

PRELIMINARY MAYOR'S MANAGEMENT REPORT

FEBRUARY 2009

CITY OF NEW YORK

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MAYOR

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THE MAYOR'S MANAGEMENT REPORT PRELIMINARY FISCAL 2009

City of New York
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PRELIMINARY MMR USER'S GUIDE

DEPARTMENT OF PARKS & RECREATION Adrian Benepe, Commissioner



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Key Public Service Areas

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

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Scope of Agency Operations

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres including nearly 1,700 parks, almost 2,300 Greenstreet sites, more than 990 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, 7 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, 22 historic house museums and more than 1,000 monuments, sculptures and

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Critical Objectives

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

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Preliminary Performance Highlights

- The Department continued to meet its 90 percent target for park cleanliness levels as a whole. However, cleanliness ratings for large parks declined to 74 percent, primarily due to illegal dumping activity. As part of its response, the Department piloted a “smart” camera system at one of the sites; the pilot proved successful and will gradually be expanded to other large parks. DPR is also moving forward with plans to install fencing at all problem sites by the second half of Fiscal 2009.
- Recreation center membership grew by 44 percent compared to the July to October 2007 period, largely as a result of the opening of the Flushing Pool in Queens in March 2008.

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Performance Report

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

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Performance Statistics	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	FY09 ¹	FY10 ¹		
★ Parks rated "acceptable" for overall condition (%)	88%	84%	86%	85%	85%	85%	82%
★ Parks rated "acceptable" for cleanliness (%)	93%	91%	91%	90%	90%	91%	90%
Parks with an affiliated volunteer group (%)	56%	57%	57%	*	*	57%	57%
Summonses issued	26,108	28,714	21,149	*	*	6,991	10,247
🌳 Trees pruned - block program	36,368	32,590	75,810	65,000	65,000	20,450	18,846
Acres restored	8.0	29.4	69.7	*	*	17.2	6.2
Acres improved	NA	NA	457.6	*	*	235.1	267.7

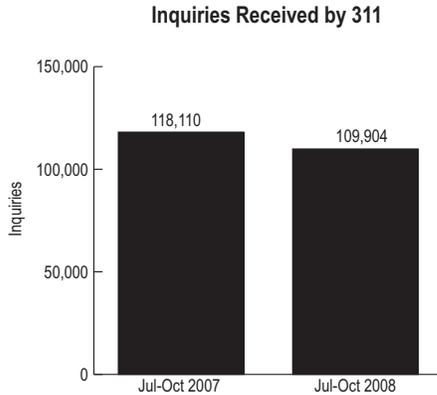
★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 109,904 DPR-related inquiries from July through October 2008. 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 DPR - related inquiries:	Total	% of DPR Inquiries
Wood Disposal Chipping and Pickup	12,383	11.3%
Find a Park	10,755	9.8%
Find an Event in a Park	9,872	9.0%
Removal of Large Branch or Entire Tree - City Tree	8,816	8.0%
Tree Pruning	8,101	7.4%

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Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
Expenditures (\$ millions) ²	\$308.2	\$332.6	\$370.6	\$353.4	\$370.5	\$339.8	\$149.7	\$152.8
Revenues (\$ millions)	\$64.9	\$75.8	\$97.5	\$94.8	\$100.9	\$82.7	\$27.0	\$27.6
Personnel (Total FT and FTE)	6,766	6,947	7,245	7,265	7,214	6,758	7,156	7,037
Full-time personnel	1,895	3,052	3,702	3,655	3,590	3,343	3,626	3,729

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¹ January 2009 Financial Plan

“NA” - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The Department revised four-month and annual Fiscal 2008 data for ‘Trees planted’ and ‘Acres improved’ to reflect updated information.
- The Department increased the Fiscal 2009 target for ‘Trees planted’ from 20,000 to 21,200 to reflect updated projections.

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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. **Preliminary Performance Highlights** – 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. **Performance Report** – shows trends over time, or other comparisons related to services.
7. **Performance Statistics** – statistical measurements of agency inputs, workloads and results.
8. **Target** – projected levels of performance. (An asterisk means no target is available.)
 - **Updated FY09** – the target for Fiscal 2009 (July 2008 through June 2009) based on the City's Adopted Budget.
 - **FY10** – the target for Fiscal 2010 (July 2009 through 2010) based on the City's January 2009 Financial Plan.
9. **★'Critical Indicator' Icon** – appears before the name of performance measures that have been identified as critical to agency performance. These indicators appear in the Citywide Performance Reporting (CPR) system. **To view updated data for critical indicators as it becomes available, access the CPR system at NYC.gov/CPR.**
10. **☎'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.
11. **NA** – data for the reporting period is not currently available.
12. **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.
13. **Agency Resources** – an overview of an agency's current and historical resources that affect performance.
14. **Noteworthy Changes, Additions or Deletions** – details and explanations of changes to agency performance statistics.

THE MAYOR'S MANAGEMENT REPORT ON THE INTERNET

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

[Preliminary Fiscal 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 Fiscal 2008 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 a 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 PMMR 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; since the Board currently collects some of the data elements listed and not others, it is expected that the Fiscal 2009 MMR in September 2009 will feature partial data for the Board of Elections.



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.

As of February 2009, the City has taken 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 will provide 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. In brief, the components of NYCStat are as follows.

- **CPR Agency Performance Reporting.** This is the web-based tool with which CPR users are already familiar. 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 Conditions Observation Unit (SCOUT) have surveyed all the City's streets monthly to record quality-of-life conditions on streets and sidewalks. The NYC*SCOUT 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.

- **NYC Feedback: Citywide Customer Survey Results.** Results of the 2008 survey of New Yorker’s opinions on the delivery of City services, including results within each Community Board. (More information about the Citywide Customer Survey is given below.)
- **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 12 key agencies.
- **NYCity Map.** The interactive NYCity Map application lets users find information on transportation, education, public safety, resident services, neighborhood and building-specific information, and City life.

Relationship between NYCStat, CPR and the MMR

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

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

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

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

The CPR 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.

Continuing NYCStat Development

The City will continue to enhance the features and content of NYCStat, including new types of information that will be available in the coming year and beyond. Some key areas for further development are customer services measures, and measures related to sustainability and the PlaNYC 2030 initiative. These are described in the next section of this Introduction.

FURTHER DEVELOPMENTS IN PERFORMANCE MANAGEMENT AS OF FISCAL 2009



Customer Service

In May 2008, Mayor Bloomberg signed Executive Order 115 – establishing a Customer Service Group (CSG) within the Mayor’s Office of Operations. For the past eight months, CSG has, among other projects, been base-lining the experience for City customers at our agencies. In response to recommendations and action steps suggested by the Customer Service Group and Executive Order 115, the Mayor’s Office of Operations established a Steering Committee representing a cross section of City agencies to develop a consistent customer service approach. This 30-agency steering committee was tasked with creating standards and strategies for improving the customer experience for New Yorkers who interact with City agencies.

After months of deliberation, discussion and recommendations, a series of new indicators have been developed for all agencies that interact with the public at large. These standard citywide Customer Service indicators will be collected and reported uniformly by all applicable agencies.

The indicators divide into separate themes that cut across customer delivery channels:

	Customer Satisfaction	Service Transparency/ Accessibility	Staff Experience/ Interaction	Agency Conditions	Language Access
Call Center	Applicable only to agencies with a call center. This is defined as a publicly available phone number, with 3 or more staff members dedicated to answering the phone.				
Walk In Facilities	Applicable only to agencies that have established a physical center(s) for the public to obtain services or interact with staff				
Correspondence	Applicable to all agencies				
Website	Applicable to all agencies				
Agency Response/ Operations	Applicable to all agencies				

Agencies have been instructed to begin data collection on all indicator types relevant to their operations during the last quarter of Fiscal 2009. As of the Fiscal 2009 MMR, to be released in September 2009, all customer service indicators for which data is available will be featured in the appropriate agency MMR tables, as well as in the Agency Performance Reporting online tool. (The performance evaluation feature of the tool will be enhanced to summarize each agency’s performance on the overall dimension of customer service.) Additional measures will be added as more data is gathered.



PlaNYC/Sustainability Reporting

Now being developed 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 will cover selected measures related to the City's sustainability and track progress toward the comprehensive PlaNYC 2030 initiative. The organization and functionality of this application will closely reflect the Agency Performance Reporting application with which CPR users are familiar.

NYC Feedback – Citywide Customer Survey

While the MMR and the Agency Performance Reporting tool provide detailed data on all government services, they do not provide information about how the public views and experiences City services. In 2008, the Mayor's Office partnered with the Office of the Public Advocate to conduct the first large-scale citywide customer survey for New York City, generating valuable data which provides new quantitative metrics for the Mayor's Office of Operations to use, along with data from the Mayor's Management Report (MMR) and the Citywide Performance Reporting tool (CPR), to hold city agencies accountable for improving municipal services.

While many local governments in the U.S. perform similar surveys, the scope of data collection in New York City's survey was unprecedented, including a sufficient sample to characterize results separately for each of the City's 59 Community Boards. The NYC Feedback Citywide Customer Survey was sent to more than 130,000 randomly-selected New York City households in June 2008 to assess New Yorker's opinions and perceptions of important characteristics of the City and services provided by City government. New Yorkers in all five boroughs were given the opportunity to voice their opinions and provide both a qualitative and quantitative measure of where the City can continue to improve service delivery.

The results of the Survey are presented in the Report of Survey Results, as well as a separate report for each of the 59 Community Boards. Additional information can be found in the report appendices. The report and its appendices can be found at:

<http://www.nyc.gov/operations>

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 R. Frieden, 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.

Critical Objectives

- Reduce smoking and the illness and death caused by tobacco use.
- Promote health initiatives based on significant health findings.
- Prevent and control childhood diseases.
- Reduce new cases of 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.
- Promote animal health and safety to reduce the risk of human illness.
- Provide birth and death certificates to the public quickly and efficiently.

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, five oral health clinics, 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.

Preliminary Performance Highlights

- The number of syphilis cases increased by 30.3 percent over the same period last year. This increase is consistent with national trends - 95 percent of cases are male and a majority report having sex with other men. In addition to the Department's ongoing strategies to address the increase in syphilis cases (condom distribution, provider training, community outreach and educational campaigns), the Department will also work closely with providers reporting the greatest number of new syphilis cases in NYC. The Department's sexually transmitted disease clinics are now offering substance abuse screening, counseling, intervention, and referral for more intensive services to address the role that substance abuse plays in risky sexual behavior.
- The percent of children in public schools who completed required immunizations early in the school year has declined due to new immunization requirements for middle school students. The decrease was partly due to the need to update computer software to accurately reflect those receiving the new immunizations; the software has now been updated. The proportion of children completing their immunizations reached 96 percent by early January 2009.
- The number of individuals using buprenorphine (BPN), the only medication prescribed in office-based settings for the treatment of opioid dependence, increased by 51.5 percent compared to same period last year. The Department continues to promote BPN therapy in NYC, sponsoring certification training and mentoring services for physicians, and providing peer education to potential patients in diverse settings throughout the five boroughs.
- New lead poisoning cases among children less than 18 years old requiring environmental intervention decreased by 18 percentage points. 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 decreased by 22 percent from Fiscal 2008 to Fiscal 2009. The Department will continue to provide services to children with lead poisoning, and expand activities to prevent children's lead poisoning among children citywide as well as in high risk neighborhoods.



- The number of daycare initial inspections decreased 25.6 percent from Fiscal 2008 due to extended staff absences and staffing reductions. The Department is still on track to inspect 100 percent of licensed sites and will continue to exceed State inspection standards in Fiscal 2009.
- The number of pest control exterminations performed decreased by 24.8 percent from Fiscal 2008. During Fiscal 2009 the Department has focused on exterminations of private properties rather than catch basins. Since private property exterminations are more time intensive, the overall number of sites exterminated declined.
- During the first four months of Fiscal 2009, vital records processing of birth certificates was 0.2 days below target, but more than double the Fiscal 2008 level. The exceptional Fiscal 2008 processing time was achieved through additional temporary staffing resources to address a pre-existing backlog. Those temporary staffing resources were reduced prior to the end of Fiscal 2008; however the Department projects achieving its processing time target based on current staffing levels.
- The turnaround time for death certificates by mail is at 13.8 days, 5.8 days above target. Turnaround time has increased due to difficulties in retrieving scanned record images. This difficulty has been resolved and death certificate turnaround time should improve.

Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
★ 📞 Adults who smoke (%) (CY 05-07)	18.9%	17.5%	16.9%	16.1%	15.6%	NA	NA
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY 05-07)	55.2%	59.7%	61.7%	64%	67%	NA	NA
Seniors, aged 65+, who received a flu shot in the last 12 months (%) (CY 05-07)	54.4%	59.0%	53.8%	77%	77%	NA	NA
★ Hospitalization rate for asthma among children ages 0-14 (per 1,000 children) (CY 05-07) (preliminary)	5.4	5.4	5.2	5	4.9	NA	NA
★ Infant mortality rate (per 1,000 live births) (CY 05-07)	6.0	5.9	5.4	5.3	5.2	NA	NA
Women who die from intimate partner homicide (per 100,000 women age 12+)(CY 05-06)	0.9	0.8	NA	*	*	NA	NA
★ Children in the public schools who have completed required immunizations (%)	97.6%	98.4%	97.9%	98.5%	98.5%	90.0%	88.5%
Number of Male Condoms Distributed (000)	3,855	17,770	39,070	*	*	12,318	14,180
★ Individuals tested for HIV	153,042	170,539	201,902	*	*	62,965	NA
★ New adult AIDS cases diagnosed (CY 05-07)	4,140	3,715	3,305	*	*	NA	NA
New pediatric AIDS cases diagnosed (CY 05-07)	9	4	1	*	*	NA	NA
Persons diagnosed, living and reported with HIV/AIDS (CY 05-07)	97,658	100,045	102,399	*	*	NA	NA
Number of New Yorkers who die from HIV/AIDS (CY 05-07)	1,419	1,209	1,115	1,000	900	NA	NA
Unduplicated clients enrolled in HIV/AIDS (Ryan White) health and supportive services (FY March - February) (000)	43.3	42.0	64.7	*	*	NA	NA
★ Syphilis cases	587	805	959	*	*	290	378
★ New tuberculosis cases (CY 05-07) (preliminary)	984	953	914	*	*	281	273
Patients who complete treatment for active tuberculosis (%) (CY 05-07)	92.3%	90.0%	90.0%	90%	90%	88.8%	87.5%
West Nile virus cases reported (CY 05-07)	14	12	18	*	*	NA	NA

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report



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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
Correctional Health: Total Number of Intake Exams	NA	89,052	91,984	*	*	30,733	29,623
Children with Early Intervention Program service plans - end of year (000)(CY 05-07)	18.3	17.2	15.8	*	*	17.9	17.5
Children authorized for Early Intervention therapeutic and educational services during the year (000)(CY 05-07)	33.6	33.1	31.5	*	*	NA	NA
Adult New Yorkers without a regular doctor (%) (CY 05-07)	20.5%	21.0%	19.4%	20%	*	NA	NA
Screening rates for breast cancer (CY 05-07)	72.9%	75.2%	73.9%	74%	74%	NA	NA
Screening rates for cervical cancer (CY 05-07)	80.0%	80.6%	79.8%	80%	80%	NA	NA
☎ Calls to LifeNet (000)	77.1	89.1	88.4	*	*	28.9	32.0
Individuals in the assisted outpatient mental health treatment program	1,170	1,099	1,061	*	*	1,041	1,150
Units of supportive housing available to persons with severe mental illness diagnosis (000)	13.9	14.5	15.3	15.9	16.1	15.1	15.5
Number of individuals filling a buprenorphine prescription (CY 06-07)	NA	2,880	4,177	3,800	4,500	1,424	2,157
★ Deaths due to drug abuse (CY 05-07)(Preliminary)	906	979	849	*	*	NA	NA
Alcohol-attributable mortality (CY 05-07)	1,612	1,563	1,511	*	*	NA	NA

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report

✓ **Improve environmental health and safety.**

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
Childhood Blood Lead Levels - New cases among children less than 18 years requiring environmental intervention for lead poisoning	896	712	584	*	*	254	212
- Primary address inspected within 5 business days (%)	88.6%	89.9%	90.1%	95%	95%	88.3%	89.2%
★ - 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	2,574	2,146	1,832	*	*	842	653
Day Care site complaints received	1,508	1,663	1,554	*	*	592	511
Day Care Initial site inspections	15,419	17,668	18,695	*	*	6,264	4,662
Restaurants inspected (%)	99.9%	99.7%	80.1%	100%	100%	28.8%	29.1%
★ Food service establishments that fail initial inspection (%)	19.9%	23.7%	25.6%	*	*	28.1%	27.5%
★ ☎ Pest control complaints received by DOHMH (000)	26.7	22.5	23.0	*	*	10.0	9.7
☎ Pest control referrals by DSNY to DOHMH (000)	5.4	5.9	5.6	*	*	2.5	2.3
☎ Pest control exterminations performed (000)	53.7	51.7	60.1	55	55	16.6	12.5
★ Compliance inspections failed due to signs of active rats (as a percent of properties failing initial inspection due to signs of active rats) (%)	40%	48%	50%	*	*	51%	48%
Dog licenses issued (000)	104.4	100.6	91.8	105	105	28.8	39.6

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ ☎ Average response time for mailed requests for birth certificates (days)	5.3	6.7	3.1	5	5	2.2	4.8
★ ☎ Average response time for mailed requests for death certificates (days)	12.3	16.2	11.9	8	8	10.5	13.8

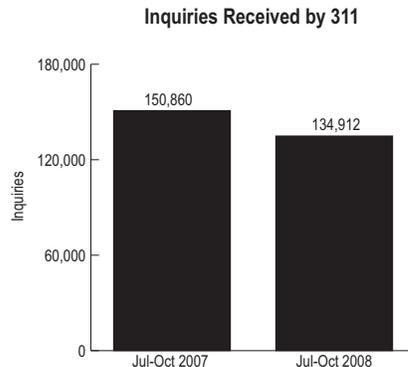
★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report



Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 134,912 DOHMH-related inquiries from July through October 2008. 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 DOHMH - related inquiries:	Total	% of DOHMH inquiries
<i>Nicotine Patch and Gum Program - Rapid SR</i>	33,054	24.5%
<i>Status of a Birth Certificate Order</i>	30,010	22.2%
<i>Birth Certificate from 1910 to Present - In Person</i>	27,119	20.1%
<i>Rodent Complaint - Other Location</i>	22,701	16.8%
<i>LifeNet</i>	13,716	10.2%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR	Updated		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹	FY08	FY09
<i>Expenditures (\$ millions)</i> ²	\$1,469.9	\$1,500.3	\$1,520.6	\$1,562.6	\$1,648.9	\$1,524.8	\$1,032.7	\$1,134.4
<i>Revenues (\$ millions)</i>	\$57.3	\$71.8	\$129.5	\$60.5	\$64.3	\$72.7	\$19.9	\$20.4
<i>Personnel</i>	5,401	5,595	6,070	5,986	6,350	6,080	5,777	5,877
<i>Overtime paid (\$000)</i>	\$4,389	\$5,184	\$5,509	*	*	*	\$1,617	\$1,811
<i>Capital commitments (\$ millions)</i>	\$63.8	\$62.5	\$52.7	*	\$244.3	\$33.6	\$17.9	\$9.1
<i>Human services contract budget (\$ millions)</i>	\$889.0	\$857.1	\$800.6	\$905.8	\$896.8	\$898.3	\$212.9	\$302.8
<i>Work Experience Program (WEP) participants assigned</i>	208	170	192	*	*	*	173	280

¹January 2009 Financial Plan

²“NA” - Not Available in this report

³Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- Data for the indicator ‘Individuals tested for HIV’ is unavailable for the July - October 2008 period. Issues within the existing data collection procedure and contractors/vendors not adhering to reporting deadlines, usually due to the large/increased volume of tests conducted, have increased the reporting lag from contracted testing agencies. DOHMH continues to work with its contractors and internally to streamline the data collection process.
- DOHMH changed ‘Childhood Blood Lead Levels - Primary address inspected within 7 business days (%)’ to ‘Childhood Blood Lead Levels - Primary address inspected within 5 business days (%)’
- The Department has exceeded its existing targets for the indicator Adult New Yorkers without a regular doctor (%) (CY 03-07)’ and is in the process of revising Fiscal 2010 and future indicators and targets as part of the Take Care New York 2012 program. The revised indicator and target will appear in the Fiscal 2009 Mayor’s Management Report.



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.

Preliminary Performance Highlights

- The Office of Chief Medical Examiner improved the majority of its processing time measures during the first four months of Fiscal 2009. However, the average days taken to complete analysis of a DNA case increased by 15 percent, to 46 days, during the reporting period, compared to 40 days a year earlier. This reflects the increase in evidence submitted by NYPD as OCME instituted DNA property crime testing. This has been a four-fold increase over the past year.
- The median days to complete toxicology DUI cases rose from 6 to 14.5 days. Since only a handful of such cases are processed each month, four-month timeliness figures are subject to large fluctuations and are less reliable than annual statistics; Fiscal 2008 saw an improvement of 2.5 days in timeliness. Median completion times for toxicology sexual assault cases and for all toxicology cases improved noticeably in the four-month reporting period of Fiscal 2009, reflecting OCME's ongoing re-evaluation of work-flow processes and adjustment in staff deployment.
- OCME reduced its median time to complete autopsy reports by 16.7 percent, to 42.5 days, during the reporting period, the third consecutive year that this measure has improved compared to the first four months of the preceding fiscal year. The reduction in Fiscal 2009 reflects efficiencies of report generation and the improved turn-around time in toxicology.
- Although the remains recovery effort at the World Trade Center is largely complete, OCME continues on-site monitoring of all excavation and construction work there to ensure that no remains go undiscovered. The cumulative number of remains identified following the disaster increased 13 percent between the ends of the four-month Fiscal 2008 and four-month Fiscal 2009 reporting periods, and the DNA identification work of recovered remains is also continuing at OCME.



Performance Report

✓ Perform forensic investigations.

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ <i>MLI Scene Arrivals in Median Time (hours)</i>	9.0	1.9	1.5	*	*	1.5	1.5
★ ☎ <i>Median time to complete autopsy reports (days)</i>	134.5	66.0	49.0	51	51	51.0	42.5
★ <i>Median Time to Complete DNA Property Crime Cases, from Evidence Submission to Report (days)</i>	NA	NA	36.0	*	*	22.0	39.5
☎ <i>Median time to process cremation requests (hours)</i>	5.4	1.6	1.4	12	12	1.1	1.0
★ <i>Median time to complete toxicology cases (days)</i>	28.0	32.0	26.0	28	28	30.0	23.0
<i>Median time to complete toxicology sexual assault cases (days)</i>	14.0	14.0	16.0	17	17	19.0	14.5
<i>Median time to complete toxicology DUI cases (days)</i>	11.0	15.0	12.5	10	10	6.0	14.5
<i>Average days to complete analysis of a DNA case</i>	38.0	57.0	49.0	60	60	40.0	46.0
★ <i>Median time to complete DNA homicide cases, from evidence submission to report (days)</i>	64.0	68.0	65.0	62	62	65.0	49.5
★ <i>Median time to complete DNA sexual assault cases, from evidence submission to report (days)</i>	33.0	49.0	37.0	50	50	36.0	13.5
<i>DNA matches with profiles in database</i>	551	621	1,453	*	*	450	374

★ Critical Indicator ☎ 311 related ¹Numeric Target "NA" - means Not Available in this report

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

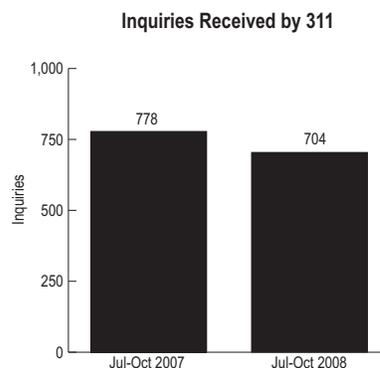
Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
<i>Remains recovered following a disaster or mass fatality incident (cumulative)</i>	20,657	21,404	21,741	*	*	21,698	21,743
<i>Remains identified following a disaster (cumulative)</i>	10,933	10,976	11,989	*	*	11,033	12,430

★ Critical Indicator ☎ 311 related ¹Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 704 OCME-related inquiries from July through October 2008. 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 OCME - related inquiries:	Total	% of OCME Inquiries
<i>Death Inquiries</i>	396	56.3%
<i>Autopsy Report</i>	142	20.2%
<i>Proof of Death</i>	112	15.9%
<i>Cremation Inquiries</i>	30	4.3%
<i>World Trade Center DNA Samples</i>	6	0.9%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹	FY10 ¹	Actual FY08	Actual FY09
Expenditures (\$ millions) ²	\$39.6	\$61.5	\$68.4	\$64.4	\$82.8	\$69.4	\$23.2	\$23.3
Revenues (\$000)	\$41	\$6	\$5	\$503	\$503	\$503	\$1	\$1
Personnel	484	588	661	772	777	770	604	657
Overtime paid (\$000)	\$1,977	\$3,279	\$2,869	*	*	*	\$1,159	\$530

¹ January 2009 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

None





HEALTH AND HOSPITALS CORPORATION

Alan D. Aviles, President

Key Public Service Area

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

Scope of Agency Operations

The Health and Hospitals Corporation (HHC), the largest municipal hospital and health care system in the country, is a \$6.2 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.

Preliminary Performance Highlights

- The percentage of prenatal patients retained through delivery remained stable from the first quarter of Fiscal 2008 to the first quarter of Fiscal 2009 and is above the annual target of 80 percent.
- At the end of the first quarter of Fiscal 2009 the percentage of eligible women age 40 to 70 receiving a mammogram is 70 percent, meeting HHC's annual target. HHC will maintain efforts to increase the number of mammography screenings to enhance breast cancer detection and reduce mortality.
- As a result of continuing efforts to improve the quality and efficiency of care provided by HHC staff, the general care average length of stay (excluding psychiatry and rehabilitation) has decreased to 4.6 days in October 2008 and has surpassed the target of 4.7 days.
- The rate of asthma ER revisits for both adult and pediatric patients significantly decreased from the same period last year, continuing the improvements seen in Fiscal 2008. Contributing factors include the assignment of a case manager to patients who are difficult to manage; partnering with Health and Home Care to address environmental issues causing asthma; the use of Telehealth remote patient monitoring equipment and protocols to communicate more frequently with patients that are difficult to manage; and the use of an Asthma Buddy system.
- At the end of October 2008, HHC outperformed the goal of 60 minutes or less for a primary care clinic visit in women's health services, where average time for an outpatient visit remained stable, at 58.0 minutes. Average time for an outpatient adult medicine visit increased from 61.0 to 63.8 minutes, while average time for pediatric visits increased from 55.0 to 60.3 minutes. HHC's ambulatory care redesign initiative, focused on streamlining the outpatient process and making visits more patient-centered, has substantially reduced visit times in all three categories since Fiscal 2004.



Performance Report

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

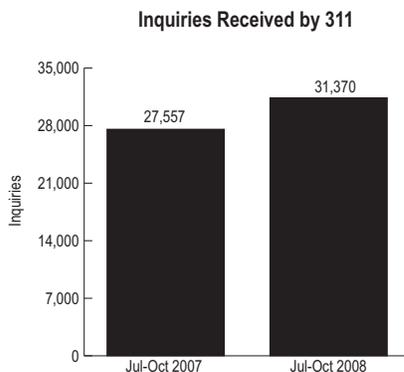
Performance Statistics	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
★ Percentage of prenatal patients retained in care through delivery	88.0%	87.2%	89.0%	80%	80%	89.1%	89.0%
★ Percent of eligible women aged 40-70 receiving a mammogram screening from HHC	NA	70.0%	70.9%	70%	70%	69.0%	70.0%
★ Percent of HIV patients using dedicated HIV clinics	99.1%	98.9%	99.0%	90%	90%	99.0%	99.2%
☎ Percent of two-year olds immunized	96.0%	97.0%	97.0%	90%	90%	NA	NA
★ General care average length of stay (days)	4.7	4.7	4.7	4.7	4.7	4.7	4.6
★ Emergency room revisits for adult asthma patients (%)	6.5%	6.8%	5.2%	*	*	7.0%	5.3%
★ Emergency room revisits for pediatric asthma patients (%)	3.0%	4.2%	3.1%	*	*	3.8%	2.9%
Percent of adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days	4.3%	5.0%	4.6%	*	*	5.1%	5.6%
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine	67.0	68.0	66.0	60	60	61.0	63.8
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine	62.0	63.0	59.0	60	60	55.0	60.3
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health	61.0	63.0	59.0	60	60	58.0	58.3
★ Uninsured patients served	396,200	413,294	NA	*	*	NA	NA
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	377,600	390,757	373,284	380,000	380,000	385,185	381,184
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	237,100	257,600	323,746	225,000	225,000	270,487	334,416
★ Net days of revenue for Accounts Receivable	61.24	59.34	59.17	*	*	NA	NA

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 31,370 HHC-related inquiries from July through October 2008. 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 HHC - related inquiries:	Total	% of HHC Inquiries
<i>Find a Public Hospital</i>	17,871	57.0%
<i>Immunization Clinic and School Medical Exam Referral</i>	3,909	12.5%
<i>Find a Child Health Clinic</i>	1,047	3.3%
<i>Nurse Career Ladder Program</i>	807	2.6%
<i>Health Screenings - Take Care New York</i>	665	2.1%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹	FY10 ¹	Actual FY08	Actual FY09
<i>Expenditures (\$ millions)²</i>	\$5,121.6	\$5,434.8	\$5,823.5	\$6,135.9	\$6,201.3	\$6,437.5	\$1,696.8	\$1,928.1
<i>Revenues (\$ millions)</i>	\$5,485.4	\$6,574.9	\$6,702.8	\$6,818.4	\$7,228.8	\$6,602.7	\$2,573.7	\$2,553.1
<i>Personnel</i>	38,705	39,791	40,522	40,729	40,729	40,729	39,921	40,903
<i>Overtime paid (\$000)</i>	\$89,899	\$93,216	\$106,490	*	*	*	\$33,257	\$39,443
<i>Capital commitments (\$ millions)</i>	\$243.0	\$167.2	\$178.7	*	\$414.3	\$81.2	\$57.3	\$167.6

¹ January 2009 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- Two indicators previously reported on a July-October basis are available only on a quarterly basis, and so reflect the July-September period. These indicators are 'Percentage of prenatal patients retained in care through delivery' and 'Percent of eligible women aged 40-70 receiving a mammogram screening from HHC.'





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 nearly 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.

Preliminary Performance Highlights

- The percent of schools receiving an A on the school Progress Report increased by 15 percentage points over the previous school year, from 23 to 38 percent. The percent of schools receiving a B increased by two percentage points, from 39 to 41 percent; while the percent of schools receiving a C, D, or F all declined. Fifty-eight percent of schools moved up by at least one letter grade or received an A for the second year in a row, and no school that received an F last year received an F this year.
- The percentage of students with a 90% or better attendance rate rose two points from the reporting period of September 2007 through October 2007 to the reporting period of September 2008 through October 2008. The average daily attendance rate increased 0.4 percentage points as compared to the same time period last year.
- The number of students newly recommended for special education services has decreased as compared to last year, as a result of improvement in assessment practices and the provision of academic interventions in general education. The number of students receiving special education services as of October 2008 has increased 10 percent compared to the same time last year. This increase is a result of improvements in the timeliness of arranging special education programs and services, the expansion of the available pool of special education providers and improvement in the timeliness of data entry.
- The number of teachers with 5 or more years of experience increased by approximately 3 percentage points between the reporting period of July 2007 through October 2007 and the reporting period of July 2008 through October 2008.
- The number of phone calls responded to by parent coordinators increased by 23 percent from the reporting period of July 2007 through October 2007 to the reporting period of July 2008 through October 2008.



- During the first four months of Fiscal 2009 major felony crime in the City's public schools increased 16 percent. However, during the first six months of the fiscal year major felony crime in schools decreased 4 percent, from 463 to 444 crimes. During the same period major felony crime in Impact Schools decreased 50 percent, from 24 to 12 crimes.
- The number of hazardous building violations total backlog increased 22.1 percent from the reporting period of July 2007 through October 2007 to the reporting period of July 2008 through October 2008. The increase was due to a one-time reconciliation between the Department of Buildings and the Department of Education to ensure both agencies were using the proper reporting methodology. With the reconciliation completed, a downward trend continues. The hazardous building violations backlog has declined from a June 2008 high of 260 violations to 221 violations through October 2008.

Performance Report

✓ Improve academic performance.

	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09	FY10		
<i>Performance Statistics</i>							
★ Percent of schools with scores of Outstanding on School Quality Reviews	NA	NA	1.7%	*	*	NA	NA
★ Percent of schools with scores of Well Developed on School Quality Reviews	NA	NA	60.6%	*	*	NA	NA
★ Percent of schools with scores of Proficient on School Quality Reviews	NA	NA	35.4%	*	*	NA	NA
★ Percent of schools with scores of Underdeveloped with Proficient Features on School Quality Reviews	NA	NA	1.7%	*	*	NA	NA
★ Percent of schools with scores of Underdeveloped on School Quality Reviews	NA	NA	0.4%	*	*	NA	NA
★ Percent of schools receiving an A on school Progress Report	NA	23.0%	38.0%	*	*	NA	NA
★ Percent of schools receiving a B on school Progress Report	NA	39.0%	41.0%	*	*	NA	NA
★ Percent of schools receiving a C on school Progress Report	NA	26.0%	15.0%	*	*	NA	NA
★ Percent of schools receiving a D on school Progress Report	NA	8.0%	4.0%	*	*	NA	NA
★ Percent of schools receiving an F on school Progress Report	NA	4.0%	2.0%	*	*	NA	NA
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000) (Preliminary unaudited)	1,055.9	1,042.1	1,035.3	*	*	1,040.5	1,031.5
★ Average daily attendance (%)	88.4%	89.0%	89.8%	90%	90%	90.8%	91.2%
- Elementary/middle (%)	91.5%	91.1%	92.6%	92.3%	92.3%	93.9%	94.2%
- High school (%)	81.2%	82.1%	83.4%	83%	83%	83.9%	84.6%
Students with 90% or better attendance rate (%)	66.0%	69.1%	70.2%	72%	72%	74.1%	76.1%
★ Students in grades 3 to 8 meeting or exceeding standards							
- English Language Arts (%)	50.7%	50.8%	57.6%	60%	62%	NA	NA
★ - Math (%)	57.0%	65.1%	74.3%	76%	78%	NA	NA
Students in grades 3 to 8 scoring below standards progressing into a higher level							
- English Language Arts (%)	44.7%	61.6%	64.8%	*	*	NA	NA
- Math (%)	42.2%	50.0%	59.2%	*	*	NA	NA
Students in grades 3 to 8 progressing from below standards to meeting standards							
- English Language Arts (%)	16.1%	20.3%	27.3%	*	*	NA	NA
- Math (%)	18.1%	23.9%	31.3%	*	*	NA	NA
Students in grades 1 to 9 promoted (%)	96.3%	96.6%	NA	98%	98%	NA	NA
Students in the graduating class taking required Regents examinations	42,005	43,747	NA	45,000	45,000	NA	NA
Students passing required Regents examinations (%)	62.1%	63.1%	NA	65%	66%	NA	NA

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



	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09	FY10		
Performance Statistics							
<i>Students in graduating class with a 65 to 100 passing score on the Regents Examination</i>							
- English (%)	74.4%	79.5%	NA	81%	82%	NA	NA
- Math (%)	76.1%	77.8%	NA	78%	79%	NA	NA
- United States history and government (%)	75.0%	77.4%	NA	75%	76%	NA	NA
- Global history (%)	69.6%	68.7%	NA	70%	71%	NA	NA
- Science (%)	72.4%	72.8%	NA	75%	76%	NA	NA
<i>Students in graduating class with a 55 to 100 passing score on the Regents Examination</i>							
- English (%)	88.3%	91.0%	NA	92%	93%	NA	NA
- Math (%)	91.5%	93.2%	NA	95%	96%	NA	NA
- United States history and government (%)	89.7%	92.6%	NA	95%	96%	NA	NA
- Global history (%)	85.8%	87.6%	NA	89%	90%	NA	NA
- Science (%)	88.0%	90.1%	NA	91%	92%	NA	NA
★ <i>General education students graduating</i>							
- Within 4 years of entry into high school (%)	59.7%	62.0%	NA	68%	70%	NA	NA
- Within 7 years of entry into high school (%)	69.5%	72.2%	NA	78%	80%	NA	NA
<i>Students graduating high school within 4 years or still enrolled in school for a fifth year (%)</i>	85.3%	86.2%	NA	87%	88%	NA	NA
<i>Special education students graduating</i>							
- Within 4 years of entry into high school (%)	10.4%	8.6%	NA	15%	17%	NA	NA
★ - Within 7 years of entry into high school (%)	43.7%	43.5%	NA	50%	52%	NA	NA
★ <i>General education students dropping out</i>							
- Within 4 years of entry into high school (%)	14.6%	13.8%	NA	13%	12%	NA	NA
- Within 7 years of entry into high school (%)	30.5%	27.8%	NA	24%	23%	NA	NA
<i>Special education students dropping out</i>							
- Within 4 years of entry into high school (%)	19.1%	17.4%	NA	15%	14%	NA	NA
★ - Within 7 years of entry into high school (%)	49.8%	48.8%	NA	44%	43%	NA	NA
<i>Students enrolled as English Language Learners (000)</i>	141	140	148	*	*	NA	NA
<i>English Language Learners testing out of ELL Programs (%)</i>	16.7%	12.0%	13.4%	15%	17%	NA	NA
★ <i>English Language Learners testing out of ELL programs within 3 years (%)</i>	50.4%	50.8%	52.5%	55%	57%	NA	NA
<i>Students receiving special education services (Preliminary Unaudited)</i>	180,890	182,730	195,201	*	*	167,354	184,087
<i>Special education enrollment</i>							
- school-age	NA	162,714	173,856	*	*	153,557	168,553
- Public school	146,681	148,040	154,881	*	*	144,609	154,444
- Non-public school	NA	14,674	18,975	*	*	8,948	14,109
<i>Special education enrollment</i>							
- pre-school	NA	20,016	21,345	*	*	13,797	15,534
- Public school	763	787	772	*	*	326	549
- Non-public school	NA	19,229	20,573	*	*	13,471	14,985
<i>Students recommended for special education services</i>	24,593	24,404	24,077	*	*	5,117	4,956
<i>Students no longer in need of special education services</i>	5,304	5,054	5,943	*	*	2,458	2,566
★ <i>Students in special education scoring below standards progressing into a higher level</i>							
- English Language Arts (%)	27.9%	47.1%	55.3%	*	*	NA	NA
★ - Math (%)	25.9%	35.8%	45.9%	*	*	NA	NA
<i>Schools Under Registration Review</i>	40	35	32	*	*	NA	NA
<i>Average lunches served daily</i>	628,362	627,915	624,266	*	*	648,788	639,832
<i>Average breakfasts served daily</i>	182,935	189,804	198,990	*	*	193,381	199,691

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



Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09	FY10		
Average expenditure per student (\$)	\$15,144	NA	NA	*	*	NA	NA
- Elementary school (\$)	\$15,406	NA	NA	*	*	NA	NA
- Middle school (\$)	\$14,700	NA	NA	*	*	NA	NA
- High school (\$)	\$13,085	NA	NA	*	*	NA	NA
- Full-time special education (District 75) (\$)	\$57,615	NA	NA	*	*	NA	NA
Average direct services to schools expenditure per student (\$)	\$13,119	NA	NA	*	*	NA	NA

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

✓ **Ensure principal and teacher quality.**

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09	FY10		
Teachers	76,167	77,160	79,109	*	*	79,109	79,021
Certified Teachers (%)	100.0%	100.0%	100.0%	100%	100%	100.0%	100.0%
Teachers with 5 or more years teaching experience (%)	60.0%	62.2%	61.5%	*	*	61.8%	64.4%
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100%	100%	100.0%	100.0%
Principals with more than 3 years experience as principal (%)	53.7%	53.5%	62.2%	*	*	NA	NA
Teachers absent more than 10 days (%)	14.4%	18.0%	13.4%	*	*	1.2%	1.5%

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

✓ **Promote parental involvement in education.**

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09	FY10		
Phone calls responded to by parent coordinator (000)	1,379	1,353	1,572	1,379	1,379	298	366
Parent walk-ins receiving parent coordinator assistance (000)	757	775	778	759	759	180	186
Parent coordinator workshops held for parents (000)	24	21	38	28	28	6	4
Parents attending parent coordinator workshops (000)	473	426	706	515	515	189	171
Parents attending parent-teacher conferences (000)	924	826	1,152	1,282	1,282	137	118

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

✓ **Ensure school safety.**

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09	FY10		
★ School safety - Seven Major Crimes	1,187	1,164	1,042	*	*	242	281
★ - Other criminal categories	4,659	4,635	4,533	430	430	930	821
★ - Other incidents	9,288	8,687	7,456	*	*	1,639	1,310

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

✓ Ensure adequate and well-maintained classroom space.



	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
<i>Performance Statistics</i>				FY09	FY10	FY08	FY09
★ Average class size (end of October) (Preliminary Unaudited)							
- Kindergarten	20.9	20.7	20.6	*	*	20.6	20.8
★ - Grade 1	21.2	21.3	21.1	*	*	21.1	21.3
★ - Grade 2	21.1	21.1	21.1	*	*	21.1	21.4
★ - Grade 3	21.4	21.3	21.0	*	*	21.0	21.9
★ - Grade 4	24.0	23.9	23.5	*	*	23.5	23.4
★ - Grade 5	25.5	25.0	24.1	*	*	24.1	24.2
★ - Grade 6	26.4	26.0	25.5	*	*	25.5	25.7
★ - Grade 7	27.3	27.2	26.2	*	*	26.3	26.5
★ - Grade 8	27.3	27.2	26.6	*	*	26.6	26.8
<i>Schools that exceed capacity</i>							
- Elementary schools (%)	24.3%	27.0%	26.0%	*	*	NA	NA
- Middle schools (%)	14.5%	13.0%	14.0%	*	*	NA	NA
- High schools (%)	47.5%	38.0%	40.0%	*	*	NA	NA
<i>Students in schools that exceed capacity</i>							
- Elementary/middle schools (%)	22.0%	20.0%	20.0%	*	*	NA	NA
- High schools (%)	66.9%	59.0%	57.0%	*	*	NA	NA
Total new seats created	5,436	5,556	12,932	14,182	17,046	0	0
Hazardous building violations total backlog	354	238	260	*	*	181	221
★ School building ratings							
- Good condition (%)	2.8%	2.9%	2.4%	*	*	NA	NA
★ - Fair to good condition (%)	28.4%	32.4%	37.1%	*	*	NA	NA
★ - Fair condition (%)	68.6%	64.6%	60.3%	*	*	NA	NA
★ - Fair to poor condition (%)	0.2%	0.2%	0.1%	*	*	NA	NA
★ - Poor condition (%)	0.0%	0.0%	0.0%	*	*	NA	NA

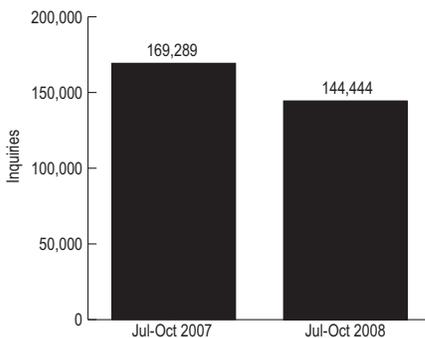
★ Critical Indicator 'Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 144,444 DOE-related inquiries from July through October 2008.

Inquiries Received by 311



<i>Top 5 DOE - related inquiries:</i>	Total	% of DOE Inquiries
<i>Find a School</i>	31,154	21.6%
<i>Find a School Zone</i>	8,760	6.1%
<i>Public School Calendar</i>	8,041	5.6%
<i>Find a School District by Location</i>	6,907	4.8%
<i>Find a School District by Name</i>	5,796	4.0%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹	FY10 ¹	Actual FY08	Actual FY09
Expenditures (\$ millions) ²	\$14,959.3	\$15,844.4	\$16,977.0	\$17,755.7	\$17,605.5	\$17,315.4	\$4,808.7	\$5,656.3
Revenues (\$ millions)	\$65.3	\$61.1	\$69.9	\$57.9	\$57.9	\$57.9	\$11.4	\$17.0
Personnel	137,067	137,678	140,268	139,590	139,114	124,175	139,756	140,499
Overtime paid (\$000)	\$14,391	\$12,727	\$14,637	*	*	*	\$2,573	\$2,356
Work Experience Program (WEP) participants assigned	220	216	212	*	*	*	143	117

¹January 2009 Financial Plan

"NA" - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The high school attendance rate for the PMMR reporting period (that is, the beginning of the 2008-09 School Year through October 31) has been recalculated from 84.0 percent to 83.9 percent.
- The targets for Regents, Graduation/Dropout rate, and ELL indicators have been updated to keep with the general trend of the indicators. DOE has updated the Fiscal 2006 value for 'General education students dropping out within 7 years of entry into high school' from 29.1% to 30.5%.
- Fiscal 2006 and Fiscal 2008 figures for the percent of English Language Learners testing out of ELL programs have been updated, as have the figures for Fiscal 2006, Fiscal 2007 and Fiscal 2008 for English Language Learners testing out of ELL programs within 3 years.
- Fiscal 2008 figures for students no longer in need of special education services have been updated.
- Data is now available for the PMMR reporting periods in both Fiscal 2008 and 2009 for 'Teachers with 5 or more years teaching experience (%)', 'Teachers hired to fill projected vacancies,' and 'Teachers absent more than 10 days (%)'.
- The school food indicators have been updated for Fiscal 2007 and Fiscal 2008.
- The average class size figures reported here are based on the active registers in schools as of 10/31/2008. Because the register snapshot data includes non-attending students, this preliminary class size data has limited analytical or comparative power. Updated class size figures reflecting the final audited registers for the 2008-2009 school year will be available for the Fiscal 2009 Mayor's Management Report.
- The total new seats created indicator has been updated to include room conversions that provided additional capacity during the 2007-2008 School Year.



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.

Preliminary Performance Highlights

- From the reporting period of July 2007 through October 2007 to the reporting period of July 2008 through October 2008, the percentage of capital improvement projects constructed on time or early rose by two points. The percentage of capital improvement projects constructed within budget increased by one percent when comparing the same reporting periods.

Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09	FY10		
Total new seats created	5,436	5,556	12,932	14,182	17,046	0	0
★ New schools and additions constructed	8	12	18	22	24	NA	NA
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	99.8%	95.0%	94.0%	100%	100%	NA	NA
★ Scheduled new seats constructed on time (%)	100%	100%	100%	100%	100%	NA	NA
★ Construction bid price for school capacity projects per square foot (\$)	\$378	\$440	\$468	*	*	\$434	NA
Average new school construction cost per square foot - Early childhood (\$)	NA	NA	\$553	*	*	NA	NA
- Elementary (\$)	NA	\$401	\$405	*	*	NA	NA
- Intermediate (\$)	NA	\$427	NA	*	*	NA	NA
- High school (\$)	\$345	NA	\$437	*	*	NA	NA
★ Capital improvement projects constructed on time or early (%)	80%	64%	79%	80%	80%	69%	71%
★ Capital improvement projects constructed within budget (%)	87%	93%	90%	80%	80%	88%	89%
Ultimate cost of insurance losses as % of construction value	5.64%	4.58%	NA	*	*	NA	NA

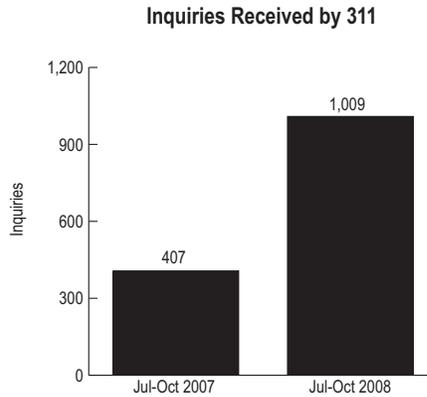
★ Critical Indicator *Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 1,009 SCA-related inquiries from July through October 2008.



Top SCA - related inquiries:	Total	% of SCA Inquiries
<i>School Construction Complaint</i>	893	88.5%
<i>School Construction Information</i>	111	11.0%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
<i>Personnel</i>	506	561	676	775	775	775	591	689
<i>Capital commitments (\$ millions)</i>	\$1,888.5	\$3,043.8	\$3,183.4	*	\$2,950.6	\$2,273.2	\$380.8	\$206.2

¹January 2009 Financial Plan

"NA" - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The total new seats created indicator has been updated to include room conversions that provided additional capacity during the 2007-2008 School Year.



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 27 Job Centers and the Riverview Annex (12 are Model Offices designed to streamline workflow and enhance access to services), as well as at the Family Call Center and its satellites and the Seniorworks Center. Food stamps are provided at 26 centers (11 are Model Offices). HRA offers public health insurance at 19 Medicaid Community Model Offices; support services to individuals with AIDS and HIV-related illnesses are provided through 12 centers, of which 9 are Model Offices; and protective services to adults through 5 HRA borough offices and 4 contracted programs. HRA determines the home care eligibility of disabled or frail Medicaid recipients through 9 Community Alternative Systems Agency offices and 84 contracts with 63 home care provider agencies. Services to victims of domestic violence are offered through 49 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.

Preliminary Performance Highlights

- HRA exceeded its monthly job placement goals for the first four months of Fiscal 2009. The number of cash assistance applicants and recipients placed into jobs during July - October 2008 was 10.9 percent more than during the same period last year, increasing from approximately 26,600 to 29,500 placements. HRA adjusts its annual job placement goal each January based on the projected cash assistance caseload. HRA is on pace to exceed its 2008 goal of 75,000 by over 5 percent and may even reach or exceed its 2007 goal level.
- The cash assistance family work participation rate was 36.3 percent for the federal fiscal year ending September 2008. While the federal goal for this measure is 50 percent, New York State will receive credits toward the goal for factors including continued gains in moving families toward self-sufficiency; on this basis, the City expects to meet its adjusted goal.
- The cash assistance caseload decreased by 4.4 percent for the reporting period, and is at its lowest level since October 1963. For the four-month period, the proportion of cash assistance cases that remained closed due to employment after 180 days fell by 1.4 percentage points on average, compared to the same period in the previous year. This did not represent a trend, however, because for two of the four months the rate was above 80 percent, consistent with performance during the previous year. HRA's employment services contracts are performance-based, and the agency regularly reviews the performance of its employment services vendors. HRA continues to work with vendors to identify best practices in job placement and services to maximize job retention and enhance self-sufficiency.
- The percent of child support cases with orders of support reached a new high of 74.9 percent, and the amount of child support collected increased by 15.2 percent for the reporting period.
- The number of persons receiving food stamps increased by 18.1 percent. Among these recipients, the number of non-cash assistance persons receiving food stamps increased 25.8 percent, reaching an all-time high.
- The number of individuals referred to Adult Protective Services (APS) visited within three working days increased by 8.1 percentage points. APS cases processed within the State-mandated 60 days increased by 10.4



percentage points to 97.6 percent during the first four months of Fiscal 2009, compared to the same period in Fiscal 2008.

- The number of federal disability awards obtained with the help of the WeCARE program increased by nearly 42 percent compared to the previous reporting period. The program has worked with vendors to improve the timeliness, completeness and quality of applications for client awards.
- The domestic violence non-residential caseload increased by 14.2 percent during the first quarter of Fiscal 2009, compared to the same period in Fiscal 2008. This is due in part to increased outreach efforts by program staff and improved community engagement.
- Families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters increased by 18.1 percentage points during the first four months of Fiscal 2009 compared to the same period in Fiscal 2008. Performance improved because emergency shelter capacity increased over the past few months. In addition, the Agency staff doing assessments and referrals at PATH are making increased efforts to place eligible families in emergency domestic violence shelters.
- The amount collected by HRA through its efforts to combat prescription drug fraud and concealment of assets by clients, provider audits for waste and abuse, and recoveries of windfall payments from lawsuit settlements and sale of properties increased by 9.8 percent during the July-October 2008 period. These efforts help maximize the amount of public dollars available to pay for health care and ensure that Medicaid recipients who can afford to pay for their health care do so.

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.**

	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
<i>Performance Statistics</i>							
Cash assistance applicants and recipients placed into jobs (000)	80.5	74.9	80.2	*	*	26.6	29.5
★ Percent of cash assistance applicants and recipients placed into jobs as compared to monthly goal (Calendar year-to-date) (%)	88.5%	87.5%	100.4%	*	*	92.4%	107.4%
Cash assistance cases with an adult head of household who is temporarily or permanently unable to engage in any work or work-related activity (%)	50.1%	52.1%	54.3%	*	*	53.3%	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	66.0%	63.9%	50%	50%	63.9%	62.2%
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	NA	39.8%	36.9%	50%	50%	NA	NA
Cash assistance cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)	52.8%	57.2%	57.0%	*	*	57.1%	55.5%
Safety Net Assistance (SNA) single cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)	63.1%	67.0%	67.4%	*	*	67.7%	66.6%
Cash assistance cases that retained employment income 180 days after being placed in a job (Calendar year-to-date average) (%)	80.6%	80.5%	80.6%	75%	75%	80.7%	80.0%
★ Cash assistance cases that remained closed for 180 days due to employment (Calendar year-to-date average) (%)	80.5%	80.8%	80.3%	75%	75%	81.3%	79.9%
Child support collected (\$ million)	\$588.3	\$601.9	\$641.6	\$624.2	\$624.2	\$198.2	\$228.3
★ Current obligations collected (%)	66.9%	69.3%	70.2%	67%	67%	68.2%	68.8%
★ Child support cases with orders of support (%)	71.9%	72.0%	72.4%	73%	73%	74.2%	74.9%

★ Critical Indicator 📞 311 related ¹ Numeric Target "NA" - means Not Available in this report

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



Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
☎ Persons receiving cash assistance (000)	393.8	360.7	341.3	*	*	355.5	339.9
★ ☎ Cash assistance application timeliness rate (%)	80.9%	86.6%	90.7%	*	*	90.6%	89.7%
★ Cash assistance fair hearing win rate (%)	87.2%	86.0%	86.6%	*	*	87.6%	86.4%
Average annual administrative cost per cash assistance case (\$)	\$413.86	\$434.27	\$461.83	*	*	NA	NA
☎ Persons receiving food stamps (000)	1,095.2	1,095.0	1,241.6	*	*	1,116.5	1,318.5
- Non-Cash assistance persons receiving food stamps (000)	474.2	521.5	607.4	*	*	545.1	685.5
- SSI persons receiving food stamps (000)	189.1	180.2	231.9	*	*	186.0	234.0
★ Food stamp estimated payment error rate (%)	4.49%	5.18%	5.39%	*	*	5.95%	NA
☎ Public Health Insurance enrollees (000)	2,583.5	2,560.0	2,563.8	*	*	2,585.1	2,617.7
- Public Health Insurance Medicaid-only enrollees (000)	1,787.9	1,795.6	1,820.4	*	*	1,827.4	1,871.0
★ ☎ Client responses to Public Health Insurance mailed renewal notices (%)	NA	68.3%	68.6%	*	*	65.5%	72.3%
★ ☎ Clients found eligible for Public Health Insurance who responded to a mailed renewal notice (%)	NA	90.9%	91.6%	*	*	89.7%	94.8%
★ Public Health Insurance fair hearing win rate (%)	83.8%	83.4%	82.3%	*	*	79.0%	81.4%

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
Cases receiving home care services	NA	NA	82,540	*	*	81,414	83,599
★ Average days to initiate home attendant and housekeeper services for all cases	15.6	15.1	14.3	22	22	15.0	16.4
★ Serious home care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
Adult Protective Services (APS) Assessment Cases	NA	NA	2,994	*	*	3,345	3,718
Adult Protective Services (APS) Cases Eligible for Services	NA	NA	5,989	*	*	5,768	5,826
★ Individuals referred to an Adult Protective Services (APS) field office visited within three working days (%)	91.2%	85.1%	95.7%	85%	85%	90.3%	98.4%
Adult Protective Services (APS) Assessment Cases accepted or denied for undercare within State-mandated 60 days (%)	NA	88.0%	90.0%	*	*	87.2%	97.6%
Individuals receiving HIV/AIDS services	31,007	31,040	30,915	*	*	31,195	31,166
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	8.9	8.9	8.2	*	*	8.4	8.1
★ Average number of days to issue approved housing-related enhanced housing benefits once the application has been approved	18.9	18.1	17.0	*	*	16.6	17.6
HASA clients receiving ongoing enhanced housing benefits (%)	79.7%	79.5%	83.0%	*	*	81.5%	82.4%
Individuals and families at imminent risk diverted from becoming homeless (%)	99.2%	99.4%	99.5%	95%	95%	99.4%	99.6%
Total WeCARE cases	25,948	25,312	24,366	*	*	24,198	24,309
Number of WeCARE federal disability awards	959	3,150	4,915	*	*	1,486	2,110
Domestic Violence non-residential services programs active caseload	2,879	2,957	3,209	*	*	3,076	3,514
Number of Domestic Violence emergency beds (capacity)	2,081	2,081	2,144	*	*	2,084	2,144
★ Families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	NA	17.6%	27.2%	*	*	25.0%	43.1%

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report



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

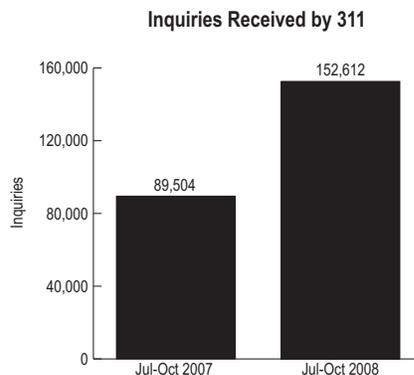
	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
<i>Performance Statistics</i>							
★ HRA human services contracts submitted to the Comptroller on time (%)	NA	94.0%	97.0%	*	*	NA	NA
★ Billed Revenue as a percentage of budgeted revenue (%)	NA	82.25%	99.74%	*	*	8.66%	16.08%
★ Percentage of claims filed within 60 days of the close of the expenditure month (%)	89.0%	90.0%	100.0%	*	*	90.0%	100.0%
HRA Medicaid provider audits approved by the State (July-Sept.)	NA	NA	3	*	*	NA	10
Amount identified for recoupment as a result of HRA Medicaid provider audits (\$000) (July-Sept.)	NA	NA	\$1,786.5	*	*	NA	\$881.5
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$ millions)	NA	\$73.2	\$82.8	*	*	\$25.6	\$28.1

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 152,612 HRA-related inquiries from July through October 2008. 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
<i>Food Stamp Assistance</i>	30,527	20.0%
<i>Public Assistance or Welfare Information</i>	18,804	12.3%
<i>Find an HRA Food Stamp Center</i>	18,184	11.9%
<i>Find a Food Pantry or Soup Kitchen</i>	10,722	7.0%
<i>Medicaid - Existing Applicant or Enrollee</i>	8,132	5.3%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
Expenditures (\$ millions) ²	\$6,935.9	\$7,425.2	\$8,681.9	\$8,498.3	\$8,694.6	\$7,722.2	\$3,217.1	\$3,081.5
Revenues (\$ millions)	\$51.0	\$42.5	\$29.5	\$35.8	\$35.8	\$35.9	\$5.1	\$7.7
Personnel	14,266	14,006	14,202	15,157	15,159	14,717	13,978	14,034
Overtime paid (\$000)	\$25,633	\$28,852	\$31,668	*	*	*	\$11,614	\$10,727
Capital commitments (\$ millions)	\$4.9	\$28.4	\$11.6	*	\$53.0	\$12.7	\$4.3	\$2.1
Human services contract budget (\$ millions)	\$849.1	\$664.6	\$622.7	\$620.6	\$640.9	\$600.8	\$197.1	\$199.3
Work Experience Program (WEP) participants assigned	879	670	736	*	*	*	798	899

¹ January 2009 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.



Noteworthy Changes, Additions or Deletions

- HRA is no longer reporting ‘Public health insurance enrollments and/or applications by City agencies resulting from the HealthStat initiative (000)’ because there has been a shift in emphasis from enrollment to increasing health insurance renewals.





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.**

Scope of Agency Operations

New York City Administration for Children's Services (ACS) is responsible for protecting the city's children from abuse and neglect. ACS investigates child abuse and neglect reports involving approximately 90,000 children annually and, during Fiscal 2008 it provided preventive services to approximately 32,000 children. ACS currently provides foster care for approximately 17,000 children through 36 foster care agencies citywide and helps arrange for the adoption of approximately 1,200 children a year. ACS also funds and supports 257 Head Start centers, 75 preventive agencies, and enrolls approximately 102,000 children in child care programs.

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.

Preliminary Performance Highlights

- The increasing trend in reports of child abuse and neglect continued during the first four months of Fiscal 2009, with the rate of increase reaching five percent. The trend is due in large part to an increase in reports made by education and social service personnel. The percentage of abuse and neglect reports responded to within 24-hours increased slightly from 97.0 percent in the first four months of Fiscal 2008 to 97.2 percent in the first four months of Fiscal 2009.
- The percent of children with substantiated reports followed by a second substantiated report within one year decreased from 14.1 percent in the first four months of Fiscal 2008 to 12.9 percent in Fiscal 2009. This decrease reflects in part ACS' rigorous approach to investigations and service delivery, including ChildStat, ACS' weekly data and case review process.
- The child protective specialist caseload continues to decline, reaching 8.3 during the first four months of Fiscal 2009, compared to 10.1 during the same period last year.
- The average daily number of children receiving preventive services through ACS contracted programs increased by 4.5 percent, from 30,809 in the first four months of Fiscal 2008 to 32,203 in the first four months of Fiscal 2009.
- The percent of children who re-entered foster care within a year of discharge to their family increased from 10.6 percent during the first four months of Fiscal 2008 to 15 percent during the same period in Fiscal 2009.
- The percent of children placed in foster care within their own community districts decreased from 11.4 percent to 10.2, while the percent of children placed in their home boroughs upon admission to foster care increased slightly, to 52.3 percent from 51.7 percent. ACS has focused on placing children in foster homes as soon as they come into care to minimize the trauma of removal.
- The number of children in foster care with relatives increased 3.9 percent from 5,370 to 5,579, and there was a slight increase in the percent of children entering care who are placed with relatives from 23.8 percent



during the first four months of Fiscal 2008 to 23.9 percent during the same period in Fiscal 2009. The number of children placed in congregate care decreased by 11.1 percent between the first four months of Fiscal 2008 and the first four months of Fiscal 2009.

- During the first four months of Fiscal 2009, 738 reports of abuse and/or neglect for children in foster care or child care were received by ACS, which is a 24.2 percent increase from the first four months of Fiscal 2008. ACS continues to collaborate with service providers to improve abuse/neglect reporting and enhance the quality of investigations through ongoing staff training. For reports of abuse/neglect in foster care there was a 30.5 percent increase from 454 to 591 reports, and for child care there was a five percent increase from 140 to 147. Reports were substantiated for 36.8 percent of the foster care reports and 28.8 percent of the child care reports. The increase in both foster care and child care substantiation rates reflect this enhanced approach to investigations.
- During the first four months of Fiscal 2009, 322 adoptions were finalized, a decrease of 26.5 percent from the same period in Fiscal 2008. This coincided with a 20.1 percent decrease in the number of children eligible for adoption during the same periods.
- The average total contracted child care capacity filled was 92.3 percent for the first four months of Fiscal 2009 which is an increase from the average rate of 87.3 percent during the same period of Fiscal 2008. This increase was primarily driven by a 5.5 percentage point increase in the total contracted child care capacity filled for group child care, from 83.7 percent to 89.2 percent.
- While there was a small decrease in the total number of children using vouchers for child care, from 75,129 children to 74,010 children during the first four months of Fiscal 2009, there was a large decrease in the number of children in low-income working/other families using vouchers, from 23,949 children to 22,003 children during the first four months of Fiscal 2009.
- The average Head Start occupancy rate increased 5.6 percentage points from 87.6 percent during the first four months of Fiscal 2008 to 93.2 during the first four months of Fiscal 2009.

Performance Report

✓ Protect children from abuse and neglect.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
★ Number of State Central Register Intakes	61,376	64,196	64,653	*	*	17,712	18,609
★ Number of State Central Register Consolidated Investigations	57,145	59,615	59,317	*	*	16,249	16,925
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)	94.3%	96.0%	97.3%	100%	100%	97.0%	97.2%
Substantiated Investigations (%)	35.6%	39.8%	39.9%	*	*	41.7%	41.56%
Children in completed investigations with repeat investigations within a year (%)	21.4%	22.0%	21.4%	*	*	20.9%	20.1%
★ Children in substantiated investigations with repeat substantiated investigations within a year (%) (Preliminary)	12.6%	14.7%	14.2%	12%	12%	14.1%	12.9%
★ Average child protective specialist caseload	16.6	14.9	11.0	12	12	10.1	8.3

★Critical Indicator ¹Numeric Target "NA" - means Not Available in this report

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



Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
★ Children receiving contract preventive services	27,304	29,498	31,875	*	*	30,809	32,203
★ Number of Families Entering Purchased Preventive Services	10,671	11,547	11,857	*	*	3,773	3,844
★ Children in foster care (average)	16,659	16,854	16,701	*	*	16,740	16,484
- Children in foster kinship homes	4,011	4,738	5,399	*	*	5,370	5,579
- Children in nonrelative foster boarding homes	9,809	9,517	8,944	*	*	8,973	8,775
- Children in congregate care	2,838	2,600	2,358	*	*	2,397	2,131
All children entering foster care (preliminary)	6,402	7,072	7,401	*	*	2,594	2,599
★ New children entering foster care (preliminary)	4,897	5,651	5,843	*	*	2,056	2,064
★ Children who re-enter foster care within a year of discharge to family (%) (Preliminary)	7.8%	11.4%	11.1%	10%	10%	10.6%	15.0%
Children placed in foster care in their borough (%) (Preliminary)	74.1%	65.7%	54.0%	*	*	51.7%	52.3%
★ Children placed in foster care in their community district (%) (Preliminary)	17.8%	13.5%	11.2%	20%	20%	11.4%	10.2%
★ Children entering foster care who are placed with relatives (%) (Preliminary)	25.3%	28.1%	24.3%	*	*	23.8%	23.9%
Siblings placed simultaneously in the same foster home (%) (Preliminary)	90.2%	85.3%	79.7%	*	*	80.3%	80.7%
Separated siblings in foster care receiving biweekly visits from their other siblings (%) (Preliminary)	78.3%	67.0%	76.0%	*	*	79.0%	NA
Parents or caregivers attending Post-Removal 72-Hour Child Safety Conferences (%)	77.8%	78.4%	74.8%	*	*	75.8%	77.5%
Children in foster care who had two or more transfers from one facility to another (%)	45.1%	43.4%	41.4%	*	*	41.8%	41.0%
Abuse and/or neglect reports for children in foster care and child care	1,551	1,688	2,027	*	*	594	738
- for children in foster care	1,256	1,336	1,650	*	*	454	591
- for children in child care	294	352	377	*	*	140	147
Abuse and/or neglect reports for children in foster care and child care that are substantiated (%) (Preliminary)	16.6%	23.2%	29.4%	*	*	28.5%	35.2%
- for children in foster care (%) (Preliminary)	14.9%	19.5%	30.0%	*	*	30.6%	36.8%
- for children in child care (%) (Preliminary)	24.7%	25.4%	26.8%	*	*	21.4%	28.8%
Cost per foster care case \$ - Congregate care by level of need - Level 1	\$144.57	\$191.93	\$201.88	*	*	NA	NA
- Level 2	\$186.29	\$205.62	\$215.82	*	*	NA	NA
- Level 3	\$200.02	\$262.00	\$271.07	*	*	NA	NA
- Foster boarding home	\$54.58	\$57.69	\$63.46	*	*	NA	NA

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
Median length of stay for children entering foster care for the first time who are returned to parent (months)	10.3	11.5	9.3	10	10	NA	NA
Children returned to parent(s) within 12 months (%) (Preliminary)	55.6%	60.0%	66.8%	60%	60%	66.0%	64.7%
Children eligible for adoption (average)	2,805	2,561	2,098	*	*	2,402	1,919
Children adopted	1,831	1,562	1,472	*	*	438	322
Median length of stay in foster care before child is adopted (months)	58.0	54.2	53.8	50	50	NA	NA
Average time to complete adoption (years)	3.5	3.4	3.4	3	3	3.6	3.4
★ Children eligible for adoption who are adopted (%)	65.3%	61.0%	70.2%	*	*	18.2%	16.8%

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report



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

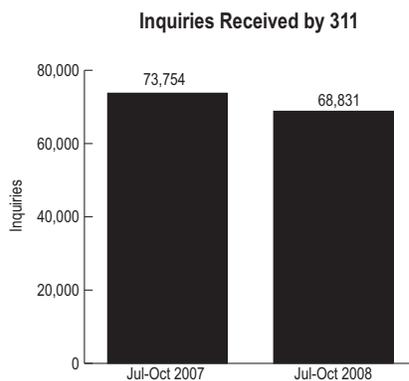
Performance Statistics	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
★ Total Head Start Enrollment	19,530	18,782	18,147	*	*	17,561	17,993
★ Head Start capacity filled (%)	94.7%	93.5%	92.0%	95%	95%	87.6%	93.2%
★ Total Enrollment in Subsidized Child-Care (Low-Income Working/Other Families and TANF)	NA	106,761	102,292	102,000	102,000	103,232	102,906
★ Total Contracted Child care capacity filled (%)	90.2%	87.1%	89.1%	99%	99%	87.3%	92.3%
Contracted Family Child Care capacity filled (%)	97.9%	97.9%	98.4%	99%	99%	96.8%	100.3%
Contracted Group Child Care capacity filled (%)	87.9%	83.5%	85.6%	99%	99%	83.7%	89.2%
Total Number of Children using Vouchers for Child Care (Low-Income Working/ Other Families)	20,175	24,104	23,281	*	*	23,949	22,003
Total Number of Children using Vouchers for Child Care (TANF)	NA	52,181	50,434	*	*	51,181	52,007
Total Number of Children using Vouchers for Child Care (TANF and Low-Income Working /Other Families)	NA	76,285	73,715	*	*	75,129	74,010
Cost per child care slot - Group child care (voucher) (\$)	\$6,956	\$9,675	\$9,874	*	*	NA	NA
- Family child care (voucher) (\$)	\$6,085	\$6,959	\$7,048	*	*	NA	NA
- Group child care (contract) (\$)	\$9,510	\$13,214	\$13,095	*	*	NA	NA
- Family child care (contract) (\$)	\$6,942	\$7,194	\$7,306	*	*	NA	NA
Cost per Head Start slot (\$)	\$8,797	\$10,272	\$10,461	*	*	NA	NA

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 68,831 ACS-related inquiries from July through October 2008. 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 ACS - related inquiries:	Total	% of ACS Inquiries
Subsidized Child Care - Recertification or Change	9,466	13.8%
ACS Eligibility Appointment	6,741	9.8%
Child Care Center - Preschool	4,015	5.8%
Subsidized Child Care - Information and Assistance	3,703	5.4%
Subsidized Child Care Application - Brooklyn	2,961	4.3%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹	FY10 ¹	Actual FY08	Actual FY09
Expenditures (\$ millions) ²	\$2,326.5	\$2,758.7	\$2,854.5	\$2,718.1	\$2,756.6	\$2,601.5	\$1,595.1	\$1,673.7
Revenues (\$ millions)	\$3.9	\$2.4	\$3.8	\$3.4	\$3.4	\$3.4	\$1.5	\$0.6
Personnel	6,682	6,950	7,168	7,208	6,973	6,234	7,008	7,059
Overtime paid (\$000)	\$21,894	\$23,855	\$16,925	*	*	*	\$5,651	\$3,289
Human services contract budget (\$ millions)	\$1,230.6	\$1,601.8	\$1,628.2	\$1,536.0	\$1,565.4	\$1,483.9	\$550.2	\$554.9
Work Experience Program (WEP) participants assigned	71	77	125	*	*	*	59	73

¹ January 2009 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- Four-month Fiscal 2009 data is not available for the indicator 'Separated siblings in foster care receiving biweekly visits from their other siblings (%) (Preliminary)' due to errors associated with the transition to a new data collection and reporting system. Data for this indicator should be available in the Fiscal 2009 Mayor's Management Report.
- ACS has revised its Child Care measures and added seven new child care measures to better describe Head Start and child care capacity and utilization.





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 192 privately-run shelter facilities, consisting of 51 adult facilities and 152 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.

Preliminary Performance Highlights

- DHS’ community-based prevention program, Homebase, provides services to clients in the community so that they can remain in their current housing and do not need shelter. In the first four months of Fiscal 2009, 100 percent of adult families receiving preventive services did not enter the DHS system – an increase of 4.6 percentage points compared to the same period last year. Ninety-seven percent of single adults receiving preventive services did not enter shelter, an increase of 1.8 percentage points; and the proportion of families with children receiving services who did not enter the shelter system increased slightly, to 92.6 percent.
- The re-engineering of performance-based outreach contracts resulted in the placement of 288 chronically homeless individuals into permanent and temporary housing in the first four months of Fiscal 2009. DHS has developed two new housing placement options to meet this need; Safe Havens are a low demand “Housing First” approach that place street homeless clients directly into housing, and stabilization beds offer a safe housing setting for clients waiting for housing applications to be processed. Consistent with this new focus of placing those who have been on the streets for the longest times, the total number of placements of single adults into permanent and temporary housing by outreach teams dropped from 1,113 in the first four months of Fiscal 2008 to 686 for the same period in Fiscal 2009, a 38 percent decrease. While the previous practice had been to maximize placements into shelter, re-engineered contracts emphasize placement of chronically street homeless clients into high retention, high quality housing.
- DHS experienced an across-the-board increase in the number of entrants into the shelter services system compared to the first four months of Fiscal 2008. The number of families with children entering shelter rose by 38 percent, from 3,308 to 4,550; the number of adult families entering the DHS shelter services system rose by 25 percent, from 344 to 460, and the number of Single Adults entering the DHS system rose by 3 percent, from 6,276 to 6,439. The increase in shelter entrants mirrors national trends caused by job loss, foreclosure and other economic conditions. DHS continues to find ways to expand homelessness prevention services in the community and at its intake facilities to help families and individuals avoid shelter. DHS recently added diversion resources at the single adult and



adult family intake centers, offering assistance with benefits and housing advice to individuals who are able to utilize these services without entering shelter.

- In the first four months of Fiscal 2009 the average number of families with children in shelter per day dropped slightly compared to the same period in Fiscal 2008, from 7,711 to 7,662, and the average number of adult families decreased by 14 percent, from 1,393 to 1,202. The average number of single adults in shelter per day also decreased, by 1 percent, from 6,802 to 6,705. This success in helping clients move through shelters is due to systemwide reforms requiring accountability from providers and clients, as well as DHS' successful rental subsidy program, Advantage New York.
- From July through October of Fiscal 2009 the percentage of families who experience more than one facility transfer decreased slightly compared to the same period in Fiscal 2008, from 1.1 percent to 0.6 percent. The percentage of single adults who experience more than one facility transfer increased by 1.5 percentage points, from 14 percent to 15.5 percent. This is due to increased use of Next Step shelters, which offer more intensive case management services to clients who have not successfully completed their independent living plans.
- The average length of stay in shelter decreased across DHS' shelter services systems. The average length of stay for families with children decreased by 7 percent, from 324 days to 300 days, adult families decreased by 23 percent, from 536 to 414 days, and the average length of stay for single adults decreased 2 percent, from 53 to 52 days. This is due to a focus on moving the longest-term shelter residents into permanent housing through long-term stayer initiatives including the use of Next Step shelters.
- DHS is on pace to set a new record of permanent placements this year. The number of families with children placed into permanent housing for the first four months of Fiscal 2009 increased by nearly 20 percent from the same period last year, from 1,906 to 2,287. At the same time, the number of adult families being placed into permanent housing increased by 14.3 percent, from 300 to 343. These increases can be attributed to Advantage New York, DHS' rental subsidy program, and a series of system-wide reforms that increase provider and client accountability. The number of single adults placed into permanent housing increased by 8 percent, from 3,301 in Fiscal 2008 to 3,558 in Fiscal 2009. This improvement is a result of more aggressive targets in the Adult Services Performance Incentive Program, and more supportive housing options available to providers.

Performance Report

✓ Prevent homelessness.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹		
★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	NA	96.3%	96.9%	*	*	95.4%	97.2%
★ Adult Families receiving preventive services who did not enter the shelter system (%)	92.1%	97.7%	95.9%	*	*	95.4%	100.0%
★ Families with children receiving preventive services who did not enter the shelter system (%)	90.8%	90.7%	89.8%	*	*	92.2%	92.6%

★ Critical Indicator ¹ 311 related ¹ Numeric Target "NA" - means Not Available in this report

✓ Conduct outreach to street homeless individuals.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹		
★ 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)	3,843	3,755	3,306	*	*	NA	NA
¹ Single adult placements into permanent and temporary housing by outreach teams	4,606	4,610	2,974	*	*	1,113	686

★ Critical Indicator ¹ 311 related ¹ Numeric Target "NA" - means Not Available in this report



	Actual			Target		4-Month Actual	4-Month Actual
				Updated			
Outreach contacts that result in placement into temporary housing (%)	4.8%	5.4%	2.7%	*	*	3.5%	1.8%
Number of Chronically Homeless Individuals Placed into Permanent and Temporary Housing by Outreach Teams	NA	NA	NA	*	*	NA	288

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

✓ Provide temporary emergency shelter for eligible homeless people.

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	FY09	FY10		
★ 📞 Single adults entering the DHS shelter services system	16,981	17,622	18,303	*	*	6,276	6,439
★ 📞 Adult families entering the DHS shelter services system	1,080	1,071	1,040	*	*	344	460
★ 📞 Families with children entering the DHS shelter services system	9,167	10,733	9,664	*	*	3,308	4,550
★ 📞 Average number of single adults in shelter per day	7,928	7,260	6,850	*	*	6,802	6,705
★ 📞 Average number of adult families in shelters per day	1,260	1,403	1,294	*	*	1,393	1,202
★ 📞 Average number of families with children in shelters per day	6,479	7,392	7,585	*	*	7,711	7,662
Cost per day for shelter facilities - Single adult facilities (\$)	\$62.21	\$63.75	\$72.38	*	*	NA	NA
- Family facilities (\$)	\$90.92	\$94.97	\$99.81	*	*	NA	NA
Single adults suitably placed in the shelter services system within 21 days (%)	92.0%	90.0%	87.9%	90%	90%	86.9%	88.9%
Families suitably placed in the shelter services system within 10 days (%)	98.4%	99.2%	99.9%	95%	95%	99.8%	99.9%
Average school attendance rate for children in the DHS shelter services system (%)	78.9%	79.7%	79.7%	*	*	81.0%	82.5%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	90.5%	82.6%	82.9%	85%	85%	81.7%	80.3%
★ Safety, maintenance, and cleanliness deficiencies noted on independent inspections of adult shelters	41	28	28	*	*	NA	NA
★ Critical incidents in the Adult Shelter system, per 1,000 residents	1.6	1.5	0.5	*	*	NA	NA
★ Critical incidents in the Adult Family Shelter system, per 1,000 residents	1.9	1.0	0.3	*	*	NA	NA
★ Critical incidents in the Families with Children Shelter system, per 1,000 residents	1.8	1.3	0.5	*	*	NA	NA

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

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

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	FY09	FY10		
Single adults who experience more than one facility transfer (%)	12.0%	15.1%	18.2%	15%	15%	14.0%	15.5%
Families who experience more than one facility transfer (%)	2.3%	2.1%	1.7%	5%	5%	1.1%	0.6%
★ Average length of stay for single adults in shelter (days)	101	92	87	*	*	53	52
★ Average length of stay for adult families in shelter (days)	NA	516	505	*	*	536	414
★ Average length of stay for families with children in shelter (days)	NA	292	324	*	*	324	300
★ Single adults placed into permanent housing (Preliminary)	7,673	8,570	9,750	8,000	8,000	3,301	3,558
★ Adult families placed into permanent housing (Preliminary)	449	528	1,153	*	*	300	343
★ Families with children placed into permanent housing (Preliminary)	6,193	5,658	6,331	*	*	1,905	2,287
★ Single adults placed into permanent housing who return to the DHS shelter services system within one year (%)	13.5%	13.6%	12.8%	*	*	14.9%	17.6%
★ Adult families placed into permanent housing who return to the DHS shelter services system within one year (%)	0.9%	2.9%	5.3%	*	*	4.0%	4.6%
★ Families with children placed into permanent housing who return to the DHS shelter services system within one year (%)	1.4%	3.1%	4.2%	*	*	5.2%	3.5%

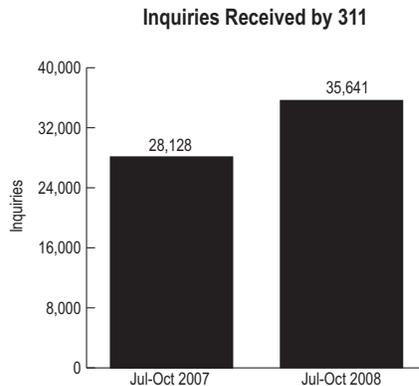
★ Critical Indicator 📞 311 related Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 35,641 DHS-related inquiries from July through October 2008. 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 DHS - related inquiries:	Total	% of DHS Inquiries
<i>Homeless Shelter Intake for Families with Children</i>	9,250	26.0%
<i>Homeless Shelter Intake for Single Adults</i>	8,655	24.3%
<i>Homeless Person Assistance</i>	3,882	10.9%
<i>HomeBase Program to Prevent Homelessness</i>	2,602	7.3%
<i>Homeless Shelter Complaint - Shelter Client</i>	2,019	5.7%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
<i>Expenditures (\$ millions)</i> ²	\$725.4	\$732.6	\$785.5	\$756.7	\$844.1	\$648.0	\$451.2	\$519.1
<i>Personnel</i>	2,230	2,078	2,084	2,224	2,265	1,992	2,026	2,105
<i>Overtime paid (\$000)</i>	\$6,618	\$8,146	\$9,067	*	*	*	\$3,415	\$3,342
<i>Capital commitments (\$ millions)</i>	\$14.3	\$21.8	\$69.2	*	\$62.3	\$25.5	\$8.1	\$11.5
<i>Human services contract budget (\$ millions)</i>	\$505.7	\$534.2	\$576.5	\$555.3	\$642.1	\$454.6	\$211.0	\$201.0

¹January 2009 Financial Plan

“NA” - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- DHS has added one indicator to the “Conduct outreach to street homeless individuals” Key Public Service Area. The ‘number of chronically homeless individuals placed into permanent and temporary housing by outreach teams’ better reflects DHS’ focus on higher quality placements for the most chronic and vulnerable street homeless clients rather than a snapshot of the total number of placements.
- DHS is removing families who entered shelter through Housing Preservation and Development (HPD) facilities from its average daily census statistics. HPD facilities are not operated under the auspices of DHS, and families in them are beyond the scope of DHS’s intake process. In prior years, DHS utilized HPD capacity to shelter DHS families; this is no longer the case. DHS has accounted for families that entered shelter through DHS, but were sheltered in HPD facilities, in the DHS census.
- DHS has changed its ‘Single Adults placed into permanent housing’ indicator to exclude clients who return to the DHS shelter services system within 30 days of placement. This new requirement for recording a permanent placement is in keeping with DHS’ efforts to increase the quality of its services and placements.



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 more than 900 contracts which include discretionary funds with community-based organizations, including the administration of 329 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.

Preliminary Performance Highlights

- Senior centers utilized at a minimum of 90 percent of capacity increased from 60 percent in Fiscal 2008 to 66 percent in Fiscal 2009 for the same reporting period. DFTA is reviewing the operation of senior centers as part of a broader effort to modernize services for older adults in New York City.
- The hours of home care provided was reduced by 20 percent in comparison to the same reporting period last year. In Fiscal 2008 DFTA reimbursed providers for additional hours resulting in utilization that exceeded the contracted amount. Hours of home care provided is on track to meet the Fiscal 2009 target. The contracted per hour cost of home care services remains stable.
- During the first four months of Fiscal 2009, the number of home delivered meals served declined nearly three percent compared to the same period last year. However, based on four-month performance in this area, the Department expects to meet its Fiscal 2009 goal for home delivered meals served.
- The number of seniors trained for unsubsidized employment - placement in the private sector with no public subsidies - and the number of trainees placed in unsubsidized employment declined by 17 percent. This decrease represents 13 fewer people placed in comparison to the same period in Fiscal 2008. The Department will explore more sources for job placements.
- The average processing time for the Senior Citizen Rent Increase Exemption program improved slightly from 46 days in Fiscal 2008 to 44 days in Fiscal 2009 for the same reporting period.
- The number of caregivers who received casework services or training directly from DFTA was modified in the Fiscal 2008 MMR to include caregiver services provided to persons caring for a senior and grandparents caring for their grandchildren. The number of caregivers who received supportive services through DFTA's contracted providers increased by 22 percent in Fiscal 2009 for the same reporting period. The number of caregivers seeking assistance has been increasing over time as the community becomes more aware of the availability of these services.



Performance Report

✓ Promote independence and opportunities for older New Yorkers.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹		
★ Total registered users of Senior Centers (annual)	NA	NA	NA	*	*	NA	NA
★ Senior centers operating at a minimum of 90 percent capacity (%)	58%	56%	55%	*	*	60%	66%
★ Senior Center Lunches Served	7,127,512	7,009,500	7,025,805	7,542,210	*	2,449,800	2,499,773
★ Home Delivered Meals Served	3,700,850	3,740,621	4,210,538	4,195,388	*	1,434,983	1,394,171
★ Total recipients of home care services (annual)	NA	NA	NA	*	*	NA	NA
★ Hours of home care services provided	1,577,424	1,590,952	1,746,742	1,691,000	1,691,000	614,403	493,911
★ Contracted cost per hour of home care (\$)	\$15.60	\$15.55	\$16.35	*	*	\$15.84	\$15.36
★ Seniors trained for unsubsidized employment	302	268	305	*	*	104	98
★ Trainees placed in unsubsidized employment	189	188	185	*	*	76	63

★ Critical Indicator ¹Numeric Target "NA" - means Not Available in this report

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

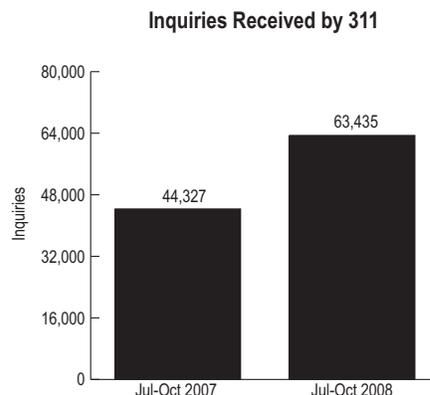
Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹		
★ Average processing time for SCRIE applications (days)	NA	NA	44	*	*	46	44
★ Caregivers who received casework services or training through DFTA's in-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center	4,543	3,690	6,278	*	*	1,698	2,608
★ Caregivers who received supportive services through DFTA's contracted providers	7,027	7,553	7,495	*	*	3,065	3,749

★ Critical Indicator ¹Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 63,435 DFTA-related inquiries from July through October 2008. 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 DFTA - related inquiries:	Total	% of DFTA Inquiries
SCRIE Status	6,227	9.8%
SCRIE Application and Guide for Seniors Not Enrolled	4,795	7.6%
Cooling Assistance Program - Seniors	3,272	5.2%
Housing Options for Frail or Disabled Seniors	3,255	5.1%
SCRIE Assistance - Landlord or Senior Participant	3,191	5.0%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR	FY09'	FY10'	Actual	Actual
	FY09	FY08	FY07	FY06	FY05	FY04	FY03	FY02
Expenditures (\$ millions) ²	\$268.2	\$271.9	\$290.5	\$271.5	\$285.3	\$245.1	\$223.3	\$207.3
Revenues (\$ millions)	\$0.7	\$0.4	\$1.5	\$1.0	\$1.2	\$1.0	\$0.8	\$0.8
Personnel ⁴	852	835	870	804	812	824	798	835
Overtime paid (\$000)	\$10	\$13	\$16	*	*	*	\$1	\$7
Capital commitments (\$ millions)	\$2.9	\$4.9	\$4.4	*	\$34.8	\$4.4	\$1.3	\$0.0
Human services contract budget (\$ millions)	\$208.1	\$214.0	\$229.1	\$213.2	\$224.5	\$184.4	\$86.7	\$86.4
Work Experience Program (WEP) participants assigned	611	562	598	*	*	*	519	471

¹ January 2009 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- DFTA has introduced Fiscal 2009 annual targets for two nutrition indicators: 'Senior Center Lunches Served' and 'Home Delivered Meals Served.'
- Lilliam Barrios-Paoli succeeded Edwin Méndez-Santiago as DFTA commissioner after the close of the reporting period.





DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Jeanne B. Mullgrav, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Youth and Community Development (DYCD) supports youth and adults through 2,395 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 404 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 program, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. DYCD is also responsible for the City's runaway and homeless youth programs.

Critical Objectives

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

Preliminary Performance Highlights

- Total enrollment in Out-of-School Time (OST) programs was 62,198 at the close of October 2008, an 8 percent increase from one year earlier. Enrollment is expected to increase further during this fiscal year; however, due to a budget reduction resulting in fewer contracts and slots, the total number of OST participants at the close of Fiscal 2009 and Fiscal 2010 is expected to be lower than for Fiscal 2008.
- Calls to Youth Connect (formerly Youthline) increased by 33 percent from the first four months of Fiscal 2008. In October 2008, the agency added an email component to the telephone hotline; the agency is raising awareness of its programs through monthly email "blasts". Hundreds of young people began submitting inquiries via email in addition to telephone.
- The number of runaway and homeless youth residing in Transitional Independent Living centers (TILs) increased by 23 percent to 156 in the first four months of Fiscal 2009, whereas the TIL bed utilization rate decreased by 8 percentage points to 77 percent from the four-month Fiscal 2008 level. Near the start of Fiscal 2009, 18 TIL beds were newly certified, leading to the simultaneous increase in number of youth served and decrease in utilization rates during the start-up phase. During the first four months of Fiscal 2009, 91 percent of youth that left TILs were placed into a suitable environment, a 16 percentage point increase over four-month Fiscal 2008.
- The Out-of-School Youth (OSY) workforce development initiative exceeded Fiscal 2008 four-month performance in placements and in attainment of certificates or degrees, and performance continues to far outpace statewide targets established by the New York State Department of Labor.
- The number of Adult Basic Education and English as a Second Language participants enrolled in the first four months of Fiscal 2009 more than tripled to 6,873, due to a January 2008 expansion that increased the number of programs from 25 to 40.



Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
<i>Out-of-School Time (OST) Enrollment</i>	58,586	78,364	87,256	73,400	63,000	57,344	62,198
★ <i>OST Program Participation Rate - elementary (school year) (%)</i>	NA	81%	78%	80%	80%	NA	62%
★ <i>OST programs meeting target enrollment (school year) (%)</i>	NA	90%	86%	85%	85%	NA	74%
★ <i>OST programs meeting target enrollment (summer) (%)</i>	NA	86%	95%	85%	85%	NA	94%
<i>OST programs meeting target enrollment - elementary (%)</i>	85%	99%	89%	90%	90%	91%	88%
<i>OST programs meeting target enrollment - middle school (%)</i>	71%	94%	89%	85%	85%	61%	69%
<i>OST programs meeting target enrollment - high school (%)</i>	50%	75%	77%	80%	80%	38%	42%
☎ <i>Calls to Youth Connect</i>	37,783	42,335	47,688	35,000	35,000	10,872	14,437
<i>Beacon programs' enrollment as percentage of the minimum annual target (%)</i>	120%	125%	103%	100%	100%	62%	59%
☎ <i>Runaway and Homeless Youth served - Crisis beds</i>	1,470	2,421	1,824	1,860	1,860	651	748
☎ <i>Runaway and Homeless Youth served - Transitional Independent Living beds</i>	299	218	244	250	250	127	156
★ ☎ <i>Utilization rate for Crisis beds (%)</i>	100%	100%	100%	90%	90%	100%	100%
★ ☎ <i>Utilization rate for Transitional Independent Living beds (%)</i>	NA	83%	86%	85%	85%	85%	77%
★ ☎ <i>Youth reunited with family or placed in a suitable environment from Crisis Shelters (%)</i>	NA	65%	75%	60%	60%	77%	82%
★ ☎ <i>Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)</i>	NA	91%	89%	85%	85%	75%	91%

★ Critical Indicator ☎ 311 related ¹Numeric Target "NA" - means Not Available in this report

✓ Prepare youth for economic independence.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
☎ <i>Summer Youth Employment Program (SYEP) participants</i>	41,608	41,650	41,804	40,000	31,000	41,804	43,113
★ <i>Out-of-School Youth placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)</i>	NA	NA	72%	52%	*	78%	85%
★ <i>In-School Youth placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)</i>	NA	NA	72%	52%	*	35%	36%
<i>Out-of-School Youth attaining a degree or certificate by the end of the 3rd quarter after exiting the program (%)</i>	NA	NA	55%	40%	*	57%	78%
<i>In-School Youth attaining a degree or certificate by the end of the 3rd quarter after exiting the program (%)</i>	NA	NA	71%	40%	*	NA	NA

★ Critical Indicator ☎ 311 related ¹Numeric Target "NA" - means Not Available in this report

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



Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09	FY10	FY08	FY09
★ Community Development program participants achieving target outcomes designated for clients in each program area (%)	51%	63%	65%	55%	45%	41%	45%
Number of participants served in Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) literacy programs	11,939	5,507	6,269	9,500	9,500	2,230	6,873
★ Adult Basic Education and ESOL participants meeting federal standards of improvement in demonstrating an increased ability to read, write and speak English (%)	47%	54%	46%	45%	45%	NA	NA
Participants achieving positive outcomes in immigration initiatives (%)	41%	43%	45%	45%	41%	NA	37%
Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)	3,987	6,056	667	450	450	431	230

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

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

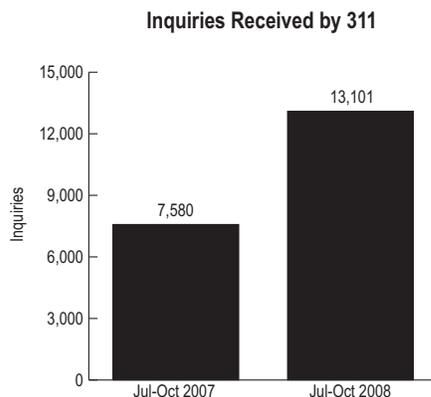
Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09	FY10	FY08	FY09
★ Agency Assessments Completed as a percent of total agency contracts	NA	87%	90%	90%	90%	NA	41%
Fiscal Audits	139	174	545	350	350	NA	0
★ Contracts Terminated	NA	NA	36	*	*	NA	13

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 13,101 DYCD-related inquiries from July through October 2008. 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 DYCD - related inquiries:	Total	% of DYCD Inquiries
Literacy and GED Instruction for Adults	2,780	21.2%
Shelter for Runaway or Homeless Youth	1,650	12.6%
Youth Employment and Job Training	1,003	7.7%
Youth Services and Counseling - Youth Connect	978	7.5%
Literacy and GED Instruction for Non-English Speakers	927	7.1%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹	FY10 ¹	Actual FY08	Actual FY09
<i>Expenditures (\$ millions)²</i>	\$303.0	\$310.6	\$384.1	\$379.4	\$384.1	\$293.2	\$223.6	\$270.3
<i>Personnel</i>	423	429	452	425	409	407	404	400
<i>Overtime paid (\$000)</i>	\$295	\$370	\$360	*	*	*	\$140	\$85
<i>Human services contract budget (\$ millions)</i>	\$222.1	\$230.8	\$288.1	\$285.1	\$280.9	\$214.6	\$73.0	\$99.3

¹January 2009 Financial Plan

"NA" - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The targets for 'Out-of-School Time (OST) Enrollment' for Fiscal 2009 and Fiscal 2010 have been lowered from 80,800 to 73,400 for Fiscal 2009 and 63,000 for Fiscal 2010 due to a budget reduction that requires a decrease in the number of OST contracts and slots.
- The target for 'Summer Youth Employment Program (SYEP) participants' for Fiscal 2010 has been lowered from 40,000 to 31,000 due to a budget reduction that requires a decrease in the number of slots.
- Fiscal 2010 targets for Out-of-School Youth and In-School Youth programs have not yet been set by the New York State Department of Labor and so are not available for this report.
- The target for 'Community Development participants achieving positive outcomes...' has been temporarily decreased in Fiscal 2010 from 55 percent to 45 percent to account for the start-up phase of the new contract cycle beginning in Fiscal 2010.
- A new indicator, 'Participants achieving positive outcomes in immigration initiatives (%)', has been added to provide a view of participants' success within the immigration initiatives.
- The target for 'Fiscal Audits' has been decreased from 430 to 350 for Fiscal 2009 and Fiscal 2010 to reflect reduced funds available for audit services and the delayed contract start for audit services in Fiscal 2009.

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.

Preliminary Performance Highlights

- DEP responded more quickly to sewer backup complaints, largely due to a 44 percent decrease in the number of complaints received. Leak complaints were not significantly lower compared to the same period last year, but resolution time was faster by 3.5 days.
- On average, the time to repair or replace high-priority hydrants rose by 5.4 days due to a few repairs that took exceptionally long to complete, raising the overall average for the four-month period.
- DEP met its performance goal of resolving catch basin complaints in an average of 9 days but, despite a decline in the number of complaints, resolution time rose by more than a third to 8.8 days. During the reporting period the Department placed emphasis on programmatic or routine cleaning of catch basins, which forms part of its preventive maintenance program. While this temporarily diverted resources away from reported complaints, it helps to minimize future complaints, particularly in those areas affected by street flooding. Performance was also affected by a decrease in the proportion of complaints that could be resolved by inspection, 22 percent compared to 42 percent last year; complaints resolved by inspection are closed more quickly than those that require actual catch basin cleaning and/or additional work. In total, the Department cleaned 15,483 basins, 12 percent more than in the comparable Fiscal 2008 period. In addition, the Department accelerated inspections of catch basins, more than doubling the percent surveyed.
- DEP received half as many street cave-in complaints compared to the same period last year when complaint volume was exceptionally high. However, response time rose by more than a third to 10.2 days. Cave-in complaints are handled by the same team of inspectors who conduct the catch basin surveys and inspections.
- Legislation enacted in December 2007 authorizing the sale of stand-alone liens on multi-family residential properties that are seriously delinquent in the payment of their water and sewer bills, in conjunction with other



enforcement programs and a one-time Payment Incentive Plan, resulted in improved revenue collection rates and reduced outstanding accounts receivable balances.

- Complaints for air and noise conditions decreased but were within ranges more commonly seen in previous four-month periods. Changes in the way the Department tracked correspondence related to complaints as well as a program to reduce the backlog of complaints resulted in a 2.7 day increase in the average time to close noise complaints. The Department has since completed its backlog reduction program and modified its procedures for tracking complaint-related correspondence and expects performance to improve.

Performance Report

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

	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
<i>Performance Statistics</i>	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
<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>	0.6%	0.1%	0.2%	*	*	0.5%	0.3%
★ <i>Number of drinking water analyses above maximum contaminant level</i>	NA	680	425	*	*	181	93
<i>Completed applications for work to comply with Watershed Rules and Regulations</i>	995	822	866	*	*	387	288
<i>Notices of Violation and Notices of Warning issued in the watershed</i>	146	137	165	*	*	77	110
<i>Patrol hours for Environmental Police and watershed protection staff (000)</i>	288.9	307.8	298.9	*	*	98.9	97.2
★ <i>Percent of reservoir capacity filled (end of month)</i>	102.8%	92.4%	89.8%	*	*	72.6%	75.2%
<i>Average daily in-City water consumption (millions of gallons)</i>	1,086	1,097	1,115	*	*	1,171	1,115

★ Critical Indicator 📞 311 related ¹ Numeric Target "NA" - means Not Available in this report

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

	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
<i>Performance Statistics</i>	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
<i>Wastewater treatment plant effluent meeting federal standards (%)</i>	99.9%	99.9%	99.9%	100%	100%	99.9%	100.0%
★ <i>Sewage treatment plants - number of critical equipment days below minimum</i>	NA	1,588	1,338	*	*	475	344
<i>Harbor survey stations in compliance with State standard for dissolved oxygen (%)</i>	86%	90%	90%	89%	89%	72%	69%

★ Critical Indicator 📞 311 related ¹ Numeric Target "NA" - means Not Available in this report

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

	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
<i>Performance Statistics</i>	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ 📞 <i>Sewer backup complaints received</i>	24,564	23,927	21,797	*	*	9,460	5,334
★ <i>Leak complaints received</i>	4,247	5,003	4,275	*	*	1,260	1,120
★ <i>Catch basin complaints received</i>	15,341	14,919	18,305	*	*	9,185	5,246
★ 📞 <i>Sewer backup resolution time (hours)</i>	5.9	6.3	6.7	7	7	9.1	4.8
★ <i>Percent of sewer backups recurring locally within 2 years</i>	NA	NA	48.3%	*	*	47.0%	49.8%
★ <i>Leak resolution time (days)</i>	12.2	12.9	13.4	17	17	15.3	11.8

★ Critical Indicator 📞 311 related ¹ Numeric Target "NA" - means Not Available in this report



Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Water main breaks	450	581	429	575	575	103	114
★ Average time to restore water to customers after confirming breaks (hours)	NA	NA	12.1	*	*	9.0	10.0
Water main surveyed for leak detection (% linear feet)	59.9%	56.6%	56.6%	56%	56%	18.9%	16.6%
Repairs to distribution system	20,442	21,146	20,166	19,000	19,000	6,961	6,311
☎ Broken and inoperative hydrants (%)	0.56%	0.50%	0.39%	1%	1%	0.41%	0.44%
★ Average backlog of broken and inoperative hydrants	609	504	421	*	*	444	506
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	NA	NA	14.9	*	*	12.2	17.6
Catch basins surveyed/inspected (%)	31.5%	30.7%	36.5%	33.3%	33.3%	4.6%	10.3%
★ Catch basin backup resolution time (days)	6.2	6.4	6.5	9	9	6.3	8.8
★ Percent of catch basin backups recurring locally within 2 years	NA	NA	31.4%	*	*	30.8%	29.0%
★ Street cave-in complaints received	13,111	12,079	19,272	*	*	8,777	4,357
Street cave-in complaints resolved	12,257	10,734	15,872	*	*	7,133	4,087
★ Average time to respond to street cave-in complaints and make safe (days)	5.8	6.7	8.7	*	*	7.4	10.2

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
Estimated bills (%)	19.0%	17.6%	16.3%	15%	15%	16.5%	16.5%
Total revenue collected (\$ millions)	\$1,875.0	\$1,926.0	\$2,173.4	\$2,457.7	\$2,778.6	\$957.2	\$1,082.0
★ Total revenue as percent of plan	97.4%	96.3%	97.7%	*	*	93.8%	98.6%
★ Percent of billed amount collected in 30 days	NA	NA	54.8%	*	*	51.5%	51.5%
Accounts receivable							
- total balance (\$ millions)	\$1,027	\$1,107	\$1,046	*	*	\$636	\$518
- delinquent for more than 180 days (\$ millions)	\$412	\$401	\$323	*	*	\$412	\$311
- delinquent for more than 1 year (\$ millions)	\$319	\$304	\$233	*	*	\$308	\$229
Meters repaired/replaced	23,423	31,490	29,240	30,000	30,000	9,067	8,972

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Asbestos complaints received	1,836	2,182	2,350	*	*	962	582
★ Air complaints received	15,094	14,138	12,625	*	*	5,398	4,559
★ ☎ Noise complaints received	41,944	42,000	49,221	*	*	19,998	15,275
Asbestos complaints responded to within three hours (%)	97%	95%	99%	90%	90%	96%	99%
★ Average days to close asbestos complaints	0.30	0.36	0.29	*	*	0.31	0.26
Air complaints responded to within seven days (%)	78%	86%	82%	85%	85%	80%	70%
★ Average days to close air quality complaints	11.8	10.1	13.8	*	*	11.7	12.6

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report



Performance Statistics	A c t u a l			T a r g e t			4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated				
				FY09 ¹	FY10 ¹			
Noise complaints not requiring access to premises responded to within seven days (%)	82%	87%	85%	85%	85%	81%	83%	
★ Average days to close noise complaints	14.9	15.0	18.7	*	*	13.7	16.4	
DEP - issued violations	5,943	6,822	8,577	*	*	2,785	2,588	
- Asbestos violations	988	816	500	*	*	211	228	
- Air violations	2,952	3,769	4,657	*	*	1,630	1,328	
- Noise violations	2,003	2,237	3,420	*	*	944	1,032	
- Case resolution rate at the Environmental Control Board (%)	75.5%	63.4%	60.2%	*	*	66.2%	64.0%	
Emergencies responded to within one hour (%)	100%	100%	100%	100%	100%	100%	100%	

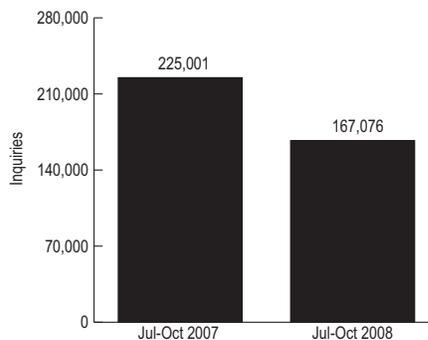
★ Critical Indicator 311 related ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 167,076 DEP-related inquiries from July through October 2008. 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)	27,093	16.2%
Service Request Status	16,144	9.7%
Fire Hydrant - Running Full	10,184	6.1%
Sewer Backup Complaint	8,477	5.1%
Fire Hydrant - Running or Leaking	7,451	4.5%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
Expenditures (\$ millions) ²	\$804.4	\$868.8	\$919.1	\$1,029.9	\$1,045.5	\$941.4	\$375.7	\$431.6
Revenues (\$ millions)	\$92.0	\$89.4	\$102.9	\$90.1	\$57.5	\$21.6	\$34.2	\$44.5
Personnel	6,042	6,247	6,304	6,526	6,359	6,210	6,188	6,207
Overtime paid (\$000)	\$28,938	\$38,987	\$38,718	*	*	*	\$13,449	\$11,455
Capital commitments (\$ millions)	\$1,741.3	\$3,689.8	\$3,050.8	*	\$3,261.9	\$1,716.8	\$169.8	\$949.5

¹ January 2009 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.



Noteworthy Changes, Additions or Deletions

- During the reporting period Emily Lloyd served as commissioner of DEP.
- Four-month Fiscal 2008 data for 'Asbestos complaints received' was revised from 1,022 to 962.





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.

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.

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.

Preliminary Performance Highlights

- Traffic fatalities decreased to 102 compared to 112 for the same period last year.
- On average, repair times for priority regulatory signs were faster by a half day due to improved tracking. As a result of local legislation which took effect in January 2008, DOT is required to repair or replace damaged or missing priority regulatory signs within specific timeframes - three days for Stop, Yield and Do Not Enter signs, and seven days for One Way signs. The average time to fix traffic signals also improved, decreasing by 17 days.
- When combining performance by DOT and Con Ed, the average time to repair street lights was reduced by two days.
- During the reporting period DOT issued approximately 99,400 construction permits for a variety of street and sidewalk work, an increase of 21 percent. Inspections of permitted street work rose by 28 percent, and the percent of street work rated satisfactory increased slightly to 79 percent. The Department completed an additional 79,525 inspections of street work after construction was finished to determine if the street had been properly restored; 85 percent of these inspections resulted in a passing score.
- The number of private ferry routes remained essentially unchanged but ridership fell by 5.4 percent, attributed to the downturn in the economy. Staten Island ferry ridership grew by 2.4 percent.
- As of October 2008, the Department had completed installation of more than half of the new bus shelters.



Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
★ <i>Citywide traffic fatalities</i>	307	310	300	*	*	112	102
- <i>Motorists/passengers</i>	127	136	123	*	*	46	41
- <i>Bicyclists/pedestrians</i>	180	174	177	*	*	66	61
★ <i>Overall traffic accidents</i>	NA	NA	182,182	*	*	NA	NA
★ 📞 <i>Average time to fix traffic signals (hours)</i>	NA	56.3	16.9	*	*	28.3	11.3
★ <i>Average time to repair priority regulatory signs after notification (days)</i>	2.5	2.9	1.7	*	*	2.1	1.6
★ 📞 <i>Average time to repair street lights - by DOT (days)</i>	9.0	2.4	2.0	*	*	2.1	2.0
📞 <i>Average time to repair street lights - by ConEd (days)</i>	39.4	16.8	12.5	*	*	12.9	11.0
<i>Speed humps installed near schools</i>	72	101	65	*	*	7	46
<i>Tort cases commenced</i>	2,417	1,894	2,146	*	*	721	701
<i>Tort dispositions</i>	3,081	3,025	2,837	*	*	838	738
<i>Tort payout (\$000)</i>	\$95,698.6	\$100,226.4	\$95,314.1	*	*	\$27,155.6	\$63,662.7

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

✓ Improve traffic mobility and reduce congestion throughout the City.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
★ <i>Average vehicular travel times (multiple travel segments)</i>	NA	NA	NA	*	*	NA	NA
★ <i>Average vehicular travel speeds (multiple travel segments)</i>	NA	NA	NA	*	*	NA	NA
<i>Traffic-monitoring cameras</i>	183	183	183	*	*	183	183
★ 📞 <i>On-street parking meters that are operable (%)</i>	90.9%	90.9%	90.0%	90%	90%	91.1%	90.0%
<i>Percent of metered spaces that have muni-meters (multi-space meters)</i>	21.2%	25.5%	29.9%	*	*	26.9%	32.3%

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report



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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹		
★ Bridges rated							
- Good or Very Good (%)	41.5%	41.7%	41.4%	*	*	NA	NA
★ - Fair (%)	58.0%	57.9%	58.2%	*	*	NA	NA
★ - Poor (%)	0.5%	0.4%	0.4%	*	*	NA	NA
Bridge projects (structural work) substantially completed on schedule							
- East River (%)	NA	100%	100%	100%	100%	NA	NA
- Non-East River (%)	81%	89%	100%	100%	100%	NA	NA

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹		
★ Street pavement ratings: percent of lane miles assessed in the 12 months ending June 30th	NA	NA	88.2%	*	*	NA	NA
★ Streets maintained with a pavement rating of							
- Good (%)	69.9%	70.3%	66.4%	*	*	NA	NA
- Fair (%)	30.0%	29.6%	33.4%	*	*	NA	NA
- Poor (%)	0.1%	0.1%	0.2%	*	*	NA	NA
Arterial highway system that is adopted (%)	68.8%	63.0%	65.3%	75%	75%	66.1%	63.3%
Audited adopted highway miles that receive cleanliness rating of good (%)	94.9%	94.8%	96.8%	*	*	95.5%	99.5%
★ Percent of all NYC highways that receive a cleanliness rating of good	NA	87.7%	90.3%	*	*	NA	NA
Pothole work orders	45,228	47,934	48,433	*	*	12,602	12,215
★ 📞 Average time to close a pothole work order where repair was done (days)	NA	2.1	2.7	*	*	2.6	2.8
📞 Potholes repaired	179,728	205,227	210,032	*	*	42,941	36,609
Construction permits issued	214,016	227,435	253,893	*	*	81,857	99,359
Inspections of permitted street work	340,578	437,101	532,661	425,000	425,000	180,446	231,184
★ Inspected street work rated satisfactory (%)	76%	76%	77%	75%	75%	77%	79%
Summonses issued	22,659	26,106	33,403	*	*	10,862	10,392
★ Post-audit inspections for completed street work	NA	NA	220,272	*	*	78,387	79,525
★ Post-audit inspections for completed street work that passed inspection (%)	NA	NA	86.0%	*	*	79.4%	85.0%
★ Percent of planned NYC street corners with disabled access completed	NA	71%	72%	*	*	NA	NA
★ Percent of existing newsstands converted to new model	NA	NA	30%	*	*	11%	44%
Average cost per lane mile resurfaced citywide (\$)	\$92,786	\$118,594	\$137,113	*	*	NA	NA
Average cost per ton of asphalt placed citywide (\$)	\$99.56	\$118.67	\$141.40	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$42.06	\$44.01	\$47.75	*	*	NA	NA
Average vendor cost of asphalt per ton (\$)	\$49.53	\$56.69	\$61.37	*	*	NA	NA

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report



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

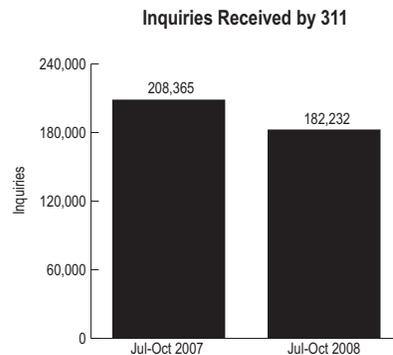
Performance Statistics	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
<i>Private ferry service - Change in number of passengers (%)</i>	-1.3%	-4.4%	0.1%	*	*	6.8%	-5.4%
<i>- Change in number of routes (%)</i>	-6.1%	-16.0%	-8.8%	*	*	-4.8%	0.1%
★ <i>Staten Island Ferry</i>							
<i>- Trips that are on-time (%)</i>	89.5%	91.7%	91.0%	85%	85%	90.6%	89.5%
<i>- Ridership</i>	NA	18,952,803	19,756,963	*	*	7,153,335	7,325,000
<i>- Average cost per passenger (\$)</i>	NA	\$4.62	\$5.69	*	*	NA	NA
<i>Bicycle lane miles installed</i>	3.5	41.8	70.6	90	90	NA	NA
★ <i>Bicycle network connectivity index</i>	156	255	507	*	*	NA	NA
<i>Bicycle racks installed</i>	523	320	1,377	300	300	NA	NA
★ <i>Percent of existing bus shelters converted to new model</i>	NA	NA	45.5%	*	*	29.8%	50.7%
★ <i>Pedestrian volume index</i>	NA	NA	105.5	*	*	NA	NA

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 182,232 DOT-related inquiries from July through October 2008. 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 DOT - related inquiries:	Total	% of DOT Inquiries
<i>Streetlight Defect</i>	29,316	16.1%
<i>Alternate Side Parking Information</i>	27,694	15.2%
<i>Traffic or Pedestrian Signal Defect</i>	19,736	10.8%
<i>Muni-Meter Defective or Damaged</i>	12,392	6.8%
<i>Pothole on Street</i>	5,572	3.1%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹	FY10 ¹	Actual FY08	Actual FY09
Expenditures (\$ millions) ²	\$623.2	\$618.4	\$697.8	\$705.8	\$814.5	\$702.9	\$289.2	\$365.7
Revenues (\$ millions)	\$204.4	\$220.0	\$230.3	\$229.9	\$242.0	\$259.9	\$63.7	\$65.2
Personnel	4,571	4,721	4,899	4,442	5,135	4,495	4,686	4,834
Overtime paid (\$000)	\$41,294	\$47,905	\$48,899	*	*	*	\$15,173	\$16,563
Capital commitments (\$ millions)	\$587.9	\$755.5	\$835.4	*	\$1,486.3	\$1,111.8	\$724.4	\$120.0
Work Experience Program (WEP) participants assigned	33	61	105	*	*	*	96	80

¹ January 2009 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The Department had expected to report data for the critical measures on vehicular travel times and speeds in the Fiscal 2009 Preliminary Mayor's Management Report. However, due to technical and data collection issues, reporting has been delayed.
- Fiscal 2006 and Fiscal 2008 data for 'Private ferry service - Change in number of routes (%)' was revised; previously reported data was incorrect due to a systems error. Private ferry ridership data was revised for Fiscal 2006, Fiscal 2007, and the four-month Fiscal 2008 period.
- The Department provided four-month Fiscal 2008 data for Staten Island ferry ridership, previously reported as 'NA,' and updated four-month data for 'On-street parking meters that are operable (%)' and for the three indicators regarding tort activity.
- Fiscal 2006 and Fiscal 2007 data for 'Bicycle network connectivity 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 21 types of licenses and registrations. It facilitates compliant construction by continually streamlining the permit application process and delivers services with integrity and professionalism.

Critical Objectives

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

Preliminary Performance Highlights

- Construction inspections completed rose by 11 percent due to added staff and the full-time field deployment of inspectors who completed training. However, inspector productivity, at 9.7 inspections per day, was below both the target and the comparable prior year period. The decrease is largely attributed to the higher proportion of more time-consuming special inspections, which are part of the Department's proactive enforcement efforts. As a result of the increase in inspections and enforcement initiatives, violation issuance grew by 11 percent and the number of Stop Work Orders rose by more than a third.
- Complaint volume continued to rise in both the emergency (Priority A) and nonemergency (Priority B) categories. In total, the Department responded to approximately 4,900 more complaints compared to the same four months last year. On average, the response time to Priority A complaints was 2.4 hours longer, but was considerably quicker for Priority B complaints, an improvement of 4.2 days.
- The Department received approximately 2,100 complaints regarding property owners' failure to secure and maintain a building, an increase of 37 percent. Inspectors were able to gain access and inspect 97 percent of properties; more than two-thirds of inspected complaints resulted in violations compared to 51 percent in the prior year.
- The Department received nearly 1,100 complaints of unsafe façade conditions and falling debris, an increase of 11 percent. The number of incidents of unsafe façade conditions and falling debris that resulted in injuries grew to 24 from 13.
- There were two fewer construction fatalities, but the number of construction related incidents and injuries increased by 28 and 27, respectively. The most common injuries were related to falling material and worker falls, and were often attributed to workers not following safety guidelines. In February 2009 the Department launched a citywide worker safety campaign promoting proper use of safety harnesses and lifelines.
- During the reporting period DOB continued its safety inspections of mobile cranes, which had begun in March 2008. In total, 110 out of 140 cranes passed inspection; 10 violations and 20 Stop Work Orders were issued.



- The Department issued nearly 31 percent more licenses as a direct result of registration requirements established in Fiscal 2008 for construction superintendents and general contractors. The percent of mail-in license renewals processed within 25 days declined significantly, to 73.3 percent, due to the increased workload.
- After a long period of steady growth, job filings with the Department fell 11.8 percent, with decreases across all categories of construction. This decline mirrors the broader national trend resulting from the downturn in the economy.
- A larger proportion of professionally certified jobs were audited, surpassing both the 20 percent target and last year's performance. DOB auditors issued revocation notices for 41.4 percent of the audited jobs, an increase of more than 12 points. By year-end the Department expects to establish standards for participation in the professional certification program.

Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹		
<i>Construction inspections completed</i>	209,066	229,191	229,157	*	*	78,055	86,715
- <i>Complaints (%)</i>	37.6%	35.8%	36.3%	*	*	35.4%	36.6%
- <i>Certificate of Occupancy (%)</i>	11.5%	10.0%	9.1%	*	*	9.5%	7.4%
- <i>Construction Monitoring (%)</i>	24.5%	20.9%	17.6%	*	*	18.7%	17.1%
- <i>Other (%)</i>	26.4%	33.3%	37.0%	*	*	35.5%	38.9%
★ <i>Average construction inspections per inspector day</i>	11.8	11.1	9.9	10	10	10.4	9.7
★ <i>Construction inspections resulting in at least one Stop Work Order (%)</i>	2.8%	2.9%	3.5%	*	*	3.3%	3.3%
★ <i>Construction inspections resulting in a Vacate Order (%)</i>	0.7%	1.0%	1.0%	*	*	1.0%	1.1%
<i>Construction inspections resulting in at least one Work Without a Permit Violation (%)</i>	5.0%	3.3%	4.7%	*	*	1.9%	5.1%
★ 📞 <i>Number of Priority A (emergency) complaints received</i>	18,039	20,274	24,457	*	*	8,155	8,790
★ 📞 <i>Number of Priority B (nonemergency) complaints received</i>	78,077	83,905	92,509	*	*	32,128	33,813
★ 📞 <i>Number of Priority A complaints responded to</i>	18,027	20,305	24,185	*	*	8,161	8,818
★ 📞 <i>Number of Priority B complaints responded to</i>	75,647	84,629	92,786	*	*	31,085	35,373
<i>Priority A complaints responded to within 1.5 days (%)</i>	95.4%	96.6%	95.0%	95%	95%	94.7%	96.2%
<i>Priority B complaints responded to within 40 days (%)</i>	88.2%	91.5%	92.0%	80%	80%	88.2%	98.8%
★ <i>Average time to respond to Priority A complaints (days)</i>	0.5	0.6	0.4	*	*	0.5	0.6
★ <i>Average time to respond to Priority B complaints (days)</i>	18.5	15.1	13.6	*	*	15.3	11.1
★ <i>Percent of incident inspections resulting in violations</i>	12.8%	30.1%	75.1%	*	*	74.4%	74.0%
★ <i>Number of incidents of unsafe facade conditions and falling debris resulting in injuries</i>	33	41	45	*	*	13	24
★ <i>Percent of inspections for unsafe facade conditions and falling debris where violations were written</i>	26.0%	27.5%	31.6%	*	*	30.1%	30.6%
★ 📞 <i>Percent of residential illegal conversion complaints where access was obtained</i>	60%	50%	51%	*	*	55%	49%
★ 📞 <i>Percent of residential illegal conversion complaints where violations were written</i>	18%	16%	18%	*	*	19%	17%
★ <i>Percent of after hours work complaints where violations were written</i>	2%	1%	6%	*	*	6%	4%
★ <i>Percent of failure to maintain complaints where violations were written</i>	37%	43%	56%	*	*	51%	68%
★ <i>Number of construction related incidents</i>	214	398	474	*	*	148	176
- <i>Construction related accidents</i>	83	104	123	*	*	37	69
★ <i>Number of construction related injuries</i>	87	116	167	*	*	44	71

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report



Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
★ Number of construction related fatalities	11	15	25	*	*	5	3
Licenses and registrations issued (new and renewal)	13,278	12,549	16,426	*	*	3,789	4,955
Mail-in license renewals processed within 25 days (%)	68.0%	86.7%	72.9%	70%	70%	96.0%	73.3%
Investigations resulting in enforcement action	338	228	355	*	*	167	155
Violations and summonses issued to individuals for work without proper qualifications	196	406	369	*	*	155	124
Environmental Control Board violations issued	49,200	50,685	63,575	*	*	21,232	23,537
Environmental Control Board violations issued that were upheld in court	12,621	11,339	16,642	*	*	NA	NA
Certificates of Correction approved	31,724	33,544	37,598	*	*	11,792	13,861

★ Critical Indicator 311 related ¹ Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
Jobs filed	73,188	73,830	75,526	*	*	26,363	23,253
- New Buildings	7,890	6,929	4,543	*	*	1,626	911
- Alterations I (major renovation)	8,232	7,465	6,378	*	*	2,333	1,664
- Alterations II and III (minor renovation)	57,066	59,436	64,605	*	*	22,404	20,678
Jobs pending with objections by DOB (%)	36.4%	39.8%	43.8%	*	*	38.8%	48.4%
Jobs approved with modifications made (%)	26.8%	28.9%	31.9%	*	*	25.4%	33.6%
Certificates of Occupancy issued	12,672	13,020	11,307	*	*	3,763	3,280
Jobs professionally certified (%)	46.8%	48.5%	47.5%	*	*	48.4%	49.4%
★ Jobs professionally certified that were audited (%)	17.5%	24.3%	27.2%	20%	20%	23.6%	32.8%
★ Audits of professionally certified jobs resulting in revocation notices (%)	19.6%	21.5%	35.2%	*	*	29.3%	41.4%
Applications resulting in a permit (%)	77.1%	75.9%	75.0%	*	*	71.7%	70.4%
★ Average days to complete first plan review	2.6	2.1	2.7	4.5	4.5	2.4	3.1
★ - New buildings	5.1	4.8	6.9	*	*	5.5	6.7
- Alteration I (major renovation)	4.7	4.4	5.7	*	*	4.5	7.1
- Alterations II and III (minor renovation)	2.2	1.4	2.2	*	*	1.9	2.5

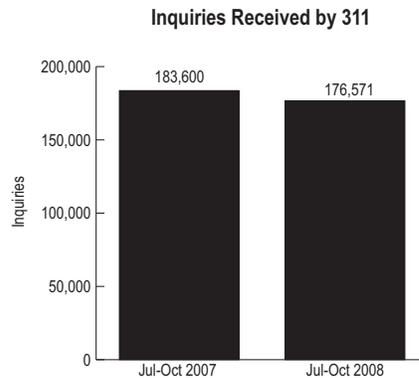
★ Critical Indicator 311 related ¹ Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 176,571 DOB-related inquiries from July through October 2008. 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>	49,537	28.1%
<i>Reschedule Plan Examiner Appointment</i>	13,839	7.8%
<i>Illegal Conversion or Occupancy of Residential Space</i>	10,536	6.0%
<i>Building Construction Complaint - Illegal Construction</i>	10,015	5.7%
<i>Service Request Status</i>	9,757	5.5%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹	FY10 ¹	Actual FY08	Actual FY09
<i>Expenditures (\$ millions)²</i>	\$81.5	\$87.2	\$99.4	\$107.3	\$112.5	\$96.1	\$35.1	\$38.4
<i>Revenues (\$ millions)</i>	\$124.5	\$133.0	\$152.9	\$122.5	\$138.3	\$118.9	\$49.3	\$52.0
<i>Personnel</i>	1,093	1,181	1,240	1,375	1,355	1,339	1,155	1,235
<i>Overtime paid (\$000)</i>	\$2,804	\$3,995	\$6,919	*	*	*	\$1,734	\$2,312

¹January 2009 Financial Plan

²“NA” - Not Available in this report

³Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The Department updated four-month Fiscal 2008 data for the number of construction inspections and the four sub-indicators that report on the type of inspection as a proportion of total inspections. DOB also revised four-month data for the measure ‘Environmental Control Board violations issued.’
- The Department added ‘ – Construction related accidents’ as a sub-indicator of the measure ‘Number of construction related incidents.’
- Fiscal 2008 data for the measure ‘Number of incidents of unsafe façade conditions and falling debris resulting in injuries’ was revised from 30 to 45. Additional investigation by the Department resulted in the reclassification of the cause and type of a number of incidents.



NEW YORK CITY HOUSING AUTHORITY

Ricardo E. Morales, 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 342 housing developments with 177,908 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists more than 91,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 92 community centers, 42 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.

Preliminary Performance Highlights

- The average time to prepare vacant apartments was 59 percent longer during the first four months of Fiscal 2009 than during the same period in Fiscal 2008. NYCHA's priority focus on the maintenance of occupied apartments in order to comply with regulatory requirements has limited the resources available to prepare vacant apartments for new occupants. As a result, the average turnaround days for vacant apartments increased by 82 percent during the same period.
- The number of families on the Section 8 waiting list decreased by 17 percent during the first four months of Fiscal 2009, due to aggressive scheduling efforts to expedite the placement of voucher holders. These efforts also impacted the utilization rate for Section 8 vouchers, which increased by 9 percent.
- The average time to resolve nonemergency service requests decreased by 21 percent during the first four months of Fiscal 2009 compared to the same period in Fiscal 2008. The decrease since Fiscal 2006 reflects NYCHA's policy of scheduling work requests with residents in advance, which has improved the productivity of maintenance staff responding to non-emergency service requests. Approximately 80 percent of non-emergency service requests can be remedied by maintenance staff on their first visit.
- During the summer of 2007, NYCHA re-categorized some work requests, such as sink and tub stoppages, as emergency requests in order to meet customer requests for service within 24 hours, reducing the number of non-emergency work orders. This policy shift has increased the proportion of emergency work requests among all work requests from 2.6 percent to 10.5 percent, while contributing to a 29 percent increase in repair time for emergency work requests.
- To reflect its increased focus on elevator safety, NYCHA has added performance measures tracking additional information about maintenance and safety incidents. The average number of outages per elevator each month was reduced slightly for the reporting period, to 1.20 per month. The number of injuries alleged to have resulted from problems with



NYCHA elevators rose from 12 to 14, and there was one fatality connected with a NYCHA elevator during the reporting period. NYCHA is working to streamline elevator inspections, and is coordinating with the Mayor’s Office and the Department of Buildings to coordinate better follow-up of Building Code conditions in a number of areas including elevators.

- The Housing Authority measures the utilization levels of its community centers and senior centers based on the participant-to-staff-members ratio for these facilities, as defined by the Department of Health and Mental Hygiene. DOHMH specifies ten community center attendees per staff member for the ages 6-12 group (with the exception of July and August, when the ratio is five attendees per staff), and ten attendees per staff member for the ages 13-19 group. NYCHA’s community centers have reduced staff, while attendance has declined. In the case of the 6-12 age group the declines were the result of the closing of 15 community centers; NYCHA continues to operate 92 community centers. The resulting change in attendee-to-staff ratios caused utilization rates to rise for both age groups. In NYCHA senior centers, attendance rose 4 percent while staff was reduced, also resulting in an increased utilization rate.
- The percentage of active projects in construction on schedule increased by 10.7 percentage points and the percentage of active projects on schedule increased by 8.5 points during the first four months of Fiscal 2009 compared to the same period in Fiscal 2008.

Performance Report

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

	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
<i>Performance Statistics</i>							
★ Number of apartments (000)	179	178	178	*	*	178	178
★ Occupancy rate (%)	99.3%	99.2%	99.1%	*	*	99.0%	99.2%
★ Average turnaround days for vacant apartments	37.20	39.93	46.23	*	*	35.08	63.97
Average time to prepare vacant apartments (days)	11.80	15.70	26.95	20	20	24.00	38.04
★ Public housing apartments that are occupied or available for occupation	176,410	176,233	175,453	*	*	176,284	175,317
★ Rent collection (%)	98.2%	100.5%	100.2%	*	*	NA	NA
Management cost per dwelling unit (\$)	\$777	\$793	\$788	\$845	\$845	\$728	\$754
★ Section 8 occupied units (certificates and vouchers)	83,927	82,801	88,554	*	*	84,155	91,008
Working families residing in public housing (cumulative) (%)	42.6%	44.3%	45.2%	*	*	44.8%	NA
☎ Applicants placed in public housing	6,589	5,848	5,220	*	*	1,788	1,774
- Working families placed in public housing (%)	56.0%	60.0%	64.1%	50%	50%	63.1%	66.1%
- Disabled persons placed in public housing (%)	30.5%	27.8%	27.1%	*	*	27.0%	26.0%
Families on Section 8 waiting list (000)	126	100	136	*	*	158	131
Utilization rate for Section 8 vouchers (%)	90.8%	82.8%	86.8%	95%	97%	84.6%	92.1%
Applicants placed through Section 8 vouchers	2,442	5,164	11,847	*	*	3,822	3,693
★ Percentage of active capital projects in construction phase on schedule	NA	62.5%	62.79%	*	*	56.48%	67.19%
★ Percentage of active capital projects on schedule	NA	39.01%	22.14%	*	*	20.71%	29.18%

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report



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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ 📞 Average time to resolve nonemergency complaints (days)	13.8	11.6	6.8	15	15	8.2	6.5
★ 📞 Average time to resolve emergency complaints (hours)	NA	5.1	8.3	7	7	7.8	10.1
📞 Average time to resolve heat complaints (hours)	4.3	5.8	8.7	7	7	6.0	6.2
★ 📞 Average time to resolve elevator complaints (hours)	9.6	10.2	10.4	10	10	12.2	11.7
★ Annual HUD Assessment Rating	88.0	NA	NA	*	*	NA	NA
Crime reduction in major felony areas (%)	2.1%	3.9%	1.0%	*	*	7.4%	3.7%
★ Major Felony Crimes in public housing developments	5,005	4,808	4,686	*	*	1,686	1,622
Elevator service uptime	96.9%	97.5%	98.2%	97%	97%	97.1%	98.0%
Average outages per elevator per month		1.17	1.15	*	*	1.29	1.2
Percent of elevator outages due to vandalism		28.3%	29.8%	*	*	29.1%	29.7%
Number of alleged elevator injuries reported to DOB		28	30	*	*	12	14
Number of elevator related fatalities		1	0	*	*	0	1

★ Critical Indicator 📞 311 related ¹ Numeric Target "NA" - means Not Available in this report

✓ Provide access to job training initiatives and social services.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
Utilization of community centers (ages 6-12) %	NA	96.0%	105.7%	85%	85%	103.2%	106.1%
★ Average daily attendance in community centers ages 6-12	3,229	3,906	3,785	*	*	3,909	3,385
Utilization of community centers (ages 13-19) %	NA	102.0%	97.8%	85%	85%	77.0%	111.5%
★ Average daily attendance in community centers ages 13-19	2,354	3,479	3,498	*	*	2,907	2,013
Utilization of senior centers (%)	135.0%	94.0%	98.4%	85%	85%	90.0%	116.4%
Initial social service tenant contacts conducted within five days of referral (%)	84%	91%	92%	*	*	93%	85%
Residents approved for the Emergency Transfer Program	774	641	791	*	*	272	267
★ Emergency Transfer Program disposition time	56.16	43.24	39.77	*	*	42.20	39.78
Referrals to Supportive social services rendered to senior residents	141,516	167,858	215,640	*	*	65,368	71,983
Job training programs - ratio of job placements to program graduates (current period)	77%	27%	57%	*	*	80%	NA
★ Residents job placements	1,079	1,327	1,286	*	*	630	566
Youth placed in jobs through youth employment programs	2,121	2,015	1,865	*	*	NA	NA

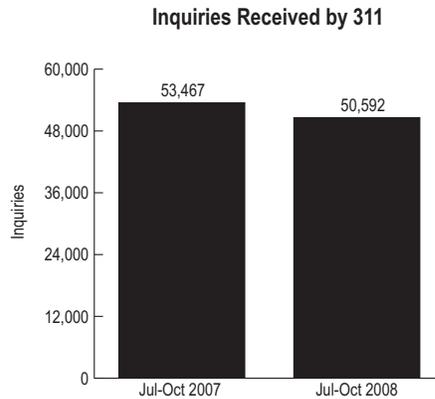
★ Critical Indicator 📞 311 related ¹ Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 50,592 NYCHA-related inquiries from July through October 2008. 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 NYCHA - related inquiries:	Total	% of NYCHA Inquiries
Public Housing Maintenance	14,345	28.4%
Section 8 or Public Housing Assistance Application	7,745	15.3%
Section 8 or Public Housing Assistance Status - Brooklyn and Staten Island	4,024	8.0%
Section 8 or Public Housing Assistance Status - Manhattan and Queens	3,937	7.8%
Section 8 or Public Housing Assistance Status - Bronx	2,655	5.2%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
Expenditures (\$ millions) ²	\$2,565.9	\$2,706.4	\$2,796.5	\$2,869.6	\$2,869.6	\$2,901.7	\$838.2	\$955.5
Revenues (\$ millions)	\$2,504.5	\$2,593.0	\$2,575.6	\$2,671.2	\$2,671.2	\$2,703.7	\$856.6	\$818.6
Personnel	12,995	12,670	12,120	13,024	12,026	12,121	12,484	11,912
Overtime paid (\$000)	\$15,638	\$18,790	\$16,090	*	*	*	\$4,183	\$5,520
Capital commitments (\$ millions)	\$21.3	\$19.8	\$36.6	*	\$106.0	\$26.9	\$3.6	\$9.3

¹ January 2009 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The community center utilization for the 6-12 age group is now based on a ratio of five participants to one staff person for July and August as required by the Department of Health in 2008. Previously, a ratio of ten participants per staff person was applied.
- The following indicators are new additions to the MMR: Average outages per car per month for NYCHA elevators, the percent of outages due to vandalism, the number of alleged elevator injuries reported to the Department of Buildings, and the number of elevator related fatalities.
- Ricardo E. Morales succeeded Tino Hernandez as NYCHA chairman after the close of the reporting period.



DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Shaun Donovan, 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.

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.

Preliminary Performance Highlights

- Total starts under the New Housing Marketplace Plan decreased by 50 percent, while total completions were twice as high compared to the first four months of Fiscal 2008. Four-month performance can vary significantly from year to year depending on the presence or absence of a few large projects. During July to October 2007, for example, the majority of new construction starts – 603 of the 1,068 – were associated with just two projects while in the current reporting period, two large projects account for approximately 2,500 of the 3,500 preservation completions.
- A period of considerably lower average temperatures in October of this year was largely responsible for the 76 percent jump in heat and hot water complaints and associated 66 percent increase in violations issued.
- The Department administratively closed a significant number of older nonemergency complaints, reducing the total volume of outstanding nonemergency complaints by nearly two-thirds compared to both Fiscal 2008 year-end levels and last October. In June 2008, follow-up on thousands of older nonemergency complaints indicated that, in the majority of cases, the violating conditions had been corrected. Based on these results, the Department decided to focus on the more current complaints, where there is a greater likelihood that the complaint conditions remain unresolved, and administratively close those nonemergency complaints that were more than 12 months old. HPD expects that administrative and technological changes, particularly the ability to address all open complaints for an apartment during a single inspection, will improve the timeliness of closing all complaints.
- The average time to close both emergency and nonemergency complaints improved, in part, as a result of gains in inspector productivity stemming from increased familiarity with new procedures and technology, and a decrease in the number of lead complaints, where inspections are more complex and take longer to complete. The number of completed inspections rose by 14 percent to approximately 211,000.



Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
★ Total starts financed or assisted under the New Housing Marketplace Plan (units)	17,393	18,465	17,008	12,947	13,900	2,567	1,272
★ - New construction starts - HPD and HDC	6,354	5,225	6,826	5,063	5,409	1,068	477
★ - Preservation starts - HPD and HDC	10,905	12,970	9,953	7,634	8,316	1,403	709
- Number of homeowners receiving downpayment assistance	134	270	229	250	175	96	86
Planned starts initiated (%)	115%	108%	100%	*	*	15%	8%
★ Total completions financed or assisted under the New Housing Marketplace Plan (units)	13,190	15,550	12,543	15,694	12,380	2,402	4,819
- New construction completions - HPD and HDC	3,407	4,815	5,077	5,074	4,851	1,853	1,319
- Preservation completions - HPD and HDC	9,783	10,735	7,466	10,620	7,529	549	3,500
Planned completions initiated (%)	103%	113%	99%	*	*	21%	31%
Units completed for: - Homeowners	1,264	1,091	931	*	*	280	413
- Special needs populations	393	936	512	1,034	816	85	459
- Homeless individuals or families	239	405	442	*	*	86	314
Total properties assessed	9,025	10,833	11,230	*	*	NA	NA
Total assessed properties with treatment commenced	NA	2,576	2,291	*	*	NA	NA
Properties assessed and determined to be at risk of abandonment	1,851	1,353	1,003	*	*	NA	NA
- At-risk properties with treatment commenced (%)	NA	58%	33%	*	*	NA	NA
Properties with completed treatment outcomes	1,420	1,714	2,499	*	*	NA	NA

★ Critical Indicator 📞 311 related ¹ Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
Units sold	1,483	763	869	385	438	30	59
- Sold to tenants (%)	22%	30%	33%	*	*	100%	25%
- Sold to nonprofit organizations (%)	25%	21%	21%	*	*	0%	0%
- Sold to community-based real estate professionals (%)	53%	49%	46%	*	*	0%	75%
Reduction in number of units in City management since 1994 (%)	96%	98%	98%	99%	99%	98%	98%

★ Critical Indicator 📞 311 related ¹ Numeric Target "NA" - means Not Available in this report

✓ Enforce compliance with housing maintenance code standards.



Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated	FY09 ¹		
Total complaints reported	627,928	632,064	597,201	*	*	183,488	195,530
★ - Total emergency complaints	404,879	412,483	396,260	*	*	111,962	121,469
- Heat and hot water	124,297	123,168	111,642	*	*	12,869	22,598
- Lead	47,720	46,033	43,021	*	*	15,461	13,646
- Other emergency	232,862	243,282	241,597	*	*	83,632	85,225
★ - Nonemergency complaints	223,049	219,581	200,941	*	*	71,526	74,061
★ Outstanding emergency complaints at start of month	NA	11,559	9,895	*	*	14,447	12,311
★ Outstanding nonemergency complaints at start of month	NA	46,481	49,513	*	*	48,307	17,041
★ Average time to close emergency complaints (days)	NA	14.7	16.4	*	*	14.7	11.5
★ Average time to close nonemergency complaints (days)	NA	34.7	39.9	*	*	30.6	28.8
Inspections completed	599,681	606,095	621,503	590,000	590,000	185,003	210,968
Inspection visits per team per day	10.5	9.6	10.0	*	*	8.7	10.5
Ratio of completed inspections to attempted inspections (%)	74%	72%	75%	*	*	69%	71%
Total violations issued	582,038	521,547	483,578	*	*	166,084	174,850
- Total emergency violations issued	103,938	91,173	88,997	*	*	27,925	29,223
- Heat and hot water	11,291	9,824	12,374	*	*	1,630	2,708
- Lead	44,859	33,605	29,510	*	*	10,750	10,009
- Other emergency	47,788	47,744	47,113	*	*	15,545	16,506
- Nonemergency violations issued	478,100	430,374	394,581	*	*	138,159	145,627
Total violations removed	643,164	675,171	721,629	*	*	277,808	276,525
Violations issued and removed in the same fiscal year (%)	33%	33%	34%	*	*	NA	NA
Emergency violations corrected by owner (%)	46%	47%	47%	*	*	NA	NA
Emergency violations corrected by HPD (%)	17%	16%	16%	*	*	NA	NA
★ Percent of non-lead emergency C violations issued in reporting year pending at end of reporting year	NA	32.8%	32.0%	*	*	NA	NA
★ Percent of non-lead emergency C violations issued during prior five years pending at end of reporting year	NA	11.0%	10.0%	*	*	NA	NA
Average cost of repair work performed by HPD (\$)	\$966	\$813	\$901	*	*	NA	NA
- Emergency (non-lead) (\$)	\$764	\$577	\$734	*	*	NA	NA
- Lead (\$)	\$1,575	\$2,111	\$2,431	*	*	NA	NA
Total outstanding code compliance cases at start of fiscal year	5,864	6,122	5,380	*	*	5,380	6,657
- Code compliance cases closed (%)	87%	85%	76%	*	*	NA	NA
Judgments and settlements collected (\$000)	\$4,205	\$4,523	\$5,457	*	*	\$1,889	\$1,474

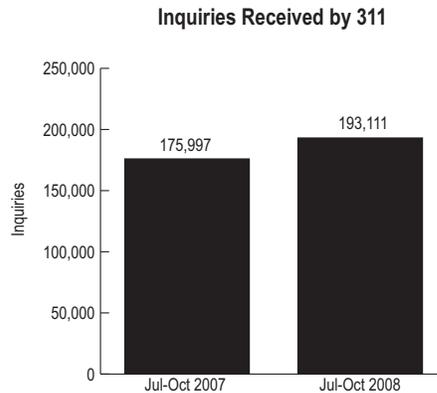
★ Critical Indicator 311 related ¹ Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 193,111 HPD-related inquiries from July through October 2008. 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 HPD - related inquiries:	Total	% of HPD Inquiries
<i>Landlord Complaint - Maintenance</i>	56,755	29.4%
<i>Heat Complaint - Residential Building</i>	36,105	18.7%
<i>Service Request Status</i>	20,679	10.7%
<i>Water Complaint - Residential Building</i>	15,464	8.0%
<i>Affordable Housing Information</i>	11,952	6.2%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR	FY09 ¹	FY10 ¹	Actual	Actual
				FY09	FY09 ¹	FY10 ¹	FY08	FY09
<i>Expenditures (\$ millions)</i> ²	\$543.2	\$576.1	\$598.0	\$540.4	\$673.6	\$488.8	\$262.7	\$272.3
<i>Revenues (\$ millions)</i>	\$61.6	\$58.8	\$62.3	\$24.6	\$46.0	\$24.4	\$15.9	\$19.2
<i>Personnel</i>	2,665	2,676	2,692	2,888	2,899	2,792	2,668	2,673
<i>Overtime paid (\$000)</i>	\$849	\$800	\$910	*	*	*	\$219	\$218
<i>Capital commitments (\$ millions)</i>	\$356.4	\$299.4	\$350.6	*	\$653.7	\$357.6	\$32.3	\$0.7
<i>Work Experience Program (WEP) participants assigned</i>	203	181	378	*	*	*	211	292

¹ January 2009 Financial Plan

“NA” - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The four Fiscal 2009 targets for starts under the New Housing Marketplace Plan were reduced to reflect the stretch-out of the City’s Capital Plan, which has resulted in the NHMP being extended to 11 years from 10.
- HPD revised Fiscal 2008 data for ‘New construction starts – HPD and HDC’ and for ‘Preservation starts – HPD and HDC,’ and updated four-month Fiscal 2008 data for several of the NHMP measures, both starts and completions.
- Four-month Fiscal 2008 data was also updated for units completed for homeowners and for homeless families and individuals; five of six complaint categories; and number of inspections.
- HPD will no longer report data in the Mayor’s Management Report for the five subsets of the measure ‘Properties with completed treatment outcomes:’ ‘Completed repair agreements (%)’, ‘Education/counseling (%)’, ‘Code enforcement actions completed (%)’, ‘Loans committed (%)’, and ‘Other (%)’. These sub-indicators do not provide meaningful information regarding outcomes because, in cases where buildings receive multiple treatments, only one treatment per building can be counted.



DEPARTMENT OF DESIGN AND CONSTRUCTION

David J. Burney, Commissioner

Key Public Service Area

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

Scope of Agency Operations

The Department of Design and Construction (DDC) manages a design and construction portfolio of more than \$6 billion of the City's capital program.

Projects range from roadways, sewers and water mains to public safety, health and human service facilities, as well as cultural institutions and libraries. Through a combination of in-house staff and private consultants and contractors, the Department delivers quality, cost-effective projects in a safe and efficient manner.

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

Critical Objectives

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

Preliminary Performance Highlights

- Primarily due to scope changes requested by client agencies that resulted in projects having to be rescheduled to the latter part of the year, the Department completed considerably fewer design projects during the reporting period. However, DDC fully expects to meet its year-end target.
- Compared to the prior year, the Department completed 10 less construction projects, reflecting a lower annual plan.
- On-time performance of active design and construction projects grew to 91 percent and 84 percent, respectively, due, in large part, to improvements in the quality and timeliness of schedule information and DDC's ongoing focus on project management. Additionally, the difference between projected and scheduled durations - a measure of the length of lateness as a percent of a project's planned schedule - decreased for both design and construction.
- As of October 2008 DDC had committed \$171 million in construction funds, or 10 percent of the year's planned capital contracts, compared to \$89.5 million, or 7 percent as of October 2007. While better than last year, the commitment rate remains relatively lower than other years.
- Seventy-seven percent of respondents to post-construction surveys were satisfied with the projects' results, down from 86 percent last year. The actual number of unsatisfactory responses was only one higher, but because fewer surveys were sent and returned during this reporting period, the overall rating was significantly impacted by this slight change.



Performance Report

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

	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
<i>Performance Statistics</i>							
★ Active design projects: Early/on-time (%)	75%	71%	85%	*	*	83%	91%
★ Active design projects: Difference between projected and scheduled duration (%)	3.3%	4.7%	1.8%	*	*	2.4%	1.6%
<i>Design projects completed</i>	121	120	131	120	*	55	28
★ - Completed early/on-time: Infrastructure (%)	84%	93%	88%	88%	88%	NA	NA
★ - Completed early/on-time: Structures (%)	89%	84%	86%	88%	88%	NA	NA
★ Active construction projects: Early/on-time (%)	72%	71%	72%	*	*	70%	84%
★ Active construction projects: Difference between projected and scheduled duration (%)	7.4%	9.6%	7.0%	*	*	7.0%	6.4%
<i>Construction projects completed</i>	156	166	122	110	*	32	22
- Infrastructure	75	62	48	40	*	16	7
- Human services	10	20	21	15	*	4	4
- Cultural institutions and libraries	33	50	28	35	*	9	7
- Public safety	38	34	25	20	*	3	4
- Schools	0	0	0	*	*	0	0
★ - Completed early/on-time: Infrastructure (%)	81%	84%	81%	82%	82%	NA	NA
★ - Completed early/on-time: Structures (%)	88%	79%	74%	82%	82%	NA	NA
<i>Lane miles reconstructed</i>	60.2	75.8	45.7	47.2	*	19.3	19.9
- Construction completed on schedule (%)	81%	77%	78%	80%	80%	89%	86%
<i>Sewers constructed (miles)</i>	15.1	10.7	10.6	8.9	*	3.2	2.2
- Construction completed on schedule (%)	85%	85%	97%	80%	80%	90%	100%
<i>Sewers reconstructed (miles)</i>	13.5	13.2	11.9	13.1	*	5.3	3.0
- Construction completed on schedule (%)	88%	62%	81%	80%	80%	83%	82%
<i>Water mains (new and replaced) (miles)</i>	47.9	39.5	31.1	31.8	*	12.1	12.0
- Construction completed on schedule (%)	84%	77%	81%	80%	80%	80%	91%
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	2.2%	1.4%	3.9%	6%	6%	1.6%	0.4%
Average cost change for all consultant design and construction supervision projects (excluding programmatic scope changes) (%)	1.2%	5.4%	3.4%	6%	6%	1.0%	1.0%
<i>Projects audited (%)</i>	98%	100%	100%	95%	95%	56%	56%
<i>Capital commitment plan committed to within the first six months of the fiscal year (%)</i>	36%	40%	27%	36%	36%	7%	10%
<i>Post construction satisfaction surveys:</i>							
- Number of projects surveyed	105	100	84	*	*	49	43
- Number of surveys sent	318	324	225	*	*	142	133
- Number of surveys returned	98	87	56	*	*	28	22
★ - Rate of overall satisfaction (%)	75%	74%	90%	*	*	86%	77%

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

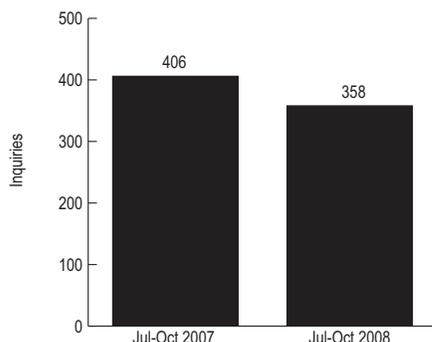


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 358 DDC-related inquiries from July through October 2008.

Inquiries Received by 311



<i>Top DDC - related inquiries:</i>	Total	% of DDC Inquiries
<i>DDC Project Inquiries and Complaints</i>	202	56.4%
<i>General Inquiries</i>	104	29.1%
<i>Bidding on DDC Projects</i>	24	6.7%
<i>Construction Vendor Prequalification List</i>	7	2.0%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR	FY09 ¹	FY10 ¹	Actual	Actual
<i>Expenditures (\$ millions)</i> ²	\$87.9	\$96.2	\$96.5	\$103.1	\$107.8	\$106.0	\$38.6	\$40.0
<i>Revenues (\$000)</i>	\$143	\$105	\$81	\$150	\$150	\$150	\$18	\$10
<i>Personnel</i>	1,146	1,136	1,111	1,336	1,338	1,334	1,102	1,094
<i>Overtime paid (\$000)</i>	\$1,136	\$1,370	\$1,369	*	*	*	\$506	\$501
<i>Capital commitments (capital projects managed for client agencies) (\$ millions)</i>	\$854.7	\$783.2	\$992.7	*	*	*	NA	NA

¹ January 2009 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- DDC's annual targets for design and construction projects for the next fiscal year are developed after the release of the Preliminary Mayor's Management Report (PMMR). This allows client agencies the opportunity to review and revise their capital plans to reflect January Financial Plan changes. The current PMMR includes Fiscal 2010 targets for 12 performance measures that are not impacted by the January Financial Plan.
- The Department updated Fiscal 2008 data for 'Active design projects: Early/on-time (%)', 'Active construction projects: Early/on-time (%)', 'Active design projects: Difference between projected and scheduled duration (%)' and 'Active construction projects: Difference between projected and scheduled duration (%)'.
- DDC revised four-month Fiscal 2008 data for the number of design, construction and human services projects completed; lane miles and sewers reconstructed; new and replaced water mains; and for both of the average cost change measures. Four-month data was also updated for the number of post-construction satisfaction surveys sent and returned.





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.

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 53 public buildings; purchases, sells and leases non-residential real property; purchases, inspects and distributes supplies and equipment; 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.

Preliminary Performance Highlights

- The number of applications received for civil service exams rose 86 percent during the reporting period, due in large part to an increase in the number of exams offered and the opening of the Computerized Testing Center, which increases the frequency and flexibility of examinations.
- Revenue generated from the sale of surplus goods rose 96 percent during the reporting period due to increased availability of Department of Sanitation (DSNY) and other agencies' heavy duty vehicles, one additional auction, and the sale of DSNY landfill equipment valued at more than \$2 million.
- Rents collected as a percentage of rents billed and lease revenue generated increased 15 percentage points and 10 percent, respectively, due to the renegotiation of a land lease and the collection of a one-time payment of \$325,000 as a result of a tenant refinancing.
- The average time to complete in-house trade shops work orders increased 14 percent, from seven to eight days, and the percentage completed within 30 days decreased 4 points due to an increase in the number of work orders received and the complexity of the work requested.



Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
☎ Applications received for open competitive civil service exams	130,492	209,317	156,100	*	*	42,539	79,109
Exams administered on schedule (%)	93.4%	87.5%	87.4%	100%	100%	89.3%	97.3%
★ Median days from exam administration to list establishment	235	245	232	*	*	214	214
★ Training sessions evaluated as satisfactory or better (%)	100%	100%	100%	100%	100%	100%	100%
Average cost of training per employee (\$)	\$198.16	\$179.40	\$185.71	*	*	NA	NA
High priority NYCAPS work tickets resolved (%)	NA	94%	96%	95%	95%	96%	96%

★ Critical Indicator ☎ 311 related ¹Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
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 (%)	100%	100%	100%	85%	85%	NA	NA
Average cost of cleaning per square foot	\$2.01	\$2.24	\$2.41	*	*	NA	NA
In-house work orders received (total)	36,192	50,377	59,799	*	*	20,279	19,972
In-house trade shops work orders received	8,466	10,533	14,019	*	*	4,492	4,745
★ Average days to complete in-house trade shops work orders	NA	7	8	*	*	7	8
In-house trade shops work orders completed within 30 days (%)	74%	79%	85%	80%	80%	90%	86%
★ Construction projects completed early or on time (%)	NA	100%	100%	*	*	NA	NA
★ Design projects completed early or on time (%)	NA	100%	100%	*	*	NA	NA

★ Critical Indicator ☎ 311 related ¹Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Revenue generated from the sale of surplus goods (\$000)	\$7,999	\$5,670	\$8,246	\$11,500	\$8,675	\$4,164	\$8,143
☎ Real estate auction bids received (\$000)	\$20,054	NA	NA	*	*	NA	NA
Lease revenue generated (\$000)	\$56,454	\$53,939	\$64,254	\$58,167	\$56,256	\$12,824	\$14,083
★ Rents collected as a percentage of rents billed	95%	102%	96%	91%	91%	91%	106%
Short-term lease renewal inspections completed	NA	173	200	*	*	82	118
Short-term lease renewal inspections completed within 10 business days (%)	NA	87%	100%	95%	95%	100%	99%
★ Number of tax lots managed by DCAS	2,561	2,453	2,311	*	*	2,433	2,294

★ Critical Indicator ☎ 311 related ¹Numeric Target "NA" - means Not Available in this report

✓ Procure goods for City agencies.



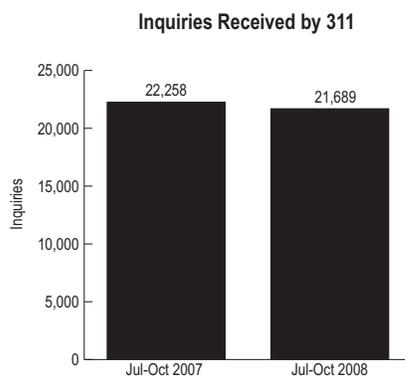
Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
★ Average time to process a purchase order (days)	NA	3	3	*	*	4	3
Average number of bidders per bid	5.0	4.6	4.6	*	*	4.7	6.3
Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)	NA	88%	87%	*	*	NA	NA
Total energy purchased (British Thermal Units) (trillions)	27.6	28.1	29.1	*	*	NA	NA
- Total electricity purchased (kilowatt hours) (billions)	4.14	4.26	4.32	*	*	NA	NA

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 21,689 DCAS-related inquiries from July through October 2008. 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 DCAS - related inquiries:	Total	% of DCAS Inquiries
Civil Service Exam Information	10,457	48.2%
Get a Job with NYC	4,978	23.0%
Buy a Parking Card in Person or over the Phone	1,676	7.7%
City Employment Verification	1,263	5.8%
Real Estate and Lease Auctions	510	2.4%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
Expenditures (\$ millions) ²	\$852.6	\$931.1	\$993.7	\$1,089.4	\$1,118.6	\$1,086.8	\$824.1	\$934.7
Revenues (\$ millions)	\$94.6	\$89.8	\$97.1	\$71.1	\$126.2	\$151.7	\$26.0	\$30.9
Personnel	1,953	2,067	2,134	2,161	2,089	2,073	2,042	2,136
Overtime paid (\$000)	\$9,974	\$11,365	\$13,640	*	*	*	\$3,696	\$4,327
Capital commitments (\$ millions)	\$113.8	\$94.1	\$162.5	*	\$514.6	\$217.6	\$20.2	\$12.2
Work Experience Program (WEP) participants assigned	1,271	910	1,009	*	*	*	954	1,201

¹ January 2009 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.



Noteworthy Changes, Additions or Deletions

- DCAS revised the Fiscal 2008 data for 'Median days from exam administration to list establishment' to correct a calculation error.
- DCAS revised the 4-month Fiscal 2008 data for 'Lease revenue generated (\$000)' to correct an error.



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), 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.

Preliminary Performance Highlights

- During the first four months of Fiscal 2009 the 311 Customer Service Center received more than 1.3 million calls per month and nearly 5.4 million calls overall, a 12 percent increase over the same period of Fiscal 2008. Despite the increase in call volume, 311 representatives answered these calls two seconds faster on average and resolved slightly more calls without transferring callers to another City agency, while answering largely the same percentage of calls within 30 seconds.
- Calls handled in languages other than English increased by 2 percentage points during the reporting period. This is attributable to a multi-language marketing campaign describing expanded social services information and referral available through 311, as well as the multi-language automated messaging – in Spanish, Russian, Mandarin, Cantonese, Korean and Haitian Creole – available to callers before they reach 311 representatives.
- While the average number of days to close cable billing complaints increased by three days, or 15 percent, the average time to close cable complaints overall, and service complaints in particular, fell by 8 percent and 11 percent, respectively. Moreover, virtually every customer complaint received during the first four months of Fiscal 2009 was resolved by the cable company within 30 days.
- During the reporting period there was a 3 percentage point increase in the number of clean public pay telephones and a 15 percentage point decrease of those in working order. By focusing its inspections on pay telephones that continually fail to provide coin revenue, DoITT has been able to more efficiently locate inoperable installations and direct companies to repair or remove damaged phones accordingly.



Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
★ 📞 Calls made to 311 (000)	14,245.4	14,314.7	15,212.9	*	*	4,783.7	5,372.4
★ 📞 Calls answered in 30 seconds or less (%)	88%	96%	97%	85%	85%	96%	95%
★ 📞 Average wait time for call pickup (minutes:seconds)	0:14	0:05	0:07	*	*	0:09	0:07
📞 Call takers time occupied (%)	67%	65%	63%	*	*	65%	65%
📞 Calls handled in languages other than English (%)	1.9%	2.4%	1.9%	*	*	1.7%	3.7%
★ Calls resolved at 311 without transfer to agency for resolution (%)	79%	77%	80%	*	*	78%	79%
NYC.gov online forms available	410	410	510	435	435	435	520
★ NYC.gov unique visitors (average monthly)	NA	NA	NA	*	*	NA	1,917,916
★ Percent uptime of NYC.gov	NA	99.96%	99.95%	*	*	99.96%	99.95%
★ Percent uptime of all key systems (mainframe, Sun/Unix, Wintel)	NA	99.90%	99.90%	*	*	99.79%	99.97%
Key projects completed on time (%)	NA	NA	NA	*	*	NA	NA
Key projects completed within budget (%)	NA	NA	NA	*	*	NA	NA

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

✓ Provide assistance for consumers of franchised cable television service.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
📞 Average days to close cable complaints - All complaints	17.3	15.3	20.3	*	*	16.2	14.9
📞 - Billing complaints	20.9	19.1	20.5	30	30	21.0	24.1
📞 - Service complaints	15.7	12.8	14.7	14	14	13.2	11.8
★ 📞 All cable complaints resolved within 30 days (%)	90.0%	96.0%	95.3%	*	*	95.6%	99.8%

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
★ 📞 Inspected phones deemed operable (%)	91%	83%	83%	95%	95%	84%	69%
📞 Inspected phones passing scorecard appearance standards (%)	92%	93%	88%	95%	95%	89%	92%

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report



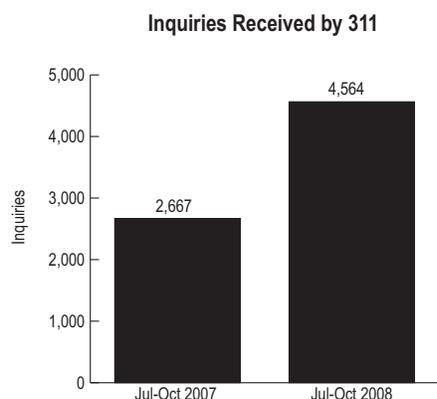
Inquiries Received by the 311 Customer Service Center



DoITT operates the 311 Customer Service Center, which received almost 5.4 million calls from July through October 2008.

Top 10 Citywide 311 Inquiries in Fiscal 2009:	Total	% of All
Noise (all inquiries)	134,573	2.5%
Find a Police Precinct or Police Service Area (PSA)	71,233	1.3%
Bus or Subway Information	61,187	1.1%
Landlord Complaint - Maintenance	56,755	1.1%
Election Information and Voter Registration	53,263	1.0%
Schedule a Plan Examiner Appointment	49,537	0.9%
Missing Vehicle - Towed	44,930	0.8%
Parking Violation - Ticket Assistance	36,702	0.7%
Heat Complaint Residential Building - Inadequate Heat	36,105	0.7%
Bulk Items Disposal	34,221	0.6%

The 311 Customer Service Center received 4,564 DoITT-related inquiries from July through October 2008. 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	1,749	38.3%
Pay Phone Complaint	637	14.0%
Cable Television Complaint - General	634	13.9%
Cable Television Complaint - Service	624	13.7%
NYC Radio and Television - Information and Complaint	419	9.2%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹	FY10 ¹	Actual FY08	Actual FY09
Expenditures (\$ millions) ²	\$237.2	\$255.6	\$308.3	\$372.2	\$379.4	\$347.4	\$164.8	\$235.9
Revenues (\$ millions)	\$117.5	\$127.4	\$137.4	\$127.5	\$135.1	\$143.0	\$52.9	\$45.7
Personnel	989	1,100	1,196	1,274	1,323	1,125	1,129	1,208
Overtime paid (\$000)	\$1,744	\$1,947	\$1,421	*	*	*	\$572	\$307

¹ January 2009 Financial Plan “NA” - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.



Noteworthy Changes, Additions or Deletions

- The Department replaced ‘NYC.gov forms submitted by the public (average monthly)’ with ‘NYC.gov unique visitors (average monthly).’
- The Department added two new measures: ‘Key projects completed on time (%)’ and ‘Key projects completed within budget (%)’.



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.

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 60,000 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 315,000 books, official government reports, studies and other publications. Through its website, the Department also provides electronic access to official reports issued by New York City government agencies.

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

Critical Objectives

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

Preliminary Performance Highlights

- The Department preserved approximately 159 percent more documents through microfilming in the first four months of Fiscal 2009 than in the same period last year. 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.
- The Department reduced its average processing time for historical photograph reproduction requests to 11.5 days during the first four months of Fiscal 2009, compared to 14.9 days in the same period of Fiscal 2008. This was largely due to decreased demand for this service, as Municipal Archives patrons purchased 18 percent fewer historical photographs in the first third of Fiscal 2009 than in the comparable period of Fiscal 2008.

Performance Report

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

	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
<i>Performance Statistics</i>							
<i>Publications and reports acquired</i>	8,115	13,132	11,498	*	*	3,903	3,839
<i>Records preserved</i>	404,374	253,487	240,091	260,000	260,000	91,991	237,982
<i>Volume of library collection</i>	300,419	310,083	317,168	*	*	312,472	319,404
<i>Information requests received</i>	62,710	64,105	63,722	*	*	21,510	20,130
- City Hall Library	6,799	6,572	5,096	*	*	1,673	998
- Municipal Archives	55,911	57,533	58,626	*	*	19,837	19,132
- Vital record requests received	32,155	35,473	37,505	*	*	12,182	11,944
★ Vital record requests responded to in an average of 12 business days (%)	60%	71%	86%	80%	80%	86%	86%
★ Average response time to vital records requests (days)	NA	8.3	9.1	*	*	8.9	8.2
<i>Photographic reproduction requests received</i>	6,644	5,742	4,801	*	*	1,687	1,380
★ Average response time to historical photo requests (days)	NA	14.0	13.0	*	*	14.9	11.5

★ Critical Indicator 311 related ¹ Numeric Target "NA" - means Not Available in this report



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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
★ Average response time to agency requests for inactive records (days)	NA	NA	NA	*	*	NA	1.5
★ Average time between records disposal eligibility and application sent to Law Department (months)	NA	2.7	1.4	*	*	0.6	0.6
★ Average time for Law Department to approve records disposal application (months)	NA	3.4	2.6	*	*	1.7	1.7
★ Percent of warehouse capacity available for new accessions	NA	5%	6%	*	*	6%	7%

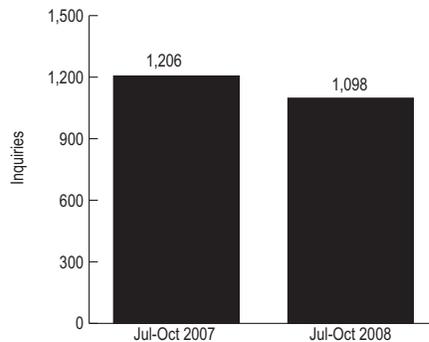
★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 1,098 Department-related inquiries from July through October 2008. 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 Department - related inquiries:	Total	% of Agency Inquiries
Death Certificate Before 1949	182	16.6%
Municipal Reference Research Assistance	173	15.8%
Marriage Certificate Before 1930	151	13.8%
Birth Certificate Before 1910	118	10.7%
Genealogy Research	95	8.7%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR Updated			4-Month Actual	4-Month Actual
	FY06	FY07	FY08	FY09	FY09 ¹	FY10 ¹		
Expenditures (\$ millions) ²	\$4.6	\$4.7	\$5.9	\$6.2	\$6.7	\$4.8	\$2.3	\$2.3
Revenues (\$000)	\$690	\$738	\$703	\$621	\$621	\$863	\$242	\$218
Personnel	52	56	70	45	61	41	72	62
Overtime paid (\$000)	\$0	\$6	\$14	*	*	*	\$0	\$0

¹ January 2009 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

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 2,033 rear-loading collection trucks and 450 mechanical brooms. Each day approximately 11,500 tons of household and institutional waste are collected. The Department clears litter, snow and ice from approximately 6,000 City street miles, and removes debris from vacant lots as well as abandoned vehicles from City streets.

Critical Objectives

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

Preliminary Performance Highlights

- As a result of the Department's continued emphasis on cleaning, the City achieved a street cleanliness rating of 96.1 percent during the first four months of Fiscal 2009. In addition, all of the City's 234 sections received average ratings of 80 percent or better.
- The number of lots cleaned decreased 16 percent during the reporting period due to a change in the rules governing DSNY's access to and cleaning of privately-owned lots.
- Due to lower than expected refuse tonnage available for collection during the reporting period, refuse tons per truckshift was 10.0 or 7 percent lower than the annual target.
- The total recycling diversion rate increased approximately 3 percentage points during the reporting period.
- Although the overall curbside recycling diversion rate remained virtually unchanged, the number of districts with a diversion rate greater than 25 percent increased from two to six during the reporting period.
- The number of chlorofluorocarbon/freon recoveries declined by 46 percent during the reporting period, continuing the downward trend that began in Fiscal 2007.
- Private transfer station inspections increased 14 percent during the reporting period.

Performance Report

- ✓ Clean streets, sidewalks and vacant lots.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
★ Streets rated acceptably clean (%)	93.1%	94.3%	95.7%	92%	92%	95.4%	96.1%
Dirty/marginal sanitation sections (out of 234)	0	0	0	*	*	0	0
Lots cleaned citywide	6,449	6,188	6,366	*	*	2,295	1,920
Graffiti sites cleaned	NA	NA	NA	*	*	NA	3,992
Square feet of graffiti removed (000)	NA	NA	NA	*	*	NA	3,902.5
Snow overtime (\$000)	\$19,007	\$21,140	\$6,124	*	*	\$0	\$0
Snowfall (inches)	40.2	12.8	13.8	*	*	0.0	0.0
Salt used (tons)	220,874	244,606	162,185	*	*	0	0

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report



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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
Refuse cost per ton (fully loaded) (\$)	\$277	\$308	\$354	*	*	NA	NA
Refuse collection cost per ton (\$)	\$163	\$179	\$208	*	*	NA	NA
Disposal cost per ton (\$)	\$114	\$129	\$146	*	*	NA	NA
☎ Missed refuse collections (%)	0.1%	0.1%	0.0%	*	*	0.0%	0.0%
★ Refuse tons per truck-shift	10.6	10.4	10.2	10.7	10.7	10.4	10.0
★ Annual tons disposed (000)	3,559.3	3,491.4	3,441.3	3,482.3	3,482.3	1,180.2	1,137.5
Tons per day disposed	11,786	11,561	11,433	11,531	11,531	11,570	11,044
★ Percent of total trucks dumped on shift	39.6%	51.3%	51.7%	*	*	51.5%	53.6%
Annual tons recycled (000)	1,691	1,697	1,922	*	*	715	768
Recycled tons per day	5,419	5,438	6,160	*	*	6,620	7,107
★ Curbside and containerized recycling diversion rate (%)	16.4%	16.5%	16.5%	*	*	16.3%	16.4%
★ Number of districts with a curbside and containerized recycling diversion rate between 0.0% and 4.9%	0	2	1	*	*	2	1
★ Number of districts with a curbside and containerized recycling diversion rate between 5.0% and 9.9%	9	8	10	*	*	9	10
★ Number of districts with a curbside and containerized recycling diversion rate greater than 25.0%	6	2	6	*	*	2	6
★ Total recycling diversion rate (%)	31.5%	32.0%	35.0%	*	*	36.4%	39.2%
Recycling summonses issued	141,511	149,267	153,432	*	*	39,558	57,852
★ Recycling tons per truck-shift	6.0	5.8	5.9	6.2	6.2	5.9	5.6
☎ Missed recycling collections (%)	0.0%	0.1%	0.0%	*	*	0.1%	0.0%
Recycling cost per ton (fully loaded) (\$)	\$362	\$420	\$490	*	*	NA	NA
Recycling collection cost per ton (\$)	\$343	\$400	\$469	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$10	\$14	\$27	*	*	\$21	\$36
☎ Number of chlorofluorocarbon/freon recoveries	130,863	83,654	49,043	*	*	24,108	13,075
Private transfer station permits	62	58	59	*	*	59	60
Private transfer station inspections performed	5,503	5,507	4,782	6,102	6,102	1,547	1,766
★ Marine Transfer Station construction commencements	NA	NA	NA	*	*	NA	NA
Tort cases commenced	386	233	299	*	*	100	75
Tort dispositions	460	372	348	*	*	102	106
Tort payout (\$000)	\$13,983.8	\$31,477.1	\$25,822.5	*	*	\$7,665.4	\$4,733.2

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report





DEPARTMENT OF PARKS & RECREATION

Adrian Benepe, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres including nearly 1,700 parks, almost 2,300 Greenstreet sites, more than 990 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, 7 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, 22 historic house museums and more than 1,000 monuments, sculptures and historical markers.

Critical Objectives

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

Preliminary Performance Highlights

- The Department continued to meet its 90 percent target for park cleanliness levels as a whole. However, cleanliness ratings for large parks declined to 74 percent, primarily due to illegal dumping activity. As part of its response, the Department piloted a “smart” camera system at one of the sites; the pilot proved successful and will gradually be expanded to other large parks. DPR is also moving forward with plans to install fencing at all problem sites by the second half of Fiscal 2009.
- Overall condition ratings, which were affected by the decline in play equipment ratings, were 3 percent lower than both the target and last year's performance. In October 2008 the Department launched new operational and maintenance strategies to improve play equipment ratings, including increasing the number of weekly inspections and the frequency of equipment repairs.
- Summons issuance rose by nearly 47 percent. The increase is attributed to new initiatives to ensure compliance with traffic laws in large parks and stricter enforcement of rules regarding alcohol possession and consumption.
- The number of trees planted nearly tripled, but problems with a pruning contractor led to their temporary suspension, resulting in an 8 percent decline in the number of trees pruned in the block program. The Department has resolved all outstanding issues with the contractor and expects to meet its year-end pruning target.
- The percent of capital projects completed within timeliness standards and within budget surpassed targets and four-month Fiscal 2008 performance. Additionally, due to accelerated tree plantings under the Million Trees Program, the number of completed projects increased 22 percent.
- Recreation center membership grew by 44 percent compared to the July to October 2007 period, largely as a result of the opening of the Flushing Pool in Queens in March 2008. Membership rose in all age categories. Both overall condition and cleanliness ratings for recreation centers showed modest gains.



Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹		
★ Parks rated "acceptable" for overall condition (%)	88%	84%	86%	85%	85%	85%	82%
★ Parks rated "acceptable" for cleanliness (%)	93%	91%	91%	90%	90%	91%	90%
★ - Cleanliness of small parks and playgrounds (%)	93%	91%	93%	*	*	92%	91%
★ - Cleanliness of large parks (%)	89%	83%	78%	*	*	79%	74%
★ Safety surfaces rated "acceptable" (%)	92%	92%	94%	90%	90%	94%	93%
★ Play equipment rated "acceptable" (%)	88%	84%	89%	90%	90%	87%	84%
★ Comfort stations in service (in season only) (%)	92%	91%	93%	90%	90%	93%	92%
★ Spray showers in service (in season only) (%)	88%	96%	95%	*	*	93%	94%
★ Drinking fountains in service (in season only) (%)	90%	92%	92%	*	*	92%	93%
Parks with an affiliated volunteer group (%)	56%	57%	57%	*	*	57%	57%
Summonses issued	26,108	28,714	21,149	*	*	6,991	10,241
★ 📞 Public service requests received - Forestry	75,970	71,187	78,569	*	*	NA	NA
★ Trees planted	9,100	8,152	22,425	21,200	21,200	386	1,028
Trees removed	12,345	12,271	12,833	*	*	4,849	5,051
★ 📞 - Street trees removed (in response to service request)	8,084	7,857	8,095	*	*	3,584	3,374
📞 - removed within 30 days of service request (%)	99%	96%	98%	95%	95%	97%	96%
📞 Trees pruned - block program	36,368	32,590	75,810	65,000	65,000	20,450	18,846
★ - Annual pruning goal completed (%)	125%	112%	152%	*	*	41%	29%
- Percent of pruning completed within established cycle	10%	11%	15%	*	*	NA	NA
Acres restored	8.0	29.4	69.7	*	*	17.2	6.2
Acres improved	NA	NA	457.6	*	*	235.1	267.7
Attendance at historic house museums	659,345	748,689	763,337	*	*	365,690	371,069
Monuments receiving annual maintenance (%)	36%	44%	47%	*	*	25%	27%
★ Total major felonies in 20 largest parks - Crimes against persons	NA	NA	82	*	*	34	28
★ - Crimes against property	NA	NA	100	*	*	31	46
★ Public service requests received through 311 that relate to quality of life	2,266	2,839	3,144	*	*	1,360	1,461
Tort cases commenced	243	251	274	*	*	86	86
Tort dispositions	267	306	292	*	*	86	85
Tort payout (\$000)	\$5,925.6	\$18,262.7	\$12,258.7	*	*	\$4,206.5	\$1,500.2

★ Critical Indicator 📞 311 related ¹ Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹		
Capital projects completed	123	129	131	130	130	37	45
Capital projects completed on time or early (%)	89%	83%	74%	80%	80%	81%	89%
Capital projects completed within budget (%)	93%	93%	89%	85%	85%	89%	93%
Greenways added (miles)	1.2	3.2	0.5	*	*	0.0	0.5

★ Critical Indicator 📞 311 related ¹ Numeric Target "NA" - means Not Available in this report

✓ Provide recreational opportunities for New Yorkers of all ages.



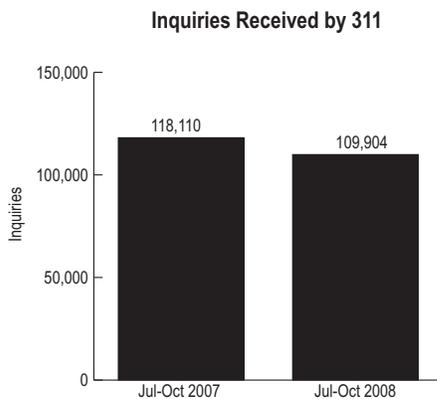
Performance Statistics	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
<i>Lifeguards (calendar year)</i>	1,060	1,090	1,152	1,200	1,200	NA	NA
★ <i>Swimming pools - Attendance at Olympic and intermediate pools (calendar year)</i>	1,421,804	1,294,789	1,495,628	*	*	NA	NA
★ <i>Citywide acceptability rating for cleanliness of recreation centers</i>	3.6	3.3	4.3	*	*	4.0	4.5
★ <i>Citywide acceptability rating for overall condition of recreation centers</i>	3.2	3.1	3.7	*	*	3.7	3.9
★ <i>Average hours recreation centers open per week</i>	76.9	76.1	76.3	*	*	NA	76.7
★ <i>Total recreation center attendance</i>	2,933,937	2,623,605	2,779,447	*	*	855,998	984,384
<i>Total recreation center membership</i>	120,035	96,862	148,168	*	*	38,664	55,724
- Seniors	17,041	18,802	28,537	*	*	8,216	10,684
- Adults	69,051	42,747	65,947	*	*	15,399	23,451
- Youth and children	33,943	35,313	53,684	*	*	15,049	21,589

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 109,904 DPR-related inquiries from July through October 2008. 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 DPR - related inquiries:	Total	% of DPR Inquiries
<i>Wood Disposal Chipping and Pickup</i>	12,383	11.3%
<i>Find a Park</i>	10,755	9.8%
<i>Find an Event in a Park</i>	9,872	9.0%
<i>Removal of Large Branch or Entire Tree - City Tree</i>	8,816	8.0%
<i>Tree Pruning</i>	8,101	7.4%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹	FY10 ¹	Actual FY08	Actual FY09
<i>Expenditures (\$ millions)</i> ²	\$308.2	\$332.6	\$370.6	\$353.4	\$370.5	\$339.8	\$149.7	\$152.8
<i>Revenues (\$ millions)</i>	\$64.9	\$75.8	\$97.5	\$94.8	\$100.9	\$82.7	\$27.0	\$27.6
<i>Personnel (Total FT and FTE)</i>	6,766	6,947	7,245	7,265	7,214	6,758	7,156	7,037
<i>Full-time personnel</i>	1,895	3,052	3,702	3,655	3,590	3,343	3,626	3,729
<i>Full-time equivalent (FTE) personnel</i>	4,871	3,895	3,543	3,610	3,624	3,415	3,530	3,308
<i>- Parks Opportunity Program (POP) participants</i> ³	2,269	2,200	2,293	2,316	2,316	2,316	2,289	2,146
<i>Overtime paid (\$000)</i>	\$6,645	\$6,725	\$7,540	*	*	*	\$2,926	\$2,707
<i>Capital commitments (\$ millions)</i>	\$279.5	\$476.0	\$507.4	*	\$1,140.9	\$527.9	\$167.8	\$69.4
<i>Work Experience Program (WEP) participants assigned</i>	134	139	48	*	*	*	154	18

¹ January 2009 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

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

Noteworthy Changes, Additions or Deletions

- The Department revised four-month and annual Fiscal 2008 data for 'Trees planted' and 'Acres improved' to reflect updated information. Four-month Fiscal 2008 data was also revised for 'Attendance at historic house museums,' 'Monuments receiving annual maintenance (%)' and for the three measures regarding tort activity.
- The Department increased the Fiscal 2009 target for 'Trees planted' from 20,000 to 21,200 to reflect updated projections.



DEPARTMENT OF CITY PLANNING

Amanda M. Burden, Director

Key Public Service Areas

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

Scope of Agency Operations

The Department of City Planning (DCP) promotes strategic growth and development in the City, in part by initiating comprehensive, consensus-based planning and zoning changes for individual neighborhoods and business districts. It supports the City Planning Commission and each year reviews 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.

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.

Preliminary Performance Highlights

- Consistent with last year, the Department presented 10 projects and proposals to the public during the reporting period, including the Forest Hills rezoning, which was referred for public review in September 2008. This 10-block special zoning district updates zoning to promote a broad mix of commercial and residential uses, foster new development on Queens Boulevard and reinforce the low-rise character on Austin Street.
- Seventy-five percent of land use applications were referred within six months of receipt, surpassing the target of 70 percent. The median time to refer applications decreased by more than a third, reflecting an unusually high number of simpler applications processed during this four-month period.
- Seventy-six percent of environmental review applications were completed within six months of receipt. The median time to complete application review declined by 19 days attributed, in part, to a smaller volume of applications received and to additional staff.

Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
<i>Projects and proposals completed and presented to the public</i>	38	33	34	*	*	10	10
- Economic development and housing proposals	7	6	7	*	*	2	4
- Neighborhood enhancement proposals	25	14	16	*	*	5	1
- Planning information and policy analysis	6	13	11	*	*	3	5
★ Number of significant milestones achieved for DCP-facilitated projects related to Lower Manhattan	NA	4	6	*	*	NA	NA
★ Number of significant milestones achieved for DCP-facilitated projects related to Hudson Yards	NA	5	11	*	*	NA	NA
★ Number of significant milestones achieved for DCP-facilitated projects related to significant open-space proposals	NA	4	5	*	*	NA	NA

★ Critical Indicator ¹Numeric Target "NA" - means Not Available in this report



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

Performance Statistics	A c t u a l			T a r g e t			
	FY06	FY07	FY08	Updated		4-Month	4-Month
				FY09 ¹	FY10 ¹	Actual	Actual
<i>Land use applications referred</i>	515	535	636	*	*	206	186
★ - within 6 months (%)	78%	72%	74%	70%	70%	74%	75%
- within 6-12 months (%)	11%	12%	10%	*	*	9%	9%
- within 13 months or more (%)	11%	16%	16%	*	*	17%	16%
★ Median time to refer land use applications (days)	48	41	48	*	*	69	38
<i>Environmental review applications completed</i>	NA	290	288	*	*	107	71
★ - within 6 months (%)	NA	80%	71%	*	*	72%	76%
- within 6-12 months (%)	NA	3%	8%	*	*	7%	3%
- within 13 months or more (%)	NA	17%	21%	*	*	21%	21%
★ Median time to complete environmental review applications (days)	NA	33	46	*	*	42	23

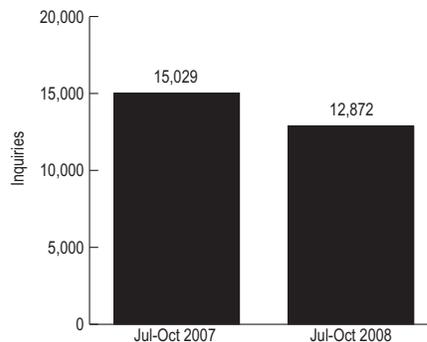
★ Critical Indicator ¹Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 12,872 DCP-related inquiries from July through October 2008.

Inquiries Received by 311



Top 5 DCP - related inquiries:	Total	% of DCP Inquiries
<i>Locate an Elected Official</i>	11,094	86.2%
<i>Zoning Information Desk</i>	1,486	11.5%
<i>Purchase City Planning Maps and Books</i>	70	0.5%
<i>City Planning - Hearings and Publications</i>	56	0.4%
<i>Waterfront - Flood Zone Information</i>	50	0.4%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month	4-Month
	FY06	FY07	FY08				Actual FY08	Actual FY09
<i>Expenditures (\$ millions)²</i>	\$22.1	\$22.1	\$24.4	\$30.2	\$33.6	\$23.8	\$11.0	\$13.0
<i>Revenues (\$ millions)</i>	\$1.8	\$1.9	\$2.3	\$2.5	\$3.0	\$2.8	\$0.6	\$1.2
<i>Personnel</i>	315	323	324	319	346	312	319	313
<i>Overtime paid (\$000)</i>	\$35	\$38	\$39	*	*	*	\$13	\$11

¹January 2009 Financial Plan

"NA" - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.



Noteworthy Changes, Additions or Deletions

- The Department revised four-month Fiscal 2008 data for ‘Projects and proposals completed and presented to the public’ and the sub-indicator ‘- Planning information and policy analysis.’
- Four-month Fiscal 2008 data was also updated for the indicator ‘Land use applications referred’ and for two of the related measures that report on the percent of applications completed within specific timeframes.





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 1,208 individual landmarks and more than 25,000 properties in 92 historic districts and 13 extensions to existing historic districts. The Agency annually reviews approximately 10,000 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, scenic landmarks and historic districts.
- Provide technical assistance and timely permit issuance for work on landmark buildings.
- Increase efficiency and compliance with landmark regulations.
- Review potential impacts to archeological resources.

Preliminary Performance Highlights

- During the reporting period LPC designated one historic district, one scenic landmark, one interior landmark and eight individual landmarks. The Commission continued its commitment to preserving the City's industrial heritage by designating the West Chelsea Historic District, a collection of buildings which recall the City's standing as the leading manufacturing center in the United States during the last half of the 19th century, and two industrial factory buildings in Manhattan. The designation of Morningside Park was the first scenic landmark designation since 1983.
- During the first four months of Fiscal 2009 the Commission achieved more than half of its designation target for the fiscal year.
- Timeframes for permit issuance met or exceeded last year's performance.
- As a result of an increase in investigations of reported incidences of illegal work on designated structures, LPC issued nearly 60 percent more warning letters during the first four months of Fiscal 2009 than during the same period of Fiscal 2008.
- Despite a 10 percent increase in applications, timeframes for review of archaeology applications exceeded last year's performance, with 96 percent reviewed within 10 days.



Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated			
	FY09 ¹	FY10 ¹					
★ 📞 Individual landmarks and historic districts designated	20	28	30	20	20	18	11
★ 📞 - Total number of buildings designated	333	1,158	438	*	*	26	39
Percent of designation target achieved	125%	175%	150%	*	*	NA	NA
📞 Work permit applications received	8,944	9,363	10,103	*	*	3,560	3,460
- Actions taken	8,974	9,463	10,730	*	*	4,293	3,513
Certificates of No Effect issued within 10 days (%)	87%	88%	90%	85%	85%	89%	90%
Expedited Certificates of No Effect issued within two days (%)	100%	100%	100%	100%	100%	100%	100%
Permits for Minor Work issued within 10 days (%)	85%	87%	87%	*	*	88%	88%
📞 Investigations completed	1,363	1,194	1,430	*	*	415	530
★ Percent of investigations resulting in enforcement action	72%	71%	61%	*	*	64%	56%
Warning letters issued	657	565	1,285	*	*	323	513
★ Notices of Violation upheld at the Environmental Control Board (%)	98%	98%	98%	*	*	99%	99%
Archeology applications received	325	377	392	*	*	130	143
Archeology applications reviewed within 10 days (%)	90%	90%	89%	85%	85%	75%	96%

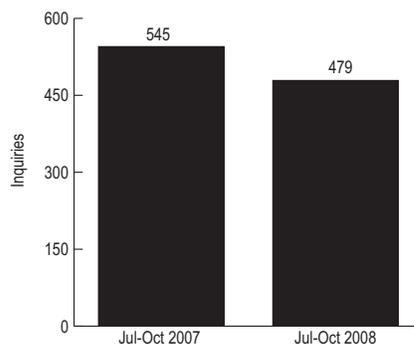
★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 479 LPC-related inquiries from July through October 2008. 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	216	45.1%
Landmark Building Alteration Permit	146	30.5%
Apply for Landmark Status	57	11.9%
Apply for Grant to Restore a Landmark	14	2.9%
Landmark Building Alteration Complaint - Painting	12	2.5%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹	FY10 ¹	Actual FY08	Actual FY09
Expenditures (\$ millions) ²	\$3.7	\$4.2	\$4.4	\$4.4	\$4.8	\$4.5	\$1.5	\$1.6
Revenues (\$000)	\$1,568	\$1,959	\$1,550	\$1,059	\$1,059	\$1,059	\$582	\$529
Personnel	56	65	67	63	66	66	63	61
Overtime paid (\$000)	\$3	\$3	\$4	*	*	*	\$0	\$0

¹ January 2009 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

None





DEPARTMENT OF CULTURAL AFFAIRS

Kate D. Levin, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Cultural Affairs (DCLA) ensures that cultural activities are an integral part of New York City's civic and economic life by providing support, advocacy and technical assistance for the City's cultural community. DCLA's constituency consists of the 33 City-owned cultural institutions comprising the Cultural Institutions Group (CIG) and more than 1,500 other not-for-profit organizations serving constituencies in all neighborhoods of the City. DCLA also provides donated materials for arts programs offered by the public schools and cultural and social service groups, and commissions works of public art at City-funded construction projects throughout the City. DCLA promotes activities which impact the City's economy and quality of life and is actively advancing numerous cultural development initiatives with large scale economic development components including Manhattan's West Side Highline corridor, mixed-use projects along the 125th Street corridor, the BAM cultural district and the World Trade Center site. In addition, DCLA provides technical assistance and support to the field on an ongoing basis.

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.
- Within the parameters of the Percent for Art Law, commission public art on a timely basis with the goal of achieving borough and agency distribution and a diverse range of projects of artistic excellence.
- Enhance public awareness of the array of cultural programming offered throughout the five boroughs.

Preliminary Performance Highlights

- Payments to the City's cultural institutions continued to meet the 5-day performance standard. On average, payments were made within three days.
- Nearly all Cultural Development Fund (CDF) award notifications were made within the 15 business day target, but the average time to issue initial payments increased by 6.4 days. Payments were temporarily delayed as new pre-qualification requirements for non-profit grantees were implemented. As part of its continuing efforts to improve program efficiency, in Spring 2009 the Department will be automating the CDF grant application process.
- Materials for the Arts (MFTA) increased its services to public schools and the arts community during the reporting period. The number of donors and transactions increased, and nearly \$2 million in materials reached more schools and arts and cultural organizations. MFTA also organized more "school" shopping activities at the warehouse.
- The New York City Waterfalls, a major public art installation by artist Olafur Eliasson, commissioned by the Public Art Fund and presented in collaboration with the City from June 26 through October 13, 2008, generated \$69 million in economic impact and attracted 1.4 million visitors. Ninety-five percent of out-of-town viewers participated in at least one other cultural event during their stay.



Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
Operating support payments made to Cultural Institutions Group (CIG) within 5 business days of request (%)	100%	100%	100%	100%	100%	100%	100%
★ Average days to issue operating support payments to CIG	NA	NA	3	*	*	3	3
Cultural Development Fund (CDF) award notifications made within 15 business days (%)	100%	90%	99%	90%	90%	97%	99%
Initial CDF payments made within 15 business days of receiving signed agreement (%)	70%	56%	77%	75%	75%	71%	46%
★ Average days to issue initial CDF payments after receiving a signed agreement	NA	NA	10.7	*	*	11.3	17.7
Program grant final payments made within 15 business days (%)	98%	95%	92%	95%	95%	NA	NA
★ Average days to issue program grant final payments	NA	NA	6	*	*	NA	NA
Value of contributed Materials for the Arts (MFTA) materials and equipment (\$ millions)	\$6.5	\$4.8	\$7.3	\$5	\$5	\$1.9	\$1.9
MFTA donors	1,211	1,324	1,741	1,350	1,350	713	791
★ MFTA transactions	4,549	4,743	4,994	4,700	4,700	1,584	1,786
Number of schools served by MFTA	530	591	545	550	550	200	292
Number of school visits to MFTA	1,067	1,325	1,277	1,250	1,250	310	422

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ New capital projects initiated (%)	66%	58%	54%	70%	70%	NA	NA
★ Percent for Art Projects commissioned (%)	83%	100%	87%	100%	100%	NA	NA

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

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

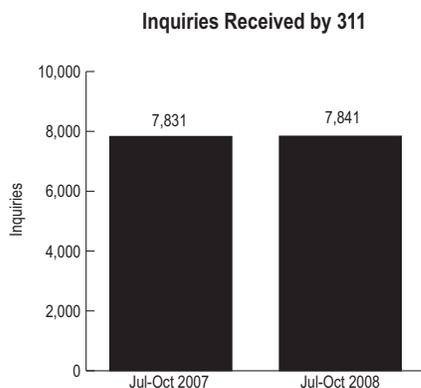
Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
Number of cultural organizations highlighted through public service announcements	199	451	497	450	450	105	114

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 7,841 DCLA-related inquiries from July through October 2008.



Top DCLA - related inquiries:	Total	% of DCLA Inquiries
<i>Find a Zoo or Aquarium</i>	3,459	44.1%
<i>Find a Museum</i>	2,558	32.6%
<i>Find a Botanical Garden</i>	597	7.6%
<i>Find a Performing Arts Theater</i>	176	2.2%
<i>Grants for Cultural Programs</i>	121	1.5%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
<i>Expenditures (\$ millions)</i> ²	\$136.3	\$150.0	\$161.3	\$153.2	\$155.7	\$133.1	\$108.2	\$98.3
<i>Personnel</i>	53	59	65	58	65	59	62	60
<i>Overtime paid (\$000)</i>	\$1	\$8	\$2	*	*	*	\$0	\$0
<i>Capital commitments (\$ millions)</i>	\$151.0	\$102.3	\$211.5	*	\$773.6	\$140.3	\$40.2	\$47.9

¹ January 2009 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The Department revised Fiscal 2008 data for the indicator 'Program grant final payments made within 15 business days' from 95% to 92% to reflect updated information.
- The Fiscal 2009 target for 'Percent for Art Projects commissioned' was revised to 100%.





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, 39,717 for-hire vehicles, 2,287 paratransit vehicles, 256 commuter vans, and 101,564 drivers. The Commission also regulates 28 taximeter shops, 25 taxicab brokers and 68 taxicab agents, and sets fares charged by medallion taxicabs.

Critical Objectives

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

Preliminary Performance Highlights

- The average wait time at TLC's Long Island City licensing facility decreased from 31 minutes to 18 minutes. In large part the shorter wait times are attributable to additional staffing and customer service enhancements, including checking application paperwork before the applicant reaches the intake window, and deploying staff to circulate throughout the waiting room to answer basic questions so customers do not need to wait on line for responses to many common inquiries.
- The percent of medallion and for-hire vehicles found in compliance with TLC standards and regulations during random car stops increased; compliance among for-hire vehicle bases also rose.
- Street hail summonses issued to for-hire vehicle drivers more than tripled compared to the same period last year, when summons activity was exceptionally low as a result of the reallocation of enforcement resources to a special initiative, and to support roles during the Fall 2007 strikes by medallion cab drivers.
- The percent of medallion safety and emissions inspections completed on time increased by nearly a third to 95 percent. During the latter part of Fiscal 2008 TLC implemented procedural changes to improve timely compliance by medallion owners. These changes include suspending medallion taxicabs from service when owners fail to reschedule missed appointments within 10 days rather than 14 days, and additional field inspections by enforcement officers.
- The average time from a consumer's request for a hearing to the hearing close date increased by 23 percent, or 10 days; a small number of cases took exceptionally long to resolve, raising the overall average for the four-month period.



Performance Report

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

	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
<i>Performance Statistics</i>							
★ Average days to receive a medallion driver's license from initial application	NA	56.6	56.5	*	*	69.0	54.3
★ Average days to receive a for-hire vehicle driver's license from initial application	NA	21.0	22.5	*	*	29.4	21.5
★ Average wait time at Long Island City licensing facility (hours:minutes)	0:20	0:33	0:31	0:25	0:25	0:31	0:18
★ Car stop compliance rate (Medallions and for-hire vehicles) (%)	NA	46%	56%	*	*	52%	60%
★ For-hire vehicle base inspection compliance rate (%)	NA	34%	69%	*	*	64%	71%
☎ Medallion enforcement: Operation Refusal compliance rate (%)	96%	94%	88%	*	*	97%	95%
Street hail summonses issued to for-hire vehicle drivers	1,184	1,260	1,560	*	*	206	690
Unlicensed for-hire vehicle bases - padlock proceedings initiated	45	50	47	*	*	7	31
Medallion safety & emissions inspections conducted	60,969	58,532	58,311	59,000	59,000	19,173	18,845
★ Medallion safety failure rate - Initial inspection (%)	NA	NA	42.9%	*	*	61.3%	42.2%
Medallion safety & emissions failure rate							
- Initial inspection (%)	51.5%	47.6%	45.5%	*	*	45.5%	41.9%
- Re-inspection (%)	24.9%	20.2%	17.1%	*	*	17.5%	12.5%
★ Percent of medallion safety and emissions inspections completed on time	NA	90.0%	80.2%	*	*	64.3%	95.3%
★ Average time to conduct a safety and emissions inspection of a licensed vehicle (hours:minutes)	NA	1:07	1:06	*	*	1:02	1:02
Medallion summonses for non-inspection	3,060	2,431	2,243	*	*	787	682
Medallions confiscated as a result of inspections (%)	0.97%	0.04%	0.03%	*	*	0.03%	0.05%
Average time to close a consumer complaint (calendar days)							
- Medallion	25.8	22.2	23.7	*	*	24.5	24.0
- For-hire vehicle	44.0	47.3	23.8	*	*	27.7	25.0
★ Average age of open summonses (calendar days)	NA	60.0	64.0	*	*	67.5	56.4
★ Average age of open summonses for failure to obtain inspection on time (calendar days)	NA	52.1	46.7	*	*	50.7	36.3
★ Average time from a request for a hearing to the hearing close date (calendar days)	NA	NA	47.0	*	*	44.0	54.0
★ Average time to process a hearing decision (minutes:seconds)	NA	39:05	26:40	*	*	27:06	19:08

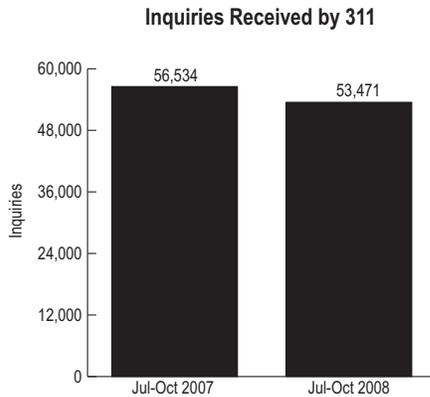
★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 53,471 TLC-related inquiries from July through October 2008. 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 TLC - related inquiries:	Total	% of TLC Inquiries
<i>Lost Property in a Taxi</i>	29,730	55.6%
<i>Taxi Driver License</i>	3,256	6.1%
<i>Yellow Taxi Fare Information</i>	1,936	3.6%
<i>Taxi Complaint - Pick-Up Refused</i>	1,909	3.6%
<i>Taxi Complaint - Rude or Discourteous</i>	1,769	3.3%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
<i>Expenditures (\$ millions)</i> ²	\$26.0	\$26.0	\$27.8	\$30.1	\$30.6	\$28.8	\$11.2	\$11.6
<i>Revenues (\$ millions)</i>	\$42.3	\$176.0	\$86.2	\$76.1	\$61.6	\$37.6	\$8.2	\$33.9
<i>Personnel</i>	445	422	422	462	466	462	406	422
<i>Overtime paid (\$000)</i>	\$588	\$556	\$471	*	*	*	\$164	\$173

¹ January 2009 Financial Plan

“NA” - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- Reporting for the indicator ‘License revocation rate’ has been discontinued since there was no significant performance variation.



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.
- ✓ Improve the quality of life for City residents.
- ✓ Enhance traffic safety for City residents.
- ✓ Improve police/community relations by providing courteous, professional and timely service.

Scope of Agency Operations

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

Critical Objectives

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

Preliminary Performance Highlights

- Major felony crime decreased 3 percent during the first four months of Fiscal 2009 compared to the same period of Fiscal 2008. Five felony crime categories decreased during the reporting period, while murder and grand larceny auto increased.
- During the reporting period there was a 4 percent reduction in major felony crime in public housing and a 3 percent reduction in major felony crime within the transit system.
- During the reporting period there were 11 additional incidents of domestic violence-related murder. During the same period domestic violence-related rape decreased 16 percent and domestic violence-related felonious assault decreased 13 percent.
- During the first four months of Fiscal 2009 major felony crime in the City's public schools increased 16 percent. However, during the first six months of the school year major felony crime in schools decreased 4 percent, from 463 to 444 crimes. During the same period major felony crime in Impact Schools decreased 50 percent, from 24 to 12 crimes.
- The number of counterterrorism training hours for members of the Department increased 67 percent during the reporting period.
- Traffic fatalities involving motorists or vehicle passengers decreased 11 percent, and fatalities involving bicyclists or pedestrians decreased 8 percent during the reporting period.
- Deaths related to driving while intoxicated (DWI) decreased 33 percent during the reporting period.
- The overall number of moving violation summonses decreased 5 percent. The Department has continued to focus traffic enforcement efforts on those hazardous violations that are most likely to cause motor vehicle accidents. Summonses for these hazardous violations increased 1 percent. More than 66,000 summonses were issued for prohibited use of cellular phones while driving, an increase of 7 percent.
- Citywide average response time to all crimes in progress increased by two-tenths of a minute during the reporting period. Within this category, average response times to critical and serious crimes in progress were unchanged.



Performance Report

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

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
★ Major felony crime	130,093	123,136	119,052	*	*	43,152	41,687
★ - Murder and non-negligent manslaughter	564	557	516	*	*	170	188
★ - Forcible rape	1,115	944	876	*	*	308	293
★ - Robbery	24,077	22,324	22,236	*	*	8,026	7,917
★ - Felonious assault	17,167	17,047	16,989	*	*	6,402	5,647
★ - Burglary	23,704	21,968	20,913	*	*	7,823	7,504
★ - Grand larceny	46,684	45,818	44,799	*	*	15,643	15,346
★ - Grand larceny auto	16,782	14,478	12,723	*	*	4,780	4,792
★ Major felony crime in housing developments	5,005	4,808	4,686	*	*	1,686	1,622
★ Major felony crime in transit system	2,709	2,554	2,346	*	*	773	753
Crime related to domestic violence							
- Murder	67	67	61	*	*	12	23
- Rape	407	354	328	*	*	110	92
- Felonious assault	3,605	3,609	3,689	*	*	1,332	1,162
Narcotics arrests	92,374	107,331	110,746	*	*	39,077	36,512
- Felonies	28,262	31,373	30,760	*	*	10,741	9,562
- Misdemeanors	63,413	75,233	79,291	*	*	28,073	26,715
- Violations	699	725	695	*	*	263	235
Gun arrests	6,778	6,855	6,794	*	*	2,594	2,322
Juvenile arrests for major felonies	4,842	4,469	4,373	*	*	1,421	1,447
★ School safety - Seven major crimes	1,187	1,164	1,042	*	*	242	281
- Other criminal categories	4,659	4,635	4,533	*	*	930	821
- Other incidents	9,288	8,687	7,456	*	*	1,639	1,310
Gang motivated incidents	554	713	577	*	*	220	155
Counterterrorism training (hrs)							
- Uniformed members	195,845	259,504	192,371	*	*	61,204	101,946
- Non-members	21,863	27,181	26,524	*	*	23,463	15,567

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

✓ Improve the quality of life for City residents.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
📞 Quality-of-life summonses	602,620	597,595	527,027	*	*	189,825	179,493
📞 - Unreasonable noise summonses	16,820	12,286	15,012	*	*	5,589	3,358

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

✓ Enhance traffic safety for City residents



Performance Statistics (data is preliminary and subject to further revision)	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
Traffic fatalities (motorists/passengers)	127	136	123	*	*	46	41
Traffic fatalities (bicyclists/pedestrians)	180	174	177	*	*	66	61
Total moving violation summonses (000)	1,278	1,250	1,227	*	*	404	386
- Summonses for hazardous violations	883,060	874,929	879,221	*	*	278,077	279,456
- Summonses for prohibited use of cellular phones	159,431	177,665	190,589	*	*	61,903	66,044
DWI-related fatalities	28	18	25	*	*	12	8

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

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

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
★ Average response time to all crimes in progress (minutes)							
- Citywide (all categories)	7.1	6.9	7.3	*	*	7.4	7.6
- Critical	4.3	4.2	4.3	*	*	4.4	4.4
- Serious	6.0	5.6	5.6	*	*	5.8	5.8
- Non-critical	11.8	11.7	12.4	*	*	12.8	13.0
Courtesy, Professionalism and Respect (CPR) testing							
- Tests conducted	7,379	7,581	8,214	*	*	2,708	2,676
- Exceptionally good	17	16	15	*	*	8	5
- Acceptable	7,309	7,523	8,137	*	*	2,677	2,654
- Below standard	53	42	62	*	*	23	17
Total civilian complaints against members of the service	7,349	7,662	7,488	*	*	2,530	2,505
Tort cases commenced	1,179	1,212	1,425	*	*	457	468
Tort dispositions	1,258	1,153	1,286	*	*	384	404
Tort payout (\$000)	\$59,698.8	\$61,123.1	\$80,047.1	*	*	\$28,165.0	\$37,685.6

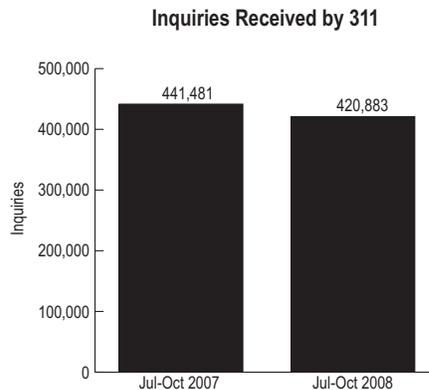
★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 420,883 NYPD-related inquiries from July through October 2008, 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)	107,016	25.4%
Find a Police Precinct or Police Service Area (PSA)	71,233	16.9%
Blocked Driveway - Vehicle	21,940	5.2%
Illegal Parking	20,207	4.8%
Hazardous Location or Situation	8,623	2.0%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
Expenditures (\$ millions) ²	\$3,794.2	\$3,856.2	\$4,148.7	\$4,093.3	\$4,524.4	\$4,366.4	\$1,368.8	\$1,440.3
Revenues (\$ millions)	\$106.7	\$102.0	\$105.0	\$100.1	\$101.8	\$101.2	\$34.9	\$36.2
Personnel (uniformed)	35,773	35,548	35,405	35,284	35,128	33,217	35,616	35,960
Personnel (civilian)	15,450	16,409	16,572	16,438	16,610	16,075	15,988	16,507
Overtime paid (\$000)	\$411,990	\$425,994	\$475,694	*	*	*	\$139,352	\$152,005
Capital commitments (\$ millions)	\$76.0	\$87.3	\$100.9	*	\$1,115.9	\$118.2	\$35.9	\$12.1
Work Experience Program (WEP) participants assigned	110	74	131	*	*	*	88	185

¹ January 2009 Financial Plan

“NA” - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- In order to be consistent with the data collected for the newly-enacted reporting requirements pursuant to Administrative Code Section 14-150, pertaining to crimes involving illegal firearms, the Department has replaced the statistic ‘Guns seized by arrest’ with ‘Gun arrests.’



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.

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.

Critical Objectives

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

Preliminary Performance Highlights

- Citywide response time to structural fires was 20 seconds faster during the reporting period. The decrease is due 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 combined average time for fire units to respond to structural fires and medical emergencies decreased by 4 seconds during the reporting period.
- The number of structural and nonstructural fires decreased 2 percent and 6 percent, respectively. The number of serious fires per 1,000 structural fires decreased 15 percent during the reporting period.
- Fire safety education presentations increased 25 percent during the reporting period.
- Civilian fire fatalities increased from 30 to 33. There were five fires with multiple fatalities during the first four months of Fiscal 2009, compared to two fires with multiple fatalities last period.
- During the reporting period firefighter burns sustained in service decreased 1 percent and service-connected firefighter injuries increased 2 percent.
- Completed fire prevention inspections, performed by FDNY inspectors who visit sites to ensure compliance with the City's Fire Code, increased 22 percent.
- Field force inspections, performed by fire units who visit commercial and residential buildings within designated areas, increased 37 percent during the reporting period due to additional inspection time instituted by the Department in November 2007. Inspections of commercial and residential buildings increased 14 percent and 51 percent, respectively. In addition, fire units conducted 3,929 inspections of construction and demolition sites during the reporting period.
- Investigations by fire marshals into the causes and origins of fires and other fire-related offenses remained virtually unchanged during the reporting period.
- Combined ambulance and fire unit response time to life-threatening medical emergencies was 3 seconds faster during the reporting period. Response time by fire units was 2 seconds faster and response time by ambulance units was 1 second faster.
- The average cost of an ambulance tour per day rose 14 percent due to increased personnel costs.



Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Average response time to structural fires (minutes:seconds) - Citywide	4:32	4:29	4:22	4:23	4:23	4:26	4:06
- Manhattan	4:37	4:33	4:26	4:28	4:28	4:25	4:09
- Bronx	4:35	4:36	4:29	4:25	4:25	4:30	4:12
- Brooklyn	4:10	4:04	3:57	3:57	3:57	4:01	3:44
- Queens	4:59	4:56	4:47	4:52	4:52	5:04	4:28
- Staten Island	4:50	4:49	4:45	4:54	4:54	4:43	4:37
★ Average response time to structural fires and medical emergencies by fire units (minutes:seconds)	4:31	4:24	4:20	*	*	4:17	4:13
★ Serious fires per 1,000 structural fires	118	114	108	*	*	111	94
Average annual cost of an engine company (\$ millions)	\$4.0	\$5.0	\$5.3	*	*	NA	NA
Average annual cost of a ladder company (\$ millions)	\$4.7	\$5.9	\$6.2	*	*	NA	NA
Fire safety education presentations	4,027	8,121	8,586	*	*	2,323	2,896
★ Civilian fire fatalities	94	92	85	*	*	30	33
★ Firefighter burns	387	428	354	*	*	120	119
★ Firefighter injuries	11,259	11,516	10,356	*	*	3,686	3,774
Completed inspections performed by fire prevention staff	186,551	180,508	162,848	162,000	162,000	48,567	59,417
Field force inspections	49,109	48,540	56,383	*	*	16,196	22,260
- Commercial buildings	19,850	20,631	24,568	*	*	5,919	6,747
- Residential buildings	29,259	27,909	31,815	*	*	10,277	15,513
Investigations	6,190	5,971	5,940	*	*	1,946	1,950

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)	6:42	6:36	6:39	6:35	6:35	6:37	6:36
Average response time to life-threatening medical emergencies by fire units (minutes: seconds)	4:30	4:24	4:19	4:25	4:25	4:16	4:14
★ Combined response time to life-threatening medical emergencies by ambulance and fire units (minutes:seconds)	5:48	5:43	5:46	5:41	5:41	5:42	5:39
Response time of less than 10 minutes to Advanced Life Support medical emergencies by Advanced Life Support ambulances (%)	80.0%	80.6%	80.6%	90%	90%	80.6%	81.2%
Average cost of ambulance tour per day (\$)	\$1,238	\$1,453	\$1,457	*	*	\$1,455	\$1,665

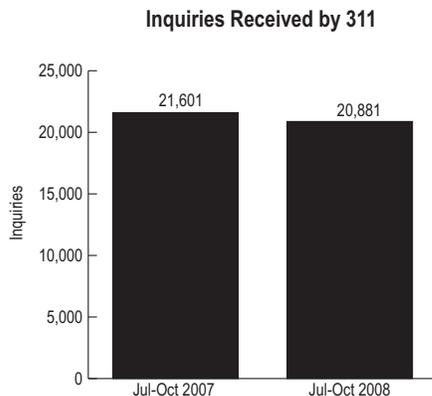
★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 20,881 FDNY-related inquiries from July through October 2008.



Top 5 FDNY- related inquiries:	Total	% of FDNY Inquiries
<i>Fire Hazard Complaint</i>	2,842	13.6%
<i>Ambulance Patient Locator</i>	2,116	10.1%
<i>Upcoming Fireworks Displays</i>	2,046	9.8%
<i>Locate a Firehouse - Manhattan</i>	1,730	8.3%
<i>Locate a Firehouse - Brooklyn</i>	1,725	8.3%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
<i>Expenditures (\$ millions)</i> ²	\$1,412.3	\$1,444.5	\$1,521.3	\$1,526.7	\$1,651.4	\$1,593.5	\$537.3	\$544.8
<i>Revenues (\$ millions)</i>	\$68.4	\$67.5	\$69.9	\$69.2	\$74.7	\$98.7	\$26.9	\$34.3
<i>Personnel (uniformed)</i>	11,643	11,522	11,585	11,233	11,233	10,782	11,651	11,741
<i>Personnel (civilian)</i>	4,497	4,694	4,805	4,880	4,917	4,720	4,743	4,774
<i>Overtime paid (\$000)</i>	\$193,874	\$178,170	\$178,864	*	*	*	\$59,705	\$58,902
<i>Capital commitments (\$ millions)</i>	\$120.5	\$118.8	\$121.0	*	\$238.4	\$69.9	\$21.2	\$13.1
<i>Work Experience Program (WEP) participants assigned</i>	8	16	2	*	*	*	22	23

¹ January 2009 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The 4-month Fiscal 2008 data for 'Completed inspections performed by fire prevention staff' was revised to correct a calculation error.
- The Department revised the 4-month Fiscal 2008 value for 'Investigations' 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.

Preliminary Performance Highlights

- OEM's total incident responses increased 24 percent during the first four months of Fiscal 2009. OEM's on-site coordination of responses more than doubled due to multiple factors, including an increase in structural incidents requiring OEM presence and a change in an internal protocol for the deployment of OEM Citywide Interagency Coordinators.
- OEM increased its total drills and exercises by 80 percent during the reporting period.
- The decrease in government employees trained in emergency response and the percentage of emergency response training goal met is due to increased 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 numbers for the previous period. In addition, the citywide implementation of Incident Command System training, making the City compliant with the National Incident Management System, was completed last year and included in that period's numbers.
- The number of residents educated in emergency preparedness by OEM staff through the Ready New York Program more than doubled during the reporting period primarily due to aggressive outreach. The number of residents educated in emergency preparedness by OEM training partners declined due in part to a decrease in funding to the American Red Cross.
- Six new Community Emergency Response Teams (CERT) were certified during the reporting period.



Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
Total incident responses	2,619	2,471	2,531	*	*	661	819
- On-site coordination	257	257	350	*	*	86	200
- Monitored from OEM Watch Command	2,362	2,214	2,181	*	*	575	619
Emergency Operations Center activations	12	11	10	*	*	4	3

★ Critical Indicator 📞 311 related ¹Numeric Target "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.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Field exercises/drills	6	5	5	4	4	2	4
★ Tabletop exercises	3	5	9	3	3	1	3
Participation in drills coordinated by other agencies	42	33	36	20	20	7	11
Government employees trained in emergency response	4,320	1,174	1,719	1,000	1,000	733	304
★ Percentage of emergency response training goal met (%)	NA	51%	172%	*	*	183%	91%

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
Emergency preparedness education of residents - by OEM staff	7,455	4,092	2,428	3,700	3,700	885	1,784
- by Agency partners using OEM curriculum	NA	NA	17,626	*	*	5,761	3,615
Emergency preparedness education of private/non-profit/government groups	5,407	4,508	2,849	3,700	3,700	1,247	1,147
★ 📱 Ready New York guides viewed online	97,934	58,680	76,793	*	*	NA	26,608
Newly certified Community Emergency Response Teams (CERT)	15	12	0	*	*	0	6
★ CERT volunteer hours	NA	7,454	11,687	*	*	NA	7,391

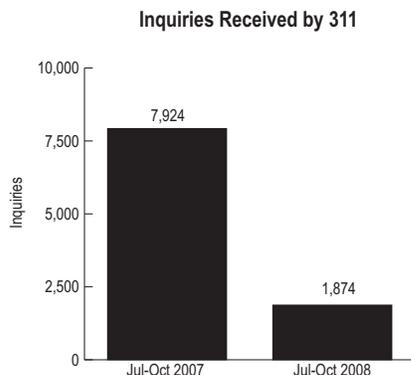
★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 1,874 OEM-related inquiries from July through October 2008. 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 OEM - related inquiries:	Total	% of OEM Inquiries
<i>Cooling Center Locations</i>	863	46.1%
<i>Ready New York Guide</i>	430	22.9%
<i>Hurricane Evacuation Zone Lookup</i>	142	7.6%
<i>Hurricane Preparedness Brochure and Map</i>	126	6.7%
<i>Community Emergency Response Team (CERT) Program</i>	66	3.5%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
<i>Expenditures (\$ millions)</i> ²	\$12.3	\$14.9	\$17.8	\$24.7	\$64.7	\$8.2	\$7.5	\$9.1
<i>Personnel</i>	59	74	101	50	106	36	94	103
<i>Overtime paid (\$000)</i>	\$1,875	\$1,032	\$933	*	*	*	\$148	\$294

¹ January 2009 Financial Plan

“NA” - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The Fiscal 2008 data for ‘Ready New York guides viewed online’ was revised to correct a calculation error.





DEPARTMENT OF CORRECTION

Martin F. Horn, 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.

Preliminary Performance Highlights

- Stabbings and slashings remained at the same historically low level achieved last year, with only 6 such incidents during the reporting period.
- Fight/assault infractions fell by 5 percent, from 2,174 to 2,076, reflecting a decrease in inmate-on-inmate fights.
- The Department performed 71,435 searches and recovered 484 weapons. While the number of searches increased by 3 percent, contraband discoveries fell by 10 percent or more in all three categories: weapons, drugs and other contraband. The Department's utilization of special search teams continues to serve as a deterrent to the introduction of contraband into the jails.
- Assaults on staff increased from 135 to 152, and incidents and allegations of use of force rose from 639 to 714 during the reporting period. The overwhelming majority of these occurrences continued to result in no more than a superficial injury to any inmate or staff member. The Department continues to redeploy staff to the most problematic housing areas to prevent incidents, segregate predatory inmates from the general inmate population, and reinforce instruction on use of force alternatives, particularly the use of pepper spray as a safer intervention method.
- During the first four months of Fiscal 2009 there were no suicides in DOC facilities. Although there was one escape, the fugitive was apprehended within 24 hours.
- Average daily attendance in school programs rose from 759 to 852, and daily participation in vocational education rose from 61 to 153. The Mayor's Center for Economic Opportunity has funded an expansion of educational services on Rikers Island, allowing DOC to expand recruiting efforts. The increase in vocational education participation occurred due to the addition of a summer session by John Jay College and a new food handler certification program initiated by the Department.
- During the reporting period the Department transported 1,018 inmates to community-based services, a 37 percent decrease from the last reporting period. This was an expected decrease that came about as a result of improvement to the vetting process, as stricter controls were imposed to ensure that persons transported are committed to doing necessary follow-up in the community.



Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Escapes	1	0	0	*	*	0	1
★ Suicides	3	2	2	*	*	0	0
Average cost per inmate per year (\$)	\$66,085	\$67,310	\$69,999	*	*	NA	NA
Searches	153,982	192,398	208,440	*	*	69,057	71,435
Weapons Recovered	1,748	2,472	1,439	*	*	536	484
★ Stabbings and slashings	37	37	19	*	*	6	6
★ Assaults on staff	424	442	427	*	*	135	152
Fight/assault infractions	6,833	6,576	6,109	*	*	2,174	2,076
Jail-based arrests of inmates	654	738	751	*	*	256	178
Incidents and allegations of Department Use of Force	1,522	1,751	1,915	*	*	639	714
Inmate Health Clinic Visits	103,252	99,057	88,110	*	*	31,325	30,733
- Average clinic waiting time (minutes)	28	27	27	*	*	29	23
Jail-cells unavailable (short-term repair)(%)	0.8%	0.8%	0.9%	1%	1%	0.9%	1.0%
★ Population as percent of capacity (%)	96%	95%	95%	96%	96%	96%	94%
Inmates delivered to court	316,023	326,735	317,612	*	*	107,907	105,068
On-trial inmates delivered to court on time (%)	99.8%	99.8%	99.4%	95%	95%	99.8%	99.6%

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Inmates transported directly to community-based service sites upon discharge through Riker's Island Discharge Enhancement (RIDE) program	4,830	4,829	3,736	*	*	1,606	1,018
Average daily attendance in school programs	795.0	767.0	865.0	750	750	759.0	852.0
Average daily number of inmates in vocational skills training programs	128	125	125	*	*	61	153

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
Victim Identification Notification Everyday (VINE) system registrations	3,623	4,661	5,475	*	*	1,922	2,357
VINE confirmed notifications	2,694	3,464	4,982	*	*	1,581	1,937

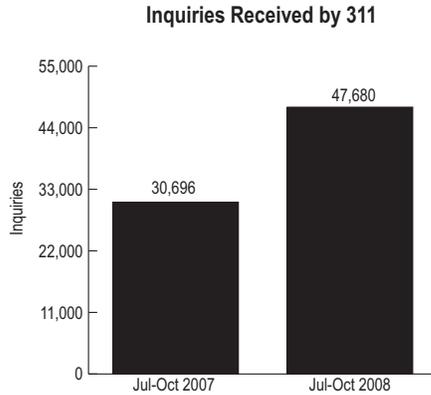
★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 47,680 DOC-related inquiries from July through October 2008. 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 DOC - related inquiries:	Total	% of DOC Inquiries
<i>Rikers Island Property Pickup Request</i>	11,913	25.0%
<i>Inmate Information - Holding Location or Release Date</i>	10,788	22.6%
<i>Inmate Information - Jail Phone Number</i>	6,111	12.8%
<i>Inmate Information - Visitor Rules</i>	5,725	12.0%
<i>Inmate Information - Court Date</i>	2,277	4.8%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR	FY09 ¹	FY10 ¹	Actual	Actual
				FY09	FY09 ¹	FY10 ¹	FY08	FY09
<i>Expenditures (\$ millions)</i> ²	\$900.1	\$949.8	\$965.7	\$987.1	\$1,022.5	\$983.3	\$309.3	\$328.8
<i>Revenues (\$ millions)</i>	\$18.3	\$19.3	\$19.8	\$13.8	\$18.5	\$9.5	\$5.5	\$6.5
<i>Personnel (uniformed)</i>	9,189	9,203	9,149	9,452	9,382	8,485	9,130	9,122
<i>Personnel (civilian)</i>	1,427	1,458	1,484	1,541	1,551	1,622	1,468	1,440
<i>Overtime paid (\$000)</i>	\$69,920	\$100,687	\$107,404	*	*	*	\$35,765	\$35,831
<i>Capital commitments (\$ millions)</i>	\$91.7	\$44.1	\$5.7	*	\$193.4	\$153.9	\$12.8	\$14.1

¹ January 2009 Financial Plan

“NA” - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

None





DEPARTMENT OF PROBATION

Martin F. Horn, 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.

Preliminary Performance Highlights

- The Department's on-time delivery rate of investigation reports improved to at or near 100 percent in all categories, with the greatest improvement for juvenile "at liberty" cases. Automated case tracking and tighter supervisory controls have enabled gains in these areas during the first four months of Fiscal 2009.
- The number of high-risk probationers supervised per officer declined slightly, remaining well below the Department's maximum case ratio standard of 65:1, and allowing the Department to exceed its goal for contact with these cases. These probationers, who represent the greatest threat of violent recidivism while on probation, are intensely supervised via stringent enforcement measures such as frequent home visits, random drug tests, and rapid response to violations of the conditions of probation.
- Monthly average rearrests for juvenile probationers rose slightly compared to the first four months of Fiscal 2008. Among other approaches, DOP continues to emphasize a family-centered approach to supervising high risk juvenile probationers through the Enhanced Supervision Program (ESP) and Esperanza; in addition, DOP has established a "graduated rewards and sanctions" initiative for the juvenile delinquent population, responding to probationers' varying degrees of compliance with a range of incentives and consequences to both positive and negative behavior.
- The rate of juvenile delinquency cases diverted from court through adjustment increased one percentage point to 32 percent of all cases in the first four months of Fiscal 2009. The Department is providing youth and families with effective non-judicial sanctions while enabling the courts to focus on more serious cases through increased outreach to complainants, a Law Department initiative that refers appropriate cases back to Probation, and an increase in misdemeanor cases, which are more appropriate for diversion from court.
- During first four months of Fiscal 2009, the number of youth served by the Enhanced Supervision Program increased by 17 percent. Average daily enrollment in Esperanza, the city's first home-based, alternative to placement program, decreased by 12 percent, due primarily to the establishment of the Juvenile Justice Initiative by the Administration for Children's Services in 2007. This program, modeled after Esperanza, also targets placement-bound youth but specializes in taking juveniles with ACS history. In addition, the number of placement-bound youth eligible for alternative sentencing has decreased due to the Department's successful efforts to adjust cases at intake.



Performance Report

✓ Prepare and provide investigation reports to the courts.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Pre-Sentence Investigation Reports on adult cases submitted 24 hours prior to scheduled hearing (%)	99.2%	98.8%	99.8%	*	*	99.7%	100.0%
★ Family Court juvenile cases with Investigations & Reports submitted on time - At Liberty Cases (%)	85.6%	78.3%	90.0%	*	*	85.0%	99.0%
★ - Remand cases (%)	NA	NA	98.0%	*	*	99.0%	100.0%

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

✓ Monitor and enforce the conditions of probation.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
📞 High-risk probationers supervised per Probation Officer	54	55	59	65	65	59	58
★ 📞 Adult probationer rearrest rate (monthly average) (%)	2.5%	2.5%	2.7%	*	*	2.7%	2.8%
★ Adult Probationers Arrested Citywide as a Percentage of the NYPD arrest report (monthly average)	NA	2.9%	2.8%	*	*	2.8%	2.9%
★ Juvenile probationer rearrest rate (monthly average) (%)	1.3%	1.6%	2.1%	*	*	1.9%	2.3%
★ Juvenile Probationers Arrested Citywide as a Percentage of the NYPD arrest report (monthly average)	NA	0.16%	0.21%	*	*	0.18%	0.23%

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Juvenile Delinquency cases diverted from court through adjustment (%)	17%	26%	30%	*	*	31%	32%
Youth enrolled in Esperanza (monthly average)	72	79	51	*	*	67	59
Total probationers supervised in Enhanced Supervision Program (ESP)	701	988	1,083	*	*	680	796

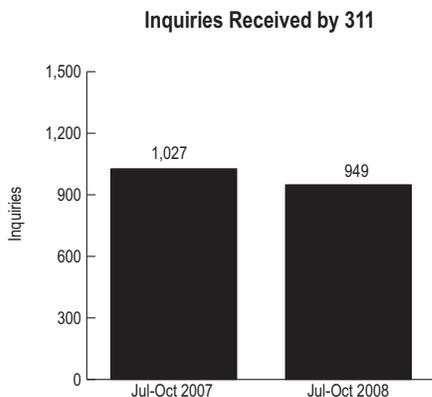
★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 949 DOP-related inquiries from July through October 2008.



Top 5 DOP - related inquiries:	Total	% of DOP Inquiries
<i>Adult Probation Supervision - Brooklyn</i>	273	28.8%
<i>Adult Probation Supervision - Manhattan</i>	140	14.8%
<i>Adult Probation Supervision - Bronx</i>	136	14.3%
<i>Adult Probation Supervision - Queens</i>	111	11.7%
<i>Probation Warrant Enforcement</i>	54	5.7%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR	FY09 ¹	FY10 ¹	Actual	Actual
<i>Expenditures (\$ millions)²</i>	\$79.8	\$80.7	\$81.6	\$82.2	\$85.8	\$84.4	\$30.2	\$30.9
<i>Revenues (\$000)</i>	\$183	\$190	\$88	\$2	\$2	\$2	\$50	\$1
<i>Personnel</i>	1,241	1,251	1,224	1,247	1,228	1,237	1,223	1,206
<i>Overtime paid (\$000)</i>	\$159	\$386	\$285	*	*	*	\$106	\$102

¹ January 2009 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

None





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.

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.

Critical Objectives

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

Preliminary Performance Highlights

- The average length of stay in detention increased by three days when compared to the same period in Fiscal 2008. This is partially attributable to citywide juvenile justice reform efforts, including the judiciary making greater use of the City-developed Risk Assessment Instrument and the Weekend Arraignment initiative. These efforts are changing the characteristics of youth in detention by supporting moderate-risk youth with supervision in the community, thus increasing the proportion of high-risk youth with more complex cases likely to stay in detention longer. The Department is continuing its communication with the judiciary and promoting its Collaborative Family Initiative, which has proven to decrease the stays of youth with mental health needs who previously stayed in detention twice as long as other youth.
- Throughout the first four months of Fiscal 2009, the Department has continued to focus on its violence prevention strategies by increasing supervision of high-incident locations, developing targeted care plans for incident-involved youth, and ensuring continuity of staff engagement with youth. The rate of assaults with injury between residents decreased by 12 percent compared to the same period in Fiscal 2008. The rate of assaults of youth on staff decreased by 67 percent compared to the same period in Fiscal 2008.
- The Department has continued its multi-strategy approach to safety and security, including the use of experienced search teams, canine searches, and raising the expectations of the frequency of searches to decrease the market for weapons and narcotics. These efforts have resulted in an 84 percent increase in searches, a 33 percent decrease in the weapons recovery rate, and a 40 percent decrease in the narcotic recovery rate during the reporting period.
- The Department's non-secure detention abscond rate decreased by 29 percent this reporting period. The Department attributes this decrease to the implementation of enhanced security procedures used during the transportation and movement of youth cared for in the group home system, continued communication with the judiciary about youth who have absconded, the development of group home-specific security plans, and improved monitoring of youth who previously have attempted to abscond or have made statements about absconding.



Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Total Admissions	5,974	5,885	5,490	*	*	1,746	1,786
★ Average length of stay	27	27	28	*	*	27	30
★ Average Daily Population (ADP)	448.7	440.5	426.4	*	*	397.6	401.8
★ Average daily cost per youth per day (\$)	\$476	\$520	\$588	*	*	NA	NA
★ Youth on Youth Assaults and Altercations with Injury Rate (per 100 total ADP)	0.30	0.35	0.37	*	*	0.34	0.30
★ Youth on Staff Assaults and Altercations with Injury Rate (per 100 Total ADP)	0.03	0.03	0.03	*	*	0.03	0.01
★ Escapes from secure detention	0	0	0	0	0	0	0
★ Abscond rate in non-secure detention (Average per 100 Total ADP in non-secure)	0.02	0.04	0.03	0.06	0.06	0.07	0.05
★ Searches	139,456	142,507	208,793	*	*	51,044	93,721
★ Weapon Recovery Rate (Average per 100 Total ADP)	0.05	0.08	0.06	*	*	0.06	0.04
★ Narcotics Recovery Rate (Average per 100 Total ADP)	0.03	0.04	0.05	*	*	0.05	0.03
★ Child Abuse and/or Neglect Allegation Rate (Internal) (Average per 100 Total ADP)	0.10	0.09	0.08	*	*	0.08	0.11
★ Youth who received medical screening within 24 hours of admission (%)	99%	100%	99%	97%	97%	100%	99%
★ Residents seen within 24 hours of Sick Call Report (%)	99%	95%	97%	95%	95%	99%	98%
★ In-Care Youth who were referred for mental health services (%)				*	*		44%
★ In-Care Youth who were referred for and received mental health services (%)				*	*		40%
★ General healthcare cost per youth per day (\$)	\$59	\$73	\$85	*	*	NA	NA

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Youth with previous admission(s) to detention (%)	42.9%	45.9%	47.5%	*	*	NA	NA
★ Youth with medical/mental health needs released with a discharge plan (%)	100%	100%	100%	*	*	100%	100%

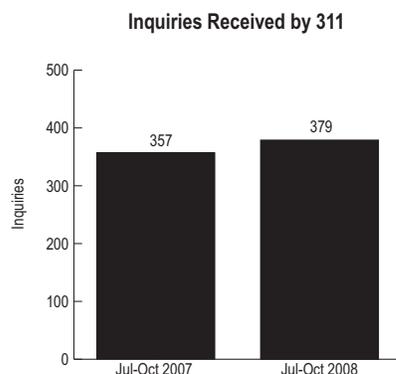
★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 379 DJJ-related inquiries from July through October 2008.



<i>Top 5 DJJ - related inquiries:</i>	Total	% of DJJ Inquiries
<i>General Information Juvenile Detention</i>	154	40.6%
<i>Juvenile Center - Bridges</i>	76	20.1%
<i>Juvenile Center - Horizon</i>	57	15.0%
<i>Juvenile Center - Crossroads</i>	52	13.7%
<i>Juvenile Delinquent Recreation</i>	12	3.2%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
<i>Expenditures (\$ millions)²</i>	\$104.3	\$127.7	\$131.0	\$133.3	\$135.6	\$133.2	\$86.1	\$56.8
<i>Personnel</i>	853	747	757	990	990	964	744	785
<i>Overtime paid (\$000)</i>	\$6,179	\$8,325	\$11,157	*	*	*	\$3,133	\$2,473
<i>Capital commitments (\$ millions)</i>	\$1.2	\$2.3	\$0.2	*	\$5.3	\$5.0	\$0.7	\$0.7

¹ January 2009 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The Department has revised the methodology and renamed the previous Medical/Mental Health Services indicator 'Youth who received mental health services (%)'. The previous indicator had reflected the proportion of admissions to detention during the reporting period who were referred to mental health services, and therefore captured a number of youth who were referred multiple times. The revised indicator 'In-Care Youth who were Referred for and Received Mental Health Services (%)' reflects the percent of unique youth who were in detention at least one day during the reporting period who were referred for and received mental health services. The Department also is reporting a new indicator, 'In-Care Youth Referred for Mental Health Services (%)', which reflects the percent of unique youth who were in detention at least one day during the reporting period who were referred for mental health services. These indicators more clearly reflect the evolving needs of and services provided to youth in detention.





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 7,000 complaints in Fiscal 2008.

Critical Objectives

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

Preliminary Performance Highlights

- During the first four months of Fiscal 2009 CCRB closed 2,445 cases, three fewer than 2,448 cases closed last period, but the number of full investigations as a percentage of total cases closed was down 7 percentage points. This decrease resulted from a 19 percent reduction, from 905 to 730 cases, in full investigations closed by the Board, and a 9 percent increase, from 1,501 to 1,634 cases, in the number of truncated cases.
- Investigator productivity increased from 19 to 21 case closures per person during the reporting period. However, the average number of days to complete a full investigation increased 6 percent, and the average age of cases older than 5 months increased. To meet its Fiscal 2009 timeliness targets, the agency is implementing changes to the way it processes cases, in addition to a series of initiatives to review time management strategies closely.
- Closed allegations with findings on the merits decreased 16 percentage points during the reporting period. As part of its efforts to understand and address the cause of this decrease, CCRB identified an increase in the number of unsubstantiated allegations across certain complaint categories. The agency is reviewing the circumstances around this increase, in conjunction with the increase in truncated cases, and will report on the results in the next Mayor's Management Report.
- More than 54 percent of substantiated investigations were closed in less than 12 months, 5 percentage points faster than last year. However, substantiated cases closed at 12 to 14 months decreased by 14 percentage points and substantiated cases closed at 15 months or older increased by 9 percentage points. To meet its Fiscal 2009 timeliness targets, the Board is instituting a series of initiatives discussed above.
- With the appointment of a new director of mediation in July 2008, the number of mediations doubled, from 27 to 53 cases, and the number of cases mediated as a percentage of total closed cases increased slightly during the reporting period. The average completion time for mediated cases increased 7 percent; however, all cases in the mediation docket were younger than one year.



Performance Report

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

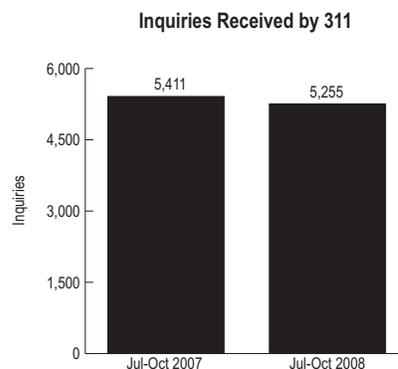
	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY09 ¹	FY10 ¹	FY08	FY09			
<i>Performance Statistics</i>							
Total civilian complaints against uniformed members of the New York City Police Department (Preliminary)	7,349	7,662	7,488	*	*	2,530	2,505
Full investigations as a percentage of total cases closed (%)	38%	36%	34%	*	*	37%	30%
★ Closed allegations with findings on the merits (%)	64%	63%	56%	*	*	63%	47%
★ Average number of days to complete a full investigation	288	291	306	280	280	301	319
★ Case closures per investigator	49	51	58	*	*	19	21
<i>Age of docket (by date of report) (%)</i>							
- 0-4 months	70%	67%	64%	70%	70%	67%	63%
- 5-12 months	27%	28%	31%	26%	26%	28%	30%
- 13 months or older	3%	5%	5%	4%	4%	5%	7%
<i>Age of cases when substantiated (by date of incident) (%)</i>							
- 0-5 months	20%	20%	8%	14%	14%	13%	2%
- 5-12 months	52%	47%	44%	48%	48%	36%	52%
- 12-14 months	18%	19%	28%	28%	28%	36%	22%
- 15 months or older	11%	14%	20%	10%	10%	15%	24%
★ Officers disciplined (excluding pending and filed cases) (%)	77%	75%	55%	*	*	47%	50%
Average successful mediation case completion time (days)	160	153	164	150	150	151	161
★ Percent of cases mediated	1.3%	1.7%	1.2%	*	*	1.2%	2.2%
<i>Age of mediation docket (by date of referral to mediation)</i>							
- 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 ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 5,255 CCRB-related inquiries from July through October 2008. 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 CCRB - related inquiries:	Total	% of CCRB Inquiries
Police Officer Misconduct	4,848	92.3%
Civilian Complaint Mediation	163	3.1%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹	FY10 ¹	Actual FY08	Actual FY09
Expenditures (\$ millions) ²	\$10.1	\$10.7	\$11.1	\$11.4	\$11.4	\$10.6	\$4.3	\$4.0
Personnel	186	186	179	190	190	171	188	170
Overtime paid (\$000)	\$255	\$108	\$17	*	*	*	\$3	\$0

¹ January 2009 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- CCRB revised the Fiscal 2006, 2007 and 2008 figures for 'Percent of cases mediated' to correct an error.





LAW DEPARTMENT

Michael Cardozo, Corporation Counsel

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Preliminary Performance Highlights

- During the first four months of Fiscal 2009 the Department reduced its pending tort cases by 24 percent compared to the same period of Fiscal 2008. 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.
- The number of tort dispositions decreased by 11 percent during the reporting period due to a reduced number of matters suitable for early disposition.
- The tort payout increased by 14 percent during the reporting period due in large part to the trial/settlement of six of the highest exposure cases stemming from the October 2003 Staten Island Ferry accident, which resulted in payouts of approximately \$38 million.
- During the reporting period crime victims assessed for community-based services increased by 14 percentage points due to the Department's continued shift in focus from mediation to other services for victims of crime.
- The juvenile conviction rate increased by 5 percentage points during the reporting period. Efforts at more focused filings are positively impacting the Department's juvenile conviction rate.

Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
★ Total tort cases pending	30,290	28,083	20,084	20,500	20,500	24,575	18,605
☎ Tort cases commenced - Citywide	6,811	6,260	6,190	6,200	6,300	2,063	2,085
Tort dispositions - Citywide	7,722	7,857	7,116	7,700	6,800	2,328	2,068
★ Total tort payout (\$000) - Citywide	\$477,010	\$534,978	\$554,326	*	*	\$152,295	\$173,170

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report



✓ Prosecute crimes involving youth under the age of 16.

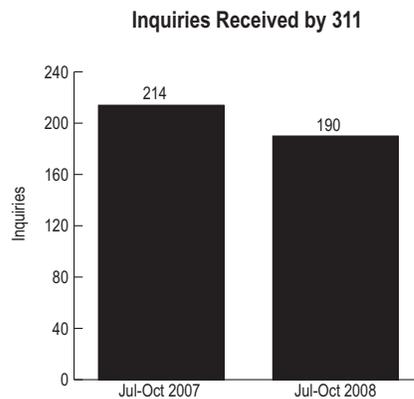
Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
Referred cases filed for prosecution (%)	72%	66%	62%	65%	65%	59%	58%
Crime victims assessed for community-based services (%)	19%	20%	28%	25%	25%	24%	38%
Juvenile conviction rate (%)	73%	70%	70%	70%	70%	66%	71%

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 190 Department-related inquiries from July through October 2008. 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 LAW - related inquiry:	Total	% of LAW Inquiries
<i>Suing the City</i>	175	92.1%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
Expenditures (\$ millions) ²	\$125.1	\$126.0	\$125.3	\$125.8	\$129.3	\$129.1	\$48.0	\$51.6
Revenues (\$ millions)	\$25.8	\$26.0	\$122.1	\$26.7	\$40.1	\$25.9	\$60.7	\$22.1
Personnel	1,389	1,407	1,408	1,350	1,354	1,350	1,372	1,373
Overtime paid (\$000)	\$909	\$994	\$1,198	*	*	*	\$273	\$303

¹ January 2009 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The Department revised 4-month Fiscal 2008 values for 'Total tort cases pending,' 'Tort cases commenced,' 'Tort dispositions,' and 'Total tort payout (\$000)' to reflect updated data.



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 2008 the Department received 13,839 complaints and conducted 2,481 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.

Preliminary Performance Highlights

- DOI received 20 percent more complaints and closed 39 percent more cases during the reporting period, with 78 percent of those cases resulting in significant impact. The overall average time to complete a case decreased by 5 percent. Turnaround time for completion of significant and routine investigations decreased by 14 percent and 7 percent respectively, while turnaround time for major investigations increased by 68 percent due to the increased caseload and the undertaking of several high-profile complex investigations.
- The Department's embarking on several new areas of investigation resulted in a record 155 percent increase in arrests. Similarly, referrals for criminal prosecution increased 35 percent and referrals for civil and administrative action increased 28 percent.
- Written policy and procedure recommendations decreased 11 percent during the reporting period due to increased awareness of, and early attention to, correcting corruption vulnerabilities by City agencies.
- During the first four months of Fiscal 2009 there was a 132 percent increase in financial recoveries to the City and an 86 percent decrease in recoveries to individuals and non-City entities. Recoveries collected from cases closed previously increased by 85 percent.
- Background investigations closed within six months increased by 3 percentage points and the average time to complete a background investigation decreased by 6 percent.
- The number of arrest notifications received for current or former childcare workers fingerprinted by the Department increased by 22 percent. Temporary staffing and increased managerial oversight of the Fingerprint Unit reduced the time to notify agencies of workers with criminal records by 1 day.
- The Department conducted 8 percent more corruption lectures and those attending increased by 42 percent. This increase reflects DOI's ongoing efforts to insure that all City employees and contractors remain sensitive to corruption vulnerabilities.



Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
Complaints	12,668	12,882	13,839	*	*	4,339	5,209
★ Caseload	1,908	2,045	2,481	*	*	1,503	1,552
Cases closed	961	995	1,418	*	*	366	507
Cases closed with significant impact (%)	NA	70%	70%	*	*	70%	78%
Referrals for criminal prosecution	624	668	454	*	*	133	179
Arrests resulting from DOI investigations	345	368	676	*	*	108	275
Referrals for civil and administrative action	1,166	1,263	1,503	*	*	365	468
Written Policy and Procedure Recommendations to City agencies	180	317	467	*	*	166	148
★ Financial recoveries to the City ordered/agreed (\$)	NA	NA	\$18,315,332	*	*	\$3,441,913	\$8,001,743
★ Financial recoveries to the City collected (\$)	NA	NA	\$10,576,694	*	*	\$1,359,869	\$2,521,733
Financial recoveries to individuals and non-City entities ordered/agreed (\$)	NA	NA	\$688,110,574	*	*	\$8,121,037	\$1,144,976
★ Average Time to Complete a Case (days)	341	330	329	*	*	319	304
★ - Major investigations	618	892	1,269	*	*	784	1,316
★ - Significant investigations	604	739	554	*	*	525	451
★ - Routine investigations	330	315	310	*	*	311	288
★ Average time to complete a background investigation (days)	266	278	342	*	*	283	266
Background investigations closed within six months (%)	56%	60%	53%	60%	60%	59%	62%
Time to notify agencies of childcare workers with criminal records after receipt from the State Division of Criminal Justice Services (days)	2	5	4	6	6	6	5
Arrest notifications received for current childcare workers	1,314	2,053	2,085	*	*	659	803
Corruption Prevention and Whistleblower lectures conducted	308	551	670	300	300	203	220
Individuals attending lectures	8,529	14,532	18,973	*	*	4,756	6,754
★ Average time to complete a Vendex check (days)	7	8	15	*	*	13	14
★ VENDEX name checks completed within 30 days (%)	99%	100%	98%	90%	90%	99%	99%
Companies monitored by IPSIG program	7	11	9	*	*	11	9

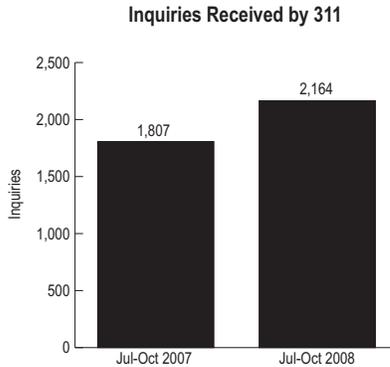
★ Critical Indicator 311 related ¹Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 2,164 DOI-related inquiries from July through October 2008.



Top DOI - related inquiries:	Total	% of DOI Inquiries
<i>Contact or Locate a City Marshal</i>	1,185	54.8%
<i>City Worker Corruption</i>	504	23.3%
<i>Fingerprinting - Center-Based Day Care or Pre-School</i>	191	8.8%
<i>City Marshal or Sheriff Complaint</i>	171	7.9%
<i>Become a City Marshal</i>	22	1.0%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
<i>Expenditures (\$ millions)²</i>	\$21.1	\$21.9	\$23.5	\$21.2	\$22.6	\$19.4	\$9.5	\$8.8
<i>Revenues (\$ millions)</i>	\$3.9	\$3.8	\$2.9	\$2.8	\$2.8	\$3.0	\$0.2	\$0.3
<i>Personnel</i>	245	265	241	262	271	240	260	236
<i>Overtime paid (\$000)</i>	\$20	\$35	\$15	*	*	*	\$7	\$8

¹January 2009 Financial Plan

"NA" - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The Department revised 4-month Fiscal 2008 values for 'Complaints,' 'Caseload,' 'Referrals for civil and administrative action,' and 'Written Policy and Procedure Recommendations to City agencies' to reflect updated data.
- DOI revised 'Financial Recoveries to the City ordered/agreed (\$)' from \$3,411,913 to \$3,441,913 for the first four months of Fiscal 2008 to accurately reflect an increase in the amount of recoveries ordered/agreed.





CITY COMMISSION ON HUMAN RIGHTS

Patricia L. Gatling, Commissioner/Chair

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Preliminary Performance Highlights

- The Commission closed 25 percent more cases and increased the number of cases it referred to the Office of Administrative Trials and Hearings during the reporting period. This is the result of the February 2008 reorganization of the Commission's Law Enforcement Bureau, assigning attorneys to handle all aspects of intake, investigation and prosecution of cases.
- The Commission's per case cash settlement increased 16 percent during the reporting period.
- Modifications made in order to provide accessibility for individuals with disabilities remained constant during the reporting period.
- The Commission reduced the average age of its caseload by 28 percent during the reporting period. Of the 516 cases before the Commission during the first four months of Fiscal 2009, 85 percent, or 441 cases, were less than one year old.
- During the reporting period the Commission conducted 19 percent more conferences, workshops and training sessions, 14 percent more community-based technical assistance sessions, and 67 percent more school-based training sessions. CCHR has enhanced its efforts to partner with more not-for-profit organizations and increase the number of sessions with existing partners.



Performance Report

✓ Enforce the City's Human Rights Law.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
Complaint investigations completed (%)	75%	64%	72%	*	*	32%	36%
Pre-complaint resolutions	198	191	236	*	*	64	76
★ 📞 Cases filed (by type of complaint)	312	283	466	*	*	118	145
- Employment discrimination (%)	77%	72%	66%	*	*	69%	56%
- Housing discrimination (%)	15%	19%	21%	*	*	17%	34%
- Public accomodation discrimination (%)	7%	8%	12%	*	*	11%	10%
- Bias-related harassment (%)	1%	1%	1%	*	*	3%	0%
★ Cases closed (by type of closure)	456	298	477	*	*	142	177
- No probable cause determination (%)	47%	41%	53%	*	*	52%	53%
★ - Probable cause determination (%)	5%	3%	6%	*	*	2%	10%
- Administrative cause (%)	29%	33%	26%	*	*	34%	18%
★ - Settlement (%)	19%	23%	15%	*	*	12%	19%
Cases referred to the Office of Administrative Trials and Hearings	29	14	29	*	*	0	19
★ Average value of cash settlement (\$)	\$19,000	\$12,981	\$12,621	*	*	\$11,574	\$13,443
Modifications for accessibility	185	169	217	*	*	75	74
Average age of complaint caseload (in years)	1	1	NA	*	*	1	NA
★ Average age of complaint caseload (in days)	NA	486	317	*	*	445	319
Caseload	480	527	566	550	550	511	516
Cases pending by age - Less than one year	329	336	433	400	400	384	441
- 1-3 years old	134	174	126	150	150	121	73
- 3-5 years old	15	16	7	20	20	6	2
- Older than 5 years	2	1	0	5	5	0	0

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

✓ Educate the community on the Human Rights Law.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
📞 Conferences, workshops and training sessions	728	667	735	500	500	238	283
📞 Community-based technical assistance	11,628	12,344	11,920	10,000	10,000	3,643	4,143
📞 School-based training sessions conducted	402	588	436	325	325	54	90

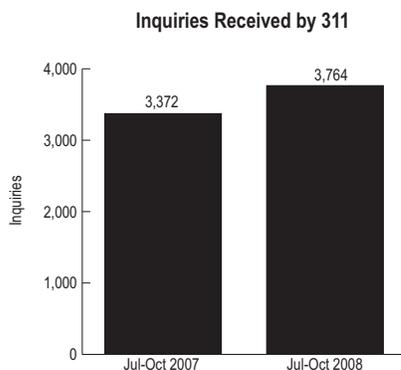
★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 3,764 CCHR-related inquiries from July through October 2008. 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.



<i>Top CCHR - related inquiries:</i>	Total	% of CCHR Inquiries
<i>Discrimination Complaint</i>	3,615	96.0%
<i>Community Outreach - Human Rights Education</i>	104	2.8%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR	FY09 ¹	FY10 ¹	Actual	Actual
<i>Expenditures (\$ millions)</i> ²	\$6.5	\$6.7	\$6.8	\$7.1	\$7.1	\$6.9	\$3.1	\$3.2
<i>Personnel</i>	80	79	82	81	81	78	80	79
<i>Overtime paid (\$000)</i>	\$8	\$6	\$9	*	*	*	\$0	\$1

¹January 2009 Financial Plan “NA” - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

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 on violations of quality-of-life laws, 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) is an administrative tribunal within OATH that adjudicates violations of the City's quality-of-life laws.

Critical Objectives

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

Preliminary Performance Highlights

- During the first four months of Fiscal 2009 OATH's average adjournment time decreased 13 percent over the same period of Fiscal 2008 due to continued proactive case management.
- OATH's settlement rate increased 4 percentage points during the reporting period because a significant number of license and regulatory matters were settled prior to trial. Such cases account for an increasing share of new case referrals.
- During the first four months of Fiscal 2009 the number of days for OATH to issue decisions after the record was closed decreased 44 percent. The faster decision time continued to reflect the agency's adherence to new time standards that were adopted in Fiscal 2007.
- The Environmental Control Board (ECB) achieved a 9 percent reduction in the average time from hearing assignment to a hearing decision, while experiencing a 32 percent increase in the number of hearings conducted. This efficiency was realized during the initial implementation of rules governing the circumstances under which the Administrative Law Judge may adjourn a case.
- ECB call center average wait time increased to an average of 35 seconds during the reporting period, but was still 5 seconds faster than in Fiscal 2008.

Performance Report

- ✓ Adjudicate administrative matters fairly and efficiently.

Performance Statistics	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
Cases filed at OATH (total)	2,007	2,328	2,775	*	*	868	1,290
★ Average adjournment time at OATH (business days)	17	15	13	20	20	15	13
OATH settlement rate (%)	56%	52%	54%	55%	55%	50%	54%
★ Days for OATH to issue decision after record is closed	36.0	23.2	12.1	25	25	14.2	8.0
OATH cases with decisions issued within targeted number of business days (%)	75%	83%	92%	*	*	89%	95%
Facts and conclusions adopted by agency (%)	100%	98%	100%	96%	96%	100%	98%

★ Critical Indicator ¹Numeric Target "NA" - means Not Available in this report



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

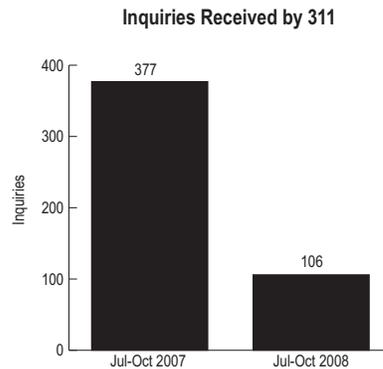
Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
Notices of Violation (NOV) received by ECB	NA	722,670	678,652	*	*	218,152	238,969
ECB hearings conducted	NA	156,330	159,410	*	*	51,527	67,858
★ Average time from ECB hearing assignment to decision (days)	NA	90	96	*	*	90	82
★ ECB call center average wait time (minutes:seconds)	NA	0:46	0:40	*	*	0:25	0:35

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 106 OATH-related inquiries from July through October 2008.



Top OATH - related inquiries:	% of OATH	
	Total	Inquiries
City Agency Tribunals	104	98.1%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
Expenditures (\$ millions) ²	\$3.2	\$3.6	\$3.8	\$3.7	\$15.6	\$23.3	\$2.2	\$2.1
Revenues (\$ millions)	\$20	\$11	\$0	\$11	\$11	\$11	\$0	\$0
Personnel	23	27	28	29	302	389	29	28
Overtime paid (\$000)	\$1	\$1	\$1	*	*	*	\$1	\$0

¹ January 2009 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.



Noteworthy Changes, Additions or Deletions

- OATH added the measure ‘Cases filed at OATH (total).’
- In November 2008 a functional transfer placed ECB under the jurisdiction of OATH. New ECB measures added to this edition of the Mayor’s Management Report are: ‘Notices of Violation (NOV) received by ECB,’ ‘ECB hearings conducted,’ ‘Average time from ECB hearing assignment to decision (days),’ and ‘ECB call center average wait time (minutes:seconds).’





BUSINESS INTEGRITY COMMISSION

Michael J. Mansfield, Commissioner/Chair

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Preliminary Performance Highlights

- During the first four months of Fiscal 2009 BIC more than doubled the number of carting background investigations completed due to the work of the new Background Intelligence Unit, which was created at the end of Fiscal 2008.
- The number of carting licenses approved decreased from 37 to 28, and carting applications pending increased 51 percent during the reporting period. However, the average age of all pending applications decreased 11 percent. BIC is committed to expeditiously processing all license and registration applications and expects to decrease the number of pending applications by the end of Fiscal 2009.
- The number of carting registrations approved increased 3 percent, but the average time to process registrations increased to 111 days due to several older applications that were approved after integrity concerns were finally resolved.
- BIC issued four times the number of carting violations during the first four months of Fiscal 2009 compared the same period of Fiscal 2008. Violations for unlicensed and unregistered carters and vehicles not registered with BIC accounted for most of the increase.
- The number of public wholesale market background investigations completed increased 93 percent due to the work of the new Background Intelligence Unit, which was created at the end of Fiscal 2008.
- BIC approved 28 public wholesale market applications during the first four months of Fiscal 2009, compared to 6 for the comparable period last fiscal year. At the same time, the average time to approve public wholesale market registrations increased to almost two years because 11 registration applications that were the subject of long-term investigations were approved during the period. Through the agency's reorganization and the creation of the Background Investigation Unit, issues concerning these 11 applications were addressed resulting in the approvals during the reporting period.
- The number of violations issued in the public wholesale markets decreased from 218 to 121. Due to the sensitive nature of a major criminal investigation conducted during the reporting period, enforcement activities in the public wholesale markets had to be curtailed so as not to interfere with the investigation. Although violation issuance decreased, BIC personnel were actively patrolling the markets at the time. The agency has resumed full enforcement activities in the markets now that the investigation has concluded.



Performance Report

✓ Regulate commercial carting industry.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
Carting background investigations completed	621	1,020	743	*	*	244	538
Carting licenses approved	124	113	100	*	*	37	28
Carting registrations approved	410	678	485	*	*	150	155
★ Average time to process approved carting licenses (days)	285	289	206	270	270	169	104
★ Average time to process approved carting registrations (days)	127	78	116	90	90	79	111
Carting applications pending	217	189	274	*	*	232	351
★ Average age of pending carting applications (days)	282	153	130	190	190	130	116
★ Carting license applications denied (%)	10.1%	10.0%	10.3%	*	*	10.0%	10.1%
★ Carting registration applications denied (%)	1.6%	2.0%	2.1%	*	*	1.9%	2.1%
★ Total carting applications denied (%)	4.1%	4.0%	4.1%	*	*	3.9%	4.0%
Violations issued to private carters	308	371	620	*	*	111	469

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

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

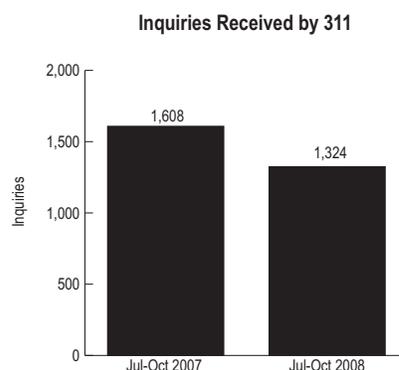
Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
Public wholesale market background investigations completed	114	145	158	*	*	62	120
Public wholesale market registrations approved	44	45	40	*	*	6	28
★ Average time to approve public wholesale market registrations (days)	NA	257	280	270	270	145	686
★ Public wholesale market applications denied (%)	2.0%	2.0%	2.1%	*	*	2.2%	1.9%
Violations issued at public wholesale markets	306	532	551	*	*	218	121

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 1,324 BIC-related inquiries from July through October 2008.



Top BIC - related inquiries:	Total	% of BIC Inquiries
Commercial Waste and Private Carters Information	827	62%
Sanitation Complaint - Private Carter	398	30%
Trade Waste License Registration	86	6%



BUSINESS AFFAIRS



Department of Finance



New York City Economic Development Corporation



Department of Consumer Affairs



Department of Small Business Services



DEPARTMENT OF FINANCE

Martha E. Stark, 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.

Preliminary Performance Highlights

- Wait time on the customer assistance helpline decreased by four minutes, but remained higher than the target. The shorter wait time is attributed to a nearly 9 percent drop in call volume. Updated real estate tax bills and property tax rebate checks, which are typically mailed in October and generate a steady stream of inquiries, were not issued until later in the fiscal year.
- Response time for hard mail correspondence increased by 3.2 days to 10.5 days, remaining higher than the Department's 7-day target, as resources were temporarily diverted to work on centralization of all e-mail correspondence. This included setting up a new tracking system, which will improve data collection and reporting and ensure that all customers get prompt responses.
- Processing of business tax returns was delayed for a short period pending resolution of a computer glitch, driving the average time to issue a business tax refund up by four days. Issuance times had improved by October and are expected to be on par with Fiscal 2008 by year-end.
- The percentage of tax conciliation cases decided within six months jumped by 40 points to 88 percent, significantly better than the performance goal. Two-thirds of the 106 cases closed during the period involved simple matters that the Department was able to resolve with taxpayers within a shorter timeframe. On average, agreements were reached with taxpayers and decisions issued in 4.6 months, more than a month faster than the prior year.
- Field audits completed within a year fell 14 percentage points to 22 percent as auditors closed more large and complex cases in the July to October 2008 period. The Department estimates that approximately 92 percent of cases closed in this period involved two to three tax years compared with 77 percent last year, and the average tax dollars examined per case was 74 percent higher. The average amount collected from a closed field audit case was \$350,000 compared to \$97,000 during the same period last year.
- Finance resolved 22.5 percent of the City's outstanding debt, more than double the amount from a year ago. Performance began improving in



August 2008 after the Department changed its strategy to focus on resolving younger debt, which tends to have higher collectability, and began clarifying its write-off policies to remove erroneous and uncollectible debt from its books.

Performance Report

✓ Quickly respond to customer needs.

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Average wait time on customer assistance helpline (minutes)	7.7	6.0	10.0	5	5	11.0	7.0
★ Average wait time to see a cashier at payment centers (minutes)	NA	5.9	4.9	6	6	5.2	4.2
Average response time for mail and e-mail correspondence (days)							
- E-mail	28.4	22.2	6.5	7	7	4.0	4.4
- Correspondence	33.7	21.5	8.0	7	7	7.3	10.5
★ Average time to issue a property tax refund (days)	57	30	15	20	20	14	15
★ Average time to issue a business tax refund (days)	NA	NA	47	45	45	46	50
★ Average turnaround time for in-person parking ticket hearings (minutes)	60	24	26	45	45	26	29
★ Average time to issue decision for a parking ticket hearing by-mail/web (days)	86.4	34.1	43.0	40	40	33.3	32.1
★ Average time to issue decision for parking ticket appeals (days)	10.0	11.0	12.3	17	17	13.8	11.0
★ Average time to issue refunds for parking tickets, appeals and towing charges (days)	NA	NA	14.8	10	10	NA	14.8
Time to render tax conciliation decision							
- Cases decided within 6 months (%)	68%	56%	60%	65%	65%	48%	88%
- Cases decided within 6-12 months (%)	14%	27%	28%	25%	25%	30%	9%
- Cases decided within 12-18 months (%)	6%	10%	12%	10%	10%	21%	3%
★ Average time to render tax conciliation decision (months)	NA	NA	6.4	6	6	5.8	4.6
★ Agency customer satisfaction rating	3.98	3.74	4.28	*	*	4.14	4.30
★ Agency complier treatment rating	3.66	3.32	3.98	*	*	3.83	3.99
Returned outgoing mail (%)	3.0%	2.1%	2.4%	3%	3%	1.6%	2.3%

★ Critical Indicator 311 related ¹Numeric Target "NA" - means Not Available in this report

✓ Fairly and timely collect all revenues due the City.

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ Percent of City debt resolved	NA	NA	47.7%	*	*	10.6%	22.5%
★ Percent of voluntary compliance	NA	84.0%	80.2%	*	*	80.5%	80.6%
★ Percent of property taxes billed that are paid	NA	97.9%	97.7%	*	*	NA	NA
★ Market value as a percent of sales price	NA	98%	101%	100%	100%	98%	96%
Filed property assessment appeals resulting in reductions (%)	14%	11%	12%	*	*	NA	NA
Liens declared defective (%)	2%	3%	1%	*	*	NA	NA
Field audit cases closed within 1 year (%)	33%	36%	28%	20%	20%	36%	22%
★ Average turnaround time for field audits (days)	NA	NA	628	*	*	494	610
Average amount collected from a closed field audit case (\$000)	\$366	\$632	\$849	*	*	\$97	\$350
★ Percent increase in tax liability as a result of audits	NA	NA	14.3%	*	*	13.4%	15.1%
Business tax revenue collected from non-filers (%)	0.84%	2.55%	0.06%	*	*	0.16%	0.01%
★ Percent of parking tickets issued that are paid	NA	NA	69.3%	*	*	62.0%	64.4%
★ Percent of parking tickets issued that are dismissed	NA	NA	14.7%	*	*	14.4%	14.0%

★ Critical Indicator 311 related ¹Numeric Target "NA" - means Not Available in this report



Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ <i>Percent of parking ticket appeals granted a reversal</i>	NA	NA	17.1%	*	*	18.6%	16.2%
<i>Parking summonses processable (%)</i>	93%	95%	96%	93%	93%	96%	96%
<i>Parking summonses paid online (%)</i>	19.1%	23.0%	26.0%	*	*	24.0%	27.7%

★ Critical Indicator 311 related ¹Numeric Target "NA" - means Not Available in this report

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

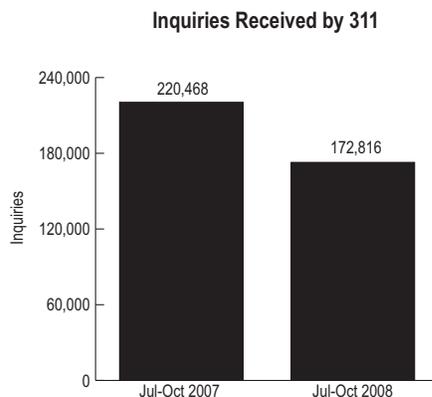
Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
	FY06	FY07	FY08	FY09 ¹	FY10 ¹	FY08	FY09
★ <i>Average time to record a property interest from transfer date (days)</i>							
- <i>Citywide</i>	NA	36.8	15.7	*	*	23.8	10.8
<i>Average time to record and index property documents (days)</i>							
- <i>Manhattan</i>	4.2	2.8	1.5	2	2	1.5	1.3
- <i>Bronx</i>	2.8	1.6	1.6	2	2	1.7	0.9
- <i>Queens</i>	3.3	1.2	1.0	2	2	1.4	0.6
- <i>Brooklyn</i>	1.3	1.6	1.0	2	2	1.1	0.8

★ Critical Indicator 311 related ¹Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 172,816 DOF-related inquiries from July through October 2008. 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 DOF - related inquiries:	Total	% of DOF Inquiries
<i>Missing Vehicle Towed</i>	44,930	26.0%
<i>Parking Violation Ticket Assistance</i>	36,702	21.2%
<i>City Property Tax Rebate - Information and Eligibility Lookup</i>	26,254	15.2%
<i>Property Tax Assistance</i>	9,201	5.3%
<i>Property Records Information</i>	6,776	3.9%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹	FY10 ¹	Actual FY08	Actual FY09
Expenditures (\$ millions) ²	\$200.5	\$205.9	\$215.5	\$206.4	\$215.9	\$203.1	\$91.9	\$94.7
Revenues (\$ millions)	\$660.7	\$674.5	\$738.8	\$682.5	\$692.0	\$919.9	\$256.4	\$242.1
Personnel	2,229	2,199	2,203	2,188	2,220	2,220	2,157	2,079
Overtime paid (\$000)	\$278	\$489	\$437	*	*	*	\$142	\$48

¹January 2009 Financial Plan

"NA" - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- Since Finance no longer processes refunds for parking tickets separately, it eliminated the indicator ‘Average time to issue a parking ticket refund (days),’ and revised the name of the measure ‘Average time to issue refunds for parking ticket appeals and towing charges (days)’ to accurately reflect what is being reported. The indicator now reads ‘Average time to issue refunds for parking tickets, appeals and towing charges (days)’ and replaces ‘Average time to issue parking ticket refunds (days)’ as a critical indicator. Four-month and annual Fiscal 2008 data for the measure was corrected.
- The Department revised Fiscal 2008 data for ‘Business tax revenue collected from non-filers (%)’ and also provided four-month data, previously reported as ‘NA.’
- Due to the length of time allowed to contest a parking ticket and appeal a hearing decision, October data for parking ticket processability, summons payment and dismissal information is not yet available. Fiscal 2009 data reported in the Preliminary Mayor’s Management Report for these three measures is based on activity from July to September. For the same reason, data reported in the Fiscal 2008 Mayor’s Management Report for these measures had been based on ten months of activity. The information has been updated to reflect a full 12 months of activity. Four-month Fiscal 2008 data for ‘Parking summonses processable (%)’ was also updated.



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.

Preliminary Performance Highlights

- During the reporting period the New York City Industrial Development Agency (IDA) closed three projects, including a tax-exempt bond transaction for a manufacturer in the Bronx. These projects are expected to create and retain 252 jobs in the City and generate more than \$31 million in total City tax revenues over the course of their term. The Agency's activity yielded lower numbers compared to the same period last year attributable, in large part, to the January 31, 2008 expiration of a portion of State law governing IDA activities, which resulted in the suspension of the Agency's ability to issue tax-exempt bonds for not-for-profit organizations' capital projects. In addition, several industrial projects were delayed or cancelled due to the recent volatility of the financial markets, which has made it extremely difficult to obtain commercial financing this year.
- From July to October 2008 NYCEDC committed more than \$81 million through funding agreements, primarily for capital projects it manages on behalf of other City agencies, including a \$30 million contribution toward the rehabilitation of Pier A located in Battery Park City. In total these commitments leveraged \$51 million in additional third-party 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. The development of this site is expected to create 1,400 construction jobs and generate an estimated \$316 million in new private investment for the City. Due to the magnitude of this major redevelopment project, private investment and job creation tied to NYCEDC's real estate activities were higher than in the comparable Fiscal 2008 four-month period.
- Principally as a result of the large job losses in the financial sector associated with the broader national economic downturn, the City's unemployment rate rose by 0.4 percentage points to 5.6 percent from October 2007 to October 2008. During the same period the national unemployment rate rose 1.7 percentage points to 6.5 percent.
- During the reporting period NYCEDC conducted an analysis of the short- and long-term outlook for the financial services industry. The study resulted in a comprehensive suite of initiatives designed to immediately respond to the financial crisis, position the City for the next wave of growth, and strengthen NYC's position as the global financial capital. These initiatives include, but are not limited to, an early stage seed investment program and training programs to reorient workers from the financial services industry to smaller technology companies.
- NYCEDC is undertaking many efforts to diversify the City's economy, including the development of a strategy and action plan to support green sector segments that show potential for a positive economic impact. This



study will analyze the green sector as it exists today, barriers to entry, and develop initiatives for overcoming these barriers and increasing the growth in high-priority segments.

Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
<i>New York City Industrial Development Agency (IDA) projects - Contracts closed</i>	43	56	43	*	*	6	3
★ - Projected jobs committed in connection with closed contracts	10,827	13,264	8,564	*	*	441	252
★ - Total City tax revenues generated in connection with closed contracts (\$ millions)	\$799.3	\$2,207.0	\$402.5	*	*	\$53.4	\$31.2
Total value of City funding agreements between NYCEDC and third-party entities (\$ millions)	\$53.6	\$147.5	\$315.3	*	*	\$75.6	\$81.5
Third-party investment leveraged as a result of funding agreements (\$ millions)	\$142.6	\$1,968.7	\$4,022.1	*	*	\$16.2	\$51.0
★ New private investment related to sale/lease of City-owned property (\$ millions)	\$718.0	\$2,495.5	\$1,033.3	*	*	\$64.0	\$322.3
★ Projected jobs created or retained in connection with the sale/lease of City-owned property							
- Permanent jobs	NA	1,899	958	*	*	457	62
★ - Construction jobs	NA	10,202	1,353	*	*	250	1,418
★ New York City unemployment rate (%)	5.5%	4.8%	5.0%	*	*	5.2%	5.6%
Visitors to New York City (millions) (calendar year)	43.8	44.0	46.0	*	*	NA	NA

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
Personnel	388	407	450	425	455	455	416	455
Capital commitments (\$ millions)	\$168.0	\$175.4	\$380.0	*	\$1,081.2	\$363.3	\$66.4	\$67.9

¹ January 2009 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- NYCEDC updated four-month Fiscal 2008 data for the three measures that report on the Industrial Development Agency's activities; the value of City funding agreements and amount of third-party investment leveraged; and the City's unemployment rate.



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 65,000 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 while maximizing customer service.

Preliminary Performance Highlights

- Consumer complaints were processed significantly faster due to continued operational improvements. The percent of complaints resolved within 20 days increased by 26 percentage points, with 95 percent of docketed complaints resolved within 50 days. The Department docketed 18 percent fewer complaints than in the same period last year.
- Restitution awarded to consumers rose by 54 percent to \$4.26 million due to the Department's aggressive follow-up of individual consumer complaints, which resulted in more than twice as many awards by DCA's administrative law court; the majority of cases involved home improvement contractors.
- The number of licensed home improvement contractors grew by 29 percent since last October to 11,877. This increase is due to the ongoing success of the Department's outreach and enforcement efforts with the industry.
- Licensing Center wait time rose to 15 minutes, reflecting a shift in resources from intake to the processing of license applications and the expansion of online licensing services. While processing time for basic licenses remained the same, this shift led to a 50 percent drop in the median processing time for all new licenses. By the end of Fiscal 2009, nearly all DCA licensees will be able to renew their licenses online.
- DCA's compliance indicators showed an overall upward trend.



Performance Report

✓ Protect and empower consumers.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
Complaint processing time							
- Within 0-20 days (%)	11%	11%	26%	25%	25%	19%	45%
- Within 21-50 days (%)	16%	20%	42%	35%	35%	33%	50%
- Within 51-90 days (%)	30%	18%	21%	20%	20%	24%	4%
★ Median complaint processing time (days)	NA	90	35	*	*	48	22
★ Complaints resolved to the satisfaction of the business and consumer (%)	50%	52%	57%	55%	55%	53%	52%
★ 📞 Total docketed complaints	7,555	6,057	6,877	*	*	2,568	2,101
★ - Home improvement contractor	NA	1,142	957	*	*	355	310
Restitution awarded (\$000)	\$3,632	\$5,304	\$8,367	\$8,200	\$4,500	\$2,763	\$4,259
Settlements by Legal Division - Total settlement amount (\$000)	\$2,063	\$1,238	\$1,717	\$1,750	\$1,750	\$696	\$777

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

✓ Facilitate fair business practices.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
★ License Law compliance rate (%)	82%	87%	88%	82%	82%	87%	90%
★ Consumer Protection Law refund and receipt compliance rate (%)	91%	93%	90%	90%	90%	91%	96%
Weights & Measures Law compliance rate - Gasoline pumps (%)	98%	98%	98%	98%	98%	98%	98%
- Fuel trucks (%)	92%	94%	73%	92%	92%	74%	79%
★ Inspected stores complying with tobacco regulations (%)	84%	89%	86%	86%	86%	87%	89%
★ Compliance on a follow-up inspection after a previous tobacco violation (%)	86%	91%	89%	85%	85%	92%	91%
📞 Current number of licensed home improvement contractors	8,585	10,673	11,095	*	*	9,209	11,877

★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
★ Licensing Center wait time (minutes)	13	10	13	15	15	9	15
★ Basic license application - average processing time (days)	NA	NA	5	*	*	4	4
★ Number of fines collected within 45 days of assessment (%)	75%	79%	77%	75%	75%	78%	76%
Current number of legally operating sidewalk cafes	884	896	871	*	*	966	964

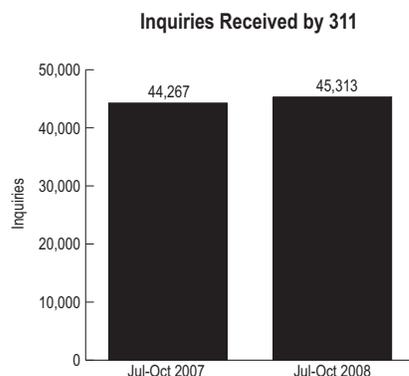
★ Critical Indicator 📞 311 related ¹Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 45,313 DCA-related inquiries from July through October 2008. 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 DCA - related inquiries:	Total	% of DCA Inquiries
<i>Investigate a Business Licensed by DCA</i>	4,783	10.6%
<i>Retail Store Complaint</i>	1,993	4.4%
<i>General Street Vendor - New License</i>	1,953	4.3%
<i>Home Improvement Contractor License Verification</i>	1,605	3.5%
<i>Gas Station Complaint</i>	1,344	3.0%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR	FY09 ¹	FY10 ¹	Actual	Actual
<i>Expenditures (\$ millions)</i> ²	\$15.6	\$17.1	\$20.5	\$20.1	\$23.0	\$20.0	\$7.3	\$6.7
<i>Revenues (\$ millions)</i>	\$27.6	\$24.6	\$26.3	\$18.5	\$21.0	\$19.0	\$7.1	\$6.9
<i>Personnel</i>	259	288	304	281	301	279	295	296
<i>Overtime paid (\$000)</i>	\$705	\$617	\$1,051	*	*	*	\$301	\$260

¹ January 2009 Financial Plan

“NA” - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The Department increased the Fiscal 2009 target for ‘Restitution awarded (\$000)’ from \$4.5 million to \$8.2 million to reflect revised projections.
- The Department also increased the Fiscal 2009 target for ‘Licensing Center wait time (minutes)’ from 13 to 15 minutes to reflect a shift in resources as referenced in the performance highlight bullet. The Department determined that the slightly longer average wait time will be outweighed by faster license processing times and expanded online licensing services.
- Four-month Fiscal 2008 data for ‘Complaints resolved to the satisfaction of the business and consumer (%)’, ‘Restitution awarded (\$000)’ and ‘Licensing Center wait time (minutes)’ was revised to reflect updated information.





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 businesses 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 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.

Preliminary Performance Highlights

- NYC Business Express is a multi-agency initiative that makes opening, 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 required to open a business in New York City. This year, NYC Business Express' online Wizard, which asks users a series of customized questions and determines which permits and licenses are required to open and operate certain types of businesses, expanded beyond the restaurant sector to include five additional areas: retail; services; arts, entertainment and recreation; wholesale trade; and health care. In the first four months of Fiscal 2009, the number of unique and repeat visitors to the NYC Business Express website increased by 71 and 151 percent, respectively, over the same period last year.
- The Energy Cost Savings Program (ECSP) helps eligible businesses reduce energy costs associated with relocation or capital improvements. In the Fiscal 2009 four-month reporting period, ECSP saved commercial tenants an estimated \$668,000 in energy costs, an increase of 104 percent over the same period last year. This increase is attributed to a rise in the number of companies that met the eligibility standards for ECSP, as a result of higher energy costs. Since many of these additional companies were relatively large, with more than 100 employees, the 4,904 jobs created or retained by the ECSP program also increased over the Fiscal 2008 four-month period, by 182 percent.
- NYC Business Solutions Centers, located throughout the City, offer entrepreneurs and small business owners free assistance with developing a business plan, accessing business courses, attaining financing, accessing government incentives, hiring and training employees and navigating government regulations. In the first four months of Fiscal 2009, the NYC



Business Solutions Centers reported declines of 21 and 17 percent, respectively, in the number of new businesses served and the number of service requests processed. These decreases reflect corrected calculations that eliminated double counting in Fiscal 2009. NYC Business Solutions will continue to work closely with its business customers to keep abreast of hiring needs and new opportunities.

- Between July and October 2008, 26,572 new job seekers were registered through the Workforce1 Career Center system, representing a 34 percent increase over the same period a year ago. This increase is due largely to more customers seeking services during the economic downturn, as well as new requirements that customers receiving Unemployment Insurance report to Workforce1 Career Centers for assessment by Department of Labor staff.
- In the Fiscal 2009 four-month reporting period, there were 5,729 Workforce1 system-wide job placements, a decrease of 4 percent compared to a year ago. While July performance lagged as a result of the downturn in the economy, performance in October was on par with Fiscal 2008. Immediate action that has been taken to increase the number of system-wide placements includes an increased effort to provide technical assistance in each Workforce1 Career Center.
- SBS certified 19 percent more businesses to participate in the Minority and Women-Owned Business Enterprise (M/WBE) Program between the end of the four-month Fiscal 2008 and four-month Fiscal 2009 reporting periods. During the same reporting periods, the number of City contracts awarded to M/WBEs and the number of City contracts awarded to M/WBEs after receiving direct assistance decreased by 2 percent and 4 percent, respectively. These decreases are reflective of the citywide budget reduction and resultant decreases in spending across all contract sizes.

Performance Report

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

	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
<i>Performance Statistics</i>							
★ Loans awarded to businesses through facilitation by NYC Business Solutions	NA	134	176	*	*	NA	70
★ Unique businesses receiving loans	NA	NA	165	*	*	NA	NA
New businesses served through NYC Business Solutions	12,917	14,245	12,010	*	*	4,763	3,784
Service requests processed by NYC Business Solutions	18,879	26,887	26,447	*	*	9,645	8,007
Financing facilitated through NYC Business Solutions (\$000)	\$14,285	\$19,395	\$11,931	*	*	NA	\$3,070
Value of Energy Cost Savings Program (ECSP) savings for businesses (\$000)	\$1,220	\$2,026	\$4,414	*	*	\$327	\$668
Jobs created or retained by ECSP	5,160	6,210	8,647	*	*	1,742	4,904
Value of Lower Manhattan Energy Program (LMEP) savings for commercial tenants (cumulative) (\$000)	\$18,715	\$28,129	\$28,510	*	*	\$13,824	\$16,235
Commercial tenants added to LMEP (cumulative)	1,363	1,414	1,428	*	*	1,414	1,496
★ ☎ Unique visitors to NYC Business Express website	NA	6,642	32,581	*	*	9,835	16,861
★ ☎ Repeat visitors to NYC Business Express website	NA	1,399	5,569	*	*	1,440	3,619

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report



✓ **Enable businesses to become more profitable and productive by connecting them to a skilled and qualified workforce while helping the City's workforce get placed in jobs and advance in their careers.**

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
☎ Number of new jobseekers registered through the Workforce1 Career Center system	28,175	41,671	58,795	*	*	19,776	26,572
★ Workforce1 system-wide job placements	12,637	17,218	17,149	*	*	5,942	5,729
★ - Hires through NYC Business Solutions Centers	NA	702	1,514	*	*	NA	553
★ Recruit-to-hire ratio for job placements made through accounts managed by NYC Business Solutions Hiring	NA	4:1	3:1	*	*	NA	3:1
★ Businesses awarded NYC Business Solutions Training Funds	24	15	23	*	*	NA	NA

★ Critical Indicator ☎ 311 related ¹Numeric Target "NA" - means Not Available in this report

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

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
★ Business Improvement Districts (BIDs) formed	3	2	4	*	*	2	0
★ Total City blocks receiving supplemental sanitation services through BIDs	NA	1,091	1,162	*	*	1,127	1,162
★ Average acceptably clean BID sidewalk ratings (%)	98.1%	98.9%	98.9%	*	*	98.8%	99.5%
Value of Local Development Corporations funding (\$ millions)	\$3	\$3	\$3	*	*	NA	NA

★ Critical Indicator ☎ 311 related ¹Numeric Target "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.**

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
★ Minority and Women-owned Business Enterprises (M/WBEs) awarded City contracts	NA	NA	418	*	*	NA	NA
★ - M/WBEs awarded contracts after receiving direct assistance	NA	NA	337	*	*	NA	NA
★ Number of City contracts awarded to M/WBEs	NA	4,600	5,762	*	*	2,139	2,105
★ - Contracts awarded to M/WBEs after receiving direct assistance	NA	3,235	4,264	*	*	1,646	1,585
Newly certified businesses in M/WBE Program	379	452	550	*	*	194	194
★ Total M/WBEs certified	1,035	1,236	1,604	*	*	1,403	1,674
★ Annual M/WBE recertification rate	26.0%	59.1%	62.7%	*	*	NA	NA
Newly certified businesses in Locally-Based Enterprise Program	30	31	28	*	*	11	3

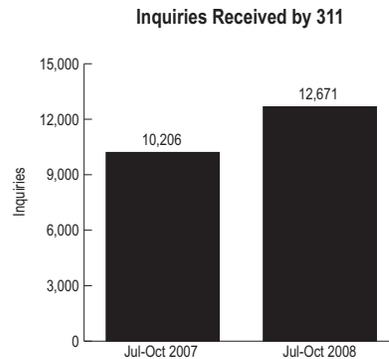
★ Critical Indicator ☎ 311 related ¹Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 12,671 SBS-related inquiries from July through October 2008. 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 SBS - related inquiries:	Total	% of SBS Inquiries
<i>Find a Workforce1 Career Center</i>	5,315	41.9%
<i>Help Starting a Small Business</i>	2,627	20.7%
<i>Find a NYC Business Solutions Center</i>	1,534	12.1%
<i>NYC Business Express Information</i>	332	2.6%
<i>Small Business Seminars and Classes</i>	182	1.4%

Agency Resources

Agency Resources	A c t u a l			September	Updated	4-Month Actual FY08	4-Month Actual FY09	
	FY06	FY07	FY08	2008 MMR FY09	FY09'			FY10'
<i>Expenditures (\$ millions)</i> ²	\$125.3	\$122.4	\$136.6	\$166.0	\$179.1	\$123.0	\$63.9	\$76.5
<i>Revenues (\$ millions)</i>	\$22.6	\$18.6	\$23.6	\$24.0	\$25.9	\$29.2	\$0.9	\$8.5
<i>Personnel</i>	268	286	305	274	313	257	273	285
<i>Overtime paid (\$000)</i>	\$23	\$34	\$35	*	*	*	\$11	\$6
<i>Human services contract budget (\$ millions)</i>	\$28.7	\$21.7	\$21.7	\$31.3	\$34.9	\$31.3	\$5.1	\$8.9

¹ January 2009 Financial Plan

“NA” - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- Fiscal 2009 represents the first time that the number of job placements by NYC Business Solutions Centers has been recorded on a fiscal year basis.

NON-MAYORAL AGENCIES



Public Libraries



City University of New York



Board of Elections



PUBLIC LIBRARIES

Thomas Amon, Chairman — *Brooklyn Public Library System*

Catherine C. Marron, Chairman — *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.

Brooklyn Public Library

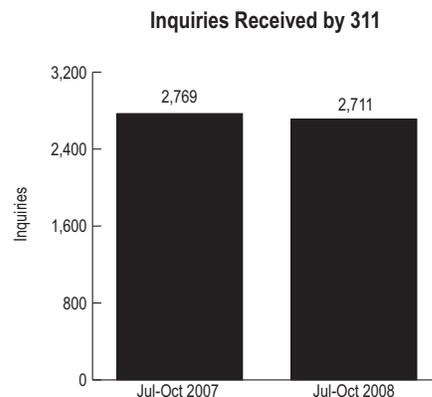
Performance Statistics	Actual			Target		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
★ Average weekly scheduled hours	37.9	37.9	46.7	46.7	46.7	46.7	46.7
Libraries open seven days per week (%)	10%	10%	10%	10%	10%	10%	10%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	15,923	16,497	16,825	18,000	18,000	5,652	5,960
Reference queries (000)	3,572	3,148	3,450	3,500	3,500	1,000	1,144
Electronic visits to website (000)	3,414	3,695	3,882	*	*	1,351	1,401
Computers for public use	1,009	1,078	1,108	1,128	1,128	1,080	1,108
Program sessions	36,047	37,634	43,862	38,500	38,500	12,666	15,089
★ Program attendance	649,319	850,756	894,648	1,000,000	1,000,000	285,066	299,713
★ Library card holders (000)	1,029	1,079	1,075	*	*	NA	NA
★ Total library attendance (000)	10,210	12,411	12,915	13,000	13,000	4,166	4,425

★Critical Indicator ¹Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 2,711 inquiries related to the Brooklyn Public Library System from July through October 2008.



Top BPL - related inquiries:	Total	% of BPL Inquiries
<i>Find a Library - Brooklyn</i>	1,977	72.9%
<i>General Information - Brooklyn Public Library</i>	161	5.9%
<i>Elementary School Student After School Program - Drop-In</i>	99	3.7%
<i>Library Complaint - Brooklyn</i>	37	1.4%
<i>Find a Library - Bronx - Manhattan - Staten Island</i>	13	0.5%



New York Public Library - Branch

	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
<i>Performance Statistics</i>				FY09 ¹	FY10 ¹	FY08	FY09
★ Average weekly scheduled hours	39.6	39.5	51.7	51.7	51.7	48.4	51.7
Libraries open seven days per week (%)	4%	3%	9%	9%	9%	3%	10%
★ Libraries open six days per week (%)	38%	44%	100%	100%	100%	100%	100%
★ Circulation (000)	15,911	16,557	19,588	19,500	19,500	6,224	7,379
Reference queries (000)	6,923	7,651	7,794	8,000	8,000	2,125	2,882
Electronic visits to website (000)	19,451	25,410	28,037	28,400	28,400	9,634	7,816
Computers for public use	2,337	2,583	2,854	2,860	2,860	2,562	3,096
Program sessions	25,008	25,922	30,968	30,900	30,900	7,737	11,689
★ Program attendance	488,771	549,850	630,417	630,000	630,000	179,462	243,920
★ Library card holders (000)	2,173	2,567	2,589	2,600	2,600	NA	NA
★ Total library attendance (000)	12,434	13,816	14,869	15,000	15,000	4,945	5,387

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

New York Public Library - Research

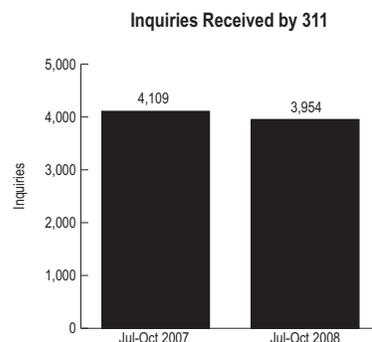
	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
<i>Performance Statistics</i>				FY09 ¹	FY10 ¹	FY08	FY09
★ Average weekly scheduled hours	39.5	39.5	47.5	47.5	47.5	47.5	47.5
Libraries open seven days per week (%)	0%	0%	25%	25%	25%	25%	25%
★ Libraries open six days per week (%)	25%	25%	100%	100%	100%	100%	100%
Reference queries (000)	621	616	564	625	625	222	163
Program sessions	2,477	2,208	1,605	1,600	1,600	540	308
★ Program attendance	58,377	59,979	59,643	60,000	60,000	13,307	16,292
★ Total library attendance (000)	1,933	1,805	2,010	2,000	2,000	639	808

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 3,954 inquiries related to the New York Public Library System from July through October 2008.



<u>Top NYPL - related inquiries:</u>	Total	% of NYPL Inquiries
<i>Find a Library - Bronx, Manhattan, Staten Island</i>	2,911	73.6%
<i>General Information - New York Public Library</i>	216	5.5%
<i>Elementary School Student After School Program - Drop-In</i>	125	3.2%
<i>Library Complaint - Bronx, Manhattan, Staten Island</i>	70	1.8%
<i>Middle School Student After School Program - Drop-In</i>	19	0.5%



Queens Borough Public Library

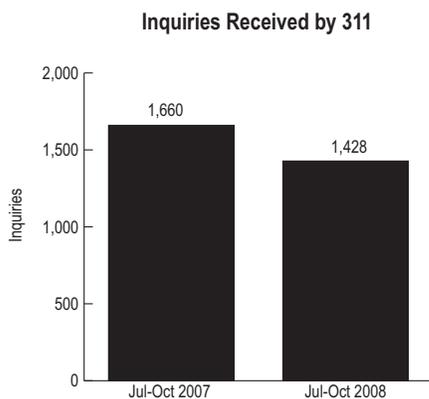
Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY06	FY07	FY08	Updated			
				FY09 ¹	FY10 ¹	FY08	FY09
★ Average weekly scheduled hours	38.7	38.7	43.7	43.8	43.8	43.5	43.6
Libraries open seven days per week (%)	5%	6%	10%	6%	6%	10%	6%
★ Libraries open six days per week (%)	30%	37%	100%	100%	100%	100%	100%
★ Circulation (000)	20,224	21,034	22,800	22,000	22,000	7,449	7,814
Reference queries (000)	3,488	3,512	3,950	3,475	3,475	1,327	NA
Electronic visits to website (000)	2,108	2,794	3,691	*	*	1,140	1,395
Computers for public use	970	1,150	1,150	1,200	1,200	1,150	1,200
Program sessions	24,440	21,865	24,500	24,500	24,500	7,809	11,151
★ Program attendance	494,765	455,815	535,932	535,000	535,000	153,616	229,038
★ Library card holders (000)	898	792	827	800	800	NA	NA
★ Total library attendance (000)	14,255	13,474	15,288	14,000	14,000	5,315	5,347

★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 1,428 inquiries related to the Queens Public Library System from July through October 2008.



Top QPL - related inquiries:	Total	% of QPL Inquiries
<i>Find a Library - Queens</i>	968	67.8%
<i>General Information - Queens Public Library</i>	70	4.9%
<i>Elementary School Student After School Program - Drop-In</i>	56	3.9%
<i>Library Complaint - Queens</i>	51	3.6%
<i>Find A Summer Meal Program</i>	25	1.8%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹	FY10 ¹	Actual FY08	Actual FY09
Expenditures (\$ millions) ²	\$261.1	\$330.1	\$266.7	\$94.7	\$96.9	\$280.6	\$2.5	\$3.1
Personnel	4,205	4,510	4,826	4,909	4,771	3,744	4,702	4,739
Capital commitments (\$ millions)	\$34.5	\$38.7	\$51.5	*	\$262.9	\$19.7	\$2.4	\$2.1

¹ January 2009 Financial Plan

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

- The New York Public Library revised the 4-month Fiscal 2008 figure for 'Program sessions' from 8,547 to 7,737.



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 243,000 degree seeking students and over 270,000 adult and continuing education students. CUNY consists of 23 institutions: 11 senior colleges, six community colleges, the William E. Macaulay Honors College at CUNY, the Graduate School and University Center, the CUNY Graduate School of Journalism, the CUNY School of Law, the CUNY School of Professional Studies and the Sophie Davis School of Biomedical Education, and is planning to open a school of public health. CUNY enrolls students in more than 1,300 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 6,559 full-time faculty and 8,891 part-time faculty, and an additional 1,044 instructors of continuing education programs. In Fiscal Year 2008, CUNY granted 8,207 graduate and professional degrees, 15,959 baccalaureate degrees, 9,909 associate degrees, 267 certificates and 403 advanced certificates.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
<i>High school students participating in college preparation program (College Now)</i>	52,828	51,973	48,234	*	*	NA	NA
<i>Community College and second year baccalaureate students who pass CUNY's writing ability test for attainment of associate degree or movement to next year in senior college (%)</i>	94.6%	94.6%	93.1%	*	*	NA	NA
<i>Mean SAT score of enrolled freshman in baccalaureate programs</i>	1,041	1,041	1,036	*	*	NA	NA
<i>Baccalaureate degree seeking students admitted who enroll (%)</i>	53.4%	51.8%	52.5%	*	*	NA	NA
<i>Honors college student enrollment</i>	1,070	1,099	1,198	*	*	NA	NA
★ <i>One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in a baccalaureate program at a CUNY college</i>	83.6%	83.7%	84.6%	*	*	NA	NA
★ <i>One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in an associate program at a CUNY community college</i>	65.4%	65.5%	64.8%	*	*	NA	NA
★ <i>Six-year graduation rate of full-time first-time freshmen seeking a baccalaureate degree at a CUNY college</i>	48.6%	49.2%	49.3%	*	*	NA	NA
★ <i>Six-year graduation rate of full-time first-time freshmen seeking an associate degree at a CUNY community college</i>	27.9%	28.2%	28.6%	*	*	NA	NA
<i>Students passing the New York State Teacher Certification Examination (%)</i>	98%	98%	97%	*	*	NA	NA
<i>Students passing the National Council Licensure Examination for Registered Nurse (%) (CY 2000-2004)</i>	84.5%	86.0%	86.3%	*	*	NA	NA
<i>Instructional hours delivered by full-time faculty (Fall) - Community colleges (%)</i>	47.0%	46.2%	46.1%	*	*	NA	NA
<i>- Senior colleges (%)</i>	45.1%	42.9%	43.2%	*	*	NA	NA
★ <i>Enrollment of first-time freshmen in CUNY community colleges</i>	11,890	12,745	13,935	*	*	NA	NA
★ <i>Number of students transferring to a CUNY baccalaureate program within two years of leaving a CUNY associate program</i>	5,554	5,683	5,605	*	*	NA	NA

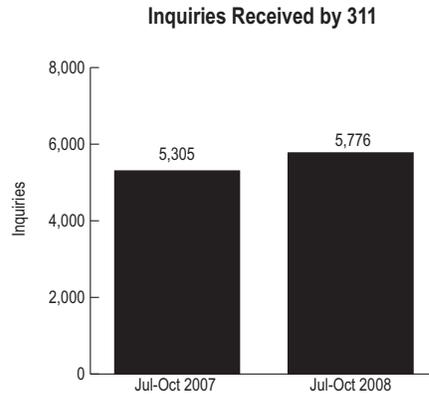
★ Critical Indicator ¹ Numeric Target "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 5,776 CUNY-related inquiries from July through October 2008.



Top 5 CUNY - related inquiries:	Total	% of CUNY Inquiries
<i>Find a CUNY College</i>	3,738	64.7%
<i>CUNY Admissions Services</i>	869	15.0%
<i>CUNY Continuing and Professional Education</i>	190	3.3%
<i>CUNY Prep Program</i>	138	2.4%
<i>QCC Adult Literacy Program</i>	115	2.0%

Agency Resources

Agency Resources	A c t u a l			September	Updated	4-Month Actual FY08	4-Month Actual FY09	
	FY06	FY07	FY08	2008 MMR FY09	FY09 ¹			
<i>Expenditures (\$ millions)</i> ²	\$605.3	\$622.7	\$671.3	\$683.1	\$705.3	\$643.6	\$232.5	\$260.8
<i>Revenues (\$ millions)</i>	\$189.3	\$195.8	\$195.7	\$191.1	\$191.1	\$200.8	\$0.0	\$1.6
<i>Personnel</i>	6,444	6,608	6,936	6,551	6,509	6,216	7,338	7,444
<i>Overtime paid (\$000)</i>	\$3,625	\$4,247	\$4,438	*	*	*	\$1,284	\$1,333
<i>Work Experience Program (WEP) participants assigned</i>	479	468	372	*	*	*	410	369

¹ January 2009 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

Noteworthy Changes, Additions or Deletions

None



BOARD OF ELECTIONS

Marcus Cederqvist, Executive Director

Scope of Agency Operations

The Board of Elections in the City of New York is an administrative body of ten Commissioners, two from each borough upon recommendation by both political parties and then appointed by the City Council for a term of four years. The Commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State Election Law for the following:

- Voter registration, outreach and processing
- Maintenance and updating of voter records
- Processing and verification of candidate petitions/documents
- Campaign finance disclosures of candidates and campaign committees
- Recruiting, training and assigning the various election day officers to conduct elections
- Operation of poll site locations
- Maintenance, repair, setup and deployment of the election day operation equipment
- Ensuring each voter their right to vote at the polls or by absentee ballot
- Canvassing and certification of the vote
- Voter education, notification and dissemination of election information
- Preparation of maps of various political subdivisions

	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
<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>							
- Regarding lack of access or waiting times				*	*		
- All other polling place complaints				*	*		
<i>Other voter complaints</i>				*	*		
<i>Number of Polling places open on time (%)</i>				*	*		
<i>Calls to BOE voter hotline</i>							
- Calls answered in 30 seconds (%)				*	*		
<i>Number of Polling places open on time (%)</i>				*	*		
<i>Polling sites with at least one operational Ballot Marking Device (BMD) on election days (%)</i>				*	*		
<i>Number of votes cast using BMDs</i>				*	*		
<i>Number of polling site complaints regarding BMDs, by individual site</i>				*	*		
<i>New voting machines procured (target required)</i>				*	*		
<i>Average time to performance equipment acceptance tests (days:hrs)</i>				*	*		
<i>Equipment passing acceptance tests (96)</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>							
- Primary election day							
- General election day							
- Special election day				*	*		

★ Critical Indicator 📞 311 related ¹ Numeric Target "NA" - means Not Available in this report



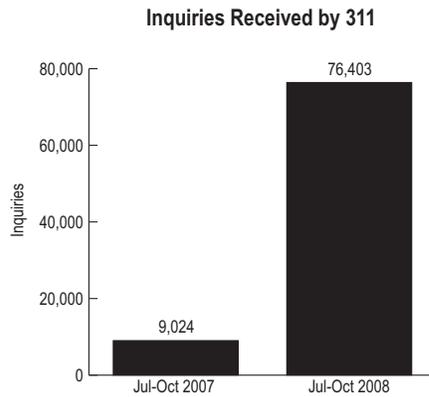
Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08	Updated FY09 ¹	FY10 ¹		
New equipment failure rates in 2009 (%)							
- Primary election day							
- General election day				*	*		
- Special election day							
Polling site complaints regarding new voting machines							
- Primary election day							
- General election day				*	*		
- Special election day							

★ Critical Indicator ☎ 311 related ¹ Numeric Target "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 76,403 BOE-related inquiries from July - October 2008.



Top 5 BOE - related inquiries:	Total	% of BOE Inquiries
<i>Election Information and Voter Registration</i>	53,263	69.7%
<i>Poll Site Location</i>	12,811	16.8%
<i>Absentee Voting</i>	7,865	10.3%
<i>Poll Worker</i>	1,928	2.5%
<i>Board of Elections Complaint</i>	483	0.6%

Agency Resources

Agency Resources	A c t u a l			September 2008 MMR FY09	Updated FY09 ¹	FY10 ¹	4-Month Actual FY08	4-Month Actual FY09
	FY06	FY07	FY08					
Expenditures (\$ millions) ³	\$63.3	\$71.7	\$80.7	\$89.2	\$89.4	\$71.8	\$32.5	\$39.8
Revenues (\$000)	\$102	\$79	\$63	\$116	\$116	\$116	\$19	\$29
Personnel	421	415	550	377	377	377	475	623
Overtime paid (\$000)	\$3,442	\$4,825	\$6,004	*	*	*	\$1,699	\$3,661

¹ January 2009 Financial Plan

Bold - revisions from the September 2008 MMR

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2009 budget.

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
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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