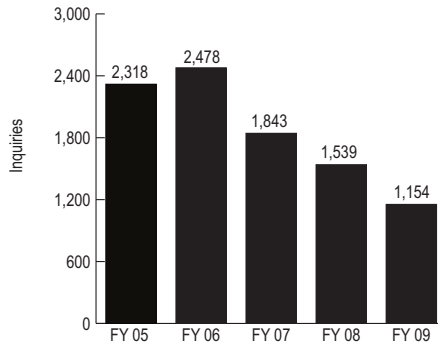
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 1,154 LPC-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 LPC - related inquiries:	Total	% of LPC Inquiries
Landmark and Historic District Information	558	48.4%
Landmark Building Alteration Permit	323	28.0%
Apply for Landmark Status	113	9.8%
Landmark Building Alteration Complaint - Painting	38	3.3%
Apply for Grant to Restore a Landmark	38	3.3%

Agency Resources

Agency Resources	Actual					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$3.3	\$3.7	\$4.2	\$4.4	\$4.9	\$4.8	\$4.5	\$4.9
Revenues (\$000)	\$1,187	\$1,568	\$1,959	\$1,550	\$2,470	\$1,059	\$1,059	\$2,009
Personnel	52	56	65	67	62	66	66	69
Overtime paid (\$000)	\$6	\$3	\$3	\$4	\$7	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report



Noteworthy Changes, Additions or Deletions

None





DEPARTMENT OF CULTURAL AFFAIRS

Kate D. Levin, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Cultural Affairs (DCLA) ensures that cultural activities are an integral part of New York City's civic and economic life by providing support, advocacy and technical assistance for the City's cultural community. DCLA's constituency consists of the 33 City-owned cultural institutions comprising the Cultural Institutions Group (CIG), and more than 1,500 other not-for-profit organizations serving constituencies in all neighborhoods of the City. DCLA also provides donated materials for arts programs offered by the public schools and cultural and social service groups, and commissions works of public art at City-funded construction projects throughout the City. In Fiscal 2009 the Department awarded \$117 million in operating and energy support to the CIG and \$29 million in grants to 881 program organizations; initiated 77 capital projects; and made available for reuse \$5.8 million in donated goods. 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 BAM cultural district in Brooklyn; and, in Manhattan, the West Side High Line corridor.

Critical Objectives

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

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.**
 - All operating support payments to the City's cultural institutions were made within the 5-day performance standard.
 - DCLA issued initial Cultural Development Fund grant payments in 5.6 days following grantees' compliance with the City's new pre-qualification requirements for non-profit organizations. In addition, the issuance of final payments remained steady at an average of six days. In February 2009 DCLA introduced its new web-based funding application process, which allows organizations to go online to apply for funding or to renew applications. By automating the grant application process, DCLA expects to collect data more efficiently and further streamline the payment process.
 - Materials for the Arts (MFTA) collected nearly \$6 million in contributed materials and equipment for the benefit of the arts community and public schools, exceeding the target. Overall, MFTA provided enhanced service to schools and arts and cultural organizations, with the number of MFTA transactions increasing by 12 percent.



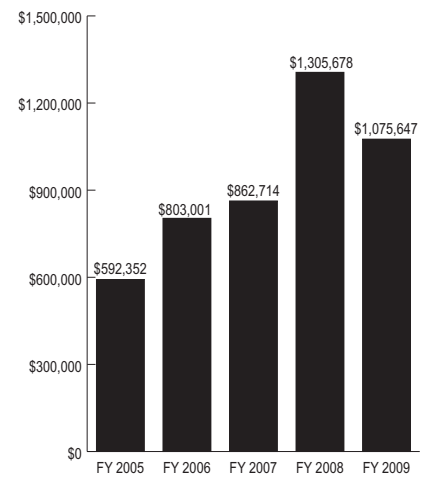
Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	99%	100%	100%	100%	100%	100%	100%
★ Average days to issue initial Cultural Development Fund payments after complying with all City requirements	NA	NA	NA	NA	5.6	*	*
★ Average days to issue program grant final payments	NA	NA	NA	6	6	*	*
Value of contributed Materials for the Arts (MFTA) materials and equipment (\$ millions)	\$4.3	\$6.5	\$4.8	\$7.3	\$5.8	\$5	\$5
MFTA donors	1,276	1,211	1,324	1,741	1,509	1,350	1,350
★ MFTA transactions	4,346	4,549	4,743	4,994	5,593	4,700	5,000
Number of schools served by MFTA	559	530	591	545	631	550	550

★ Critical Indicator 📞 311 related "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.**

- The percent of approved new capital projects increased to 70 percent, achieving the performance standard, with 77 out of 110 projects in the Agency's capital portfolio approved to commence work. In general, Fiscal 2009 projects were larger in scale than the prior year's portfolio; the value of projects registered for payment totaled \$426 million compared to \$213 million in Fiscal 2008.

**Capital Project Funding (\$000)
(4-Year Plan)**



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ New capital projects initiated (%)	83%	66%	58%	54%	70%	70%	70%

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

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

- DCLA expanded its promotional efforts on behalf of cultural organizations by creating an online Culture Calendar and targeting festivals and multi-organization events such as Fifth Avenue's Museum Mile Festival. In total 504 organizations that contribute to the Culture Calendar were highlighted during Fiscal 2009.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Number of cultural organizations highlighted through public service announcements	NA	199	451	497	504	450	450

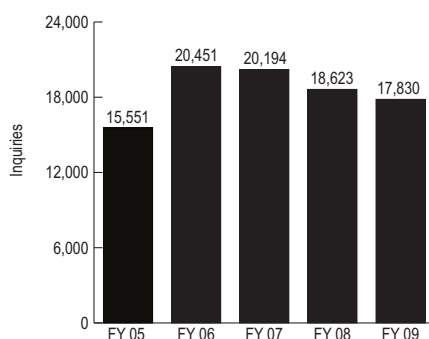
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 17,830 DCLA-related inquiries in Fiscal 2009.

Inquiries Received by 311



<i>Top DCLA - related inquiries:</i>	Total	% of DCLA Inquiries
<i>Find a Zoo or Aquarium</i>	6,625	37.2%
<i>Find a Museum</i>	6,235	35.0%
<i>Find a Botanical Garden</i>	1,495	8.4%
<i>Find a Performing Arts Theater</i>	475	2.7%
<i>Grants for Cultural Programs</i>	421	2.4%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$122.2	\$136.3	\$150.0	\$161.3	\$153.4	\$155.7	\$133.1	\$159.0
<i>Personnel</i>	52	53	59	65	65	65	59	59
<i>Overtime paid (\$000)</i>	\$0	\$1	\$8	\$2	\$30	*	*	*
<i>Capital commitments (\$ millions)</i>	\$140.1	\$151.0	\$102.3	\$211.5	\$429.8	\$773.6	\$140.3	\$630.0

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA means Not Available in this report

Noteworthy Changes, Additions or Deletions

- DCLA's Fiscal 2009 Mayor's Management Report includes several changes to its payment-related performance measures to reflect a greater emphasis on outcomes. As a result, the following indicators that report on the percent of payments made within a targeted timeframe have been discontinued:
 - 'Cultural Development Fund (CDF) award notifications made within 15 days (%)'
 - 'Initial CDF payments made within 15 business days of receiving a signed agreement'
 - 'Program grant final payments made within 15 business days (%)'
- The Department revised the name of the indicator 'Operating support payments made to Cultural Institutions Group (CIG) within 5 business days of request (%)' to accurately reflect the Agency's business practices. It now reads 'Operating support payments made to Cultural Institutions Group by the 5th day of each month' and replaces 'Average days to issue operating support payments to CIG' as a critical indicator.
- The Department replaced the critical indicator 'Average days to issue initial CDF payments after receiving a signed agreement' with 'Average number of days to issue initial Cultural Development Fund payments following compliance with all City requirements' to reflect the City's establishment of additional funding requirements before payments can be issued.
- The measure 'Number of school visits to MFTA' has been removed. The existing indicators adequately capture the program's work with schools. Additionally, DCLA increased the Fiscal 2010 target for 'MFTA transactions' to 5,000 from 4,700.



- The rate at which DCLA commissions public art projects, a process requiring review and approval by multiple agencies, will no longer be reported in the Mayor's Management Report. The associated Key Public Service Area has been modified and Critical Objective removed to reflect this change.



TAXI AND LIMOUSINE COMMISSION

Matthew W. Daus, Commissioner/Chair

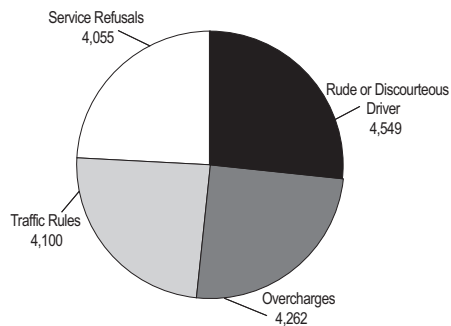
Key Public Service Area

- ✓ 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, 39,735 for-hire vehicles, 2,314 paratransit vehicles, 298 commuter vans, and 104,349 drivers. The Commission also regulates 28 taximeter shops, 25 taxicab brokers and 68 taxicab agents, and sets fares charged by medallion taxicabs.

Top Medallion Complaint Categories Fiscal 2009



Critical Objectives

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

Performance Report

- ✓ Ensure the quality and safety of for-hire vehicle transportation services through effective regulation and administration of rules, standards, and licensing requirements.
 - The average time to issue medallion and for-hire vehicle (FHV) licenses improved by 1.4 and 2.5 days, respectively, while the overall demand for driver's licenses remained comparable to last year. Wait time at the Long Island City licensing facility, which handles the majority of driver, vehicle and base transactions and questions, decreased by 11 minutes due to several factors, including efficiencies from customer service enhancements made in prior years that have reduced the need for licensees to come to the facility, and additional staffing.
 - During Fiscal 2009 inspectors conducted approximately 26,600 random car stops of medallion and FHV vehicles to check for compliance with TLC standards and regulations; 63 percent were found to be in compliance compared to 56 percent last year. However, the compliance rate among the 486 FHV bases declined by 12 points to 57 percent, reflecting a greater focus on inspections of bases with a history of problems. In May 2009 TLC's Board of Commissioners passed a comprehensive rules package establishing new requirements for FHV bases, vehicles and drivers to enhance accountability to TLC standards and improve service and safety. The rules, which take effect during Fiscal 2010, establish stricter vehicle inspection standards and a Passenger's Bill of Rights, and modify rules governing license revocations of poorly performing vehicles and bases.
 - TLC conducted a total of 56,812 vehicle inspections in Fiscal 2009, 2.6 percent fewer than the prior year. The decrease in inspections is principally the result of lower failure rates during initial inspections which have reduced the need for follow up inspections. The re-inspection failure rate was also better, decreasing by 3.9 percent.
 - After experiencing a downturn last year, the percent of inspections completed on time improved significantly to 92.2 percent.
 - Compared to last year, the average age for open summonses rose by 9.5 days. TLC began issuing computer-generated summonses in large numbers for some administrative offenses, improving enforcement while increasing caseload.
 - By the first half of Fiscal 2009 all medallion taxicabs were equipped with taxicab enhancements, including a passenger monitor, credit/debit card payment capability, a GPS-based map, and other local information.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Average days to receive a medallion driver's license from initial application	NA	NA	56.6	56.5	55.1	*	*
★ Average days to receive a for-hire vehicle driver's license from initial application	NA	NA	21.0	22.5	20.0	*	*
★ Average wait time at Long Island City licensing facility (hours:minutes)	0:29	0:20	0:33	0:31	0:20	0:25	0:25
★ Car stop compliance rate (Medallions and for-hire vehicles) (%)	NA	NA	46%	56%	63%	*	*
★ For-hire vehicle base inspection compliance rate (%)	NA	NA	34%	69%	57%	*	*
☎ Medallion enforcement: Operation Refusal compliance rate (%)	96%	96%	94%	88%	94%	*	*
Street hail summonses issued to for-hire vehicle drivers	2,541	1,184	1,260	1,560	991	*	*
Unlicensed for-hire vehicle bases - Padlock proceedings initiated	10	45	50	47	59	*	*
Medallion safety & emissions inspections conducted	61,571	60,969	58,532	58,311	56,812	59,000	59,000
★ Medallion safety failure rate - Initial inspection (%)	NA	NA	NA	42.9%	42.5%	*	*
Medallion safety & emissions failure rate - Initial inspection (%)	51.7%	51.5%	47.6%	45.5%	42.3%	*	*
- Re-inspection (%)	27.3%	24.9%	20.2%	17.1%	13.2%	*	*
★ Percent of medallion safety and emissions inspections completed on time	NA	NA	90.0%	80.2%	92.2%	*	*
★ Average time to conduct a safety and emissions inspection of a licensed vehicle (hours:minutes)	NA	NA	1:07	1:06	1:08	*	*
Medallion summonses for non-inspection	2,951	3,060	2,431	2,243	2,233	*	*
Medallions confiscated as a result of inspections (%)	1.06%	0.97%	0.04%	0.03%	0.05%	*	*
Average time to close a consumer complaint (calendar days) - Medallion	50.5	25.8	22.2	23.7	26.5	*	*
- For-hire vehicle	48.7	44.0	47.3	23.8	28.2	*	*
★ Average age of open summonses (calendar days)	NA	NA	60.0	64.0	73.5	*	*
★ Average age of open summonses for failure to obtain inspection on time (calendar days)	NA	NA	52.1	46.7	50.7	*	*
★ Average time from a consumer's request for a hearing to the hearing close date (calendar days)	NA	NA	NA	47.0	58.0	*	*
★ Average time to process a hearing decision (minutes:seconds)	NA	NA	39:05	26:40	26:30	*	*

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

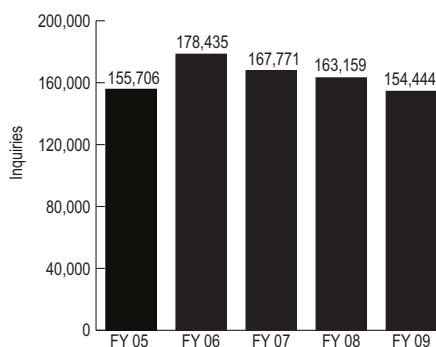
Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 154,444 TLC-related inquiries in Fiscal 2009.

Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 TLC - related inquiries:	Total	% of TLC Inquiries
Lost Property in a Taxi	84,498	54.7%
Taxi Driver License	9,218	6.0%
Yellow Taxi Fare Information	4,965	3.2%
Taxi Complaint - Pick-Up Refused	4,846	3.1%
Taxi Complaint - Rude or Discourteous	4,816	3.1%



Agency Resources

Agency Resources	A c t u a l					Preliminary		Updated
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$24.8	\$26.0	\$26.0	\$27.8	\$29.2	\$30.6	\$28.8	\$29.8
Revenues (\$ millions)	\$136.3	\$42.3	\$176.0	\$86.2	\$60.1	\$61.6	\$37.6	\$37.6
Personnel	436	445	422	422	435	466	462	461
Overtime paid (\$000)	\$522	\$588	\$556	\$471	\$592	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA means Not Available in this report

Noteworthy Changes, Additions or Deletions

- To more accurately describe the performance that is being measured, the word “consumer’s” was added in the following indicator - ‘Average time from a consumer’s request for a hearing to the hearing close date (days).’



PUBLIC SAFETY AND LEGAL AFFAIRS



New York City Police Department



Fire Department



Office of Emergency Management



Department of Correction



Department of Probation



Department of Juvenile Justice



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.

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.

Performance Report

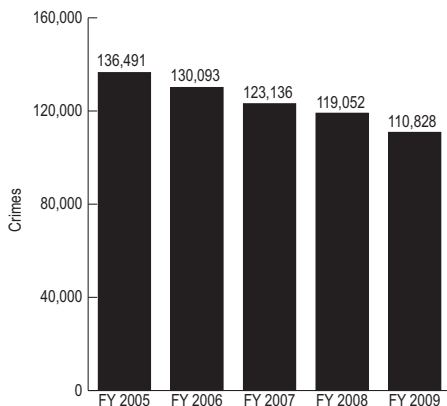
- ✓ Enhance the safety and security of the public through a multi-faceted approach to crime reduction.

Scope of Agency Operations

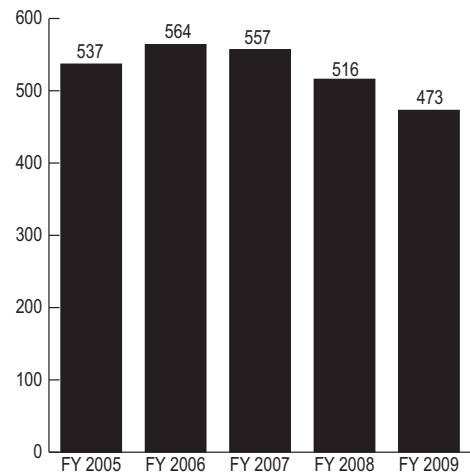
The Police Department (NYPD) is committed to providing, with the utmost integrity and respect, a safe and secure environment for the public. The personnel assigned to the Department's 76 precincts, 12 Transit Districts, nine Housing Police Service Areas and other investigative and specialized units, 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.

- Murder decreased 8 percent, from 516 in Fiscal 2008 to 473 in Fiscal 2009, and the number of crimes in each of the other six major felony crime categories also decreased in the same period.
- Total major felony crime decreased 7 percent, declining for the 18th consecutive fiscal year. Based on preliminary FBI total index crime statistics for Calendar 2008, New York City remains the safest large city, with the lowest rate of crime per capita among the 10 largest cities.
- Major felony crime within the transit system decreased 6 percent and major felonies in public housing decreased 9 percent during the reporting period.
- Gang-motivated incidents decreased 42 percent in Fiscal 2009.
- Major felony crime in the City's public schools decreased 13 percent in Fiscal 2009. During the same period all other reported crime categories in the public schools decreased 21 percent.

Major Felony Crime

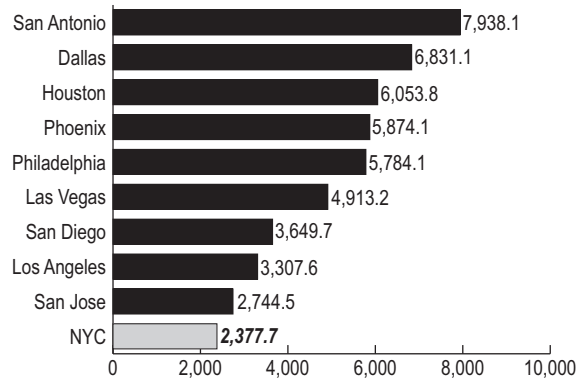


Murder and Non-Negligent Manslaughter



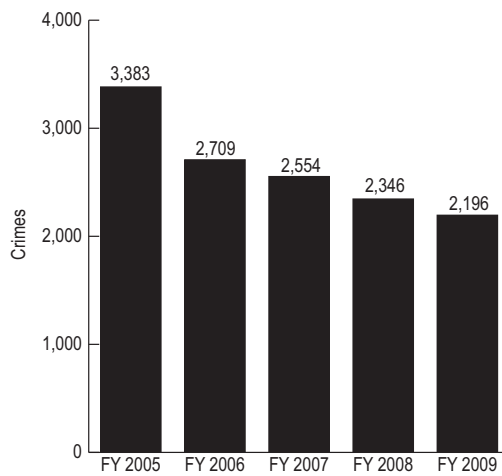


FBI Total Index Crime Rate Per 100,000 Population 10 Largest U.S. Cities* Calendar 2008

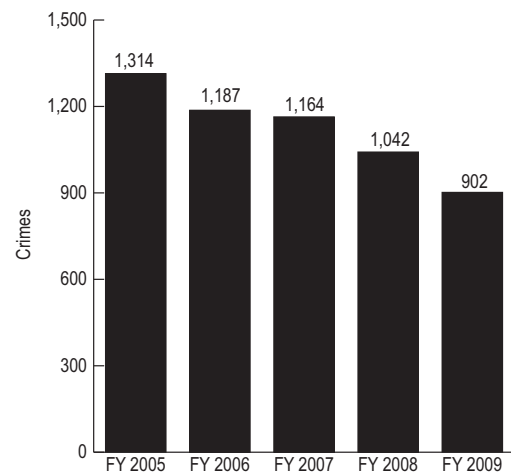


*Excludes Chicago because reporting methods differ from FBI standards.
Source: Calendar 2008 FBI Uniform Crime Report (preliminary report).

Major Felony Crime in Transit System



Major Felony Crime in City Schools



Web Maps



Performance Statistics

(data is preliminary and subject to further revision)

	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Major felony crime	136,491	130,093	123,136	119,052	110,828	*	*
★ - Murder and non-negligent manslaughter	537	564	557	516	473	*	*
★ - Forcible rape	1,243	1,115	944	876	762	*	*
★ - Robbery	24,243	24,077	22,324	22,236	20,641	*	*
★ - Felonious assault	17,728	17,167	17,047	16,989	16,112	*	*
★ - Burglary	25,221	23,704	21,968	20,913	19,584	*	*
★ - Grand larceny	48,360	46,684	45,818	44,799	41,468	*	*
★ - Grand larceny auto	19,159	16,782	14,478	12,723	11,788	*	*
★ Major felony crime in housing developments	5,112	5,005	4,808	4,686	4,275	*	*
★ Major felony crime in transit system	3,383	2,709	2,554	2,346	2,196	*	*
Crime related to domestic violence - Murder	57	67	67	61	63	*	*
- Rape	402	407	354	328	330	*	*
- Felonious assault	3,805	3,605	3,609	3,689	3,981	*	*

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



Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Narcotics arrests	87,927	92,374	107,331	110,746	107,294	*	*
- Felonies	27,265	28,262	31,373	30,760	27,370	*	*
- Misdemeanors	59,985	63,413	75,233	79,291	79,159	*	*
- Violations	677	699	725	695	765	*	*
Gun arrests	NA	6,778	6,855	6,794	6,355	*	*
Juvenile arrests for major felonies	4,352	4,842	4,469	4,373	4,207	*	*
★ School safety - Seven major crimes	1,314	1,187	1,164	1,042	902	*	*
- Murder	0	0	0	0	0	*	*
- Rape	6	3	5	0	5	*	*
- Robbery	276	250	192	140	146	*	*
- Felonious assault	319	256	246	248	231	*	*
- Burglary	139	122	137	138	104	*	*
- Grand larceny	569	552	579	514	414	*	*
- Grand larceny auto	5	4	5	2	2	*	*
School safety - Other criminal categories	4,741	4,659	4,635	4,533	3,559	*	*
- Other incidents	10,038	9,288	8,687	7,456	5,843	*	*
Gang motivated incidents	520	554	713	577	335	*	*
Counterterrorism training (hrs) - Uniformed members	315,523	195,845	259,504	342,498	286,478	*	*
- Non-members	32,084	21,863	27,181	26,524	77,139	*	*

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

✓ Enhance traffic safety for City residents

- The total number of traffic fatalities decreased 8 percent, from 300 in Fiscal 2008 to 276 in Fiscal 2009.
- The Department continued to focus traffic enforcement efforts on those hazardous traffic violations that are most likely to cause motor vehicle accidents. In Fiscal 2009 the Department issued 1 percent more summonses for these hazardous violations and 11 percent more summonses for prohibited use of cellular phones while driving.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Traffic fatalities (motorists/passengers)	138	127	136	123	98	*	*
Traffic fatalities (bicyclists/pedestrians)	162	180	174	177	178	*	*
Total moving violation summonses (000)	1,224	1,278	1,250	1,227	1,226	*	*
- Summonses for hazardous violations	870,896	883,060	874,929	879,221	889,776	*	*
- Summonses for prohibited use of cellular phones	133,173	159,431	177,665	190,589	211,658	*	*
DWI-related fatalities	26	28	18	25	26	*	*

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

✓ Improve the quality of life for City residents.

- Summonses issued for quality-of-life offenses increased 3 percent during the reporting period.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
📞 Quality-of-life summonses	678,234	602,620	597,595	527,027	544,213	*	*
📞 - Unreasonable noise summonses	19,234	16,820	12,286	15,012	13,660	*	*

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



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

- Average response time to all crimes in progress citywide, including response time to critical crimes, remained unchanged compared to last fiscal year.

Web Maps



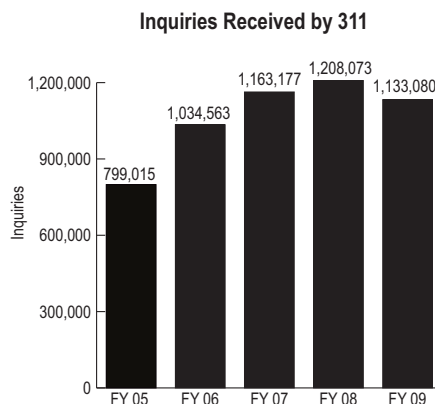
Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t	
	FY05	FY06	FY07	FY08	FY09	FY09	Updated FY10
★ Average response time to all crimes in progress (minutes) - Citywide (all categories)	7.2	7.1	6.9	7.3	7.3	*	*
- Critical	4.4	4.3	4.2	4.3	4.3	*	*
- Serious	6.3	6.0	5.6	5.6	5.7	*	*
- Non-critical	12.0	11.8	11.7	12.4	12.3	*	*
Average arrest to complaint sworn time (hours)							
- Citywide	10.0	10.0	9.8	10.5	10.4	*	*
Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	7,255	7,379	7,581	8,214	7,958	*	*
- Exceptionally good	12	17	16	15	11	*	*
- Acceptable	7,215	7,309	7,523	8,137	7,909	*	*
- Below standard	28	53	42	62	38	*	*
Total civilian complaints against members of the service	6,360	7,349	7,662	7,488	7,661	*	*
Tort cases commenced	1,125	1,179	1,212	1,425	1,536	*	*
Tort dispositions	1,269	1,258	1,153	1,286	1,379	*	*
Tort payout (\$000)	\$68,566.2	\$59,698.8	\$61,123.1	\$80,047.1	\$117,692.4	*	*

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 1,133,080 NYPD-related inquiries in Fiscal 2009, which generated 149,264 quality-of-life-related service requests, of which 64 percent were noise-related. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



Top 5 NYPD- related inquiries:	Total	% of NYPD Inquiries
Noise (all inquiries)	280,801	24.8%
Find a Police Precinct or Police Service Area (PSA)	188,591	16.6%
Blocked Driveway - Vehicle	66,441	5.9%
Illegal Parking	53,311	4.7%
Hazardous Location or Situation	25,630	2.3%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$3,904.9	\$3,794.2	\$3,856.2	\$4,148.7	\$4,610.3	\$4,524.4	\$4,366.4	\$4,358.4
<i>Revenues (\$ millions)</i>	\$107.4	\$106.7	\$102.0	\$105.0	\$104.8	\$101.8	\$101.2	\$101.8
<i>Personnel (uniformed)</i>	35,489	35,773	35,548	35,405	35,641	35,128	33,217	33,217
<i>Personnel (civilian)</i>	14,652	15,450	16,409	16,572	16,663	16,610	16,075	15,950
<i>Overtime paid (\$000)</i>	\$444,545	\$411,990	\$425,994	\$475,694	\$408,097	*	*	*
<i>Capital commitments (\$ millions)</i>	\$42.5	\$76.0	\$87.3	\$100.9	\$135.8	\$1,115.9	\$118.2	\$1,080.7
<i>Work Experience Program (WEP) participants assigned</i>	109	110	74	131	167	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- To conform to recently enacted State law, the Department modified and expanded its definition for determining domestic violence-related crimes; this change conforms to legislation passed in 2008 that amended the New York State Family Court Act's definition of family to include intimate partner.
- The Department added the following seven indicators under School safety - seven major crimes: 'Murder,' 'Rape,' 'Robbery,' 'Felony assault,' 'Burglary,' 'Grand larceny,' and 'Grand larceny auto.'
- The Department revised the Fiscal 2008 value for 'Counterterrorism training (hrs) – Uniformed members' to reflect updated information.
- The Department added the indicator 'Average arrest to complaint sworn (hours) - Citywide.'





FIRE DEPARTMENT

Nicholas Scoppetta, 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.

Critical Objectives

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

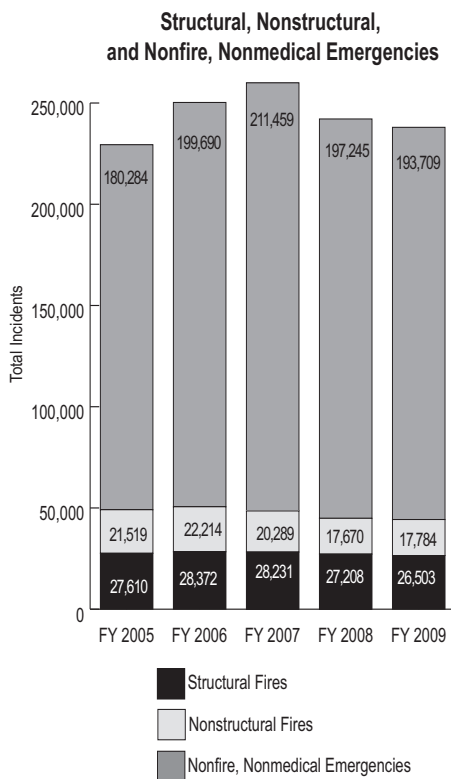
Scope of Agency Operations

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, 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 260,000 fire and non-fire related emergencies and more than 1 million medical emergencies each year, and maintains approximately 250 firehouses and ambulance stations.

Performance Report

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

- Citywide response time to structural fires was 17 seconds faster in Fiscal 2009. The decrease is due primarily to the new pre-release dispatch policy that was put into effect citywide in June 2008. Under the new policy, dispatchers assign calls to fire companies after obtaining the type of emergency, floor and location, while other information that is used for verification of the location and type of call is obtained and sent to the fire company after assignment. Previously, all information was obtained prior to assigning the fire unit. The City's initiative to unify call-taking among the Police and Fire departments became effective in May 2009. The Police Department now handles a portion of call-taking previously processed by fire dispatchers for most fire unit incidents, and therefore that interval is no longer included in the statistics.
- The combined average time for fire units to respond to structural fires and medical emergencies was 7 seconds faster in Fiscal 2009.
- The number of structural fires decreased 3 percent, while non-structural fires increased 1 percent. The number of serious fires per 1,000 structural fires decreased 10 percent in Fiscal 2009.
- Fire safety education presentations decreased 6 percent in Fiscal 2009 largely due to a reduction in overtime spending that limited the Fire Safety Education Unit's ability to do presentations at night and on weekends, and limited funding for the FDNY Foundation.
- Civilian fire fatalities decreased 8 percent from 85 in Fiscal 2008 to 78 in Fiscal 2009.
- Firefighter burns sustained in service decreased 29 percent, while firefighter injuries increased 3 percent in Fiscal 2009.
- Completed fire prevention inspections, performed by FDNY inspectors who visit sites to ensure compliance with the City's Fire Code, decreased 1.5 percent due to the reassignment of 25 experienced inspectors from the Bureau of Fire Prevention to the Construction, Demolition and Abatement inspection program. The Department is currently filling all vacant Fire Prevention positions.
- Field force inspections, performed by fire units who visit commercial and residential buildings within designated areas, increased 9 percent in Fiscal 2009. Inspections of commercial and residential buildings increased 8 percent and 10 percent, respectively. In addition, the Department conducted 22,980 inspections of construction and demolition sites in Fiscal 2009.
- Investigations by fire marshals into the causes and origins of fires and other fire-related offenses increased 3 percent in Fiscal 2009.





Web Maps



Web Maps



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Average response time to structural fires (minutes:seconds)							
- Citywide	4:31	4:32	4:29	4:22	4:05	4:23	4:15
- Manhattan	4:34	4:37	4:33	4:26	4:09	4:28	4:19
- Bronx	4:37	4:35	4:36	4:29	4:11	4:25	4:21
- Brooklyn	4:06	4:10	4:04	3:57	3:44	3:57	3:54
- Queens	4:58	4:59	4:56	4:47	4:27	4:52	4:37
- Staten Island	4:54	4:50	4:49	4:45	4:28	4:54	4:38
★ Average response time to structural fires and medical emergencies by fire units (minutes:seconds)	4:46	4:31	4:24	4:20	4:13	*	*
★ Serious fires per 1,000 structural fires	116	118	114	108	97	*	*
Average annual cost of an engine company (\$ millions)	\$4.0	\$4.0	\$5.0	\$5.3	\$5.9	*	*
Average annual cost of a ladder company (\$ millions)	\$4.8	\$4.7	\$5.9	\$6.2	\$6.9	*	*
Fire safety education presentations	2,815	4,027	8,121	8,586	8,055	*	*
★ Civilian fire fatalities	92	94	92	85	78	*	*
★ Firefighter burns	412	387	428	354	252	*	*
★ Firefighter injuries	11,308	11,259	11,516	10,332	10,607	*	*
Completed inspections performed by fire prevention staff	180,651	186,551	180,508	162,474	159,961	162,000	162,000
Field force inspections	68,595	49,109	48,540	56,383	61,732	*	*
- Commercial buildings	23,086	19,850	20,631	24,568	26,599	*	*
- Residential buildings	45,509	29,259	27,909	31,815	35,133	*	*
Investigations	6,109	6,190	5,971	5,940	6,118	*	*

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

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

- Response time to life-threatening medical emergencies by fire units was 5 seconds faster in Fiscal 2009. Combined ambulance and fire unit response time was 1 second faster. Response time by ambulance units was 1 second slower due to an increase in flu-related calls during Spring 2009.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)	6:47	6:42	6:36	6:39	6:40	6:35	6:35
Average response time to life-threatening medical emergencies by fire units (minutes: seconds)	4:48	4:30	4:24	4:19	4:14	4:25	4:25
★ Combined response time to life-threatening medical emergencies by ambulance and fire units (minutes:seconds)	5:58	5:48	5:43	5:46	5:45	5:41	5:41
Response time of less than 10 minutes to Advanced Life Support medical emergencies by Advanced Life Support ambulances (%)	79.8%	80.0%	80.6%	80.6%	80.4%	90%	90%
Average cost of ambulance tour per day (\$)	\$1,280	\$1,238	\$1,453	\$1,457	\$1,608	*	*

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

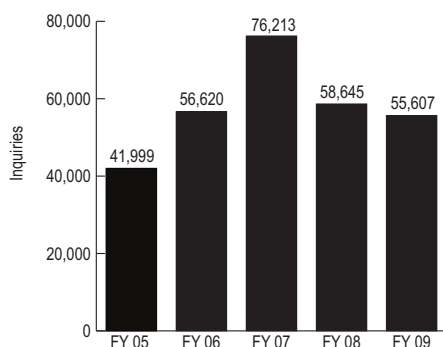


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 55,607 FDNY-related inquiries in Fiscal 2009.

Inquiries Received by 311



Top 5 FDNY- related inquiries:	Total	% of FDNY Inquiries
<i>Fire Hazard Complaint</i>	7,571	13.6%
<i>Ambulance Patient Locator</i>	6,395	11.5%
<i>Locate a Firehouse - Manhattan</i>	4,590	8.3%
<i>Locate a Firehouse - Brooklyn</i>	4,446	8.0%
<i>Get a Job with FDNY</i>	3,622	6.5%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$1,226.5	\$1,412.3	\$1,444.5	\$1,521.3	\$1,664.0	\$1,651.4	\$1,593.5	\$1,616.6
<i>Revenues (\$ millions)</i>	\$64.1	\$68.4	\$67.5	\$69.9	\$77.0	\$74.7	\$98.7	\$99.3
<i>Personnel (uniformed)</i>	11,488	11,643	11,522	11,585	11,459	11,233	10,782	11,183
<i>Personnel (civilian)</i>	4,414	4,497	4,694	4,805	4,771	4,917	4,720	4,788
<i>Overtime paid (\$000)</i>	\$160,714	\$193,874	\$178,170	\$178,864	\$200,003	*	*	*
<i>Capital commitments (\$ millions)</i>	\$92.8	\$120.5	\$118.8	\$121.0	\$71.6	\$238.4	\$69.9	\$233.6
<i>Work Experience Program (WEP) participants assigned</i>	87	8	16	2	49	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department revised Fiscal 2008 values for 'Firefighter burns,' 'Firefighter injuries,' and 'Completed inspections performed by fire prevention staff' to reflect updated data.





OFFICE OF EMERGENCY MANAGEMENT

Joseph F. Bruno, Commissioner

Key Public Service Areas

- ✓ Coordinate and support multi-agency response to complex or large-scale emergency conditions.
- ✓ Ensure City government's preparedness in the event of an emergency or other incident affecting citizens' health and safety.
- ✓ 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.

Performance Report

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

- OEM responded to 9 percent more incidents in Fiscal 2009, including a 65 percent increase in incidents coordinated on-site. Beginning in Fiscal 2009 two Watch Command shifts a day included Department of Buildings staff, allowing for more frequent OEM deployment to building/structural incidents.

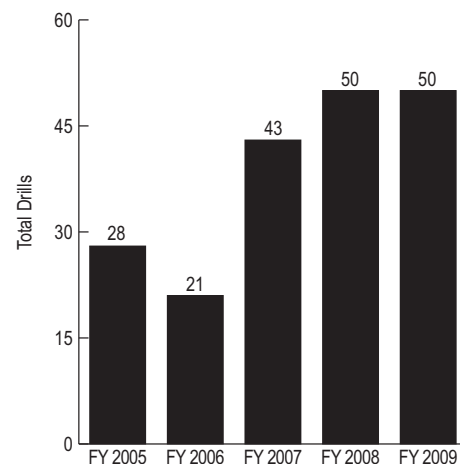
Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Total incident responses	2,391	2,619	2,471	2,531	2,748	*	*
- On-site coordination	319	257	257	350	576	*	*
- Monitored from OEM Watch Command	2,072	2,362	2,214	2,181	2,172	*	*
Emergency Operations Center activations	8	12	11	10	7	*	*

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

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

- OEM conducted and participated in 50 drills in Fiscal 2009, the same as in Fiscal 2008.
- The decrease in government employees trained in emergency response and the percentage of emergency response training goal met is due to increased

Drills/Exercises





employee training last summer and fall. Last year OEM co-hosted two regional training courses at the State's request. Both of these one-time trainings increased the number of trained employees for the previous period. In addition, the citywide implementation of Incident Command System (ICS) training, making the City compliant with the National Incident Management System, was completed last year and included in last period's figures.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Field exercises/drills	6	6	5	5	9	4	4
★ Tabletop exercises	2	3	5	9	5	3	4
Participation in drills coordinated by other agencies	20	42	33	36	36	20	25
Employees trained in emergency response	1,074	4,320	1,174	1,719	977	1,000	1,000
★ Percentage of emergency response training goal met (%)	NA	NA	51%	172%	98%	*	*

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

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

- The increase in residents educated in emergency preparedness is due to improved outreach efforts, including working more closely with community groups and scheduling more events at senior centers. In addition, OEM's Ready New York for Kids pilot program educated approximately 2,430 students during the reporting period.
- OEM education by Agency partners decreased to 8,491 residents largely due to the elimination of the American Red Cross preparedness grant
- OEM educated 2,134 people from the private, government and not-for-profit sector, 25 percent less than last year. In June 2009 OEM assigned a staff member to focus on outreach to this sector.
- Community Emergency Response Team volunteer hours increased 51 percent in Fiscal 2009.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Emergency preparedness education of residents - by OEM staff	3,270	7,455	4,092	2,428	8,940	3,700	5,000
- by Agency partners using OEM curriculum	NA	NA	NA	17,626	8,491	*	*
Emergency preparedness education of private/non-profit/government groups	2,549	5,407	4,508	2,849	2,134	3,700	2,400
★ 📞 Ready New York guides viewed online	75,370	97,934	58,680	76,793	77,705	*	*
Newly certified Community Emergency Response Teams (CERT)	10	15	12	0	0	*	*
New CERT members trained	NA	NA	NA	NA	17	*	*
★ CERT volunteer hours	NA	NA	7,454	11,687	17,698	*	*

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

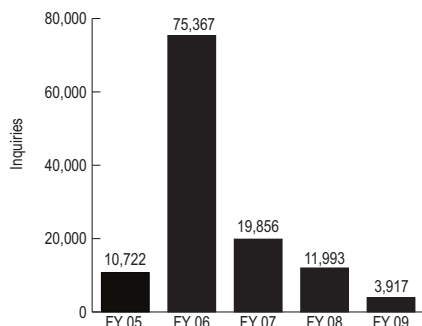


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 3,917 OEM-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 OEM - related inquiries:	Total	% of OEM Inquiries
<i>Cooling Center Locations</i>	891	22.7%
<i>Ready New York Guide</i>	587	15.0%
<i>Notify NYC - Telephone Registration</i>	262	6.7%
<i>Notify NYC - Online Registration</i>	208	5.3%
<i>Hurricane Evacuation Zone Lookup</i>	202	5.2%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$9.1	\$12.3	\$14.9	\$17.8	\$54.3	\$64.7	\$8.2	\$19.8
<i>Personnel</i>	46	59	74	101	109	106	36	36
<i>Overtime paid (\$000)</i>	\$861	\$1,875	\$1,032	\$933	\$3,500	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- OEM added 'New CERT members trained' to better measure OEM's role in the Community Emergency Response Teams.





DEPARTMENT OF CORRECTION

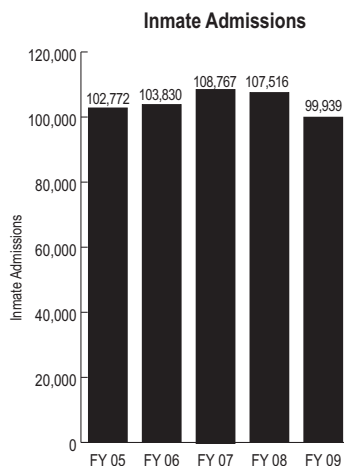
Dr. Dora B. Schriro, Commissioner

Key Public Service Areas

- ✓ Provide a safe and secure environment for inmates and staff.
- ✓ Provide access to services to prepare inmates for life after release.
- ✓ Provide correction-related services and information to the public.

Scope of Agency Operations

The Department of Correction (DOC) provides for the care, custody and control of persons accused of crimes or convicted and sentenced to one year or less of jail time. The Department manages 15 inmate facilities, 10 of which are on Rikers Island, handles more than 100,000 admissions each year, and manages an average daily inmate population of approximately 14,000 individuals.



Critical Objectives

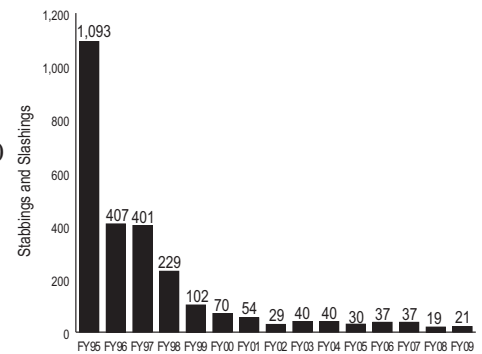
- Ensure the security and safety of inmates while in custody.
- Reduce inmate violence in correctional facilities.
- Provide inmates with access to health services.
- Efficiently manage bed capacity and cell maintenance and repair.
- Ensure timely transport of inmates to courts throughout the City.
- Ensure access to programs, including educational opportunities, drug abuse programs and vocational training.
- Notify crime victims when inmates are released and provide inmate information to the public.

Performance Report

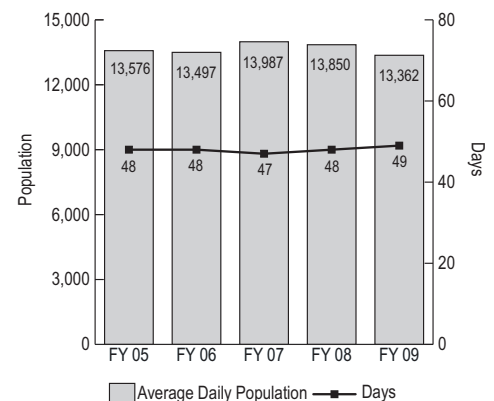
✓ Provide a safe and secure environment for inmates and staff.

- Violent incidents remained at historically low levels with 21 stabbing and slashing incidents in Fiscal 2009, two more than the previous fiscal year. Assaults on staff increased 7 percent from 427 to 457, while fight/assault infractions rose 10 percent from 6,109 to 6,696. The Department continues to redeploy staff and reinforce instruction on use of force alternatives to prevent incidents.
- The Department conducted 214,605 searches during Fiscal 2009, 3 percent more than the 208,440 searches conducted last year. Fewer weapons were recovered in Fiscal 2009. Weapon recoveries totaled 1,295, 10 percent fewer than in the previous fiscal year.
- There were no suicides in DOC facilities. Although there was one escape, the fugitive was apprehended within 24 hours.

Violent Incidents (Stabbings and Slashings)



Average Daily Inmate Population vs. Average Systemwide Length of Stay





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Escapes	0	1	0	0	1	*	*
★ Suicides	5	3	2	2	0	*	*
Average cost per inmate per year (\$)	\$59,920	\$66,085	\$67,310	\$69,999	\$72,709	*	*
Searches	149,224	153,982	192,398	208,440	214,605	*	*
Weapons Recovered	1,977	1,748	2,472	1,439	1,295	*	*
★ Stabbings and slashings	30	37	37	19	21	*	*
★ Assaults on staff	428	424	442	427	457	*	*
Fight/assault infractions	6,548	6,833	6,576	6,109	6,696	*	*
Jail-based arrests of inmates	684	654	738	751	567	*	*
Incidents and allegations of Department Use of Force	1,263	1,522	1,751	1,915	2,196	*	*
Inmate Health Clinic Visits	113,788	103,252	99,057	88,110	92,558	*	*
- Average clinic waiting time (minutes)	31	28	27	27	23	*	*
Jail-cells unavailable (short-term repair)(%)	0.8%	0.8%	0.8%	0.9%	0.8%	1%	1%
★ Population as percent of capacity (%)	96%	96%	95%	95%	93%	96%	96%
Inmates delivered to court	309,608	316,023	326,735	317,612	307,149	*	*
On-trial inmates delivered to court on time (%)	99.5%	99.8%	99.8%	99.4%	99.6%	95%	95%

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

✓ **Provide access to services to prepare inmates for life after release.**

- During the reporting period the Department transported 2,497 inmates to community-based services, a 21 percent decrease from the last reporting period. This was an expected decrease that came about as a result of improvements to the vetting process, as stricter controls were imposed to ensure that persons transported are committed to doing necessary follow-up in the community.
- Daily participation in vocational skills training programs increased by 50 percent during fiscal year 2009. Daily attendance at the Horizon Academy, which provides certification courses in occupational safety and health trades, more than doubled. More than 500 inmates were also successfully certified in food handling in fiscal year 2009, the first full fiscal year of the program. The average daily attendance in school programs dropped by 4 percent. This decrease was consistent with the decrease in the adolescent population.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Inmates transported directly to community-based service sites upon discharge through Riker's Island Discharge Enhancement (RIDE) program	4,238	4,830	4,829	3,736	2,947	*	*
Average daily attendance in school programs	803.0	795.0	767.0	865.0	833.0	750	750
Average daily number of inmates in vocational skills training programs	110	128	125	125	188	*	*

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

✓ **Provide correction-related services and information to the public.**

- Victim Identification and Notification Everyday (VINE) registrations were 8,020, 46 percent more than the previous reporting period. Confirmed notifications increased 41 percent to 7,007.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Victim Identification Notification Everyday (VINE) system registrations	2,984	3,623	4,661	5,475	8,020	*	*
VINE confirmed notifications	2,236	2,694	3,464	4,982	7,007	*	*

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

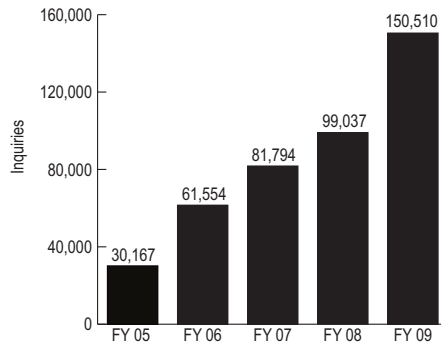


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 150,510 DOC-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 DOC - related inquiries:	Total	% of DOC Inquiries
<i>Rikers Island Property Pickup Request</i>	43,934	29.2%
<i>Inmate Information - Holding Location or Release Date</i>	29,508	19.6%
<i>Inmate Information - Jail Phone Number</i>	19,368	12.9%
<i>Inmate Information - Visitor Rules and Schedules</i>	17,442	11.6%
<i>Inmate Information - Book and Case Number</i>	5,810	3.9%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$820.0	\$900.1	\$949.8	\$965.7	\$1,018.1	\$1,022.5	\$983.3	\$1,002.4
<i>Revenues (\$ millions)</i>	\$16.9	\$18.3	\$19.3	\$19.8	\$21.3	\$18.5	\$9.5	\$18.5
<i>Personnel (uniformed)</i>	9,477	9,189	9,203	9,149	9,068	9,382	8,485	8,869
<i>Personnel (civilian)</i>	1,391	1,427	1,458	1,484	1,485	1,551	1,622	1,567
<i>Overtime paid (\$000)</i>	\$61,669	\$69,920	\$100,687	\$107,404	\$106,305	*	*	*
<i>Capital commitments (\$ millions)</i>	\$50.5	\$91.7	\$44.1	\$5.7	\$40.3	\$193.4	\$153.9	\$299.7

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

NA means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Dr. Dora B. Schriro succeeded Martin F. Horn as Commissioner after the close of the reporting period.





DEPARTMENT OF PROBATION

Patricia Brennan, Acting Commissioner

Key Public Service Areas

- ✓ Prepare and provide investigation reports to the courts.
- ✓ Monitor and enforce the conditions of probation.
- ✓ Maximize appropriate use of alternatives to Family Court and detention and out-of-home placement for juveniles.

Scope of Agency Operations

The Department of Probation (DOP) contributes to public safety by monitoring and enforcing conditions of probation. 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 Reports are prepared for the Family Court to aid in the decision-making on delinquency, custody, visitation, neglect and adoption cases. The Department annually serves over 40,000 adult probationers and provides intake services, investigation and/or probation supervision for more than 20,000 juveniles each year.

Critical Objectives

- Deliver timely and accurate investigation reports to the courts to assist in sentencing.
- Reduce the number of crimes committed by probationers.
- Reduce detention and out-of-home placement of juvenile delinquents.
- Reduce reliance on Family Court for intervention in juvenile delinquency cases.

Performance Report

- ✓ **Prepare and provide investigation reports to the courts.**
 - The Department’s on-time delivery rate of pre-sentence reports improved to at or near 100 percent in all categories, with the greatest improvement attained for juvenile “At Liberty” cases. The improvements resulted primarily from automated case tracking and tighter supervisory controls.

Performance Statistics	A c t u a l					T a r g e t	
	FY05	FY06	FY07	FY08	FY09	FY09	Updated FY10
★ <i>Pre-Sentence Investigation Reports on adult cases submitted 24 hours prior to scheduled hearing (%)</i>	99.7%	99.2%	98.8%	99.8%	100.0%	*	*
★ <i>Family Court juvenile cases with Investigations & Reports submitted on time</i>							
- <i>At Liberty Cases (%)</i>	78.6%	85.6%	78.3%	90.0%	99.0%	*	*
★ - <i>Remand cases (%)</i>	NA	NA	NA	98.0%	99.9%	*	*

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

- ✓ **Monitor and enforce the conditions of probation.**
 - The number of high-risk probationers supervised per officer declined slightly, and remained well below the Department’s maximum case ratio standard of 65:1, allowing the Department to exceed its goal for contacts with these probationers.
 - Reflecting increased citywide arrest activity in Fiscal 2009, average monthly rearrest rates for adult and juvenile probationers rose slightly in Fiscal 2009. When viewed as a percentage of all NYPD arrests, adult probationer arrests declined slightly while juvenile probationer arrests increased by only three hundredths of a percentage point.

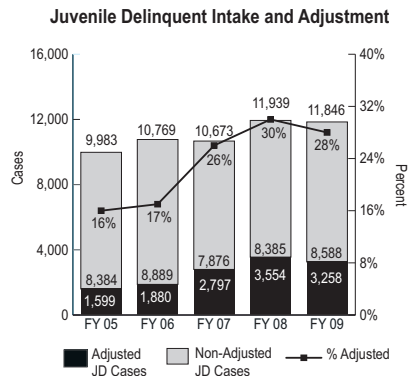


Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
☎ High-risk probationers supervised per Probation Officer	52	54	55	59	57	65	65
★ ☎ Adult probationer rearrest rate (monthly average) (%)	2.4%	2.5%	2.5%	2.7%	2.8%	*	*
★ Adult Probationers Arrested Citywide as a Percentage of the NYPD arrest report (monthly average)	NA	NA	2.9%	2.8%	2.7%	*	*
★ Juvenile probationer rearrest rate (monthly average) (%)	1.1%	1.3%	1.6%	2.1%	2.5%	*	*
★ Juvenile Probationers Arrested Citywide as a Percentage of the NYPD arrest report (monthly average)	NA	NA	0.16%	0.21%	0.24%	*	*

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

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

- The rate of juvenile delinquency cases diverted from court through adjustment decreased two percentage points to 28 percent of all cases in Fiscal 2009, based primarily on an increase in the number of cases that were not suitable for adjustment. Adjustments provide youths and families with effective non-judicial sanctions while enabling the courts to focus on more serious cases. Many youths who were not eligible for adjustment in Fiscal 2009 were appropriate for alternative sentencing, which contributed to an increase in admissions to the Department's Enhanced Supervision (ESP) and Esperanza programs. The total number of youths supervised in ESP increased by eleven percent, while the average daily enrollment in Esperanza rose by 31 percent.



The increases also reflect the Department's continuing efforts to work with local courts to find appropriate alternatives to placement for youths and families. The Department's high rate of adjustments at intake and increases in ESP and Esperanza participation, in conjunction with other citywide efforts to reduce unnecessary detention and incarceration of juveniles, have resulted in a reduction of incarcerations in state facilities; the City estimates that the rate of these placements has been reduced by 56 percent from Calendar 2004 to 2008, while the overall number of placements has decreased by 39 percent. During that period the rate of adjustments increased by 67 percent.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Juvenile Delinquency cases diverted from court through adjustment (%)	16%	17%	26%	30%	28%	*	*
Youth enrolled in Esperanza (monthly average)	NA	72	79	51	67	*	*
Total probationers supervised in Enhanced Supervision Program (ESP)	NA	701	988	1,083	1,197	*	*

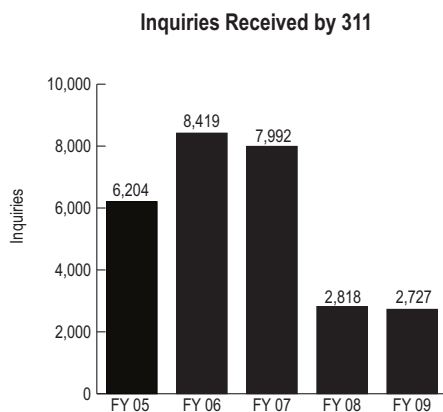
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 2,727 DOP-related inquiries in Fiscal 2009.



Top 5 DOP - related inquiries:	Total	% of DOP Inquiries
<i>Adult Probation Supervision - Brooklyn</i>	779	28.6%
<i>Adult Probation Supervision - Manhattan</i>	405	14.9%
<i>Adult Probation Supervision - Bronx</i>	386	14.2%
<i>Adult Probation Supervision - Queens</i>	333	12.2%
<i>Adult Probation Supervision - Staten Island</i>	141	5.2%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$78.4	\$79.8	\$80.7	\$81.6	\$84.2	\$85.8	\$84.4	\$81.4
<i>Revenues (\$000)</i>	\$210	\$183	\$190	\$88	\$4	\$2	\$2	\$2
<i>Personnel</i>	1,286	1,241	1,251	1,224	1,149	1,228	1,237	1,193
<i>Overtime paid (\$000)</i>	\$165	\$159	\$386	\$285	\$361	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Patricia Brennan succeeded Martin F. Horn as Acting Commissioner after the close of the reporting period.





DEPARTMENT OF JUVENILE JUSTICE

Neil Hernandez, Commissioner

Key Public Service Areas

- ✓ 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

- Maintain security and safety in detention facilities.
- Assure quality health care for detainees.
- Maximize the effectiveness of prevention and aftercare services.

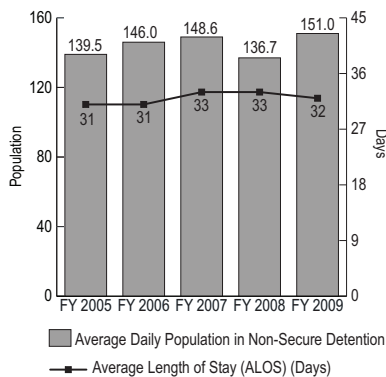
Scope of Agency Operations

The Department of Juvenile Justice (DJJ) provides detention, aftercare and prevention services to juveniles, ages 7 through 15, in New York City. The Department operates three secure detention facilities and 16 non-secure detention group homes located throughout the City that admit more than 5,000 youth each year.

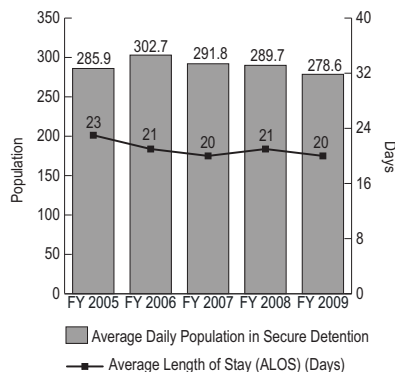
Performance Report

- ✓ **Provide custody and care of youth in secure and safe detention facilities.**
 - Total admissions to detention increased by 6 percent during the reporting period, compared to Fiscal 2008, but were still lower than the totals in Fiscal 2006 and 2007. The increase is driven in part by police admissions, which constituted 63 percent of all juvenile delinquent admissions in Fiscal 2009, an increase of 3 percentage points over Fiscal 2008. As part of the continued efforts to manage the detention population, the City and the Department maintained their commitment to the juvenile justice reforms designed to minimize the inappropriate use of detention, including the Department's policies to not house youth detained for other New York State counties and to limit the number of youth held for the NYS Office of Children and Family Services for violating state charges.
 - The average daily population increased slightly in Fiscal 2009, while the average length of stay decreased by 2 days to 26 days during the same period. As with total admissions, the average daily population in Fiscal 2009 was still lower than in Fiscal Years 2006 and 2007. The decrease in a youth's average stay in detention is substantially attributable to the City's Weekend Arraignment Initiative, implemented in May 2008, which ensures that all juveniles have the opportunity to have their cases assessed for release by the City's juvenile justice agencies or presented before a judge every day of the year. This practice has increased the percentage of youth who spend only one day in detention from 29 to 38 percent of all youth released during the reporting period. The decrease in average length of stay also affects DJJ's ability to provide its full array of services to youth before they are released from detention. Shorter detention stays, though, result in youth living at home during the pendency of their case, and, in conjunction with other citywide efforts to reduce unnecessary detention and incarceration of juveniles, have resulted in a reduction of incarcerations in state facilities; the City estimates that these placements have reduced the rate of incarceration by 56 percent from Calendar 2004 to 2008.
 - The rate of assaults between residents with injury decreased by 11 percent compared to Fiscal 2008. The Department attributes this improvement in youth safety to the violence prevention strategies implemented during Fiscal 2009, including increased monitoring of high-incident locations through continuity of staffing and staff postings and the expanded use of video cameras in targeted areas. The rate of assaults of youth on staff with injury was nearly unchanged, with three fewer incidents in Fiscal 2009.
 - The rate of child abuse and/or neglect allegations against staff increased 63 percent compared to Fiscal 2008. During the reporting period 5,833 youth were admitted to detention and 201 allegations of abuse and/or neglect were made by youth against staff. The increase in the reporting of

Average Daily Population in Non-Secure Detention vs. Average Length of Stay (ALOS)



Average Daily Population in Secure Detention vs. Average Length of Stay (ALOS)





allegations coincides with revisions of New York State Social Services Law in January 2009, which expanded the definition of acts that constitute abuse/neglect. A significant proportion of allegations result from actions taken by staff to intervene in aggressive youth behavior. The Department implemented a policy, in accordance with the amended law, raising awareness of the responsibility to report any potential abuse/neglect.

- The Department's Non-Secure detention abscond rate, which remains below target, increased due to 21 youth who absconded during the period, an increase of five youth from Fiscal 2008. The Department has taken measures to be implemented within the group homes, including the revision of security postings and security plans.

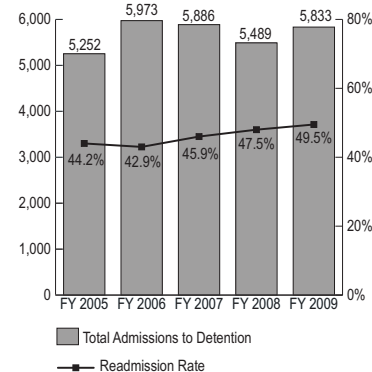
Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Total Admissions	5,252	5,973	5,886	5,489	5,833	*	*
★ Average length of stay	29	27	27	28	26	*	*
★ Average Daily Population (ADP)	425.4	448.7	440.5	426.4	429.6	*	*
★ Average daily cost per youth per day (\$)	\$439	\$476	\$520	\$588	\$620	*	*
★ Youth on Youth Assaults and Altercations with Injury Rate (per 100 total ADP)	0.23	0.30	0.35	0.37	0.33	*	*
★ Youth on Staff Assaults and Altercations with Injury Rate (per 100 Total ADP)	0.02	0.03	0.03	0.03	0.03	*	*
★ Escapes from secure detention	1	0	0	0	0	0	0
★ Abscond rate in non-secure detention (Average per 100 Total ADP in non-secure)	0.05	0.02	0.04	0.03	0.04	0.06	0.06
★ Searches	125,657	139,456	142,507	208,793	236,859	*	*
★ Weapon Recovery Rate (Average per 100 Total ADP)	0.04	0.05	0.08	0.06	0.04	*	*
★ Narcotics Recovery Rate (Average per 100 Total ADP)	0.02	0.03	0.04	0.05	0.04	*	*
★ Child Abuse and/or Neglect Allegation Rate (Internal) (Average per 100 Total ADP)	0.10	0.10	0.09	0.08	0.13	*	*
★ Youth who received medical screening within 24 hours of admission (%)	100%	99%	100%	99%	99%	97%	97%
★ Residents seen within 24 hours of Sick Call Report (%)	99%	99%	95%	97%	98%	95%	95%
★ In-Care Youth who were referred for mental health services (%)	NA	NA	NA	NA	43%	*	*
★ In-Care Youth who were referred for and received mental health services (%)	NA	NA	NA	NA	37%	*	*
★ General healthcare cost per youth per day (\$)	\$49	\$59	\$73	\$83	\$95	*	*

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

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

- The percent of youth admitted during Fiscal 2009 with at least one prior admission increased by 1.9 percentage points to 49.4 percent. This trend was an expected consequence of the City's juvenile justice reform efforts, specifically the Risk Assessment Instrument (RAI). The RAI, empirically developed for the City to objectively inform judicial detention decisions, considers past juvenile justice system involvement in its assessment of a youth's appropriateness for detention. Youth with previous juvenile justice system involvement are more likely to be detained, which is reflected in the high proportion of re-admitted youth in Fiscal 2009 who were scored as "high risk" on the RAI.

Total Admissions and Readmission Rate to Detention
Fiscal 2005 - 2009



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Youth with previous admission(s) to detention (%)	44.2%	42.9%	45.9%	47.5%	49.4%	*	*
★ Youth with medical/mental health needs released with a discharge plan (%)	99%	100%	100%	100%	100%	*	*

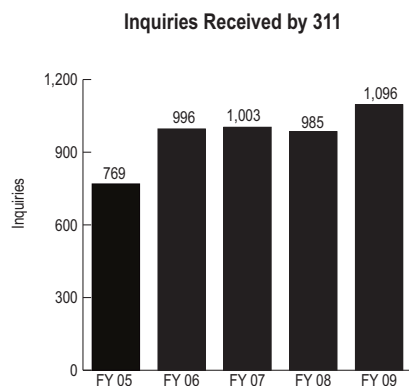
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 1,096 DJJ-related inquiries in Fiscal 2009.



<i>Top 5 DJJ - related inquiries:</i>	Total	% of DJJ Inquiries
<i>General Information - Juvenile Detention</i>	492	44.9%
<i>Juvenile Center - Bridges</i>	225	20.5%
<i>Juvenile Center - Horizon</i>	136	12.4%
<i>Juvenile Center - Crossroads</i>	132	12.0%
<i>Juvenile Delinquent Recreation</i>	33	3.0%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$95.8	\$104.3	\$127.7	\$131.0	\$138.3	\$135.6	\$133.2	\$131.5
<i>Personnel</i>	791	853	747	757	763	990	964	915
<i>Overtime paid (\$000)</i>	\$6,697	\$6,179	\$8,325	\$11,157	\$9,277	*	*	*
<i>Capital commitments (\$ millions)</i>	\$4.7	\$1.2	\$2.3	\$0.2	\$1.0	\$5.3	\$5.0	\$7.3

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

NA means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department has revised figures for the indicator 'Total Admissions' to include one fewer admission for Fiscal 2006 and 2008, and one additional admission for Fiscal 2007. These changes were identified during standard quality assurance reviews, which include the consolidation of duplicate records.
- Beginning with the Fiscal 2009 Preliminary Mayor's Management Report, the Department revised the methodology and renamed the Medical/Mental Health Services indicators to better communicate the evolving needs of and services provided to youth who are in detention. For a more detailed description of the changes, please see the Fiscal 2009 Preliminary Mayor's Management Report.
- The Fiscal 2008 'General healthcare cost per youth per day' indicator has been updated to reflect actual rather than projected expenditures.





CIVILIAN COMPLAINT REVIEW BOARD

Joan M. Thompson, Executive Director

Key Public Service Area

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

Scope of Agency Operations

The Civilian Complaint Review Board (CCRB) is an independent, non-police agency with the authority to investigate allegations of police misconduct and to recommend action directly to the Police Commissioner. The Board strives to resolve complaints efficiently through investigation and its mediation program and reports on its activities and achievements twice a year. CCRB received more than 7,500 complaints in Fiscal 2009.

Critical Objectives

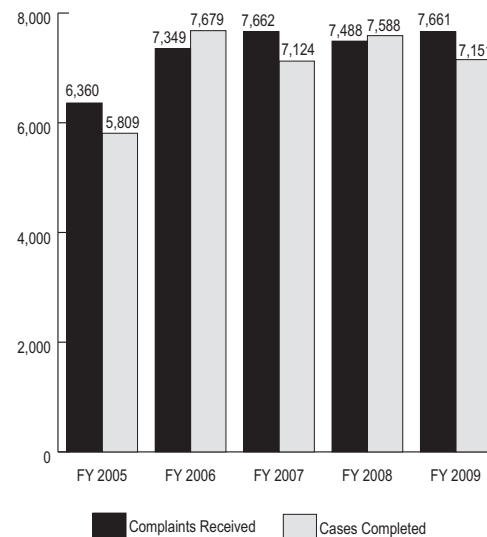
- Improve the quality, thoroughness and timeliness of case investigations.
- Increase the number of cases mediated while decreasing the mediation completion time.

Performance Report

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

- In Fiscal 2009 findings on the merits decreased to 48 percent of all closed allegations, while full investigations as a percentage of total case closures decreased to 31 percent. Under the leadership of a new chair, the Board is seeking to address the issues involved in this declining performance.
- The average time to complete a full investigation increased 12 percent in Fiscal 2009. CCRB has implemented efficiency initiatives at all stages of the investigative and review processes to improve case processing time, including a teleconferencing pilot program to facilitate Board member panel meetings, and mandatory case conferencing meetings for all cases that have been open for 8 months. In addition, CCRB is implementing new strategies to more closely track the aging of the docket.
- Approximately 37 percent of all substantiated complaints were closed within a year of the incident, 15 percentage points lower than last year. Six percent of cases were closed after the statute of limitations had expired. CCRB evaluates the reasons for delays on a monthly basis and found that in Fiscal 2009 the majority of cases were delayed for two reasons: either the case was placed on prosecutorial hold or the incident was reported to the agency more than 6 months after the incident date.
- The average number of days to conduct a successful mediation decreased 4 percent. The percent of cases mediated increased to 1.8 of all closed cases and the mediation resolution rate increased to 98 percent.

Complaints Received vs. Cases Completed





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Total civilian complaints against uniformed members of the New York City Police Department (Preliminary)	6,360	7,349	7,662	7,488	7,661	*	*
Full investigations as a percentage of total cases closed (%)	41%	38%	36%	34%	31%	*	*
★ Closed allegations with findings on the merits (%)	64%	64%	63%	56%	48%	*	*
★ Average number of days to complete a full investigation	292	288	291	306	343	280	280
★ Case closures per investigator	44	49	51	58	64	*	*
Age of docket (by date of report) (%) - 0-4 months	66%	70%	67%	64%	64%	70%	70%
- 5-12 months	29%	27%	28%	31%	29%	26%	26%
- 13 months or older	5%	3%	5%	5%	7%	4%	4%
Age of cases when substantiated (by date of incident) (%) - 0-5 months	13%	20%	20%	8%	1%	14%	14%
- 5-12 months	46%	52%	47%	44%	36%	48%	48%
- 12-14 months	28%	18%	19%	28%	26%	28%	28%
- 15 months or older	13%	11%	14%	20%	37%	10%	10%
★ Officers disciplined (excluding pending and filed cases) (%)	71%	77%	75%	55%	56%	*	*
Average successful mediation case completion time (days)	175	160	153	164	158	150	150
★ Percent of cases mediated	TBD	1.3%	1.7%	1.2%	1.8%	*	*
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 311 related "NA" - means Not Available in this report

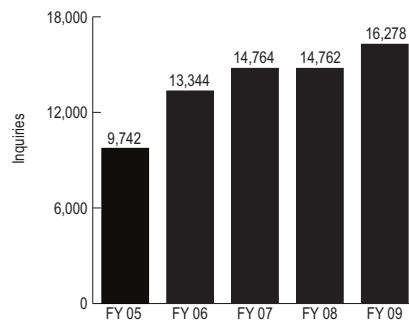
Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 16,278 CCRB-related inquiries in Fiscal 2009.

Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top CCRB - related inquiries:	Total	% of CCRB Inquiries
Police Officer Misconduct	14,962	91.9%
Civilian Complaint Mediation	502	3.1%



Agency Resources

Agency Resources	A c t u a l					Preliminary	Updated	
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)³</i>	\$9.8	\$10.1	\$10.7	\$11.1	\$11.4	\$11.4	\$10.6	\$10.3
<i>Personnel</i>	184	186	186	179	178	190	171	168
<i>Overtime paid (\$000)</i>	\$345	\$255	\$108	\$17	\$38	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None





LAW DEPARTMENT

Michael Cardozo, Corporation Counsel

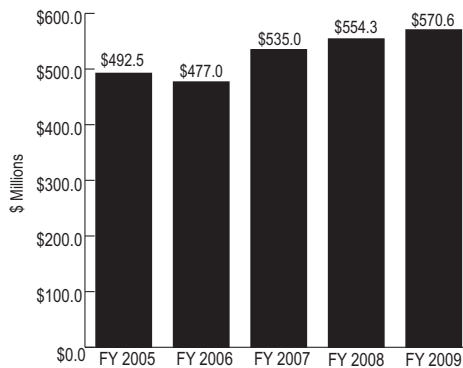
Key Public Service Areas

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

Scope of Agency Operations

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

Judgment and Claims Expenditure



Critical Objectives

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

Performance Report

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

- Tort cases pending decreased by 11 percent from Fiscal 2008 to Fiscal 2009. The reduction is due in part to the continuing effects of the enactment of the sidewalk law that transferred liability for certain matters from the City to property owners.
- Tort cases disposed decreased by 5 percent due to a reduced number of matters suitable for early disposition.
- The total tort payout increased by 3 percent in Fiscal 2009 due in large part to the trial/settlement of cases stemming from the October 2003 Staten Island Ferry accident.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Total tort cases pending	33,149	30,290	28,083	20,084	17,791	20,500	18,000
☎ Tort cases commenced							
- Citywide	7,341	6,811	6,260	6,190	6,337	*	*
Tort dispositions							
- Citywide	8,578	7,722	7,857	7,116	6,730	7,700	6,400
★ Total tort payout (\$000)							
- Citywide	\$492,489	\$477,010	\$534,978	\$554,326	\$570,581	*	*

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

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

- Referred cases filed for prosecution decreased by 3 percentage points from Fiscal 2008 to Fiscal 2009.
- Crime victims assessed for community-based services increased by 6 percentage points due in part to the Department's continued focus on services, including mediation, that seek redress for victims of crime.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Referred cases filed for prosecution (%)	77%	72%	66%	62%	59%	65%	62%
Crime victims assessed for community-based services (%)	NA	19%	20%	28%	34%	25%	30%
Juvenile conviction rate (%)	76%	73%	70%	70%	71%	70%	70%

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

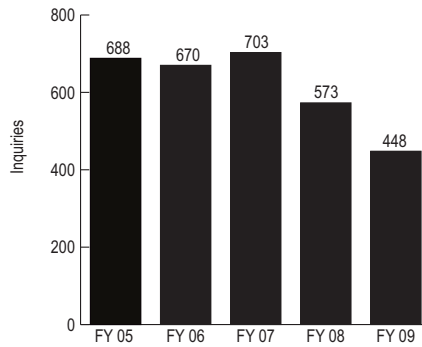


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 448 Department-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



<i>Top LAW - related inquiry:</i>	Total	% of LAW Inquiries
<i>Suing the City</i>	420	93.8%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$118.9	\$125.1	\$126.0	\$125.3	\$133.6	\$129.3	\$129.1	\$133.5
<i>Revenues (\$ millions)</i>	\$32.8	\$25.8	\$26.0	\$122.1	\$42.9	\$40.1	\$25.9	\$25.2
<i>Personnel</i>	1,401	1,389	1,407	1,408	1,430	1,354	1,350	1,354
<i>Overtime paid (\$000)</i>	\$811	\$909	\$994	\$1,198	\$1,116	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None



DEPARTMENT OF INVESTIGATION

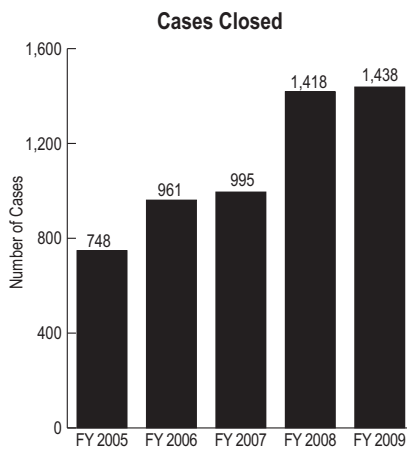
Rose Gill Hearn, Commissioner

Key Public Service Area

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

Scope of Agency Operations

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations and services by investigating and referring for prosecution City employees and contractors engaged in corrupt activities or unethical conduct. It has oversight of more than 45 Mayoral agencies and over 300 other City agencies, entities, boards and commissions that employ more than 300,000 staff members. The Department studies City agencies to determine if corrective action is necessary and recommends actions to prevent criminal misconduct and waste. In Fiscal 2009 the Department received 14,594 complaints and conducted 2,396 investigations.



Critical Objectives

- Improve the impact and efficiency of investigations.
- Ensure the timely completion of background investigations and fingerprint checks.
- Assist City agencies in preventing corruption and waste.

Performance Report

- ✓ **Maintain the integrity of City agencies, employees, contract vendors and recipients of City funds.**
 - During Fiscal 2009 DOI received 5 percent more complaints and closed 1 percent more cases, with 76 percent of those closures resulting in significant impact. Turnaround times for completion of major, significant and routine cases decreased by 26 percent, 3 percent and 14 percent, respectively, due to the expediting of investigations and an increase in the number of older case closings.
 - DOI's ongoing commitment to fight against corruption resulted in an 8 percent increase in arrests, a record high number that reflects the diversity of the Department's investigations. Referrals for criminal prosecution increased by 7 percent and referrals for civil and administrative action increased by 25 percent.
 - Written policy and procedure recommendations decreased by 5 percent compared to last fiscal year. This decrease is attributable to City agencies early commitment to remedy operational vulnerabilities before becoming entrenched conduct.
 - During the reporting period financial recoveries to the City decreased by 12 percent. Recoveries to individuals and non-City entities decreased by 97 percent due to a sizeable restitution ordered in Fiscal 2008. Recoveries collected from cases closed previously decreased by 37 percent.
 - Background investigations closed within six months increased by 7 percentage points meeting targeted timeframes for the fiscal year. The average time to complete a background investigation decreased by 9 percent.
 - Arrest notifications received for current or former childcare workers fingerprinted by DOI increased by 13 percent. Increased managerial oversight and continued temporary staffing contributed to the Department surpassing targeted timeframes by 2 days for notifying agencies of childcare workers with criminal records.
 - While significantly exceeding targeted expectations, the number of corruption lectures and those attending decreased by 19 percent and 27 percent, respectively. With fewer scheduled lectures in Fiscal 2009, the Department aimed its outreach at specific employee groups and titles in those areas that have substantial impact on public safety.
 - Due to the conversion to the new citywide VENDEX Master Inquiry (VMI) system in Fiscal 2009 and the resulting change in calculation method from business days to calendar days, the average time to complete a VENDEX check was 28 calendar days and 69 percent of VENDEX name checks were completed within 30 calendar days.



Performance Statistics	Actual					Target	
	FY05	FY06	FY07	FY08	FY09	FY09	Updated FY10
<i>Complaints</i>	11,609	12,668	12,882	13,837	14,594	*	*
★ <i>Caseload</i>	1,729	1,908	2,045	2,481	2,396	*	*
<i>Cases closed</i>	748	961	995	1,418	1,438	*	*
<i>Cases closed with significant impact (%)</i>	NA	NA	70%	70%	76%	*	*
<i>Referrals for criminal prosecution</i>	547	624	668	452	483	*	*
<i>Arrests resulting from DOI investigations</i>	299	345	368	676	728	*	*
<i>Referrals for civil and administrative action</i>	819	1,166	1,263	1,499	1,867	*	*
<i>Written Policy and Procedure Recommendations to City agencies</i>	80	180	317	469	446	*	*
★ <i>Financial recoveries to the City ordered/agreed (\$)</i>	NA	NA	NA	\$18,315,332	\$16,184,024	*	*
★ <i>Financial recoveries to the City collected (\$)</i>	NA	NA	NA	\$10,576,694	\$6,633,626	*	*
<i>Financial recoveries to individuals and non-City entities ordered/agreed (\$)</i>	NA	NA	NA	\$688,110,574	\$17,981,661	*	*
★ <i>Average Time to Complete a Case (days)</i>	348	341	330	329	277	*	*
★ - <i>Major investigations</i>	708	618	892	1,269	934	*	*
★ - <i>Significant investigations</i>	867	604	739	514	497	*	*
★ - <i>Routine investigations</i>	330	330	315	310	267	*	*
★ <i>Average time to complete a background investigation (days)</i>	217	266	278	342	310	*	*
<i>Background investigations closed within six months (%)</i>	62%	56%	60%	53%	60%	60%	60%
<i>Time to notify agencies of childcare workers with criminal records after receipt from the State Division of Criminal Justice Services (days)</i>	3	2	5	4	4	6	6
<i>Arrest notifications received for current childcare workers</i>	1,150	1,314	2,053	2,085	2,360	*	*
<i>Corruption Prevention and Whistleblower lectures conducted</i>	328	308	551	670	546	300	300
<i>Individuals attending lectures</i>	11,087	8,529	14,532	18,973	13,852	*	*
★ <i>Average time to complete a Vendex check (calendar days)</i>	NA	7	8	15	28	*	*
★ <i>VENDEX name checks completed within 30 calendar days (%)</i>	61%	99%	100%	98%	69%	80%	80%
<i>Companies monitored by IPSIG program</i>	9	7	11	9	7	*	*

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

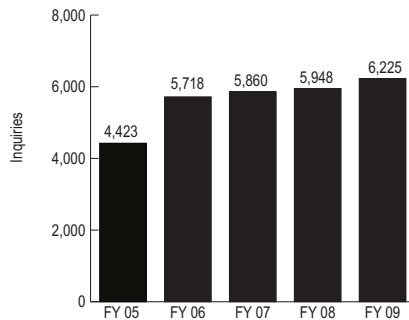


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 6,225 DOI-related inquiries in Fiscal 2009.

Inquiries Received by 311



Top DOI - related inquiries:	Total	% of DOI Inquiries
<i>Contact or Locate a City Marshal</i>	3339	53.6%
<i>City Worker Corruption</i>	1456	23.4%
<i>City Marshal or Sheriff Complaint</i>	612	9.8%
<i>Fingerprinting - Center-Based Day Care or Pre-School</i>	498	8.0%
<i>Become a City Marshal</i>	77	1.2%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$19.8	\$21.1	\$21.9	\$23.5	\$25.0	\$22.6	\$19.4	\$19.6
<i>Revenues (\$ millions)</i>	\$19.9	\$3.9	\$3.8	\$2.9	\$3.1	\$2.8	\$3.0	\$3.6
<i>Personnel</i>	245	245	265	241	234	271	240	239
<i>Overtime paid (\$000)</i>	\$29	\$20	\$35	\$15	\$26	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department revised Fiscal 2008 values for 'Complaints,' 'Referrals for criminal prosecution,' 'Referrals for civil and administrative action,' 'Written Policy and Procedure Recommendations to City agencies' and 'Average Time to Complete a Case (days) - Significant investigations' to reflect updated data.
- With the introduction of a new citywide VMI system in late Fiscal 2009, the method of calculation for VENDEX indicators converted from business days to calendar days and, therefore, data for prior periods is not comparable.





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.

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.

Scope of Agency Operations

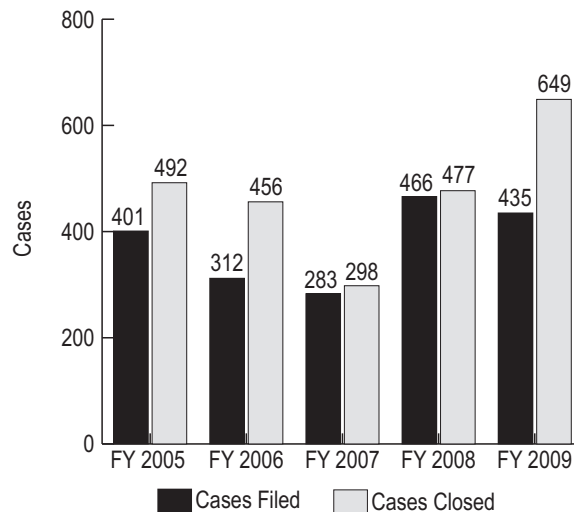
The City Commission on Human Rights (CCHR) investigates an average of 1,000 allegations per year of discrimination in employment, housing, and public accommodations, as well as bias-related harassment. In addition, the Commission initiates investigations and prosecutions of systemic Human Rights Law violations. The Commission provides pre-complaint intervention and promotes positive intergroup relations through conferences, workshops and training sessions conducted by its Community Relations Bureau.

Performance Report

✓ Enforce the City’s Human Rights Law.

- In Fiscal 2009 the Commission closed 36 percent more cases compared to Fiscal 2008. This increase is due, in part, to the reorganization of the Law Enforcement Bureau and the fact that attorneys are now handling all cases filed with the agency.
- The number of referrals to OATH increased from 29 cases in Fiscal 2008 to 72 cases in Fiscal 2009.
- The Commission’s total pending cases decreased by 29 percent. Of the 402 cases before the Commission in Fiscal 2009, 324 were less than one year old. Currently, the Commission does not have any cases over five years old.

Cases Filed and Cases Closed





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Complaint investigations completed (%)	65%	75%	64%	72%	86%	*	*
Pre-complaint resolutions	142	198	191	236	216	*	*
★ 📞 Cases filed (by type of complaint)	401	312	283	466	435	*	*
- Employment discrimination (%)	74%	77%	72%	66%	54%	*	*
- Housing discrimination (%)	16%	15%	19%	21%	38%	*	*
- Public accomodation discrimination (%)	8%	7%	8%	12%	8%	*	*
- Bias-related harassment (%)	2%	1%	1%	1%	0%	*	*
★ Cases closed (by type of closure)	492	456	298	477	649	*	*
- No probable cause determination (%)	47%	47%	41%	53%	39%	*	*
★ - Probable cause determination (%)	7%	5%	3%	6%	13%	*	*
- Administrative cause (%)	28%	29%	33%	26%	23%	*	*
★ - Settlement (%)	18%	19%	23%	15%	25%	*	*
Cases referred to the Office of Administrative Trials and Hearings	32	29	14	29	72	*	*
★ Average value of cash settlement for complainant (\$)	\$16,650	\$19,000	\$12,981	\$12,621	\$11,004	*	*
Modifications for accessibility	156	185	169	217	192	*	*
★ Average age of complaint caseload (in days)	NA	NA	486	317	318	*	*
Caseload	557	480	527	566	402	550	550
Cases pending by age - Less than one year	396	329	336	433	324	400	400
- 1-3 years old	118	134	174	126	74	150	100
- 3-5 years old	23	15	16	7	4	20	10
- Older than 5 years	20	2	1	0	0	5	2

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

✓ **Educate the community on the Human Rights Law.**

- Although the Commission's school-based training sessions decreased by 25 percent in Fiscal 2009, during the same period the agency offered 36 percent more conferences, workshops and training sessions and 14 percent more community-based technical assistance sessions.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
📞 Conferences, workshops and training sessions	659	728	667	735	1,002	500	600
📞 Community-based technical assistance	10,562	11,628	12,344	11,920	13,563	10,000	10,000
📞 School-based training sessions conducted	475	402	588	436	327	325	325

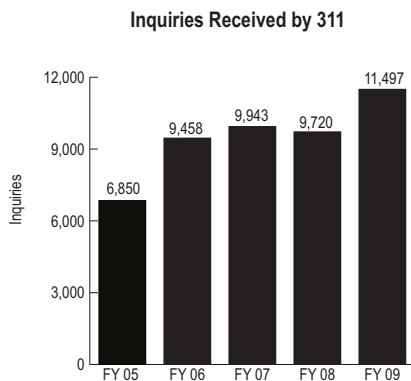
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 11,497 CCHR-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



Top CCHR - related inquiries:	Total	% of CCHR Inquiries
<i>Discrimination Complaint</i>	11,049	96.1%
<i>Community Outreach - Human Rights Education</i>	344	3.0%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$6.7	\$6.5	\$6.7	\$6.8	\$7.1	\$7.1	\$6.9	\$6.9
<i>Personnel</i>	82	80	79	82	80	81	78	78
<i>Overtime paid (\$000)</i>	\$8	\$8	\$6	\$9	\$11	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None





OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Roberto Velez, Chief Administrative Law Judge

Key Public Service Areas

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

Scope of Agency Operations

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

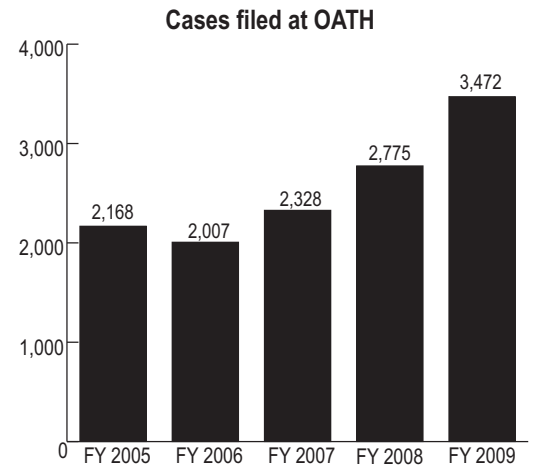
Critical Objectives

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

Performance Report

- ✓ Adjudicate administrative matters fairly and efficiently.

- While there was a 25 percent increase in the number of cases filed at OATH during Fiscal 2009, the average adjournment time remained virtually unchanged compared to Fiscal 2008 due to continued proactive case management.
- OATH's strict monitoring of the decision writing process continued to have a positive impact on the timeliness of decisions. In Fiscal 2009 the number of days to issue a decision after case closing averaged 12 days.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Cases filed at OATH (total)	2,168	2,007	2,328	2,775	3,472	*	*
★ Average adjournment time at OATH (business days)	22.2	16.6	15.1	13.4	13.3	20	20
OATH settlement rate (%)	57%	56%	52%	54%	53%	55%	55%
★ Days for OATH to issue decision after record is closed	42.4	36.0	23.2	12.1	12.0	25	25
OATH cases with decisions issued within targeted number of business days (%)	64%	75%	83%	92%	90%	*	*
Facts and conclusions adopted by agency (%)	99%	100%	98%	100%	98%	96%	96%

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



✓ **Adjudicate violations of the City's quality-of-life laws fairly and efficiently.**

- The Environmental Control Board (ECB) tribunal reduced the average time from hearing assignment to decision by 7 percent during Fiscal 2009, while conducting 7 percent more hearings.
- ECB Call Center's average wait time was 56 seconds, a 16 second increase compared to Fiscal 2008. The increase was due to an 8 percent increase in call volume, combined with staffing shortages that were addressed in the last quarter of the fiscal year.

Performance Statistics	A c t u a l					T a r g e t	
	FY05	FY06	FY07	FY08	FY09	FY09	Updated FY10
Notices of Violation (NOV) received by ECB	NA	NA	722,670	678,245	704,680	*	*
ECB hearings conducted	NA	NA	156,330	225,505	241,521	*	*
★ Average time from ECB hearing assignment to decision (days)	NA	NA	90	96	89	*	95
★ ECB call center average wait time (minutes:seconds)	NA	NA	0:46	0:40	0:56	*	45

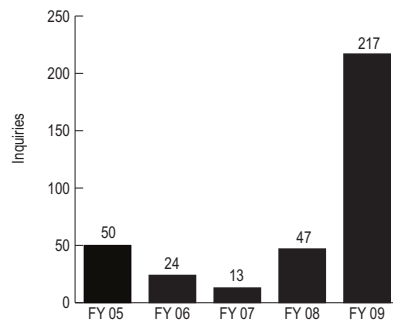
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 217 OATH-related inquiries in Fiscal 2009.

Inquiries Received by 311



Top OATH - related inquiries:	Total	% of OATH Inquiries
City Agency Tribunals	205	94.5%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$3.8	\$3.2	\$3.6	\$3.8	\$16.2	\$15.6	\$23.3	\$24.1
Revenues (\$000)	\$20	\$20	\$11	\$0	\$0	\$11	\$11	\$11
Personnel	26	23	27	28	295	302	389	279
Overtime paid (\$000)	\$2	\$1	\$1	\$1	\$86	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report



Noteworthy Changes, Additions or Deletions

- ECB modified Fiscal 2008 values for 'Notices of Violation (NOV) received by ECB' and 'ECB hearings conducted' in order to correspond to a methodology change made in Fiscal 2009 that more accurately reflects the NOV's processed during the year. ECB now measures the number of NOV's that were subject to hearings.





BUSINESS INTEGRITY COMMISSION

Michael J. Mansfield, Commissioner/Chair

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Performance Report

✓ Regulate commercial carting industry.

- BIC increased the number of private carter background investigations by 67 percent during the reporting period. The Background Intelligence Unit was created at the end of Fiscal 2008.
- The number of carting licenses approved decreased from 100 in Fiscal 2008 to 83 in Fiscal 2009, although the average time to approve carting licenses decreased to 142 days in Fiscal 2009. A concerted effort was made to prioritize registrations, temporarily diverting resources from license applications, during Fiscal 2009 because BIC received 300 more registration applications compared to Fiscal 2008.
- The number of carting registrations approved increased 32 percent and the average time to approve carting registrations decreased 5 percent, despite a 49 percent increase in applications received, from 610 applications in Fiscal 2008 to 912 applications in Fiscal 2009.
- The number of pending applications increased from 274 in Fiscal 2008 to 628 in Fiscal 2009 due in part to a 50 percent increase in the number of carting license and registration applications received, from 736 in Fiscal 2008 to 1,108 in Fiscal 2009. However, the average age of pending carting applications fell to 123 days in Fiscal 2009 because BIC expedited older applications.
- BIC issued double the number of violations to private carters in Fiscal 2009. Violations for unlicensed and unregistered activity accounted for 37 percent of these violations.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Carting background investigations completed	690	621	1,020	743	1,244	*	*
Carting licenses approved	176	124	113	100	83	*	*
Carting registrations approved	659	410	678	485	641	*	*
★ Average time to approve carting licenses (days)	776	285	289	206	142	270	270
★ Average time to approve carting registrations (days)	392	127	78	116	122	90	150
Carting applications pending	258	217	189	274	628	*	*
★ Average age of pending carting applications (days)	519	282	153	130	123	190	190
★ Carting license applications denied (%)	9.2%	10.1%	10.0%	10.3%	9.9%	*	*
★ Carting registration applications denied (%)	1.3%	1.6%	2.0%	2.1%	2.3%	*	*
★ Total carting applications denied (%)	3.8%	4.1%	4.0%	4.1%	4.0%	*	*
Violations issued to private carters	136	308	371	620	1,290	*	*
★ Violations for unlicensed activity	37	74	69	180	482	*	*

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

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

- BIC increased the number background investigations for the public wholesale markets by 8 percent during the reporting period.
- The number of public wholesale market registrations approved increased by 29 percent, with the average time to approve market registrations decreasing to 226 days in Fiscal 2009.
- The number of violations issued in the public wholesale markets decreased by 31 percent because enforcement activity had to be curtailed due to a major criminal investigation conducted during the first half of Fiscal 2009. In addition, in December 2008 BIC appointed an outside monitor to oversee the New Fulton Fish Market at Hunts Point, which helped to increase compliance with BIC's market rules and regulations in that area.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Public wholesale market background investigations completed	NA	114	145	158	170	*	*
Public wholesale market registrations approved	18	44	45	40	56	*	*
★ Average time to approve public wholesale market registrations (days)	NA	NA	257	280	226	270	270
★ Public wholesale market applications denied (%)	NA	2.0%	2.0%	2.1%	1.7%	*	*
Violations issued at public wholesale markets	190	306	532	551	378	*	*

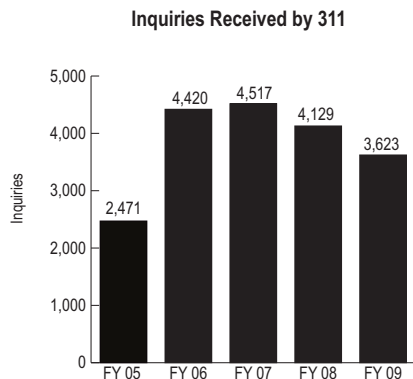
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 3,623 BIC-related inquiries in Fiscal 2009.



Top BIC - related inquiries:	Total	% of BIC Inquiries
<i>Commercial Waste and Private Carters Information</i>	2,393	66%
<i>Sanitation Complaint - Private Carter</i>	919	25%
<i>Trade Waste License Registration</i>	277	8%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$4.8	\$5.0	\$5.2	\$5.8	\$6.4	\$6.4	\$6.3	\$7.1
<i>Revenues (\$ millions)</i>	\$2.4	\$2.4	\$3.3	\$2.5	\$2.9	\$2.6	\$3.2	\$4.3
<i>Personnel</i>	62	62	60	64	65	69	70	84
<i>Overtime paid (\$000)</i>	\$31	\$116	\$88	\$81	\$45	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- BIC added the critical indicator 'Violations for unlicensed activity' to measure enforcement efforts in the private carting industry.



BUSINESS AFFAIRS



Department of Finance



New York City Economic Development Corporation



Department of Consumer Affairs



Department of Small Business Services



DEPARTMENT OF FINANCE

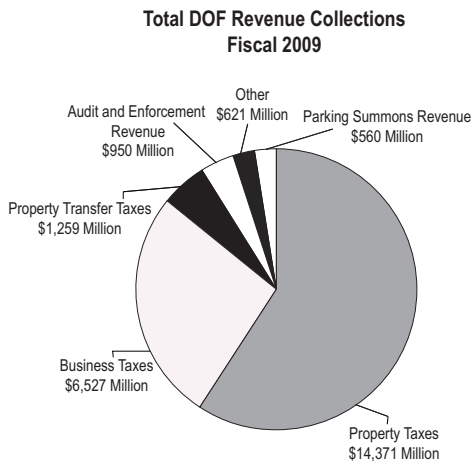
David M. Frankel, Commissioner

Key Public Service Areas

- ✓ Quickly respond to customer needs.
- ✓ Fairly and timely collect all revenues due the City.
- ✓ Accurately maintain and enhance access to public records.

Scope of Agency Operations

The Department of Finance (DOF) helps people pay the right amount on time by collecting City revenues efficiently and fairly, increasing compliance with City tax and other revenue laws, valuing all property in the City fairly, accurately maintaining property records, and providing an independent forum for the public to contest tax and parking violation liability.



Critical Objectives

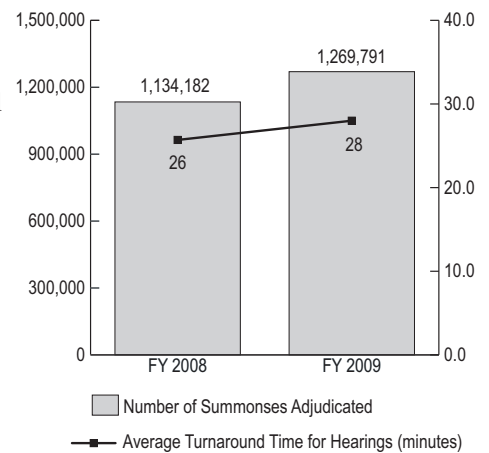
- Reduce wait times for customers.
- Reduce processing time of payments, refunds, tax returns, applications, and parking violation hearings and appeals.
- Increase compliance with City and State tax laws by simplifying rules and regulations, and by providing feedback to customers about the accuracy of their tax returns through regular and timely audits.
- Aggressively pursue people who do not file or pay their fair share of taxes and fines through progressive enforcement, including towing, selling tax liens and locating assets for debt collection.
- Expand electronic and other efficient payment and filing options.
- Record publicly filed documents timely and increase the number of property documents available online.
- Improve accuracy of the Department's customer name and address records to reduce the percentage of mail that cannot be delivered.

Performance Report

- ✓ Quickly respond to customer needs.

- Turnaround time for parking ticket hearings at Finance's Business Centers went up slightly, by two minutes, to 28 minutes, but remained well below the Department's 45-minute target. The Department adjudicated 1.27 million parking tickets at in-person hearings this fiscal year, a 12 percent increase over the previous year.

Parking Summonses Adjudicated In-Person



- Refund issuance time for business and property taxes improved to 44 and 14 days, respectively, better than performance goals. On average, the Department issued business tax refunds three days faster than last year, attributable to a March 2009 change that enables Finance to automatically approve refunds that meet established criteria, shortening the processing time. Property tax refunds were processed one day faster despite a nearly 13 percent increase in the number of refund requests. A change in workflow management helped the Department to reduce turnaround time.
- Turnaround time for parking ticket hearings-by-mail/web decreased by more than a quarter to 31.4 days due to a new, more efficient web interface that streamlined the online hearing process, considerably reducing turnaround time for these hearings and, in turn, lowering the combined overall average.



- Due largely to a 6 percent increase in the number of parking-related refund requests, the average time to issue refunds for parking tickets, appeals and towing charges rose by nearly a day to 15.6 days, and remained higher than the 10-day annual target.
- Finance completed 78 percent of its 279 tax conciliation cases within six months, exceeding the 65 percent target for the first time in three years. The improvement is largely the result of a 14 percent increase in the number of small cases involving real property transfer and commercial motor vehicle taxes, as well as a higher proportion of business tax audits involving a single issue, all of which required relatively brief analysis. On average the Department and taxpayers reached an agreement on these cases in 5.1 months, considerably quicker than the 6.4 months in Fiscal 2008.
- Customer satisfaction and complier treatment ratings remained stable. At the same time, the number of surveys collected from customers and compliers rose by 15.6 percent to 297,822 from 257,629 a year ago.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ 📞 Average wait time on customer assistance helpline (minutes)	10.9	7.7	6.0	10.0	8.9	5	5
★ Average wait time to see a cashier at payment centers (minutes)	NA	NA	5.9	4.9	4.8	6	6
Average response time for mail and e-mail correspondence (days)							
- E-mail	10.4	28.4	22.2	6.5	6.7	7	7
- Correspondence	27.0	33.7	21.5	8.0	9.9	7	10
★ Average time to issue a property tax refund (days)	45	57	30	15	14	20	20
★ Average time to issue a business tax refund (days)	NA	NA	NA	47	44	45	45
★ Average turnaround time for in-person parking ticket hearings (minutes)	55	60	24	26	28	45	40
★ Average time to issue decision for parking ticket hearing-by-mail/web (days)	66.6	86.4	34.1	43.0	31.4	40	40
★ Average time to issue decision for parking ticket appeals (days)	54.0	10.0	11.0	12.3	11.2	17	15
★ Average time to issue refunds for parking tickets, appeals and towing charges (days)	NA	NA	NA	14.8	15.6	10	10
Time to render tax conciliation decision							
- Cases decided within 6 months (%)	71%	68%	56%	60%	78%	65%	65%
- Cases decided within 6-12 months (%)	21%	14%	27%	28%	13%	25%	25%
- Cases decided within 12-18 months (%)	7%	6%	10%	12%	9%	10%	10%
★ Average time to render tax conciliation decision (months)	NA	NA	NA	6.4	5.1	6	6
★ Agency customer satisfaction rating	NA	3.98	3.74	4.28	4.21	*	*
★ Agency complier treatment rating	NA	3.66	3.32	3.98	4.02	*	*
Returned outgoing mail (%)	4.4%	3.0%	2.1%	2.4%	3.3%	3%	3%

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

✓ Fairly and timely collect all revenues due the City.

- Finance resolved 42.6 percent of the City's outstanding debt balance compared to 23.5 percent a year ago. By changing its strategy to focus on resolving newer debt, which tends to have higher collectability, and clarifying its write-off policies to remove erroneous and uncollectible debt from its books, the Department was able to make significant progress in resolving outstanding debt.
- The average turnaround time for field audit cases improved by 48 days to 580 days, but the number of audits completed within a year fell 5 percentage points to 23 percent as auditors closed more large and complex cases in the first half of the year. An analysis of a sample of cases completed between July and October 2008 showed that 92 percent of cases closed in this period involved two to three tax years compared with 77 percent last year, while the average tax liabilities reviewed per case in the most recent period was 74 percent higher.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Percent of City debt resolved	NA	NA	NA	23.5%	42.6%	*	*
★ Percent of voluntary compliance	NA	NA	84.0%	80.2%	76.8%	*	*
★ Percent of property taxes billed that are paid	NA	NA	97.9%	97.7%	98.1%	*	*
★ Market value as a percent of sales price	NA	NA	98%	101%	96%	100%	100%
Filed property assessment appeals resulting in reductions (%) (calendar year)	17%	14%	11%	12%	11%	*	*
Liens declared defective (%)	2%	2%	3%	1%	1%	*	*
Field audit cases closed within 1 year (%)	46%	33%	36%	28%	23%	20%	20%
★ Average turnaround time for field audits (days)	NA	NA	NA	628	580	*	*
Average amount collected from a closed field audit case (\$000)	\$322	\$366	\$632	\$849	\$530	*	*
★ Percent increase in tax liability as a result of audits	NA	NA	NA	14.3%	7.4%	*	*
Business tax revenue collected from non-filers (%)	1.42%	0.84%	2.55%	0.06%	0.01%	*	*
Parking summonses received (000)	9,489	9,601	10,009	10,921	10,662	*	*
★ Percent of parking tickets issued that are paid	NA	NA	NA	69.3%	70.3%	*	*
★ Percent of parking tickets issued that are dismissed	NA	NA	NA	14.7%	14.5%	*	*
★ Percent of parking ticket appeals granted a reversal	NA	NA	NA	17.1%	14.4%	*	*
Parking summonses processable (%)	93%	93%	95%	96%	96%	93%	93%
Parking summonses paid online (%)	14.9%	19.1%	23.0%	26.0%	28.5%	*	*

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

✓ **Accurately maintain and enhance access to public records.**

- On average, New York City property ownership was recorded within 10.5 days from the date the transfer took place, significantly quicker than 15.7 days last year and 36.8 days the year before. Over the last two years the Department has conducted proactive outreach and education to encourage title companies and property owners to register changes timely and correctly. The document rejection rate fell to 11.3 percent this year from 23 percent two years ago, allowing Finance to make more documents available online faster.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Average time to record a property interest from transfer date (days)							
- Citywide	NA	NA	36.8	15.7	10.5	*	*
Average time to record and index property documents (days)							
- Manhattan	12.0	4.2	2.8	1.5	1.1	2	2
- Bronx	5.4	2.8	1.6	1.6	0.9	2	2
- Queens	12.3	3.3	1.2	1.0	0.7	2	2
- Brooklyn	3.3	1.3	1.6	1.0	0.8	2	2

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



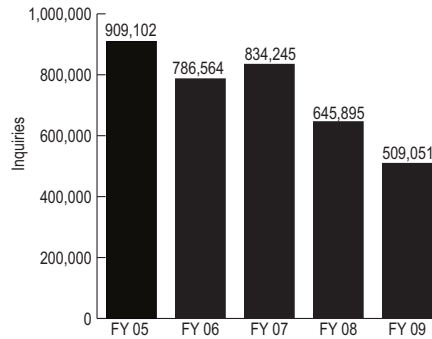
Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 509,051 DOF-related inquiries in Fiscal 2009.

Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 DOF - related inquiries:	Total	% of DOF Inquiries
<i>Missing Vehicle - Towed</i>	100,877	19.8%
<i>Parking Violation - Ticket Assistance</i>	86,783	17.0%
<i>City Property Tax Rebate - Information and Eligibility Lookup</i>	60,815	11.9%
<i>Property Tax Assistance</i>	38,526	7.6%
<i>Property Records Information</i>	19,386	3.8%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$202.1	\$200.5	\$205.9	\$215.5	\$222.3	\$215.9	\$203.1	\$227.5
<i>Revenues (\$ millions)</i>	\$707.3	\$660.7	\$674.5	\$738.8	\$692.1	\$692.0	\$919.9	\$815.4
<i>Personnel</i>	2,250	2,229	2,199	2,203	2,058	2,220	2,220	2,151
<i>Overtime paid (\$000)</i>	\$994	\$278	\$489	\$437	\$688	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA means Not Available in this report

Noteworthy Changes, Additions or Deletions

- David M. Frankel succeeded Martha E. Stark as Commissioner of the Department of Finance after the close of the reporting period.
- At the end of May 2009 Finance’s customer helpline function was transferred to the Department of Information Technology and Telecommunications and integrated into the 311 Citizen’s Service Center. As a result, Fiscal 2009 data for the measure ‘Average wait time on customer assistance helpline (minutes)’ is based on 11 months of activity.
- The Department revised the Fiscal 2010 target for responding to hard mail correspondence from customers to 10 days, from 7 days, to better align its performance goal with citywide standards.
- Finance also revised the Fiscal 2010 target for ‘Average turnaround time for in-person parking ticket hearings (minutes)’ to 40 minutes from 45 minutes, and updated the target for ‘Average time to issue decision for parking ticket appeals (days)’ to 15 minutes from 17 minutes.
- Fiscal 2008 data for ‘Percent of City debt resolved’ was revised to 23.5% from 47.7% to reflect a change in the calculation methodology of this metric. The current calculation is based on the amount owed to the City as reported at the beginning of the fiscal year plus new debt accrued during the 12 months of the fiscal year. Previously, outstanding debt was based on the amount owed to the City at the end of each month, averaged for the 12 months of the fiscal year. Additionally, the Department recalculated the amount of debt it resolved.



- Due to changes in audit strategy that affected how cases are tracked, performance for ‘Field audit cases closed within 1 year (%)’, ‘Average turnaround time for field audits (days),’ and ‘Average amount collected from a closed field audit case (\$000)’ is based on eight months of activity. In March 2009 the Department combined its desk and field audit operations to create a single unit charged with improving the accuracy and timeliness of audits and stopped separate tracking of cases by type. Revised audit-related indicators will be introduced in Fiscal 2010.
- Due to the length of time allowed to contest a parking ticket and appeal a hearing decision, parking ticket processability, payment and dismissal rates for Fiscal 2009 are based on 11 months of activity. Revised Fiscal 2009 data for these measures, based on a full 12 months of activity, will appear in the Fiscal 2010 Preliminary Mayor’s Management Report.
- The Department added the metric ‘Parking summonses received (000),’ which includes red light camera violations.





NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

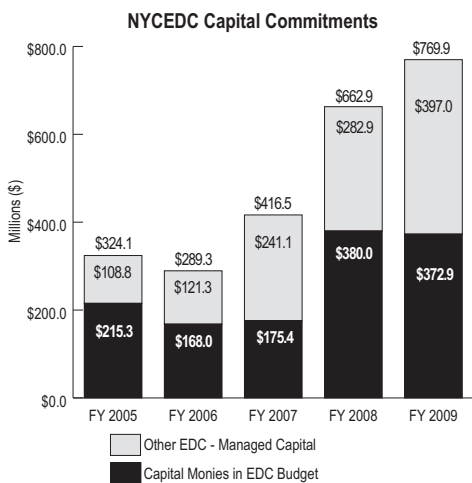
Seth W. Pinsky, President

Key Public Service Area

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

Scope of Agency Operations

The New York City Economic Development Corporation (NYCEDC), a nonprofit organization operating under contract with the City of New York, is the City's primary vehicle for economic development services. NYCEDC serves as a catalyst for public and private initiatives that promote the City's long-term vitality. Through the New York City Industrial Development Agency (IDA), NYCEDC negotiates tax incentives to attract and retain large and small businesses, and maintain and increase the City's tax base. The IDA offers tax exempt bond financing and other incentives to manufacturing, commercial and industrial companies. These benefits support capital investments and improvements in the City. Through affordable financing, tax exemptions and low-cost energy programs, NYCEDC helps City businesses gain the competitive edge they need to meet their short- and long-term goals. NYCEDC is also responsible for the sale or lease of City-owned property for economic development purposes, specifically to create jobs and generate revenue.



Critical Objectives

- Attract and retain businesses to produce jobs in the City.
- Encourage investments by City-based businesses and corporations.

Performance Report

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

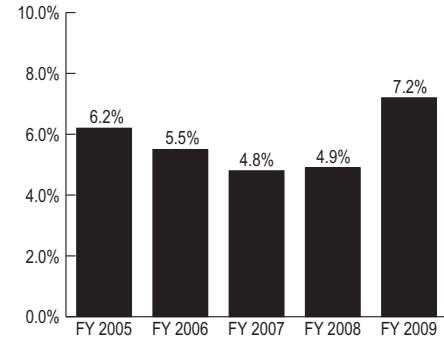
- During the reporting period the New York City Industrial Development Agency (IDA) closed 10 projects. These projects are expected to generate \$64.7 million in City tax revenue and more than 400 jobs over the course of their term. IDA activity has been negatively impacted by the national recession and the continued suspension of a portion of State law, which revoked the Agency's ability to issue tax-exempt bonds for not-for-profit organizations' capital projects since January 2008. Partly in response to national economic conditions, the Agency recently launched a new stimulus-funded bond program under the American Recovery and Reinvestment Act of 2009 (ARRA) to spur commercial and industrial projects in all five boroughs; ARRA funding will focus on projects that have been unable to secure financing from traditional sources due to current economic conditions. The first round of bonds under this program is expected to be issued in Fiscal 2010.
- NYCEDC revived and significantly expanded a previously-existing financing program, Capital Access, in which the City guarantees eligible loans made by commercial lenders and community-based financial institutions to New York City-based micro businesses, small businesses, and not-for-profits experiencing difficulty accessing credit. With loans ranging from \$2,000 to \$250,000, Phase I of the program is expected to generate \$14 million in new lending activity and allow up to 400 businesses access to working capital. Since its launch in March 2009, the program has resulted in more than 75 loans worth more than \$1.7 million to businesses in all five boroughs.
- From July 2008 to June 2009, NYCEDC committed more than \$225 million through funding agreements for projects it manages on behalf of other City agencies. These commitments leveraged nearly \$375 million in additional third-party investment and include an \$81 million agreement with Lincoln Center for the renovation of Alice Tully Hall, which leveraged over \$105 million in third-party investment. Third-party investment this year was significantly lower than in both Fiscal 2007 and 2008, when several exceptionally large agreements were executed and the national economy was healthier.
- NYCEDC's real estate sales and long-term leasing activity generated approximately 1,500 permanent and construction jobs and facilitated \$324.2 million in private investment. In October 2008 NYCEDC completed the sale of a property in Long Island City, Queens, which will serve as the first phase of "Gotham Center," a major 662,000 square-foot mixed-use development that is projected to create 1,400 construction jobs and generate an estimated \$316 million in new private investment for the City. However, on the whole, transactions declined due to the national recession and associated decrease in real estate development. Compared



to the prior year, Fiscal 2009 activity represents a 69 percent decrease in private investment and 35 percent decrease in jobs created. Many larger, mixed-use development projects that were intended to close in Fiscal 2009 were delayed as a result of current market conditions.

- The City's unemployment rate rose by 2.3 percentage points to 7.2 percent in Fiscal 2009. The increase is principally the result of the large job losses associated with the recession that began in August 2008. The national unemployment rate during the same period was 7.6 percent.
- In Fiscal 2009 capital commitments by NYCEDC totaled \$769.9 million. This figure includes \$397 million for projects managed by the Corporation but funded by other City agencies, such as the construction of the High Line Park, managed on behalf of the Department of Parks and Recreation.
- In February 2009 the Mayor announced 11 initiatives that resulted from an analysis conducted by NYCEDC regarding the short- and long-term outlook for the financial services industry. These initiatives include an early-stage seed investment program and training programs to reorient workers from the financial services industry to smaller technology companies. Several of the programs have already yielded tangible benefits to the City's business community. Specifically, 48 recently laid-off financial professionals were trained to transition into the City's entrepreneur sector, more than 185 New York City-based entrepreneurs received training to launch or strengthen their existing business, and 2,000 affordable workstations were created to accommodate New York City-based entrepreneurs.

NYC Unemployment Rate



Source: U. S. Bureau of Labor Statistics

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
<i>New York City Industrial Development Agency (IDA) projects</i>							
- Contracts closed	59	43	56	43	10	*	*
★ - Projected jobs committed in connection with closed contracts	24,459	10,827	13,264	8,564	410	*	*
★ - Total City tax revenues generated in connection with closed contracts (\$ millions)	\$5,931.2	\$799.3	\$2,207.0	\$402.5	\$64.7	*	*
Total value of City funding agreements between NYCEDC and third-party entities (\$ millions)	NA	\$53.6	\$147.5	\$315.3	\$225.6	*	*
Third-party investment leveraged as a result of funding agreements (\$ millions)	NA	\$142.6	\$1,968.7	\$4,022.1	\$374.9	*	*
Occupancy rate of NYCEDC-managed property	90.1%	90.3%	93.3%	93.6%	91.8%	*	*
Total capital expenditures (\$ millions)	\$300	\$266	\$346	\$546	\$499	*	*
★ New private investment related to sale/long-term lease of City-owned property (\$ millions)	\$554.8	\$718.0	\$2,495.5	\$1,033.3	\$324.2	*	*
★ Projected jobs created or retained in connection with the sale/long-term lease of City-owned property							
- Permanent jobs	NA	NA	1,899	958	77	*	*
★ - Construction jobs	NA	NA	10,202	1,353	1,436	*	*
★ New York City unemployment rate (%)	6.2%	5.5%	4.8%	4.9%	7.2%	*	*
Visitors to New York City (millions) (calendar year)	39.9	43.8	44.0	46.0	47.1	*	*

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



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Personnel	391	388	407	450	445	455	455	444
Capital commitments (\$ millions)	\$215.3	\$168.0	\$175.4	\$380.0	\$372.9	\$1,081.2	\$363.3	\$1,465.6

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- To more accurately describe the performance that is being measured, the word “long-term” was added in the following indicators - ‘New private investment related to the sale/long-term lease of City-owned property (\$ millions)’ and ‘Projected jobs created or retained in connection with the sale/long-term lease of City-owned property.’
- NYCEDC added two performance measures – ‘Total capital expenditures (\$ millions)’ and ‘Occupancy rate of NYCEDC-managed property.’
- Fiscal 2008 data for the measure ‘New York City unemployment rate (%)’ was revised to 4.9% from 5.0%.





DEPARTMENT OF CONSUMER AFFAIRS

Jonathan Mintz, Commissioner

Key Public Service Areas

- ✓ Protect and empower consumers.
- ✓ Facilitate fair business practices.
- ✓ Ensure efficient, accountable, and customer-friendly operations.

Scope of Agency Operations

The Department of Consumer Affairs (DCA) ensures that New York City's consumers and businesses benefit from a fair and vibrant marketplace. DCA issues more than 73,000 licenses in 55 business categories and performs 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 engages in financial education, the development of fair financial products, and targeted consumer protection from predatory and deceptive practices for New Yorkers with low incomes. OFE conducts research to better understand the financial needs and available services for people with low incomes; maintains a network of financial education providers; offers a searchable directory of financial education services on its website, and coordinates and launches large-scale public awareness campaigns to help New Yorkers access benefits such as the Earned Income Tax Credit.

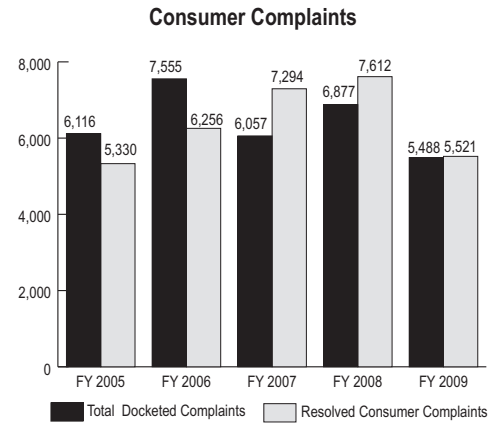
Critical Objectives

- Expedite the resolution of consumer complaints.
- Ensure compliance with tobacco regulations to minimize sales to minors.
- Enforce compliance with license laws, consumer protection laws, and weights and measures laws.
- Minimize licensing center wait time and license processing time while maximizing customer service.

Performance Report

- ✓ Protect and empower consumers.

- DCA processed 95 percent of consumer complaints within 50 days compared to 68 percent last year, and the median time to resolve a complaint dropped by more than a third to 23 days. The faster processing times are primarily associated with efficiencies and other operational improvements instituted over the last several years. Processing times were also helped by the 20 percent decline in docketed complaints.
- Consumer restitution awarded by DCA climbed to a record high of nearly \$10 million principally due to the Agency's ongoing enforcement and outreach efforts in the home improvement contractor (HIC) industry, which has also resulted in growing numbers of licensed HICs.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
<i>Complaint processing time</i>							
- Within 0-20 days (%)	19%	11%	11%	26%	44%	25%	25%
- Within 21-50 days (%)	35%	16%	20%	42%	51%	35%	35%
- Within 51-90 days (%)	26%	30%	18%	21%	5%	20%	20%
★ <i>Median complaint processing time (days)</i>	NA	NA	90	35	23	*	*
★ <i>Complaints resolved to the satisfaction of the business and consumer (%)</i>	59%	50%	52%	57%	53%	55%	55%
★ ☎ <i>Total docketed complaints</i>	6,116	7,555	6,057	6,877	5,488	*	*
★ <i>- Home improvement contractor</i>	NA	NA	1,142	957	715	*	*
<i>Restitution awarded (\$000)</i>	\$3,868	\$3,632	\$5,304	\$8,367	\$9,858	\$8,200	\$4,500
<i>Settlements by Legal Division - Total settlement amount (\$000)</i>	\$1,730	\$2,063	\$1,238	\$1,717	\$1,507	\$1,750	\$1,750

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

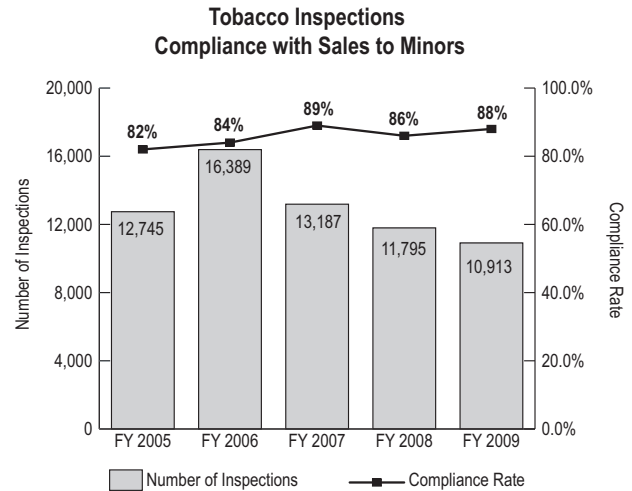
Web Maps





✓ **Facilitate fair business practices.**

- The proportion of fuel trucks passing annual meter inspections improved to 80 percent compared to 73 percent last year, when a special enforcement initiative and the implementation of new testing procedures and tighter requirements resulted in lower compliance levels. Gas pump compliance rates remained high at 98 percent.
- Compliance with regulations regarding the sale of tobacco to minors rose to 88 percent and the recidivism rates remained low, with compliance on follow-up inspections holding steady at 89 percent. DCA conducted 10,913 undercover inspections with minors in Fiscal 2009, down 7 percent from the previous year, as a result of a statewide reduction in grant monies which fund this initiative.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ License Law compliance rate (%)	78%	82%	87%	88%	89%	82%	82%
★ Consumer Protection Law refund and receipt compliance rate (%)	89%	91%	93%	90%	94%	90%	90%
Weights & Measures Law compliance rate - Gasoline pumps (%)	98%	98%	98%	98%	98%	98%	98%
- Fuel trucks (%)	91%	92%	94%	73%	80%	92%	92%
★ Inspected stores complying with tobacco regulations (%)	82%	84%	89%	86%	88%	86%	86%
★ Compliance on a follow-up inspection after a previous tobacco violation (%)	72%	86%	91%	89%	89%	85%	85%
Current number of licensed home improvement contractors	8,444	8,585	10,673	11,095	12,620	*	*

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

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

- On average, DCA processed basic license applications in three days, 40 percent faster than in Fiscal 2008. In large part the quicker turnaround time reflects a strategic shift in resources from intake functions at the license center, where wait time rose to three minutes above target, to license processing and issuance. The Department is reviewing its licensing center operations to assure the most efficient balance between intake and license processing, and fully expects to meet its 15-minute wait time standard in Fiscal 2010.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Licensing Center wait time (minutes)	13	13	10	13	18	15	15
★ Basic license application - average processing time (days)	NA	NA	NA	5	3	*	*
★ Number of fines collected within 45 days of assessment (%)	72%	75%	79%	77%	80%	75%	75%
Current number of legally operating sidewalk cafes	766	884	896	871	956	*	*

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

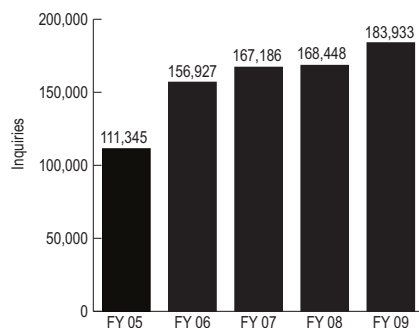


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 183,933 DCA-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



Top 5 DCA - related inquiries:	Total	% of DCA Inquiries
<i>EITC - Facility Finder</i>	30,295	16.5%
<i>Investigate a Business - Licensed by DCA</i>	14,303	7.8%
<i>General Street Vendor - New License</i>	5,773	3.1%
<i>Retail Store Complaint</i>	5,696	3.1%
<i>EITC Assistance Site</i>	4,416	2.4%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$15.4	\$15.6	\$17.1	\$20.5	\$23.2	\$23.0	\$20.0	\$20.1
<i>Revenues (\$ millions)</i>	\$23.3	\$27.6	\$24.6	\$26.3	\$25.6	\$21.0	\$19.0	\$19.0
<i>Personnel</i>	253	259	288	304	286	301	279	279
<i>Overtime paid (\$000)</i>	\$551	\$705	\$617	\$1,051	\$527	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None





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.
- ✓ Encourage a competitive and diverse New York City business environment by helping minority and women-owned businesses win City contracts.

Scope of Agency Operations

The Department of Small Business Services (SBS) helps businesses to start, operate and grow in New York City by providing them with direct assistance, connecting businesses to a skilled workforce, training New Yorkers for jobs in growing sectors, fostering economic development in commercial districts, and promoting economic opportunity for minority and women-owned businesses. SBS runs the City's NYC Business Solutions and Workforce1 Career Centers, provides services to support the growth of local economic development organizations throughout the City, and administers the Minority and Women-owned Business Enterprise Program. SBS also houses the Mayor's Office of Industrial and Manufacturing Businesses, which oversees the City's 16 Industrial Business Zones and 11 Empire Zones.

Critical Objectives

- Help businesses and entrepreneurs secure financing, access incentives, hire and train employees, navigate government and start a new business.
- Promote and administer incentives programs that help to retain jobs and businesses in New York City.
- Develop and expand services available through the NYC Business Express website.
- Save businesses time and money by providing qualified job candidates in a timely manner.
- Prepare jobseekers for employment, place them in jobs, and facilitate their career advancement through training linked to jobs in high growth industries.
- Strengthen commercial districts throughout the five boroughs by supporting New York City's Business Improvement District (BID) program and by providing technical assistance and project funding to local economic development organizations.
- Help historically underserved groups become more competitive and ensure their meaningful participation in government procurement.

Performance Report

- ✓ Help businesses start, operate and expand in New York City.
 - NYC Business Express is a multi-agency initiative that makes starting, operating, and expanding a business in New York City clearer, faster, and simpler. NYC Business Express uses innovative technology to help businesses cut red tape by providing a single source of information for customized, up-to-date information and step-by-step instructions for meeting the requirements to operate a business in New York City. This year, NYC Business Express' online Wizard, which asks business customers a series of questions and provides customized lists of business requirements, was expanded by thirteen sectors: retail; services; arts, entertainment and recreation; wholesale trade; health care; administrative and support services; finance and insurance; real estate; rental and leasing; construction; manufacturing; transportation; and food and beverage services. In Fiscal 2009, the number of unique and repeat visitors to the NYC Business Express website increased by 91 and 141 percent, respectively, over the previous year.
 - NYC Business Solutions Centers continued to expand financing assistance in Fiscal 2009, emphasizing loans for small businesses. SBS strengthened and expanded its referral network of lenders, resulting in an increase of 50 percent in the number of loans awarded to customers through facilitation by NYC Business Solutions in Fiscal 2009. The number of unique businesses receiving loans was increased by 53 percent, to 252 in Fiscal 2009.
 - NYC Business Solutions continued to work to provide services to small businesses seeking to open, continue operating, and expand in the City. While first-time customers served by NYC Business Solutions declined by six percent from the previous year, to 7,300, the overall number of businesses it served increased by three percent, to 12,400, in Fiscal 2009.



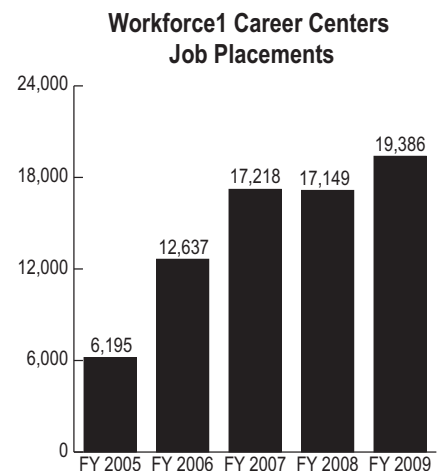
- The Energy Cost Savings Program (ECSP) helps eligible businesses reduce energy costs associated with relocation or capital improvements. In Fiscal 2009, ECSP saved commercial tenants an estimated \$1,115,000. This year's ECSP savings were 75 percent less than in Fiscal 2008, due to a large single award that made up half of the total Fiscal 2008 savings. In addition, in Fiscal 2009 fewer companies undertook renovation construction due to the economic downturn. With the drop in ECSP participants, there was a corresponding 20 percent drop in number of jobs created. However since many of the participating companies were relatively large, with more than 100 employees, the program was still able to create 6,915 jobs.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Loans awarded to businesses through facilitation by NYC Business Solutions	NA	NA	134	176	264	*	*
★ Unique businesses receiving loans	NA	NA	NA	165	252	*	*
Businesses served through NYC Business Solutions	NA	NA	NA	12,000	12,400	*	*
New businesses served through NYC Business Solutions	NA	NA	9,830	7,820	7,312	*	*
Service requests processed by NYC Business Solutions	NA	18,879	26,887	26,447	21,242	*	*
Financing facilitated through NYC Business Solutions (\$000)	NA	\$14,285	\$19,395	\$11,931	\$24,837	*	*
Value of Energy Cost Savings Program (ECSP) savings for businesses (\$000)	\$1,660	\$1,220	\$2,026	\$4,414	\$1,115	*	*
Jobs created or retained by ECSP	11,874	5,160	6,210	8,647	6,915	*	*
Value of Lower Manhattan Energy Program (LMEP) savings for commercial tenants (cumulative) (\$000)	\$19,797	\$18,715	\$28,129	\$28,510	\$32,313	*	*
Commercial tenants added to LMEP (cumulative)	1,149	1,363	1,414	1,428	1,496	*	*
★ 📞 Unique visitors to NYC Business Express website	NA	NA	6,642	32,581	62,065	*	*
★ 📞 Repeat visitors to NYC Business Express website	NA	NA	1,399	5,569	13,420	*	*

★ Critical Indicator 📞 311 related "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.**

- Workforce1 system-wide job placements reached 19,386 in Fiscal 2009, a 13 percent increase compared to Fiscal 2008. The increase in placements can be attributed to expanded service hours at the centers, the opening of a new center in Hunts Point, and targeted initiatives aimed at connecting more customers receiving training to employment.
- Of the 19,386 job placements made in Fiscal 2009, 1,741 were with business clients of NYC Business Solutions Centers, up 15 percent from Fiscal 2008. NYC Business Solutions Center clients are a subset of SBS business clients. This increase is due to increased staff training on how to identify and attract businesses with hiring needs and improved tools to manage workflow such as an automated Job Order and Jobseeker Referral system.
- In Fiscal 2009, NYC Business Solutions delivered a 3:1 recruit-to-hire ratio to its large business customers, maintaining its Fiscal 2008 performance. This ratio indicates that for every three candidates referred to the business customer for an open position, the business hired one. NYC Business Solutions closely coordinated sourcing, screening and referral processes with the Workforce1 Career Centers to achieve this outcome.
- In Fiscal 2009, 34 businesses were awarded grants through NYC Business Solutions Training Funds, a business-driven program allowing employers to develop customized training programs to increase the skills and salaries of their employees. This is a 48 percent increase over Fiscal 2008 and the



funding has resulted in training for over 1,850 individuals, with more than 1,600 receiving wage increases or new employment.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Number of new jobseekers registered through the Workforce1 Career Center system	23,834	28,175	41,671	58,795	94,382	*	*
★ Workforce1 system-wide job placements	6,195	12,637	17,218	17,149	19,386	*	*
★ - Hires through NYC Business Solutions Centers	NA	NA	702	1,514	1,741	*	*
★ Recruit-to-hire ratio for job placements made through accounts managed by NYC Business Solutions Hiring	NA	NA	4:1	3:1	3:1	*	*
★ Businesses awarded NYC Business Solutions Training Funds	NA	24	15	23	34	*	*

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

✓ **Strengthen New York City's commercial districts by supporting locally based economic development organizations.**

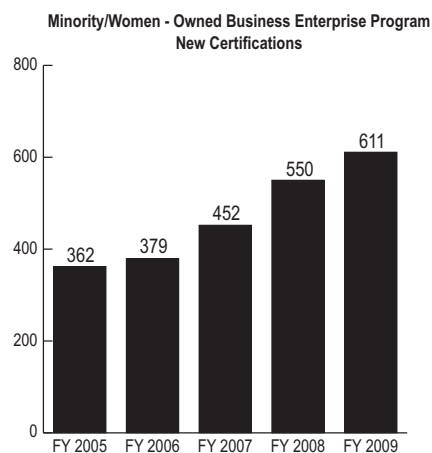
- In Fiscal 2009 four new Business Improvement Districts (BIDs) were created: The Fulton Street and Bedford-Stuyvesant BIDs, both in Brooklyn, the Hudson Square BID in Manhattan, and the Belmont BID in the Bronx. This brings the total number of BIDs in NYC to 64. Sidewalk cleanliness ratings in the BIDs increased to 99.2 percent, up from 98.9 percent in Fiscal 2008.

Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Business Improvement Districts (BIDs) formed	5	3	2	4	4	*	*
★ Total City blocks receiving supplemental sanitation services through BIDs	NA	NA	1,091	1,162	1,262	*	*
★ Average acceptably clean BID sidewalk ratings (%)	98.1%	98.1%	98.9%	98.9%	99.2%	*	*
Value of Local Development Corporations funding (\$ millions)	\$3	\$3	\$3	\$3	\$3	*	*

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

✓ **Encourage a competitive and diverse New York City business environment by helping minority and women-owned businesses win City contracts.**

- The Minority and Women-owned Business Enterprise (M/WBE) program certified a record number of new businesses, 611, compared to 550 last year, bringing the total to 2,200 certified firms. The number of City contracts awarded to M/WBEs after receiving direct assistance decreased by seven percent; however, the overall number of City contracts awarded to M/WBEs increased by two percent to 5,892. Seventy-eight percent of the businesses whose M/WBE certification expired in Fiscal 2009 elected to recertify, an increase of 25 percent in the annual M/WBE recertification rate from the previous fiscal year.





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ <i>Minority and Women-owned Business Enterprises (M/WBEs) awarded City contracts</i>	NA	NA	NA	418	427	*	*
★ - <i>M/WBEs awarded contracts after receiving direct assistance</i>	NA	NA	NA	337	318	*	*
★ <i>Number of City contracts awarded to M/WBEs</i>	NA	NA	4,600	5,762	5,892	*	*
★ - <i>Contracts awarded to M/WBEs after receiving direct assistance</i>	NA	NA	3,235	4,264	3,949	*	*
<i>Newly certified businesses in M/WBE Program</i>	362	379	452	550	611	*	*
★ <i>Total M/WBEs certified</i>	955	1,035	1,236	1,604	2,200	*	*
★ <i>Annual M/WBE recertification rate</i>	NA	26.0%	59.1%	62.7%	78.2%	*	*
<i>Newly certified businesses in Locally-Based Enterprise Program</i>	60	30	31	28	20	*	*

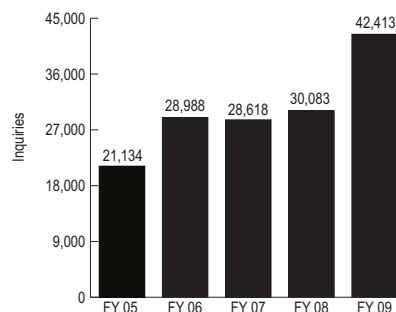
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 42,413 SBS-related inquiries in Fiscal 2009. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Inquiries Received by 311



<i>Top 5 SBS - related inquiries:</i>	Total	% of SBS Inquiries
<i>Find a Workforce1 Career Center</i>	16,853	39.7%
<i>Help Starting a Small Business</i>	7,938	18.7%
<i>Find a NYC Business Solutions Center</i>	5,243	12.4%
<i>NYC Business Express - General Information</i>	1,656	3.9%
<i>Getting City Contracts - Business Assistance</i>	751	1.8%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$108.3	\$125.3	\$122.4	\$136.6	\$170.8	\$179.1	\$123.0	\$169.4
<i>Revenues (\$ millions)</i>	\$65.6	\$22.6	\$18.6	\$23.6	\$29.0	\$25.9	\$29.2	\$30.8
<i>Personnel</i>	270	268	286	305	312	313	257	292
<i>Overtime paid (\$000)</i>	\$32	\$23	\$34	\$35	\$65	*	*	*
<i>Human services contract budget (\$ millions)</i>	\$26.1	\$28.7	\$21.7	\$21.7	\$37.8	\$34.9	\$31.3	\$31.3

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report



Noteworthy Changes, Additions or Deletions

- SBS introduced a new indicator: ‘Businesses Served through NYC Business Solutions’. The new indicator reports the number of unique businesses receiving services from the NYC Business Solutions in a fiscal year and is consistent with the goal of serving all qualifying businesses.
- SBS revised the data for ‘New Businesses Served through NYC Business Solutions’ for Fiscal 2007 and Fiscal 2008. This revision reflects analysis by the Department to correct double counting in the data. This analysis was not feasible for data from Fiscal 2006, which has been removed from the report.



NON-MAYORAL AGENCIES



Public Libraries



City University of New York



Board of Elections



PUBLIC LIBRARIES

Anthony W. Crowell, Chair — *Brooklyn Public Library System*

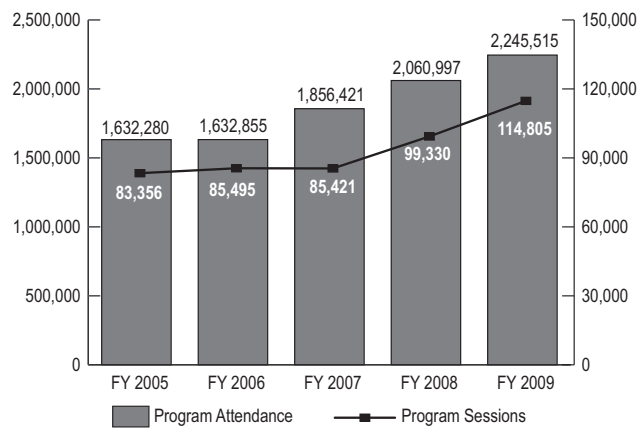
Catherine C. Marron, Chair — *New York Public Library System*

Mary Ann Mattone, President — *Queens Borough Public Library System*

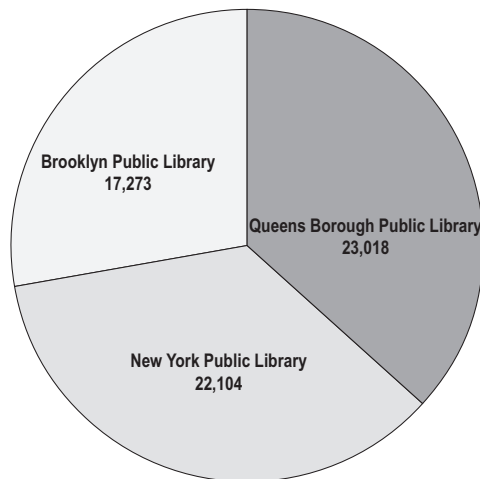
Scope of Agency Operations

Library services are provided through three independent systems: the Brooklyn Public Library, the New York Public Library and the Queens Borough Public Library. These systems operate 209 local library branches throughout the City and four research library centers in Manhattan. The libraries offer free and open access to books, periodicals, electronic resources and non-print materials. Reference and career services, Internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

Program Attendance and Program Sessions at Library Systems (Branches)



**Library Circulation (000)
Fiscal 2009**





Brooklyn Public Library

Performance Statistics	A c t u a l					T a r g e t	
	FY05	FY06	FY07	FY08	FY09	Updated FY09	FY10
★ Average weekly scheduled hours	35.8	37.9	37.9	46.7	46.0	46.7	44.3
Libraries open seven days per week (%)	0%	10%	10%	10%	10%	10%	10%
★ Libraries open six days per week (%)	46%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	14,000	15,923	16,497	16,825	17,273	18,000	20,000
Reference queries (000)	5,183	3,572	3,148	3,450	3,436	3,500	3,500
Electronic visits to website (000)	2,790	3,414	3,695	3,882	4,836	*	*
Computers for public use	994	1,009	1,078	1,108	1,108	1,128	1,128
Program sessions	33,702	36,047	37,634	43,862	46,091	38,500	38,500
★ Program attendance	625,416	649,319	850,756	894,648	868,616	1,000,000	1,000,000
★ Library card holders (000)	999	1,029	1,079	1,075	1,154	*	500
★ Total library attendance (000)	9,910	10,210	12,411	12,915	13,225	13,000	14,000

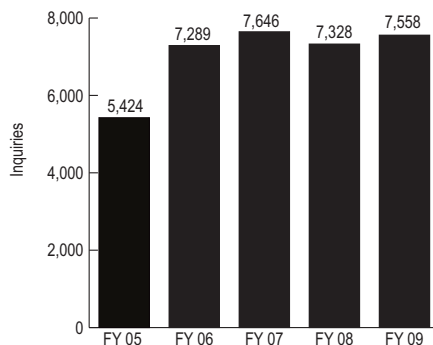
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 7,558 inquiries related to the Brooklyn Public Library System in Fiscal 2009.

Inquiries Received by 311



Top BPL - related inquiries:	Total	% of BPL Inquiries
Find a Library - Brooklyn	5,411	71.6%
General Information - Brooklyn Public Library	491	6.5%
Elementary School Student After School Program - Drop-In	198	2.6%
Library Complaint - Brooklyn	130	1.7%
Find a Library - Bronx - Manhattan - Staten Island	46	0.6%



New York Public Library - Branch

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Average weekly scheduled hours	38.9	39.6	39.5	51.7	51.9	51.7	51.7
Libraries open seven days per week (%)	4%	4%	3%	9%	11%	9%	9%
★ Libraries open six days per week (%)	33%	38%	44%	100%	100%	100%	100%
★ Circulation (000)	15,547	15,911	16,557	19,588	22,104	19,500	19,500
Reference queries (000)	6,825	6,923	7,651	7,794	8,058	8,000	8,000
Electronic visits to website (000)	15,133	19,451	25,410	28,037	24,637	28,400	28,400
Computers for public use	2,328	2,337	2,583	2,854	3,525	2,860	2,860
Program sessions	25,818	25,008	25,922	30,968	38,613	30,900	30,900
★ Program attendance	515,263	488,771	549,850	630,417	781,899	630,000	630,000
★ Library card holders (000)	2,137	2,173	2,567	2,589	2,654	2,600	2,600
★ Total library attendance (000)	11,424	11,969	13,190	14,224	15,608	15,000	15,000

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

New York Public Library - Research

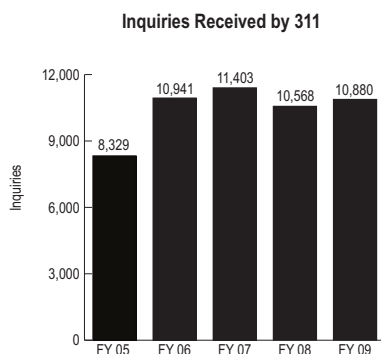
Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Average weekly scheduled hours	39.4	39.5	39.5	47.5	49.0	47.5	47.5
Libraries open seven days per week (%)	0%	0%	0%	25%	25%	25%	25%
★ Libraries open six days per week (%)	25%	25%	25%	100%	100%	100%	100%
Reference queries (000)	651	621	616	564	453	625	625
Program sessions	1,971	2,477	2,208	1,605	1,187	1,600	1,600
★ Program attendance	51,713	58,377	59,979	59,643	70,038	60,000	60,000
★ Total library attendance (000)	1,947	1,933	1,805	2,010	2,381	2,000	2,000

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 10,880 inquiries related to the New York Public Library System in Fiscal 2009.



<u>Top NYPL - related inquiries:</u>	Total	% of NYPL Inquiries
<u>Find a Library - Bronx - Manhattan - Staten Island</u>	7,780	71.5%
<u>General Information - New York Public Library</u>	675	6.2%
<u>Elementary School Student After School Program - Drop-In</u>	258	2.4%
<u>Library Complaint - Bronx - Manhattan - Staten Island</u>	199	1.8%
<u>Find a Library - Brooklyn</u>	52	0.5%



Queens Borough Public Library

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
★ Average weekly scheduled hours	37.7	38.7	38.7	43.7	45.6	43.8	43.8
Libraries open seven days per week (%)	3%	5%	6%	10%	14%	6%	6%
★ Libraries open six days per week (%)	27%	30%	37%	100%	97%	100%	100%
★ Circulation (000)	18,899	20,224	21,034	22,800	23,018	22,000	22,000
Reference queries (000)	3,440	3,488	3,512	3,950	3,709	3,475	3,475
Electronic visits to website (000)	2,062	2,108	2,794	3,691	4,119	*	*
Computers for public use	917	970	1,150	1,150	1,150	1,200	1,200
Program sessions	23,836	24,440	21,865	24,500	30,101	24,500	24,500
★ Program attendance	491,601	494,765	455,815	535,932	595,000	535,000	535,000
★ Library card holders (000)	918	898	792	827	837	800	800
★ Total library attendance (000)	14,334	14,255	13,474	15,288	14,824	14,000	14,000

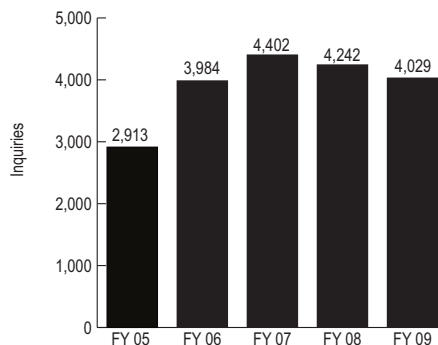
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 4,029 inquiries related to the Queens Public Library System in Fiscal 2009.

Inquiries Received by 311



Top QPL - related inquiries:	Total	% of QPL Inquiries
Find a Library - Queens	2,755	68.4%
General Information - Queens Public Library	234	5.8%
Elementary School Student After School Program - Drop-In	138	3.4%
Library Complaint - Queens	130	3.2%
Find A Summer Meal Program	29	0.7%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$362.3	\$261.1	\$330.1	\$266.7	\$367.1	\$96.9	\$280.6	\$58.3
Personnel	4,106	4,205	4,510	4,826	4,557	4,771	3,744	4,570
Capital commitments (\$ millions)	\$41.4	\$34.5	\$38.7	\$51.5	\$103.8	\$262.9	\$19.7	\$229.4

¹ January 2009 Financial Plan ² Authorized Budget Level ³ Expenditures include all funds "NA" means Not Available in this report

⁴ In January 2008, the libraries received a substantial prepayment of Fiscal 2009 funding, increasing expenditures available for Fiscal 2008 and decreasing their Fiscal 2009 preliminary and authorized budgets.



Noteworthy Changes, Additions or Deletions

Brooklyn Public Library

- Beginning at the end of Fiscal 2007, BPL began a comprehensive clean up of its library card holder database to ensure that it included accurate information and to eliminate duplicate and inactive cards. The Fiscal 2010 target represents the results of this effort.



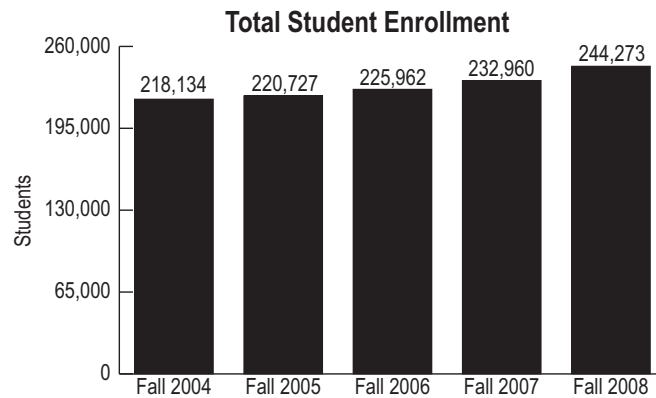


CITY UNIVERSITY OF NEW YORK

Matthew Goldstein, Chancellor

Scope of Agency Operations

The City University of New York (CUNY) provides higher education to more than 244,000 degree seeking students and over 306,000 adult and continuing education students. CUNY consists of twenty-three institutions: eleven senior colleges, six community colleges, the William E. Macaulay Honors College at CUNY, the Graduate School and University Center, the CUNY Graduate School of Journalism, the CUNY School of Law, the CUNY School of Professional Studies and the Sophie Davis School of Biomedical Education, and is planning to open a school of public health and a new community college. CUNY enrolls students in 1,371 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 6,777 full-time faculty and 9,911 part-time faculty, and an additional 926 instructors of continuing education. In the academic year 2008-2009, CUNY granted 8,397 graduate and professional degrees, 17,893 baccalaureate degrees, 10,503 associate degrees, 281 certificates and 311 advanced certificates.



Performance Statistics	Actual					Target Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
High school students participating in college preparation program (College Now)	54,602	52,828	51,973	48,234	40,870	*	*
Community College and second year baccalaureate students who pass CUNY's writing ability test for attainment of associate degree or movement to next year in senior college (%)	92.7%	94.6%	94.6%	93.1%	93.6%	*	*
Mean SAT score of enrolled freshman in baccalaureate programs	1,041	1,041	1,041	1,036	1,050	*	*
Baccalaureate degree seeking students admitted who enroll (%)	52.7%	53.4%	51.8%	52.5%	51.7%	*	*
Honors college student enrollment	1,016	1,070	1,099	1,198	1,220	*	*
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in a baccalaureate program at a CUNY college	83.4%	83.6%	83.7%	84.6%	84.7%	*	*
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in an associate program at a CUNY community college	66.1%	65.4%	65.5%	64.8%	66.1%	*	*
★ Six-year graduation rate of full-time first-time freshmen seeking a baccalaureate degree at a CUNY college	47.1%	48.6%	49.2%	49.3%	NA	*	*
★ Six-year graduation rate of full-time first-time freshmen seeking an associate degree at a CUNY community college	27.0%	27.9%	28.2%	28.6%	NA	*	*

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
Students passing the New York State Teacher Certification Examination (%)	96%	98%	98%	97%	97%	*	*
Students passing the National Council Licensure Examination for Registered Nurse (%) (CY 2000-2004)	85.3%	84.5%	86.0%	86.3%	86.5%	*	*
Instructional hours delivered by full-time faculty (Fall) - Community colleges (%)	49.1%	47.0%	46.2%	46.1%	43.3%	*	*
- Senior colleges (%)	46.4%	45.1%	42.9%	43.2%	41.8%	*	*
★ Enrollment of first-time freshmen in CUNY community colleges	11,978	11,890	12,745	13,935	15,269	*	*
★ Number of students transferring to a CUNY baccalaureate program within two years of leaving a CUNY associate program	5,564	5,554	5,683	5,605	5,989	*	*

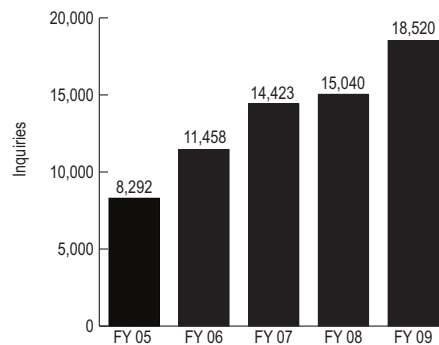
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 18,520 CUNY-related inquiries in Fiscal 2009.

Inquiries Received by 311



Top 5 CUNY - related inquiries:	Total	% of CUNY Inquiries
Find a CUNY College	12,158	65.6%
CUNY Admissions Services	2,574	13.9%
CUNY Continuing and Professional Education	575	3.1%
CUNY Prep Program	288	1.6%
QCC Adult Literacy Program	241	1.3%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
Expenditures (\$ millions) ³	\$575.6	\$605.3	\$622.7	\$671.3	\$718.5	\$705.3	\$643.6	\$697.4
Revenues (\$ millions)	\$189.0	\$189.3	\$195.8	\$195.7	\$197.0	\$191.1	\$200.8	\$200.8
Personnel	6,582	6,444	6,608	6,936	7,286	6,509	6,216	6,355
Overtime paid (\$000)	\$3,783	\$3,625	\$4,247	\$4,438	\$3,881	*	*	*
Work Experience Program (WEP) participants assigned	435	479	468	372	338	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None



BOARD OF ELECTIONS

Marcus Cederqvist, Executive Director

Scope of Agency Operations

The Board of Elections of the City of New York is an administrative body of ten Commissioners, two from each borough, upon recommendation by both political parties and then appointed by the City Council for a term of four years. The Commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State Election Law for the following:

- Voter registration, outreach and processing
- Maintenance and updating of voter records
- Processing and verification of candidate petitions/documents
- Campaign finance disclosures of candidates and campaign committees
- Recruiting, training and assigning the various election day officers to conduct elections
- Operation of poll site locations
- Maintenance, repair, setup and deployment of the election day operation equipment
- Ensuring each voter their right to vote at the polls or by absentee ballot
- Canvassing and certification of the vote
- Voter education, notification and dissemination of election information
- Preparation of maps of various political subdivisions

	A c t u a l					T a r g e t	
	FY05	FY06	FY07	FY08	FY09	Updated FY09	FY10
<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>Polling sites with at least one operational Ballot Marking Device (BMD) on</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 perform 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>							
<i>Polling sites with all required new voting machines operational (%)</i>							
- <i>Primary election day</i>							
- <i>General election day</i>							
- <i>Special election day</i>							

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



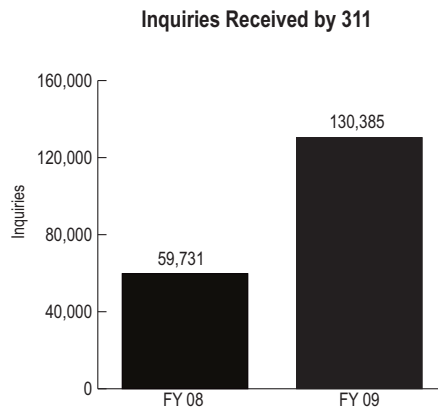
Performance Statistics	A c t u a l					T a r g e t Updated	
	FY05	FY06	FY07	FY08	FY09	FY09	FY10
New equipment failure rates in 2009 (%)							
- Primary election day							
- General election day							
- Special election day							
Polling site complaints regarding new voting machines							
- Primary election day							
- General election day							
- Special election day							

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 130,385 BOE-related inquiries in Fiscal 2009.



Top 5 BOE - related inquiries:	Total	% of BOE Inquiries
<i>Election Information and Voter Registration</i>	74,907	57.5%
<i>Poll Site Location</i>	42,968	33.0%
<i>Absentee Voting</i>	8,665	6.6%
<i>Poll Worker</i>	2,505	1.9%
<i>Board of Elections Complaint</i>	1,239	1.0%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY05	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY10 ²
<i>Expenditures (\$ millions)</i> ³	\$59.8	\$63.3	\$71.7	\$80.7	\$84.2	\$89.4	\$71.8	\$86.2
<i>Revenues (\$000)</i>	\$90	\$102	\$79	\$63	\$79	\$116	\$116	\$116
<i>Personnel</i>	378	421	415	550	411	377	377	373
<i>Overtime paid (\$000)</i>	\$3,686	\$3,442	\$4,825	\$6,004	\$4,292	*	*	*

¹January 2009 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- As of the date of publication, the Board of Elections has declined to provide performance data for its operations.



LIST OF KEY TOPICS BY MMR AGENCY

Keyword	Agency Acronym	Agency Name
311	DoITT	Department of Information Technology and Telecommunications
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	DJJ	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	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
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
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
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
Minority/Women-owned business enterprises	SBS	Small Business Services
New buildings	DOB	Department of Buildings
New Housing Marketplace Plan	HPD	Department of Housing Preservation and Development



Newsstands	DOT	Department of Transportation
Noise complaints	DEP	Department of Environmental Protection
NYC business solutions	SBS	Small Business Services
NYC.gov	DoITT	Department of Information Technology and Telecommunications
Out-of-School Time programs	DYCD	Department of Youth and Community Development
Parking meters	DOT	Department of Transportation
Parking tickets	DOF	Department of Finance
Parks	DPR	Department of Parks & Recreation
Permanent housing	DHS	Department of Homeless Services
Pest control	DOHMH	Department of Health and Mental Hygiene
Pothole	DOT	Department of Transportation
Prenatal care	HHC	Health and Hospitals Corporation
Primary care	HHC	Health and Hospitals Corporation
Probationers	DOP	Department of Probation
Property tax	DOF	Department of Finance
Pruning (tree)	DPR	Department of Parks & Recreation
Public health insurance	HRA	Human Resources Administration
Public housing	NYCHA	New York City Housing Authority
Public wholesale markets	BIC	Business Integrity Commission
Rats	DOHMH	Department of Health and Mental Hygiene
Ready New York guides	OEM	Office of Emergency Management
Recreation center	DPR	Department of Parks & Recreation



Records	DORIS	Department of Records and Information Services
Recycling	DSNY	Department of Sanitation
Refuse	DSNY	Department of Sanitation
Reservoir capacity	DEP	Department of Environmental Protection
School safety	NYPD	New York City Police Department
Section 8 housing	NYCHA	New York City Housing Authority
Senior centers	DFTA	Department for the Aging
Sewage treatment plants	DEP	Department of Environmental Protection
Sewer backup	DEP	Department of Environmental Protection
Shelter services	DHS	Department of Homeless Services
Smoking	DOHMH	Department of Health and Mental Hygiene
Staten Island ferry	DOT	Department of Transportation
Stimulus	DYCD EDC	Department of Youth and Community Development Economic Development Corporation
Street cave-in	DEP	Department of Environmental Protection
Street lights	DOT	Department of Transportation
Street signs	DOT	Department of Transportation
Street work	DOT	Department of Transportation
Streets	DOT	Department of Transportation
Structural fires	FDNY	Fire Department of New York
Swimming pools	DPR	Department of Parks & Recreation
Syphilis	DOHMH	Department of Health and Mental Hygiene
Taxes	DOF	Department of Finance



Tobacco regulations	DCA	Department of Consumer Affairs
Torts	LAW	Law Department
Toxicology	OCME	Office of Chief Medical Examiner
Traffic accidents	DOT	Department of Transportation
Traffic fatalities	DOT	Department of Transportation
Traffic signals	DOT	Department of Transportation
Training grant	SBS	Small Business Services
Trees planted	DPR	Department of Parks & Recreation
Tuberculosis	DOHMH	Department of Health and Mental Hygiene
Unemployment	EDC	Economic Development Corporation
Water main	DEP	Department of Environmental Protection
West Nile virus	DOHMH	Department of Health and Mental Hygiene
Workforce 1	SBS	Small Business Services





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