

PRELIMINARY MAYOR'S MANAGEMENT REPORT

FEBRUARY 2010

CITY OF NEW YORK

MICHAEL R. BLOOMBERG
MAYOR

EDWARD SKYLER
DEPUTY MAYOR FOR OPERATIONS

JEFFREY A. KAY
DIRECTOR
MAYOR'S OFFICE OF OPERATIONS

Cover Image:

Peter Coffin, *Sculpture Silhouette (S. LeWitt, Incomplete Open Cube, 1974)*, 2007.

Source image courtesy of © The LeWitt Estate.

Sol LeWitt's *Incomplete Open Cube* is one of thirteen monumental silhouettes of iconic sculptures by Peter Coffin in City Hall Park. Coffin's *Untitled (Sculpture Silhouettes)* takes the viewer on a journey through the history of sculpture in space and time. Allusions to Auguste Rodin's *The Thinker*, an Easter Island *moai*, Louise Bourgeois' *Untitled (With Hand)*, and Pablo Picasso's *She Goat*, among others, hover like apparitions throughout the park. Ranging in size from eight to ten feet tall, their commanding sculptural presence is somewhat of an illusion; each work is only one inch thick. In transforming famous works of art into flattened silhouettes devoid of their original volume, Coffin engages the viewer to reflect and expand upon the existing associations each form's representation evokes.

Presented by Public Art Fund, Coffin's *Untitled (Sculpture Silhouettes)* is on view in City Hall Park until May 2010.

The Public Art Fund, a non-profit organization with support from the Department of Cultural Affairs, is one of New York's leading presenters of artists' projects, new commissions, installations, and exhibitions in public spaces. For more information on the Public Art Fund, please visit www.publicartfund.org or call 311.



THE MAYOR'S MANAGEMENT REPORT PRELIMINARY FISCAL 2010

City of New York
Michael R. Bloomberg, Mayor

Edward Skyler
Deputy Mayor for Operations

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

February 2010



TABLE OF CONTENTS

MMR User's Guide	ii
Introduction	v
HEALTH, EDUCATION AND HUMAN SERVICES	
Department of Health and Mental Hygiene	3
Office of Chief Medical Examiner	7
Health and Hospitals Corporation	11
Department of Education	15
School Construction Authority	21
Human Resources Administration	23
Administration for Children's Services	29
Department of Homeless Services	35
Department for the Aging	39
Department of Youth and Community Development	43
INFRASTRUCTURE, ADMINISTRATIVE AND COMMUNITY SERVICES	
Department of Environmental Protection	49
Department of Transportation	55
Department of Buildings	59
New York City Housing Authority	63
Department of Housing Preservation and Development	67
Department of Design and Construction	71
Department of Citywide Administrative Services	75
Department of Information Technology and Telecommunications	79
Department of Records & Information Services	83
Department of Sanitation	87
Department of Parks & Recreation	91
Department of City Planning	95
Landmarks Preservation Commission	99
Department of Cultural Affairs	103
Taxi and Limousine Commission	107

PUBLIC SAFETY AND LEGAL AFFAIRS

New York City Police Department113
Fire Department117
Office of Emergency Management121
Department of Correction125
Department of Probation129
Department of Juvenile Justice133
Civilian Complaint Review Board137
Law Department141
Department of Investigation143
City Commission on Human Rights147
Office of Administrative Trials and Hearings151
Business Integrity Commission153

BUSINESS AFFAIRS

Department of Finance159
New York City Economic Development Corporation163
Department of Consumer Affairs165
Department of Small Business Services169

NON-MAYORAL AGENCIES

Public Libraries175
City University of New York179
Board of Elections181

List of Key Topics by MMR Agency183

Index191

PRELIMINARY MMR USER'S GUIDE

DEPARTMENT OF PARKS & RECREATION Adrian Benepe, Commissioner



1

2

Key Public Service Areas

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

4

Scope of Agency Operations

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres including more than 1,800 parks, more than 2,400 greenstreet sites, nearly 1,000 playgrounds, more than 800 athletic fields, more than 550 tennis courts, 54 outdoor swimming pools, 12 indoor swimming pools, 30 indoor recreational centers, 13 field houses, seven community centers, more than 600 comfort stations, 14 miles of beaches, 13 golf courses, six ice rinks, five major stadia, 17 nature centers, 15 marinas and four zoos. The Department is also responsible for approximately 600,000 street trees and two million park trees, 23 historic house museums and more than 800 monuments,

7

9

10

11

Critical Objectives

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

3

Preliminary Performance Highlights

- Overall condition ratings for parks remained unchanged at 82 percent, but cleanliness ratings decreased by two points, to 88 percent, due to an associated decrease in the percent of small parks rated acceptable for cleanliness.
- Acceptability ratings for play equipment rose to 90 percent, meeting the target. The six point improvement is attributed to operational and maintenance strategies launched in Fiscal 2009.
- Despite the closing of one center for renovation, recreation center attendance increased by nearly 10 percent from a year ago to approximately 3.2 million. Membership rose across all categories, including a 13.8 percent increase for youth and children, and was up 9.5 percent overall.

5

Performance Report

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

6

8

	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	FY11		
<i>Performance Statistics</i>							
★ Parks rated "acceptable" for overall condition (%)	84%	86%	82%	85%	85%	82%	82%
★ Parks rated "acceptable" for cleanliness (%)	91%	91%	90%	90%	90%	90%	88%
Parks with an affiliated volunteer group (%)	57%	57%	58%	*	*	57%	59%
Summonses issued	28,714	21,149	22,148	*	*	10,171	6,715
☎ Trees pruned - block program	32,590	75,810	79,658	20,000	20,000	18,846	12,175
Acres restored	29.4	69.7	28.5	*	*	6.2	7.0
Acres improved	NA	457.6	422.8	*	*	267.7	168.9

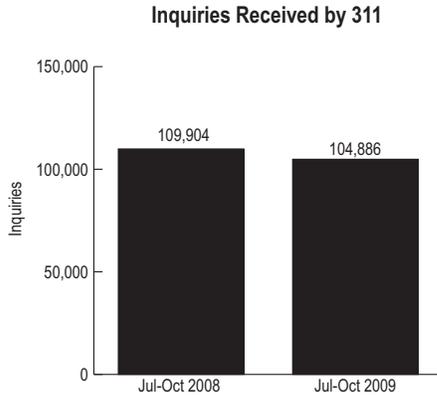
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 104,886 DPR-related inquiries from July through October 2009.



Top 5 DPR - related inquiries:	Total	% of DPR Inquiries
<i>Removal of Large Branch or Entire Tree - City Tree</i>	11,644	11.1%
<i>Wood Disposal Chipping and Pickup</i>	11,248	10.7%
<i>Find a Park</i>	10,220	9.7%
<i>Tree Pruning</i>	9,189	8.8%
<i>Service Request Follow-up</i>	8,867	8.5%

12

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR	Updated		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	FY10	FY10 ¹	FY11 ¹	FY09	FY10
<i>Expenditures (\$ millions)²</i>	\$332.6	\$370.6	\$379.6	\$348.3	\$366.7	\$307.9	\$152.8	\$151.1
<i>Revenues (\$ millions)</i>	\$75.8	\$97.5	\$110.2	\$83.9	\$81.2	\$72.3	\$27.6	\$24.8
<i>Personnel (Total FT and FTE)</i>	6,947	7,245	7,395	6,763	6,629	5,449	7,037	6,955
<i>Full-time personnel</i>	3,052	3,702	3,760	3,345	3,478	2,974	3,729	3,725

13

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- Parks added two measures that report on the MillionTreesNYC initiative, part of PlaNYC, and deleted the indicator 'Trees planted,' which represented only a small portion of the Department's tree planting activities.
- The Department updated four-month Fiscal 2009 data for 'Summonses issued,' 'Trees removed' and 'Attendance at historic house museums.' It also revised four-month and year-end Fiscal 2009 data and annual data for fiscal years 2007 and 2008 for 'Monuments receiving annual maintenance (%)' to reflect corrections resulting from an internal review of historical information.

14

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 FY10** – the target for Fiscal 2010 (July 2009 through June 2010) based on the City's Adopted Budget.
 - **FY11** – the target for Fiscal 2011 (July 2010 through June 2011) based on the City's January 2010 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 2010 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 2009 MMRs and PMMRs;

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

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



INTRODUCTION

MAYOR'S MANAGEMENT REPORT (MMR)

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

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

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

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

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



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

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

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

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

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 Preliminary Fiscal 2010 MMR shows the performance measures that will be reported in future MMRs for the Board of Elections. These were developed by the Mayor’s Office of Operations and the City’s Law Department, in consultation with non-governmental observers with a close interest in the Board’s efficient and equitable operations. The objective is to increase accountability and transparency for the workings of the Board of Elections, and ultimately to assist it in the execution of its vital mission. Data will appear for Board of Elections measures as they become available.



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

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

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

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

- **CPR Agency Performance Reporting.** The interactive dashboard includes data from the same City agencies and covered organizations that are represented in the Mayor's Management Report. Data for more than 500 performance measures is updated monthly, quarterly, or annually depending on the specific measurement. The Agency Performance Reporting application is designed to track the most critical information about all important services delivered by New York City government to its citizens.
- **NYC*SCOUT.** Since October 2007, inspectors of the Mayor's Street Condition Observation Unit (SCOUT) have surveyed all the City's streets monthly to record quality-of-life conditions on streets and sidewalks. The NYC*SCOUT web application provides street maps down to the neighborhood level showing the location of conditions identified by SCOUT such as potholes and catch basin defects, and allows users to track the progress of repairs for specific problem conditions.
- **Mayor's Management Report (MMR).** NYCStat is the user's quickest link to the twice-yearly MMR, including the online-only information described in the first section of this Introduction.
- **My Neighborhood Statistics (MNS).** Community-level information for approximately 50 selected performance measures, disaggregated by local service district (Community Board, Police Precinct, or School District), is presented in the form of thematic maps and accompanying tables.
- **Scorecard Cleanliness Ratings.** Scorecard is an inspection program run by the Mayor's Office of Operations. The program measures and reports on the cleanliness of City streets and sidewalks across the City's five boroughs.
- **311 Information.** Data derived from the 311 Customer Service Center includes the following:
 1. **311 Performance Reports/Most Frequent Inquiries.** Basic data on 311 Customer Service Center operations, including the most frequent inquiries, trends in daily call volumes and service levels.
 2. **311 Detailed Reports/Local Law 47 of 2005.** Monthly reports, mandated by local law, list selected 311 service requests including the time to respond to each request, broken down by borough, Community Board, City Council District, and zip code.



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

Relationship between CPR Agency Performance Reporting and the MMR

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

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

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

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

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



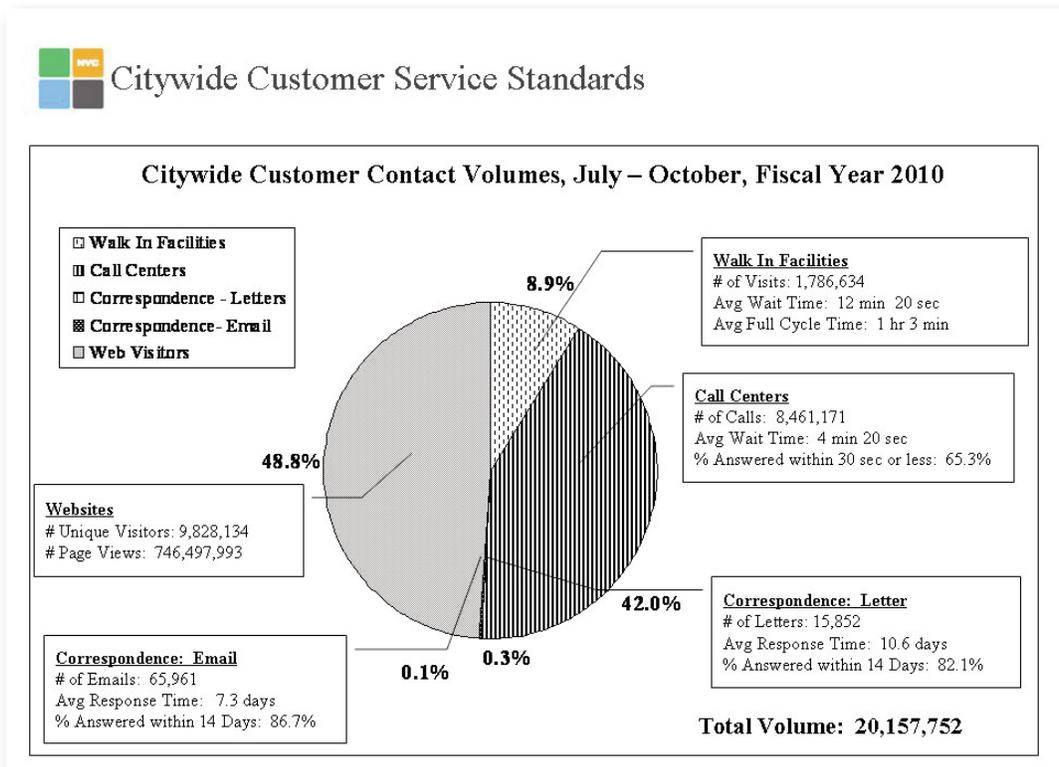
Since the critical indicators receive real-time updates in the NYCStat system, their progress can now be tracked between MMR releases. While some of these indicators are only updated once a year, the majority are updated on a monthly or quarterly basis. Updates may include revisions or corrections to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



CUSTOMER SERVICE

Since its establishment by Executive Order 115 in May 2008, the Customer Service Group at the Mayor's Office of Operations has partnered with City agencies to improve customer service across all delivery channels. Building on the customer service measures first reported in the Fiscal 2009 Mayor's Management Report, the Office of Operations has aggregated various measures of customer service delivery channels during the first four months of Fiscal 2010. For each delivery channel, data reflects the total activity level, plus key performance metrics associated with that channel. Below is a summary of the source of the data and the frequency for each data set:

- **Website data** was reported by each agency on a monthly basis and represents the number of page views and unique visits to the agency's NYC.gov site.
- **Correspondence data** was reported monthly by each agency and represents the correspondence (letters and emails from the public) that are centrally tracked by an agency.
- **Call center data** includes data from the 311 Customer Service Center plus calls to individual agencies. Wait time refers to the average amount of time before a call is answered by a customer service representative. These numbers are reported on a quarterly basis.
- **Walk in facility data** includes average wait time to meet with a customer service representative as well as full cycle time, or the average time it takes for a customer to complete the service for which they visited. These indicators are reported on a quarterly basis.



Agencies responsible for providing customer service data, although not necessarily reporting this year, are: ACS, BIC, CCHR, CCRB, DCA, DCAS, DCLA, DCP, DDC, DEP, DFTA, DHS, DJJ, DOB, DOC, DOE, DOF, DOHMH, DOI, DOITT, DOP, DORIS, DOT, DPR, DSNY, DYCD, FDNY, HHC, HPD, HRA, LPC, NYCHA, NYPD, OATH, OCME, SBS, TLC.



Coinciding with the release of this edition of the Preliminary Mayor's Management Report, Operations now presents data on the performance of agencies that accept service requests from the public through 311. This data includes agency performance against stated service level agreements and is now available on the Office of Operations website, www.nyc.gov/operations. A customer who calls 311 or uses 311 on-line to request a service from a City agency is given a service request (SR) number. Customers are able to follow up on their requests using the SR number.

Each SR has an associated service level agreement (SLA) that maps out a timeline for the SR to be addressed and carried out by the City.

Operations provides SLA statistics on City agency performance within the agency's Top 5 most frequently requested SRs for all agencies that accept service requests from 311.

Additional customer service information will be made available in the Fiscal 2010 Mayor's Management Report, including indicators related to services for limited English proficient customers and ratings of agency walk-in facilities.



HEALTH, EDUCATION AND HUMAN SERVICES



Department of Health and Mental Hygiene
Office of Chief Medical Examiner



Health and Hospitals Corporation



Department of Education
School Construction Authority



Human Resources Administration



Administration for Children's Services



Department of Homeless Services



Department for the Aging



Department of Youth and Community Development



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Thomas A. Farley, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Preliminary Performance Highlights

- The number of syphilis cases remained stable at 373 during the first four months of Fiscal 2010, after several years of increase. In addition to the Department's strategies to address syphilis (condom distribution, provider training, community outreach and educational campaigns), DOHMH is working closely with health care 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.
- New tuberculosis cases declined 23 percent during the first four months of calendar 2009 compared to the same period last calendar year.
- In recent years, the Department has developed a number of new initiatives to support improved nutrition and physical activity to prevent obesity among New Yorkers, including our calorie posting initiative, physical activity in schools program and food procurement guidelines. These and other work of the Department will help address this critical public health issue. DOHMH is exploring approaches to report on its efforts in this area as part of the final Fiscal 2010 Mayor's Management Report.
- New lead poisoning cases among children less than 18 years requiring environmental intervention increased by 17 percent in the first four months of Fiscal 2010 compared to the first four months of Fiscal 2009. The monthly trend since October 2009 has improved substantially, and the Department expects that this trend will continue through the end of Fiscal 2010. The increase in cases for children has negatively impacted site inspection timeliness as well, due to fixed inspection resources. However, the number of children under six years old with blood lead levels above the established guideline (10 micrograms per deciliter) has declined by 6 percent.
- The number of initial day care site inspections increased 32 percent compared to the same period last year. Initial inspections for the first half



of Fiscal 2009 were unusually low, while Fiscal 2010 inspections are consistent with reporting periods prior to Fiscal 2009.

- Restaurants inspected increased by 15 percentage points in the first four months of Fiscal 2010. The proportion of food services establishments requiring reinspection decreased by 8.4 percentage points from the same period last year. In July, DOHMH began focusing re-inspection efforts on establishments with sanitation and food safety violations; violations of administrative requirements (such as properly displaying posters) are no longer used to determine whether an establishment will receive a full reinspection. The Department continues to conduct targeted inspections for violations of these administrative requirements, but they are recorded and tracked separately.
- While pest control complaints to DOHMH fell by 11 percent, pest control referrals by the Department of Sanitation (DSNY) to DOHMH increased by 43.5 percent during the reporting period. This increase is largely due to improved DOHMH training to DSNY inspectors. Pest control exterminations performed decreased 51 percent in the first four months of Fiscal 2010 compared to the first four months of Fiscal 2009. The Department continues to focus on exterminations of private properties, a more time intensive and effective point of intervention for controlling the rodent population, while scaling back exterminations at catch basins.
- The average response time for mailed requests for birth certificates increased to 7.8 days due to temporary reassignment of mail unit staff to the Office of Vital Records customer service window to reduce waiting time for walk-in customers. Processing time is expected to meet the 5-day goal for the rest of the fiscal year.

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	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	FY11		
★ 📞 Adults who smoke (%) (CY 04-08)	17.5%	16.9%	15.8%	14.4%	14.4%	NA	NA
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY 04-08)	59.7%	61.7%	65.6%	70%	70%	NA	NA
Seniors, aged 65+, who received a flu shot in the last 12 months (%) (CY 04-08)	59.0%	53.8%	56.6%	64%	64%	NA	NA
★ Hospitalization rate for asthma among children ages 0-14 (per 1,000 children) (CY 04-08) (preliminary)	5.4	5.2	5.2	4.9	4.9	NA	NA
★ Infant mortality rate (per 1,000 live births)(CY 04-08)	5.9	5.4	5.5	5.2	5.2	NA	NA
Women who die from intimate partner homicide (per 100,000 women age 12+)(CY 04-07)	0.8	0.8	NA	*	*	NA	NA
★ Children in the public schools who have completed required immunizations (%)	98.4%	97.9%	98.8%	98.5%	98.5%	88.5%	92.9%
Number of Male Condoms Distributed (000)	17,770	39,070	44,954	*	*	14,180	12,849
★ Individuals tested for HIV	170,539	211,238	264,177	*	*	NA	NA
★ New adult AIDS cases diagnosed (CY 04-08)	3,695	3,388	2,624	*	*	NA	NA
New pediatric AIDS cases diagnosed (CY 04-08)	4	1	1	*	*	NA	NA
Persons diagnosed, living and reported with HIV/AIDS (CY 04-08)	100,610	102,906	105,619	*	*	NA	NA
Number of New Yorkers who die from HIV/AIDS (CY 04-08)	1,209	1,115	1,073	900	900	NA	NA
Unduplicated clients enrolled in HIV/AIDS (Ryan White) health and supportive services (FY March - February) (000)	42.0	64.7	88.0	*	*	NA	NA
★ Syphilis cases	805	956	1,079	*	*	378	373
★ New tuberculosis cases (CY 04-08) (preliminary)	953	914	895	*	*	330	254
Patients who complete treatment for active tuberculosis (%) (CY 03-07)	92.5%	92.0%	94.0%	96%	96%	94.4%	93.1%
West Nile virus cases reported (CY 04-08)	12	18	15	*	*	NA	NA

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



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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health, and dental)	881,443	817,437	838,467	*	*	278,128	278,044
Children with Early Intervention Program service plans - end of year (000)(CY 04-08)	17.2	15.8	17.7	*	*	17.6	20.2
Children authorized for Early Intervention therapeutic and educational services during the year (000)(CY 04-08)	33.1	31.5	32.7	*	*	NA	NA
Adult New Yorkers without a regular doctor (%) (CY 04-08)	21.0%	19.4%	15.6%	*	*	NA	NA
Screening rates for breast cancer (CY 04-08)	75.2%	73.9%	77.8%	78%	78%	NA	NA
Screening rates for cervical cancer (CY 04-08)	80.6%	79.8%	82.5%	83%	83%	NA	NA
☎ Calls to LifeNet (000)	89.1	88.4	94.7	*	*	32.0	32.0
Individuals in the assisted outpatient mental health treatment program	1,099	1,061	1,274	*	*	1,150	1,287
Units of supportive housing available to persons with severe mental illness diagnosis (000)	14.5	15.3	15.9	16.3	16.3	15.5	16.0
Number of individuals filling a buprenorphine prescription (CY 06-08)	2,880	4,177	6,733	7,600	7,600	2,157	2,450
★ Deaths due to drug abuse (CY 04-08)(Preliminary)	979	849	737	*	*	NA	NA
Alcohol-attributable mortality (CY 04-08)	1,563	1,680	1,702	*	*	NA	NA

★ Critical Indicator ☎ 311 related "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
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
Childhood Blood Lead Levels - New cases among children less than 18 years requiring environmental intervention for lead poisoning	712	584	503	*	*	208	243
- Primary address inspected within 5 business days (%)	89.9%	90.2%	90.0%	95%	95%	90.6%	83.8%
★ - 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	2,146	1,822	1,463	*	*	652	612
Day Care site complaints received	1,663	1,554	1,525	*	*	511	519
Day Care Initial site inspections	17,668	18,695	15,989	*	*	4,662	6,152
Restaurants inspected (%)	99.7%	80.1%	99.1%	100%	100%	28.4%	43.6%
★ Food service establishments that require reinspection (%)	23.7%	25.6%	24.3%	*	*	28.1%	19.7%
★ ☎ Pest control complaints received by DOHMH (000)	22.5	23.0	22.1	*	*	9.7	8.6
☎ Pest control referrals by DSNY to DOHMH (000)	5.9	5.6	6.3	*	*	2.3	3.3
☎ Pest control exterminations performed (000)	51.7	60.1	29.0	40	40	12.5	6.1
★ Compliance inspections failed due to signs of active rats (as a percent of properties failing initial inspection due to signs of active rats) (%)	48%	50%	53%	*	*	48%	54%
Dog licenses issued (000)	100.6	91.8	101.0	105	105	39.6	34.6

★ Critical Indicator ☎ 311 related "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
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
★ ☎ Average response time for mailed requests for birth certificates (days)	6.7	3.1	6.3	5	5	4.8	7.8
★ ☎ Average response time for mailed requests for death certificates (days)	16.2	11.9	12.0	8	8	13.8	15.2

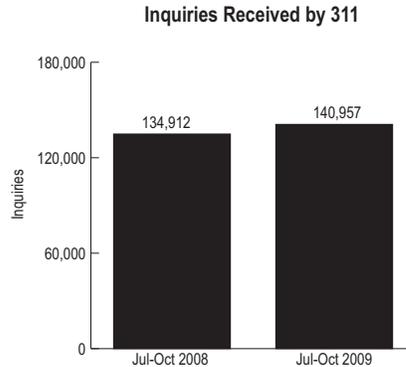
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report



Inquiries Received by 311 Customer Service Center



The 311 Customer Service Center received 140,957 DOHMH-related inquiries from July through October 2009.



Top 5 DOHMH - related inquiries:	Total	% of DOHMH inquiries
<i>Rodent Complaint - Other Location</i>	8,642	6.1%
<i>Birth Certificate from 1910 to Present - In Person</i>	7,363	5.2%
<i>Swine Flu Vaccine Shot or Spray</i>	7,274	5.2%
<i>LifeNet</i>	6,609	4.7%
<i>Seasonal Flu Vaccine Shot or Spray</i>	5,762	4.1%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR FY10	Updated FY10 ¹	FY11 ¹	4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09					
<i>Expenditures (\$ millions)</i> ²	\$1,500.3	\$1,520.6	\$1,679.0	\$1,574.1	\$1,627.3	\$1,540.9	\$1,134.4	\$1,116.5
<i>Revenues (\$ millions)</i>	\$71.8	\$129.5	\$65.3	\$74.8	\$72.9	\$79.8	\$20.4	\$20.0
<i>Personnel</i>	5,595	6,070	6,073	5,918	6,213	6,711	5,877	5,837
<i>Overtime paid (\$000)</i>	\$5,184	\$5,509	\$6,202	*	*	*	\$1,811	\$1,663
<i>Capital commitments (\$ millions)</i>	\$62.5	\$52.7	\$51.1	\$275.4	\$283.7	\$218.5	\$9.1	\$10.1
<i>Human services contract budget (\$ millions)</i>	\$857.1	\$800.6	\$947.8	\$909.4	\$891.0	\$917.6	\$302.8	\$378.5
<i>Work Experience Program (WEP) participants assigned</i>	170	192	188	*	*	*	280	186

¹January 2010 Financial Plan

Bold - revisions from the September 2009 MMR

"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 2010 budget.

Noteworthy Changes, Additions or Deletions

None.



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

OFFICE OF CHIEF MEDICAL EXAMINER

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

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Preliminary Performance Highlights

- The performance measures for OCME remained relatively stable for this period, with the exception of turnaround time metrics for DNA testing. These have nearly doubled, attributable to two factors: an increase of 13 percent in the amount of evidence submitted and tested in the first four months of Fiscal 2010, compared to the same period of the previous year, and the change in methodology to better reflect reporting time, which took effect after Fiscal 2009. Formerly a measure of testing time, the updated measures reflect the total time from acceptance of evidence at the laboratory to issuance of the final case report. With its new Laboratory Information System scheduled to go online in December 2010, OCME expects new efficiencies in its DNA test turnaround times in the future.
- OCME maintained its Medicolegal Investigator (MLI) response times to scenes despite pressure on staff levels in its Medicolegal Investigations Department. This was achieved through revisions in personnel deployment and shift coverage. OCME is continuing to explore alternative dispatch systems in order to improve response time.
- OCME continued its effort to recover and identify remains of victims of the 9/11 attack on the World Trade Center. Between the ends of the four-month Fiscal 2009 and the four-month Fiscal 2010 reporting periods, OCME identified 335, or 2.7 percent, additional WTC-site remains, including three in Fiscal 2010. OCME continues to maintain a presence at the WTC site to ensure no remains go unrecovered, and is prepared to continue monitoring upcoming excavation and construction sites.



Performance Report

✓ Perform forensic investigations.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
				FY10	FY11	FY09	FY10
★ MLI scene arrivals in median time (hours)	1.9	1.5	1.6	*	*	1.5	1.6
★ ☎ Median time to complete autopsy reports (days)	66.0	49.0	48.0	51	51	42.5	47.5
☎ Median time to process cremation requests (hours)	1.6	1.4	0.9	1.5	1.5	1.0	1.1
★ Median time to complete toxicology cases (days)	32.0	26.0	30.5	28	28	23.0	28.5
Median time to complete toxicology sexual assault cases (days)	14.0	16.0	17.5	17	17	14.5	14.5
Median time to complete toxicology DUI cases (days)	15.0	12.5	13.5	10	10	14.5	11.0
Average days to complete analysis of a DNA case	57.0	49.0	89.8	60	60	46.0	77.0
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	68.0	65.0	97.0	62	62	49.5	100.0
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	NA	36.0	70.5	*	*	39.5	58.0
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	49.0	37.0	17.5	50	50	13.5	15.0
DNA matches with profiles in database	621	1,453	1,264	*	*	374	447

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
				FY10	FY11	FY09	FY10
Remains recovered following a disaster or mass fatality incident (cumulative)	21,404	21,741	21,745	*	*	21,743	21,745
Remains identified following a disaster (cumulative)	10,976	11,989	12,762	*	*	12,430	12,765

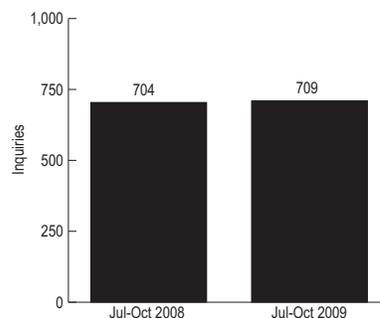
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 709 OCME-related inquiries from July through October 2009.

Inquiries Received by 311



Top 5 OCME - related inquiries:	Total	% of OCME Inquiries
Death Inquiries	431	60.8%
Autopsy Report	134	18.9%
Proof of Death	100	14.1%
Cremation Inquiries	39	5.5%
World Trade Center DNA Samples	5	0.7%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
<i>Expenditures (\$ millions)²</i>	\$61.5	68,4	\$79.1	\$73.1	\$80.2	\$68.1	\$23.3	\$23.0
<i>Revenues (\$000)</i>	\$6	\$5	\$6	\$503	\$503	\$503	\$1	\$1
<i>Personnel</i>	588	661	652	796	776	738	657	652
<i>Overtime paid (\$000)</i>	\$3,279	\$2,869	\$1,383	*	*	*	\$530	\$606

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 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 \$6.3 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 during the first four months of Fiscal 2010 remained stable compared to the first four months of Fiscal 2009. In an effort to provide care in state-of-the-art medical facilities, HHC completed its renovation of labor and delivery suites at all eleven hospitals in Fiscal 2009.
- The percentage of eligible women age 40 and over receiving a mammogram remained stable at 70.2 percent during the first four months of Fiscal 2010 and continues to meet the Corporate target of 70 percent. HHC will focus on efforts to increase the number of women age 40 and over screened to enhance breast cancer detection and reduce mortality, through outreach efforts such as the "Give your Mother a Gift" mammogram campaign which will offer mammograms at no cost to the patient in spring 2010.
- The general care average length of stay (excluding psychiatry and rehabilitation) was 4.6 days at the end the first four months of Fiscal 2010 and continues to remain under the Corporate target of 4.7 days. HHC continues to focus on process improvements in admissions and discharge planning.
- The proportion of patients living with HIV/AIDS who use dedicated HIV clinics was unchanged at 99.2 percent at the end of the first four months of Fiscal 2010, and met the Fiscal 2010 target of 99 percent. HHC provides care to over 19,000 HIV/AIDS patients annually and is committed to improving the quality of life for its patients living with HIV/AIDS.
- The percentage of emergency room revisits for adult asthma patients increased from 5.30 percent in the first four months of Fiscal 2009 to 5.43 percent in the first fourth months of Fiscal 2010. HHC continues to work with patients to reduce the use of emergency room services for asthma control. Patients are referred for follow-up clinic visits, home care and social work services to encourage compliance with their asthma action plans, which include instructions on how to use peak flow meters to assess breathing, use of medication and how to maintain contact with their health care provider.
- At the end of the first four months of Fiscal 2010, HHC was able to limit average visit times to the goal of 60 minutes for two of the three primary care services (adult medicine and women's health). The average cycle time for a pediatric primary care clinic visit was above the target at 63 minutes for the same period.
- Total Medicaid managed care, Child Health Plus and Family Health Plus



enrollees increased by more than 18 percent to 450,716 during the first four months of Fiscal 2010 compared to the same period last year.

Performance Report

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

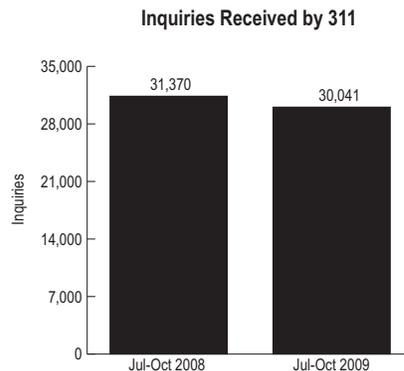
Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
★ Percentage of prenatal patients retained in care through delivery	87.2%	89.0%	89.2%	90%	90%	89.0%	88.2%
★ Percent of eligible women aged 40-70 receiving a mammogram screening from HHC	70.0%	70.9%	71.0%	70%	70%	70.0%	70.3%
★ Percent of HIV patients using dedicated HIV clinics	98.9%	99.0%	99.3%	99%	99%	99.2%	99.2%
☎ Percent of two-year olds immunized	97.0%	97.0%	97.0%	98%	98%	NA	NA
★ General care average length of stay (days)	4.7	4.7	4.6	4.7	4.7	4.6	4.6
★ Emergency room revisits for adult asthma patients (%)	6.8%	5.2%	4.7%	5%	5%	5.3%	5.4%
★ Emergency room revisits for pediatric asthma patients (%)	4.2%	3.1%	3.3%	3.2%	3.2%	2.9%	3.2%
Percent of adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days	5.0%	4.6%	5.2%	5%	5%	5.6%	5.6%
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine	68.0	66.0	60.0	60	60	63.8	57.0
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine	63.0	59.0	61.0	60	60	60.3	63.0
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health	63.0	59.0	60.0	60	60	58.3	60.0
★ Uninsured patients served	413,294	448,705	452,576	*	*	NA	NA
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	390,757	373,284	436,526	450,000	450,000	381,184	450,716
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	257,600	323,746	355,172	370,000	370,000	334,416	364,964
★ Net days of revenue for Accounts Receivable	59.34	59.17	56.28	56	56	NA	NA

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 30,041 HHC-related inquiries from July through October 2009.



Top 5 HHC - related inquiries:	Total	% of HHC Inquiries
Find a Public Hospital	20,147	67.1%
Nurse Career Ladder Program	1,105	3.7%
Find a Child Health Clinic	1,080	3.6%
Immunization 19 and Older	1,062	3.5%
Immunization 4 to 18 School Health	939	3.1%

Agency Resources



Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$5,434.8	\$5,823.5	\$5,955.4	\$6,684.1	\$6,684.1	\$6,607.5	\$1,928.1	\$1,819.3
Revenues (\$ millions)	\$6,574.9	\$6,702.8	\$6,188.8	\$7,239.0	\$7,239.0	\$6,492.4	\$2,553.1	\$2,750.0
Personnel	39,791	40,522	40,834	40,729	39,729	39,729	40,903	40,307
Overtime paid (\$000)	\$93,216	\$106,490	\$106,986	*	*	*	\$39,443	\$40,734
Capital commitments (\$ millions)	\$167.2	\$178.7	\$229.5	\$251.9	\$254.4	\$76.3	\$167.6	\$33.0

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

None.





DEPARTMENT OF EDUCATION

Joel I. Klein, Chancellor

Key Public Service Areas

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

Scope of Agency Operations

The Department of Education (DOE) provides primary and secondary education to over 1 million pre-kindergarten to grade 12 students in 32 school districts and over 1,500 schools, and employs approximately 77,000 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 37 percentage points compared to last school year. The large increase in the percentage of A's is attributable to the significant increases elementary and middle school students made on both state Math and English Language Arts (ELA) exams, driving a 46 point increase on the Elementary/Middle/K-8 Progress Reports. The percent of schools receiving other grades declined as the distribution of scores shifted.
- Average daily attendance increased 1 percentage point from the reporting period of September 2008 – October 2008 to the reporting period of September 2009 – October 2009. Attendance rates at the elementary, middle, and high school levels all increased slightly over the same time period.
- Students receiving special education services increased by approximately 5 percent from the reporting period of September 2008 - October 2008 to the reporting period of September 2009 – October 2009.
- The total number of teachers employed by the Department of Education declined approximately 3 percent from the reporting period of July 2008 – October 2008 to July 2009 – October 2009. With reduced budgets, some principals chose to eliminate teaching positions; others positions were lost through attrition. The percentage of teachers with 5 or more years of teaching experience has increased by 5 percentage points over the same time period.
- Phone calls responded to by parent coordinators increased by 37 percent from the period of July – October 2008 to the period of July – October 2009. Parents attending parent/teacher conferences increased by 14 percent to 134,000 over the same period. As of October 31, since schools invited families to log on to ARIS Parent Link in May and June 2009,



172,624 families have logged on to learn about the academic progress of their children and their children's schools to better prepare for these conferences.

- During the first four months of Fiscal 2010, all three school safety measures improved. Totals for the seven major felonies declined by more than 26 percent, from 281 to 206. The incidence of other criminal categories and other incidents each declined by more than 27 percent.
- Average class size increased across all grades from the reporting period of September 2008 – October 2008 to September 2009 – October 2009. With school budgets decreasing this year while teacher salaries increased, DOE has managed to avoid massive increases in class size by working with schools to avoid cuts to classroom staff where possible.
- The hazardous building violations backlog dropped by 31 percent, from 221 to 152, from the reporting period of July – October 2008 to the reporting period of July – October 2009. The Department continues to work with the Department of Buildings to ensure accurate reporting and resolution of these violations. During Fiscal 2009, schools rated in fair-to-good or good condition rose from 39.5 percent to 47.9 percent.

Performance Report

✓ Improve academic performance.

Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	FY10	FY11		
★ Percent of schools with scores of Well Developed on School Quality Reviews	NA	NA	16.8%	*	*	NA	NA
★ Percent of schools with scores of Proficient on School Quality Reviews	NA	NA	67.5%	*	*	NA	NA
★ Percent of schools with scores of Underdeveloped with Proficient Features on School Quality Reviews	NA	NA	14.0%	*	*	NA	NA
★ Percent of schools with scores of Underdeveloped on School Quality Reviews	NA	NA	1.6%	*	*	NA	NA
★ Percent of schools receiving an A on school Progress Report	23.0%	38.0%	75.1%	*	*	NA	NA
★ Percent of schools receiving a B on school Progress Report	39.0%	41.0%	17.0%	*	*	NA	NA
★ Percent of schools receiving a C on school Progress Report	26.0%	15.0%	5.7%	*	*	NA	NA
★ Percent of schools receiving a D on school Progress Report	8.0%	4.0%	1.9%	*	*	NA	NA
★ Percent of schools receiving an F on school Progress Report	4.0%	2.0%	0.2%	*	*	NA	NA
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000) (Preliminary unaudited)	1,042.1	1,035.3	1,029.5	*	*	1,031.5	1,036.7
★ Average daily attendance (%)	89.0%	89.8%	90.0%	90%	90%	91.2%	92.2%
- Elementary/middle (%)	91.1%	92.6%	92.4%	92%	92%	94.2%	94.8%
- High school (%)	82.1%	83.4%	84.3%	83%	83%	84.6%	86.6%
Students with 90% or better attendance rate (%)	69.1%	70.2%	69.8%	72%	72%	76.1%	76.2%
★ Students in grades 3 to 8 meeting or exceeding standards - English Language Arts (%)	50.8%	57.6%	68.8%	62%	62%	NA	NA
★ - Math (%)	65.1%	74.3%	81.8%	78%	78%	NA	NA
Students in grades 3 to 8 scoring below standards progressing into a higher level							
- English Language Arts (%)	61.6%	64.8%	78.8%	*	*	NA	NA
- Math (%)	50.0%	59.2%	68.6%	*	*	NA	NA
Students in grades 3 to 8 progressing from below standards to meeting standards							
- English Language Arts (%)	20.3%	27.3%	37.9%	*	*	NA	NA
- Math (%)	23.9%	31.3%	38.6%	*	*	NA	NA
Students in grades 1 to 9 promoted (%)	96.6%	97.4%	NA	98%	98%	NA	NA
Students in the graduating class taking required Regents examinations	43,747	51,247	NA	45,000	45,000	NA	NA
Students passing required Regents examinations (%)	63.1%	63.1%	NA	66%	66%	NA	NA

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



	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	FY10	FY11		
Performance Statistics							
<i>Students in graduating class with a 65 to 100 passing score on the Regents Examination</i>							
- English (%)	79.5%	81.9%	NA	82%	82%	NA	NA
- Math (%)	77.8%	79.0%	NA	79%	79%	NA	NA
- United States history and government (%)	77.4%	79.4%	NA	76%	76%	NA	NA
- Global history (%)	68.7%	69.5%	NA	71%	71%	NA	NA
- Science (%)	72.8%	73.3%	NA	76%	76%	NA	NA
<i>Students in graduating class with a 55 to 100 passing score on the Regents Examination</i>							
- English (%)	91.0%	91.5%	NA	93%	93%	NA	NA
- Math (%)	93.2%	92.9%	NA	96%	96%	NA	NA
- United States history and government (%)	92.6%	92.3%	NA	96%	96%	NA	NA
- Global history (%)	87.6%	86.8%	NA	90%	90%	NA	NA
- Science (%)	90.1%	90.1%	NA	92%	92%	NA	NA
★ <i>Percent of all students in cohort graduating from high school in 4 years (NYSESED)</i>	52.8%	60.7%	NA	*	*	NA	NA
★ <i>Percent of all students in cohort graduating from high school in 6 years (NYSESED)</i>	NA	NA	NA	*	*	NA	NA
★ <i>Percent of students with disabilities in cohort graduating from high school in 4 years (NYSESED)</i>	18.3%	25.1%	NA	*	*	NA	NA
★ <i>Percent of students with disabilities in cohort graduating from high school in 6 years (NYSESED)</i>	NA	NA	NA	*	*	NA	NA
★ <i>Percent of all students in cohort dropping out from high school in 4 years (NYSESED)</i>	15.8%	13.5%	NA	*	*	NA	NA
<i>Percent of all students in cohort dropping out from high school in 6 years (NYSESED)</i>	NA	NA	NA	*	*	NA	NA
★ <i>Percent of students with disabilities in cohort dropping out from high school in 4 years (NYSESED)</i>	22.9%	21.6%	NA	*	*	NA	NA
<i>Percent of students with disabilities in cohort dropping out from high school in 6 years (NYSESED)</i>	NA	NA	NA	*	*	NA	NA
<i>Students enrolled as English Language Learners (000)</i>	140	148	149	*	*	NA	NA
<i>English Language Learners testing out of ELL Programs (%)</i>	12.0%	13.4%	15.1%	17%	17%	NA	NA
★ <i>English Language Learners testing out of ELL programs within 3 years (%)</i>	50.8%	52.5%	50.6%	57%	57%	NA	NA
<i>Students receiving special education services (Preliminary Unaudited)</i>	182,730	195,201	206,760	*	*	184,087	192,340
<i>Special education enrollment</i>							
- school-age	162,714	173,856	184,020	*	*	168,553	176,484
- Public school	149,129	154,881	162,034	*	*	154,444	160,851
- Non-public school	13,585	18,975	21,986	*	*	14,109	15,633
<i>Special education enrollment</i>							
- pre-school	20,016	21,345	22,740	*	*	15,534	15,856
- Public school	787	772	781	*	*	549	355
- Non-public school	19,229	20,573	21,959	*	*	14,985	15,501
<i>Students recommended for special education services</i>	24,404	24,077	23,050	*	*	4,956	4,634
<i>Students no longer in need of special education services</i>	5,626	6,257	6,183	*	*	2,566	2,637
★ <i>Students in special education scoring below standards progressing into a higher level</i>							
- English Language Arts (%)	47.1%	55.3%	73.2%	*	*	NA	NA
★ - Math (%)	35.8%	45.9%	60.1%	*	*	NA	NA
<i>Schools Under Registration Review</i>	35	32	20	*	*	NA	NA
<i>Average lunches served daily</i>	627,915	624,266	623,039	*	*	639,832	657,406
<i>Average breakfasts served daily</i>	189,804	198,990	205,317	*	*	199,691	213,717

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



Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
				FY10	FY11		
Average expenditure per student (\$)	\$16,195	\$17,696	NA	*	*	NA	NA
- Elementary school (\$)	\$16,548	\$18,141	NA	*	*	NA	NA
- Middle school (\$)	\$15,949	\$17,496	NA	*	*	NA	NA
- High school (\$)	\$13,890	\$15,371	NA	*	*	NA	NA
- Full-time special education (District 75) (\$)	\$61,009	\$65,681	NA	*	*	NA	NA
Average direct services to schools expenditure per student (\$)	\$14,286	\$15,498	NA	*	*	NA	NA

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

✓ **Ensure principal and teacher quality.**

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
				FY10	FY11		
Teachers	77,160	79,109	79,021	*	*	79,021	76,795
Teachers with 5 or more years teaching experience (%)	62.2%	61.5%	64.4%	*	*	64.4%	69.2%
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 (%)	53.5%	62.2%	53.5%	*	*	NA	NA
Teachers absent more than 10 days (%)	18.0%	13.4%	12.9%	*	*	1.5%	1.2%

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

✓ **Promote parental involvement in education.**

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
				FY10	FY11		
Phone calls responded to by parent coordinator (000)	1,353	1,572	2,006	1,500	1,500	366	502
Parent walk-ins receiving parent coordinator assistance (000)	775	778	794	759	759	186	230
Parent coordinator workshops held for parents (000)	21	38	35	35	35	4	8
Parents attending parent coordinator workshops (000)	426	706	670	600	600	171	190
Parents attending parent-teacher conferences (000)	826	1,152	1,167	1,282	1,282	118	134

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

✓ **Ensure school safety.**

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
				FY10	FY11		
★ School safety							
- Seven Major Crimes	1,164	1,042	902	*	*	281	206
★ - Other criminal categories	4,635	4,533	3,559	*	*	821	594
★ - Other incidents	8,687	7,456	5,843	*	*	1,310	919

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

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



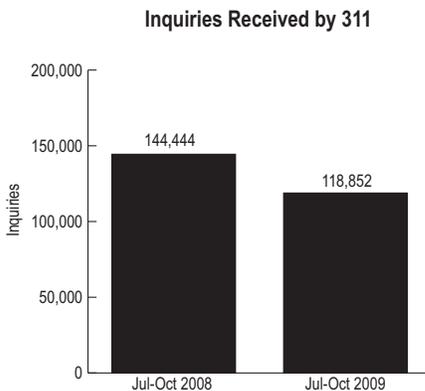
	Actual			Target		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
<i>Performance Statistics</i>				FY10	FY11	FY09	FY10
★ <i>Average class size (end of October) (Preliminary Unaudited)</i>							
- Kindergarten	20.7	20.6	20.7	*	*	20.8	21.7
★ - Grade 1	21.3	21.1	21.3	*	*	21.3	22.0
★ - Grade 2	21.1	21.1	21.4	*	*	21.4	22.2
★ - Grade 3	21.3	21.0	21.9	*	*	21.9	22.5
★ - Grade 4	23.9	23.5	23.4	*	*	23.4	24.4
★ - Grade 5	25.0	24.1	24.2	*	*	24.2	24.7
★ - Grade 6	26.0	25.5	25.6	*	*	25.7	25.8
★ - Grade 7	27.2	26.2	26.5	*	*	26.5	26.6
★ - Grade 8	27.2	26.6	26.8	*	*	26.8	27.4
<i>Schools that exceed capacity</i>							
- Elementary schools (%)	27.0%	26.0%	28.0%	*	*	NA	NA
- Middle schools (%)	13.0%	14.0%	12.0%	*	*	NA	NA
- High schools (%)	38.0%	40.0%	37.0%	*	*	NA	NA
<i>Students in schools that exceed capacity</i>							
- Elementary/middle schools (%)	20.0%	20.0%	22.0%	*	*	NA	NA
- High schools (%)	59.0%	57.0%	52.0%	*	*	NA	NA
<i>Total new seats created</i>	5,556	12,932	14,329	17,371	3,690	NA	NA
<i>Hazardous building violations total backlog</i>	238	260	163	*	*	221	152
★ <i>School building ratings</i>							
- Good condition (%)	2.9%	2.4%	1.7%	*	*	NA	NA
★ - Fair to good condition (%)	32.4%	37.1%	46.2%	*	*	NA	NA
★ - Fair condition (%)	64.6%	60.3%	52.0%	*	*	NA	NA
★ - Fair to poor condition (%)	0.2%	0.1%	0.2%	*	*	NA	NA
★ - Poor condition (%)	0.0%	0.0%	0.0%	*	*	NA	NA

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 118,852 DOE-related inquiries from July through October 2009.



Top 5 DOE - related inquiries:	Total	% of DOE Inquiries
<i>Find a School</i>	25,569	21.5%
<i>Public School Calendar</i>	19,201	16.2%
<i>Find a School Zone</i>	8,286	7.0%
<i>Find a School District by Location</i>	5,429	4.6%
<i>Find a School District by Name</i>	4,514	3.8%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$15,844.4	\$14,933.8	\$17,903.1	\$18,381.1	\$18,439.4	\$18,821.0	\$5,656.3	\$5,096.1
Revenues (\$ millions)	\$61.1	\$69.9	\$59.7	\$57.8	\$57.9	\$57.9	\$17.0	\$20.6
Personnel	137,678	140,268	139,208	138,822	138,822	138,351	140,499	136,749
Overtime paid (\$000)	\$12,727	\$14,637	\$12,257	*	*	*	\$2,356	\$1,815
Work Experience Program (WEP) participants assigned	216	212	139	*	*	*	117	274

¹January 2010 Financial Plan

Bold - revisions from the September 2009 MMR

"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 2010 budget.

Noteworthy Changes, Additions or Deletions

- The Department no longer reports the indicator 'Certified Teachers (%)'. All New York City public school teachers are certified.



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

- For the reporting period of July 2009 – October 2009, capital improvement projects constructed on time or early increased by 13 percentage points to 84 percent. Capital improvement projects constructed within budget declined by 1 percentage point over the same time period.

Performance Report

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

	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	FY11		
<i>Performance Statistics</i>							
<i>Total new seats created</i>	5,556	12,932	14,329	17,371	3,690	NA	NA
★ <i>New schools and additions constructed</i>	12	18	23	25	8	NA	NA
<i>New schools and additions - construction funds committed as a percent of initial authorized budget (%)</i>	95.0%	94.0%	95.7%	100%	100%	NA	NA
★ <i>Scheduled new seats constructed on time (%)</i>	100%	100%	100%	100%	100%	NA	NA
★ <i>Construction bid price for school capacity projects per square foot (\$)</i>	\$440	\$468	\$427	*	*	NA	NA
<i>Average new school construction cost per square foot</i>							
- <i>Early childhood (\$)</i>	NA	\$543	NA	*	*	NA	NA
- <i>Elementary (\$)</i>	\$401	\$410	\$551	*	*	NA	NA
- <i>Intermediate (\$)</i>	\$427	NA	\$554	*	*	NA	NA
- <i>High school (\$)</i>	NA	\$452	\$463	*	*	NA	NA
★ <i>Capital improvement projects constructed on time or early (%)</i>	64%	79%	77%	80%	80%	71%	84%
★ <i>Capital improvement projects constructed within budget (%)</i>	93%	90%	86%	80%	80%	89%	88%
<i>Ultimate cost of insurance losses as % of construction value (per calendar year)</i>	4.58%	4.82%	NA	*	*	NA	NA

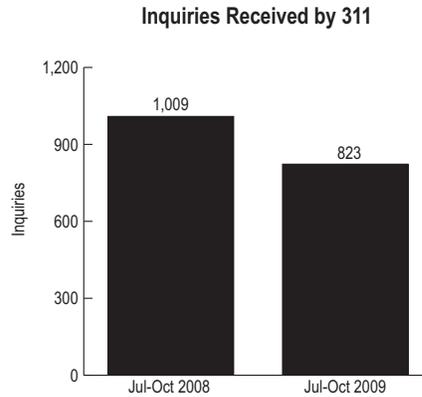
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 823 SCA-related inquiries from July through October 2009.



<i>Top SCA - related inquiries:</i>	Total	% of SCA Inquiries
<i>School Construction Complaint</i>	711	86.4%
<i>School Construction Information</i>	112	13.6%

Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
<i>Personnel</i>	561	676	707	775	775	775	689	703
<i>Capital commitments (\$ millions)</i>	\$3,043.8	\$3,183.4	\$2,632.5	\$2,685.3	\$2,685.2	\$2,050.2	\$206.2	\$506.8

¹January 2010 Financial Plan

Bold - revisions from the September 2009 MMR

"NA" - Not Available in this report

¹Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2010 budget.

Noteworthy Changes, Additions or Deletions

None.



HUMAN RESOURCES ADMINISTRATION

Robert Doar, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Human Resources Administration (HRA) assists individuals and families in achieving and sustaining their maximum degree of self-sufficiency. HRA provides cash assistance and employment services at 24 Job Centers, of which 13 are Model Offices designed to streamline workflow and enhance access to services, and the Housing Program Center. Food stamps are provided at 18 offices (12 are Model Offices and two are for all SSI and congregate care cases). HRA offers public health insurance at 17 Medicaid Community Model Offices; HASA support services to medically eligible individuals are provided through 12 centers (9 are Model Offices); and protective services to adults through 6 HRA borough offices and 4 contracted programs. HRA determines the personal care eligibility of disabled or frail Medicaid recipients through 9 Community Alternative Systems Agency offices and 64 personal care provider agencies. Services to victims of domestic violence are offered through 52 State-licensed residential programs, 15 nonresidential programs, and various HRA programs. HRA assists New York City families in obtaining child support orders and collecting child support payments at 4 borough and 5 Family Court offices.

Critical Objectives

- Assist cash assistance participants to 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 placed nearly 27,200 cash assistance applicants and recipients into jobs and met its monthly job placement goals for the first four months of Fiscal 2010. HRA sets its job placement goal each January based on the projected cash assistance caseload. The 2008 and 2009 calendar year goals were both 75,000 job placements. As part of its efforts to assist cash assistance recipients in gaining employment, HRA is using recently provided funding to increase its subsidized job offerings. The new program includes opportunities in the health care and green energy fields and the creation of a subsidized program for individuals to work at HRA.
- The City's family work participation rate averaged 31.3 percent for the first three quarters of the 2009 federal fiscal year that began in October 2008. The federal government has set an overall annual goal of 50 percent. The Department anticipates, however, that because of its family caseload reduction and other adjustments, the State and the City will receive percentage point credits toward meeting this goal. While these adjustments have not been finalized, HRA expects that with the credits and its continued efforts to enhance participation the City will achieve the required 50 percent federal goal.
- The amount of child support collected slightly increased in the July-October period in this fiscal year compared to the same period in the previous fiscal year.
- The number of persons receiving cash assistance increased by 4.6 percent as of the end of the first four months of Fiscal 2010, compared to the same point in time in Fiscal 2009. This increase in the caseload is due in part to the struggling economy, tightening of the entry level job market and increased requests for one-time assistance. HRA has mitigated this caseload increase, however, through its continued welfare reform efforts designed to engage recipients in work and work-related activities in order to enhance their ability to obtain employment and reach their maximum level of self-sufficiency.
- The number of persons receiving food stamps increased by 21.9 percent during the first four months of Fiscal 2010, compared to the same period in Fiscal 2009. Among these recipients, the number of non-cash assistance



persons receiving food stamps increased 38.4 percent, reaching an all-time high. HRA has made food stamps more accessible by making several structural changes to the program that have reduced the need for people to come into the office.

- During the first four months of Fiscal 2010, the average number of days to process applications for enhanced housing benefits, and to issue them to approved HASA clients, both decreased due to an implementation of a new electronically assisted process, compared to the same period last year.
- The number of individuals receiving Adult Protective Services (APS) increased by 6 percent during the first four months of Fiscal 2010, compared to the same period in Fiscal 2009.
- The number of federal disability awards obtained with the help of the WeCARE program increased by 19.8 percent during the first four months of Fiscal 2010, compared to Fiscal 2009.
- The domestic violence non-residential caseload declined by 7.8 percent by the end of the first quarter of Fiscal 2010. The percent of families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters was 16.2 percentage points higher during the first four months of Fiscal 2010 than it was during to the same period in Fiscal 2009.
- Medicaid recoveries and cost avoidance for fraud, waste & abuse increased by 191 percent during the July-October 2009 period, compared to the same period in the previous year. HRA's success in this area was largely due to efforts to identify clients who participate in Medicaid in more than one state at the same time, an increase in recoveries generated from audits of Medicaid providers, and greater efforts to combat fraud by clients concealing income and recoveries. Medicaid provider audits for waste and abuse increased to 121 during the first four months of Fiscal 2010 from 56 during the same period last year.

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.**

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	FY11		
Cash assistance applicants and recipients placed into jobs (000)	74.9	80.2	78.7	*	*	29.5	27.2
★ Percent of cash assistance applicants and recipients placed into jobs as compared to monthly goal (Calendar year-to-date) (%)	87.5%	100.4%	95.4%	*	*	107.4%	100.8%
Cash assistance cases with an adult head of household who is temporarily or permanently unable to engage in any work or work-related activity (%)	52.1%	54.3%	57.0%	*	*	57.0%	56.6%
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) (%)	66.0%	63.9%	62.0%	50%	50%	62.2%	59.0%
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	39.8%	36.9%	31.3%	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 (%)	57.2%	57.0%	56.1%	*	*	55.5%	54.6%
Safety Net Assistance (SNA) single cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)	67.0%	67.4%	66.8%	*	*	66.6%	67.4%
Cash assistance cases that retained employment income 180 days after being placed in a job (Calendar year-to-date average) (%)	80.5%	80.6%	80.3%	75%	75%	80.0%	80.7%
★ Cash assistance cases that remained closed for 180 days due to employment (Calendar year-to-date average) (%)	80.8%	80.3%	79.8%	75%	75%	79.9%	80.4%
Child support collected (\$ million)	\$601.9	\$641.6	\$671.3	\$684.7	\$684.7	\$228.3	\$229.9
★ Current obligations collected (%)	69.3%	70.2%	70.4%	67%	67%	68.8%	69.9%
★ Child support cases with orders of support (%)	72.0%	72.4%	76.2%	73%	73%	74.9%	74.1%

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

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



Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated FY10	FY11		
☎ Persons receiving cash assistance (000)	360.7	341.3	346.1	*	*	339.9	355.5
★ ☎ Cash assistance application timeliness rate (%)	86.6%	90.7%	88.9%	*	*	89.7%	90.6%
★ Cash assistance fair hearing win rate (%)	86.0%	86.6%	87.2%	*	*	86.4%	87.4%
Average annual administrative cost per cash assistance case (\$)	\$434.27	\$461.83	\$482.41	*	*	NA	NA
☎ Persons receiving food stamps (000)	1,095.0	1,241.6	1,502.4	*	*	1,318.5	1,607.2
- Non-Cash assistance persons receiving food stamps (000)	521.5	607.4	860.1	*	*	685.5	948.9
- SSI persons receiving food stamps (000)	180.2	231.9	243.3	*	*	234.0	249.5
★ Food stamp estimated payment error rate (%)	5.18%	5.39%	6.72%	*	*	16.44%	NA
☎ Public Health Insurance enrollees (000)	2,560.0	2,563.8	2,704.9	*	*	2,617.7	2,809.6
- Public Health Insurance Medicaid-only enrollees (000)	1,795.6	1,820.4	1,949.2	*	*	1,871.0	2,037.5
★ ☎ Client responses to Public Health Insurance mailed renewal notices (%)	68.3%	68.6%	74.6%	*	*	72.3%	74.8%
★ ☎ Clients found eligible for Public Health Insurance who responded to a mailed renewal notice (%)	90.9%	91.6%	95.4%	*	*	94.8%	94.5%
★ Public Health Insurance fair hearing win rate (%)	83.4%	82.3%	81.7%	*	*	81.4%	83.2%

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated FY10	FY11		
Cases receiving home care services	NA	82,540	83,899	*	*	83,599	84,751
★ Average days to initiate home attendant and housekeeper services for all cases	15.1	14.3	15.7	22	22	15.4	13.3
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
Adult Protective Services (APS) Assessment Cases	NA	2,994	3,236	*	*	3,718	3,349
Adult Protective Services (APS) Cases Eligible for Services	NA	5,989	6,171	*	*	5,826	6,175
★ Individuals referred to an Adult Protective Services (APS) field office visited within three working days (%)	85.1%	95.7%	98.4%	85%	85%	98.4%	98.8%
Adult Protective Services (APS) Assessment Cases accepted or denied for undercare within State-mandated 60 days (%)	88.0%	90.0%	96.4%	*	*	97.6%	97.6%
Individuals receiving HIV/AIDS services	31,040	30,915	31,289	*	*	31,166	31,659
★ 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	8.2	8.9	*	*	8.1	6.9
★ Average number of days to issue approved housing-related enhanced housing benefits once the application has been approved	18.1	17.0	18.2	*	*	17.6	10.7
HASA clients receiving ongoing enhanced housing benefits (%)	79.5%	83.0%	81.1%	*	*	82.4%	80.6%
Individuals and families at imminent risk diverted from becoming homeless (%)	99.4%	99.5%	92.2%	95%	95%	99.6%	95.9%
Total WeCARE cases	25,312	24,366	24,999	*	*	24,309	25,754
Number of WeCARE federal disability awards	3,150	4,927	6,419	*	*	2,110	2,528
Domestic Violence non-residential services programs active caseload	2,957	3,209	3,263	*	*	3,514	3,240
Number of Domestic Violence emergency beds (capacity)	2,081	2,144	2,144	*	*	2,144	2,144
★ Families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	17.6%	27.0%	62.2%	*	*	43.0%	59.2%

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



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

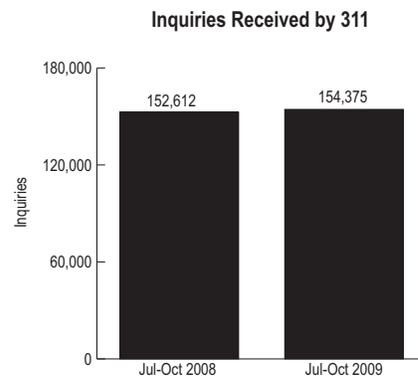
	A c t u a l			T a r g e t		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	FY10	FY11		
<i>Performance Statistics</i>							
★ HRA human services contracts submitted to the Comptroller on time (%)	94.0%	97.0%	97.0%	*	*	NA	NA
★ Billed Revenue as a percentage of budgeted revenue (%)	82.25%	83.82%	78.50%	*	*	16.08%	20.11%
★ Percentage of claims filed within 60 days of the close of the expenditure month (%)	90.0%	89.0%	100.0%	*	*	100.0%	100.0%
HRA Medicaid provider audits being conducted	NA	40	88	*	*	56	121
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$ millions)	\$73.2	\$82.8	\$180.8	*	*	\$31.3	\$91.1

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 154,375 HRA-related inquiries from July through October 2009.



Top 5 HRA - related inquiries:	Total	% of HRA Inquiries
Supplement Nutrition Assistance Program (SNAP) - Food Stamp Assistance	23,553	15.3%
Public Assistance or Welfare Information	22,459	14.5%
Supplement Nutrition Assistance Program (SNAP) - Find a Food Stamp Center	17,052	11.0%
Medicaid - Existing Applicant or Enrollee	10,215	6.6%
One Shot Deal - Short Term Emergency Assistance	9,077	5.9%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR FY10	Updated FY10 ¹	FY11 ¹	4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09					
Expenditures (\$ millions) ²	\$7,425.2	\$8,681.9	\$8,327.8	\$7,887.6	\$8,214.6	\$8,808.3	\$3,081.5	\$3,192.3
Revenues (\$ millions)	\$42.5	\$29.5	\$27.5	\$35.9	\$35.9	\$35.2	\$7.7	\$2.1
Personnel	14,006	14,202	14,114	14,586	14,579	14,325	14,034	14,081
Overtime paid (\$000)	\$28,852	\$31,668	\$28,231	*	*	*	\$10,727	\$5,685
Capital commitments (\$ millions)	\$28.4	\$11.6	\$11.7	\$79.8	\$79.7	\$11.1	\$2.1	\$0.8
Human services contract budget (\$ millions)	\$664.6	\$622.7	\$584.7	\$608.8	\$628.1	\$601.2	\$199.3	\$176.1
Work Experience Program (WEP) participants assigned	670	736	627	*	*	*	899	634

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.



Noteworthy Changes, Additions or Deletions

- The indicator 'HRA Medicaid provider audits being conducted' has been revised to capture the number of audits worked on by HRA during the reporting period. Therefore, it includes audits carried over from a previous report period, new audits started, and audits concluded during the report period. Data for previous years is being reported using this revised method.
- The indicator 'Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$ millions)' was revised effective July 2009 to count only actual dollars collected. Potential amounts are not included.





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

The Administration for Children's Services (ACS) is responsible for protecting the city's children from abuse and neglect, strengthening families, and providing child care and Head Start programs. ACS investigates child abuse and neglect reports involving approximately 90,000 children annually and currently provides preventive services to approximately 30,000 children. ACS currently provides foster care for approximately 16,000 children through 44 foster care agencies citywide and helps arrange for the adoption of approximately 1,300 children a year. ACS also funds and supports 251 Head Start centers and enrolls approximately 104,000 children in child care programs through contracted providers, annually.

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 percentage of abuse and neglect reports responded to within 24-hours decreased from 97.2 percent in the first four months of Fiscal 2009 to 94.3 percent in the four months of Fiscal 2010. These data derive from a manual reporting system in place across the twenty borough offices. Upon a closer examination of the data previously reported, ACS recently concluded that the manual reporting method is weak and may not accurately reflect performance. ACS is currently examining ways to improve both the reporting system and timeliness of initiation of investigations.
- The percent of children with substantiated reports followed by a second substantiated report within one year increased from 12.9 percent in the first four months of Fiscal 2009 to 15.1 percent in the first four months Fiscal 2010. With the roll out of Improved Outcomes for Children in July of 2009 and delegation of case management to preventive providers, these providers have assumed more responsibility for issues of safety and risk. In addition, by July of 2009, all of ACS' contracted preventive agencies had completed enhanced trainings specifically on assessing safety and risk in families. As a result, increased vigilance may have contributed to the increase of re-reports for the families being served.
- The number of children receiving preventive services through ACS contracted programs decreased by 6.7 percent, from 32,203 in the first four months of Fiscal 2009 to 30,047 in the first four months of Fiscal 2010. This decrease is the result of work to provide more intensive services to families in an effort to speed the stabilization of at-risk families. This is accomplished by reducing the number of active families at a given time and shortening length of service duration, while serving the same cumulative number of children and families each year.
- The percent of children placed in their home communities upon admission to foster care increased to 32.3 percent from 28.0 percent during the first four months of Fiscal 2009 and the percent of children placed in their own borough increased from 52.7 percent to 55.4 percent for the same periods.



- The overall number of children in foster care decreased by 3.4 percent from 16,484 during the first four months of fiscal 2009 to 15,924 during same period in Fiscal 2010, the number of children in residential care continued its decline decreasing by 3.7 percent from 2,131 children to 2,052. There was also a 5.2 percent decrease in the number of children in non-relative foster boarding homes while the number of children placed in kinship care remained stable. The overall reduction in the foster care census is the result of focused work to improve permanency which is leading to shorter lengths of stay in foster care.
- During the first four months of Fiscal 2010, 803 reports of abuse and/or neglect for children in foster care or child care were received by ACS, which is an 8.8 percent increase from the first four months of Fiscal 2009. This increase included a 15.2 percent increase in reports of abuse/neglect in foster care from 592 to 682 reports, and a 17.7 percent decrease in reports for child care from 147 to 121 for the same periods. Slightly more than a third of the reports were substantiated upon investigation. ACS continues to collaborate with service providers to improve abuse and neglect reporting and enhance the quality of investigations through ongoing staff training. The increase in foster care reports and increase in indication rates reflect this enhanced approach to investigations.
- The percent of children who re-entered foster care within a year of discharge to their family decreased from 15.0 percent during the first four months of Fiscal 2009 to 10.5 percent during the same period in Fiscal 2010.
- Two hundred and ninety eight adoptions were finalized in the first four months of Fiscal 2010, a decrease of 7.5 percent from the same period in Fiscal 2009. This coincided with a 6.9 percent decrease in the number of children eligible for adoption during the same periods.
- The average child care occupancy rate of 87.7 percent for the first four months of Fiscal 2010 is a decrease from the average rate of 92.3 percent during the same period of Fiscal 2009. This decrease is primarily due to the transition of five-year olds in group contract child care to attend public school kindergarten in the Department of Education. During this transitional year, programs faced a unique challenge in that two populations of children were aging out of contracted care: children turning five entering kindergarten and children turning six entering first grade. With this transition, however, programs are able to recruit younger children for seats in the former kindergarten capacity, thereby increasing needed services to children ages 3 and 4 years old. In addition, there was an 8.2 percent decrease in the average occupancy rate for group child care from 89.2 percent during Fiscal 2009 to 81.9 percent during Fiscal 2010.

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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	FY10	FY11		
★ Number of State Central Register Intakes	64,196	64,653	64,748	*	*	18,609	18,030
★ Number of State Central Register Consolidated Investigations	59,615	59,317	59,161	*	*	16,925	16,343
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)	96.0%	97.3%	97.6%	99%	100%	97.2%	94.3%
Children in completed investigations with repeat investigations within a year (%)	22.0%	21.4%	21.7%	*	*	20.2%	21.4%
★ Children in substantiated investigations with repeat substantiated investigations within a year (%) (Preliminary)	14.7%	14.2%	14.7%	7%	8%	12.9%	15.1%
★ Average child protective specialist caseload	14.9	11.0	9.3	12	12	8.3	7.7

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

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



Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
★ Children receiving contract preventive services	29,498	31,875	31,752	*	*	32,203	30,047
★ Number of Families Entering Purchased Preventive Services	11,547	11,857	11,865	*	*	3,844	3,687
★ Children in foster care (average)	16,854	16,701	16,439	*	*	16,484	15,924
- Children in foster kinship homes	4,738	5,399	5,575	*	*	5,579	5,555
- Children in nonrelative foster boarding homes	9,517	8,944	8,705	*	*	8,775	8,317
- Children in congregate care	2,600	2,358	2,159	*	*	2,131	2,052
All children entering foster care (preliminary)	7,072	7,401	7,406	*	*	2,620	2,363
★ New children entering foster care (preliminary)	5,651	5,843	5,926	*	*	2,081	1,846
★ Children who re-enter foster care within a year of discharge to family (%) (Preliminary)	11.4%	11.1%	14.1%	10%	10%	15.0%	10.5%
Children placed in foster care in their borough (%) (Preliminary)	65.7%	54.0%	57.8%	*	*	52.7%	55.4%
★ Children placed in foster care in their community	33.9%	29.1%	32.7%	*	*	28.0%	32.3%
★ Children entering foster care who are placed with relatives (%) (Preliminary)	28.1%	24.3%	24.5%	*	*	24.1%	24.2%
Siblings placed simultaneously in the same foster home (%) (Preliminary)	85.3%	79.7%	80.9%	*	*	81.1%	83.8%
Children in foster care who had one or fewer transfers from one facility to another (%)	56.8%	58.6%	59.2%	*	*	59.0%	58.2%
Abuse and/or neglect reports for children in foster care and child care	1,688	2,027	2,366	*	*	738	803
- for children in foster care	1,336	1,650	1,940	*	*	592	682
- for children in child care	352	377	426	*	*	146	121
Abuse and/or neglect reports for children in foster care and child care that are substantiated (%) (Preliminary)	23.2%	29.4%	31.5%	*	*	30.9%	35.4%
- for children in foster care (%) (Preliminary)	19.5%	30.0%	31.8%	*	*	33.6%	35.2%
- for children in child care (%) (Preliminary)	21.0%	26.8%	30.1%	*	*	19.9%	36.4%
Cost per foster care case \$ - Congregate care by level of need							
- Level 1	\$191.93	\$201.88	\$213.44	*	*	NA	NA
- Level 2	\$205.62	\$215.82	\$225.35	*	*	NA	NA
- Level 3	\$262.00	\$271.07	\$294.63	*	*	NA	NA
- Foster boarding home	\$57.69	\$63.46	\$66.94	*	*	NA	NA

★ Critical Indicator 📞 311 related "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
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
Median length of stay for children entering foster care for the first time who are returned to parent (months)	11.5	9.3	8.3	10	10	NA	NA
Children returned to parent(s) within 12 months (%) (Preliminary)	60.0%	66.8%	65.4%	60%	60%	64.4%	64.3%
Children eligible for adoption (average)	2,561	2,098	1,839	*	*	1,919	1,786
Children adopted	1,562	1,472	1,344	*	*	322	298
Median length of stay in foster care before child is adopted (months)	54.2	53.8	53.7	50	50	NA	NA
Average time to complete adoption (years)	3.4	3.4	3.2	3	3	3.5	3.3
★ Children eligible for adoption who are adopted (%)	61.0%	70.2%	73.1%	*	*	NA	NA

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



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

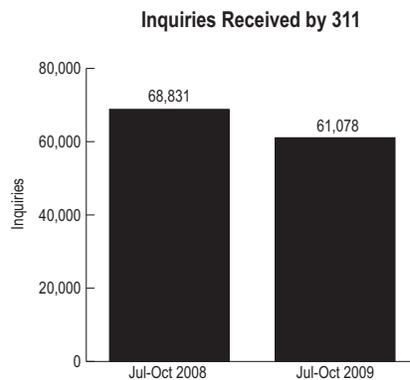
Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	FY10	FY11		
★ Total Head Start Enrollment	18,782	18,147	18,561	*	*	17,993	18,090
★ Head Start capacity filled (%)	93.5%	92.0%	96.0%	95%	95%	93.2%	93.7%
★ Total Enrollment in Subsidized Child-Care (Low-Income Working/Other Families and TANF)	106,761	102,292	104,275	102,000	102,000	102,906	100,923
★ Total Contracted Child care capacity filled (%)	87.1%	89.1%	94.8%	99%	99%	92.3%	87.7%
Contracted Family Child Care capacity filled (%)	97.9%	98.4%	102.7%	99%	99%	100.3%	101.7%
Contracted Group Child Care capacity filled (%)	83.5%	85.6%	91.7%	99%	99%	89.2%	81.9%
Total Number of Children using Vouchers for Child Care (Low-Income Working/ Other Families)	24,104	23,281	22,069	*	*	22,003	21,943
Total Number of Children using Vouchers for Child Care (TANF)	49,147	47,632	49,463	*	*	48,905	49,685
Total Number of Children using Vouchers for Child Care (TANF and Low-Income Working /Other Families)	76,285	70,913	71,532	*	*	70,907	71,628
Cost per child care slot - Group child care (voucher) (\$)	\$9,675	\$9,874	\$10,080	*	*	NA	NA
- Family child care (voucher) (\$)	\$6,959	\$7,048	\$7,151	*	*	NA	NA
- Group child care (contract) (\$)	\$13,214	\$13,095	\$12,710	*	*	NA	NA
- Family child care (contract) (\$)	\$7,194	\$7,306	\$7,457	*	*	NA	NA
Cost per Head Start slot (\$)	\$10,272	\$10,461	\$10,820	*	*	NA	NA

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 61,078 ACS-related inquiries from July through October 2009.



Top 5 ACS - related inquiries:	Total	% of ACS Inquiries
Subsidized Child Care - Recertification or Change	12,274	20.1%
Subsidized Child Care Application - Brooklyn	4,704	7.7%
Subsidized Child Care - Information and Assistance	4,191	6.9%
Child Care Center - Preschool	3,409	5.6%
Subsidized Child Care Application - Bronx	3,300	5.4%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$2,758.7	\$2,854.5	\$2,844.2	\$2,674.8	\$2,740.3	\$2,567.2	\$1,673.7	\$1,597.1
Revenues (\$ millions)	\$2.4	\$3.8	\$4.8	\$3.4	\$3.4	\$3.4	\$0.6	\$0.7
Personnel	6,950	7,168	6,700	6,250	6,262	5,940	7,059	6,230
Overtime paid (\$000)	\$23,855	\$16,925	\$10,415	*	*	*	\$3,289	\$2,493
Human services contract budget (\$ millions)	\$1,601.8	\$1,628.2	\$1,629.6	\$1,522.9	\$1,578.4	\$1,432.3	\$554.9	\$557.7
Work Experience Program (WEP) participants assigned	77	125	64	*	*	*	73	43

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- The Division of Child Protection began the implementation of a new conference model in October 2006, which has replaced the 72-hour and Elevated Risks Conferences. The New Child Safety Conference model was implemented in stages in each of the five boroughs starting with Manhattan in October 2007. Brooklyn and Staten Island followed and completed their transition in January 2009. The Bronx and Queens followed and completed their roll-out in June 2009 and November 2009, respectively. As each borough has completed implementation of the new Child Safety Conferences type, the Elevated Risk Conferences, and the Post-Removal 72-hour Conferences have been terminated, therefore they are no longer reported on in this report. ACS is developing indicators to describe Child Safety Conference outcomes.





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 201 privately-run shelter facilities, consisting of 52 adult facilities and 146 family with children facilities and 14 adult family facilities. DHS also provides outreach services available 24 hours a day, seven days a week, as well as homeless prevention services through community-based programs known as “HomeBase.”

Critical Objectives

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

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. More than ninety percent of clients that received prevention services did not enter shelter. In the first four months of Fiscal 2009, the proportion of families with children receiving services who did not enter the shelter system increased by 1.7 percentage points, to 94.3 percent. Just over 96 percent of adult families receiving preventive services did not enter the DHS system, a decline of nearly 4 percentage points compared to the same period last year; and ninety-four percent of single adults receiving preventive services did not enter shelter, a decrease of 3.5 percentage points.
- In the first four months of Fiscal 2010, 449 chronically homeless individuals were placed into permanent and temporary housing, an increase of 28 percent from the 351 placed in the same period last year. Improvement is due to performance-based outreach contracts and the creation of two new housing placement options for this population. Safe Havens are a low demand “Housing First” approach that places street homeless clients directly into housing; stabilization beds offer a safe housing setting for clients waiting for housing applications to be processed.
- The number of families with children and single adults entering shelter increased compared to the first four months of Fiscal 2009. There was a 25 percent increase in the number of families with children entering shelter, and an 8 percent increase in the number of single adults entering shelter. The increase in shelter entrants is attributed to the national economic downturn, high unemployment rates and the foreclosure crisis. New York and other cities across the nation are utilizing federal Homeless Prevention and Rapid Re-Housing funding to expand prevention and anti-eviction services in the community.
- In the first four months of Fiscal 2010, DHS experienced an increase in the average number of households in shelter per day compared to the same period last year. Families with children increased by 12 percent, adult families increased by 12 percent, and single adults increased by 7 percent. Despite a decrease in the length of stay for all populations, the unprecedented demand for shelter resulted in a net increase in the number of households in shelter. DHS will be utilizing new federal funding to con-



tinue to place individuals and families into permanent housing and further reduce the length of stay in shelter.

- In the first four months of Fiscal 2010, the average length of stay in shelter decreased across DHS shelter services systems. The average length of stay for families with children decreased by 19 percent, adult families decreased by 21 percent and single adults decreased by 6 percent. This success is due in part to the continued focus on moving the longest-term shelter residents into permanent housing.
- Families with children placed into permanent housing increased by 24 percent in the first four months of Fiscal 2010 compared to the same period last year, from 2,317 families placed to 2,870 families placed. The number of adult families placed into permanent housing increased by 19 percent, from 350 adult families placed to 417. DHS is on pace to achieve record family placements in Fiscal 2010, surpassing the previous record of 8,810 placements established in Fiscal 2009. The number of single adult placements fell by 25 percent, but DHS expects to meet its annual goal of 8,000 placements for single adults.
- The proportion of families with children placed into permanent housing who return to the shelter services system remained stable at 3.5 percent. The rates both for single adults and adult families increased; the single adult re-entry rate increased by 1 percentage point to 12.4 percent and the adult family re-entry rate increased from 4.7 to 9.1 percent compared to the same period last year.

Performance Report

✓ Prevent homelessness.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
				FY10	FY11	FY09	FY10
★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	96.3%	96.0%	95.8%	*	*	97.2%	93.7%
★ Adult Families receiving preventive services who did not enter the shelter system (%)	97.7%	95.9%	98.6%	*	*	100.0%	96.1%
★ Families with children receiving preventive services who did not enter the shelter system (%)	90.7%	89.8%	91.3%	*	*	92.6%	94.3%

★ Critical Indicator ☎ 311 related "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
	FY07	FY08	FY09	Updated			
				FY10	FY11	FY09	FY10
★ Unsheltered individuals that are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City (HOPE)	3,755	3,306	2,328	*	*	NA	NA
Number of Chronically Homeless Individuals Placed into Permanent and Temporary Housing by Outreach Teams	NA	NA	948	*	*	351	449

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



✓ Provide temporary emergency shelter for eligible homeless people.

	Actual			Target		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated FY10	Updated FY11		
<i>Performance Statistics</i>							
★ 📞 Single adults entering the DHS shelter services system	17,635	18,277	18,480	*	*	6,357	6,841
★ 📞 Adult families entering the DHS shelter services system	1,071	1,040	1,278	*	*	460	385
★ 📞 Families with children entering the DHS shelter services system	10,733	9,664	12,959	*	*	4,550	5,674
★ 📞 Average number of single adults in shelter per day	7,260	6,737	6,526	*	*	6,295	6,746
★ 📞 Average number of adult families in shelters per day	1,403	1,294	1,276	*	*	1,204	1,352
★ 📞 Average number of families with children in shelters per day	7,392	7,548	7,948	*	*	7,662	8,616
<i>Cost per day for shelter facilities</i>							
- Single adult facilities (\$)	\$63.75	\$72.38	\$70.18	*	*	NA	NA
- Family facilities (\$)	\$94.97	\$99.81	\$105.22	*	*	NA	NA
Families suitably placed in the shelter services system within 10 days (%)	99.2%	99.9%	100.0%	95%	95%	99.9%	100.0%
Average school attendance rate for children in the DHS shelter services system (%)	79.7%	79.7%	83.6%	*	*	82.5%	82.5%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	82.6%	82.9%	81.8%	85%	85%	80.3%	80.6%
★ Safety, maintenance, and cleanliness deficiencies noted on independent inspections of adult shelters	79	93	54	*	*	NA	NA
★ Critical incidents in the Adult Shelter system, per 1,000 residents	1.5	0.5	0.4	*	*	0.3	0.4
★ Critical incidents in the Adult Family Shelter system, per 1,000 residents	1.0	1.6	1.6	*	*	1.1	1.6
★ Critical incidents in the Families with Children Shelter system, per 1,000 residents	1.3	0.6	1.2	*	*	0.8	0.2

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

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

	Actual			Target		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated FY10	Updated FY11		
<i>Performance Statistics</i>							
★ Average length of stay for single adults in shelter (days)	308	283	261	*	*	266	251
★ Average length of stay for adult families in shelter (days)	516	505	370	*	*	414	329
★ Average length of stay for families with children in shelter (days)	292	324	281	*	*	300	244
★ Single adults placed into permanent housing (Preliminary)	8,406	9,412	9,107	8,000	8,000	3,434	2,568
★ Adult families placed into permanent housing (Preliminary)	528	1,166	1,094	*	*	350	417
★ Families with children placed into permanent housing (Preliminary)	5,658	6,426	7,716	*	*	2,317	2,870
★ Single adults placed into permanent housing who return to the DHS shelter services system within one year (%)	14.1%	15.8%	12.9%	*	*	13.4%	12.4%
★ Adult families placed into permanent housing who return to the DHS shelter services system within one year (%)	2.9%	5.3%	2.8%	*	*	4.7%	9.1%
★ Families with children placed into permanent housing who return to the DHS shelter services system within one year (%)	3.1%	4.2%	3.4%	*	*	3.5%	3.5%

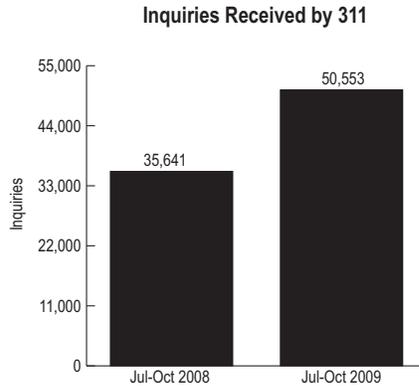
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 50,553 DHS-related inquiries from July through October 2009.



Top 5 DHS - related inquiries:	Total	% of DHS Inquiries
<i>Homeless Shelter Intake for Single Adults</i>	10,179	20.1%
<i>Homeless Shelter Intake for Families with Children</i>	9,851	19.5%
<i>Advantage Program - Assistance for Enrolled Tenant</i>	5,364	10.6%
<i>Homeless Person Assistance</i>	4,244	8.4%
<i>HomeBase Program to Prevent Homelessness</i>	3,274	6.5%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
<i>Expenditures (\$ millions)²</i>	\$732.6	\$785.5	\$851.3	\$764.6	\$914.7	\$699.2	\$519.1	\$608.5
<i>Personnel</i>	2,078	2,084	2,027	1,886	2,080	2,046	2,105	1,964
<i>Overtime paid (\$000)</i>	\$8,146	\$9,067	\$9,987	*	*	*	\$3,342	\$3,091
<i>Capital commitments (\$ millions)</i>	\$21.8	\$69.2	\$25.5	\$96.9	\$97.1	\$17.0	\$11.5	\$5.2
<i>Human services contract budget (\$ millions)</i>	\$534.2	\$576.5	\$643.8	\$583.0	\$712.7	\$511.5	\$201.0	\$258.4

¹January 2010 Financial Plan

Bold - revisions from the September 2009 MMR

"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 2010 budget.

Noteworthy Changes, Additions or Deletions

None.



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.

Critical Objectives

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

Scope of Agency Operations

The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. The Department supports a broad range of services, both directly and through approximately 900 contracts which include discretionary funds with community-based organizations, including the administration of 301 contracted senior centers, and also provides more than 12.3 million meals annually, both home-delivered and at senior centers.

Preliminary Performance Highlights

- During the first four months of Fiscal 2010, 62 percent of senior centers were operating at a minimum of 90 percent capacity, a decline of 4 percentage points compared to the same period last year. At the same time, the number of meals served at senior centers declined by 4 percent to just below 2.4 million meals, compared to the almost 2.5 million meals served to older New Yorkers during the first four months of Fiscal 2009. The number of home delivered meals declined 9 percent to approximately 1.26 million meals. DFTA is implementing an expedited referral process for seniors in need of home delivered meals only and anticipates that this streamlined process will increase the number of meals delivered through the end of Fiscal 2010.
- Hours of home care services provided increased nearly 12 percent to 551,302 during the first four months of the Fiscal Year due to improved allocation of resources across home care providers. The contracted cost per hour of home care services decreased by \$0.21 compared to the first four months of Fiscal 2009.
- Through October 2009, 173 seniors were trained for unsubsidized employment, an increase of nearly 77 percent compared to the same period last year. Placements in unsubsidized employment continue to decline, due in part to the struggling economy, as 35 seniors were placed during the first four months of the Fiscal Year – 44 percent fewer than the same period last year.
- During the first four months of Fiscal 2010, the number of caregivers who receive casework services or training through DFTA's in-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center increased to 3,315, an increase of 30 percent or 768 more caregivers served. Increased services from DFTA's in-house center have largely offset reductions in supportive services from contracted providers in the face of resource constraints.



Performance Report

✓ Promote independence and opportunities for older New Yorkers.

Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
	FY10	FY11					
★ Total registered users of Senior Centers (annual)	NA	NA	NA	*	*	NA	NA
Average daily attendance at senior centers	NA	NA	27,951	*	*	NA	28,163
★ Senior centers operating at a minimum of 90 percent capacity (%)	56%	55%	52%	*	*	66%	62%
★ Senior Center Lunches Served	7,009,500	7,025,805	6,987,646	7,544,254	7,544,254	2,499,773	2,393,895
★ Home Delivered Meals Served	3,740,621	4,210,538	3,936,718	4,382,789	4,382,789	1,394,171	1,263,721
★ Total recipients of home care services (annual)	NA	NA	6,064	*	*	NA	NA
★ Hours of home care services provided	1,590,952	1,746,742	1,534,705	1,721,600	1,721,600	493,911	551,302
★ Contracted cost per hour of home care (\$)	\$15.55	\$16.35	\$17.07	*	*	\$15.36	\$15.15
Seniors trained for unsubsidized employment (Title V)	268	305	308	*	*	98	173
Senior trainees placed in unsubsidized employment (Title V)	188	185	161	*	*	63	35

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

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

Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
	FY10	FY11					
★ Caregivers who received casework services or training through DFTA's in-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center	3,690	6,278	7,746	*	*	2,547	3,315
★ Caregivers who received supportive services through DFTA's contracted providers	7,553	7,495	6,414	*	*	3,749	2,685

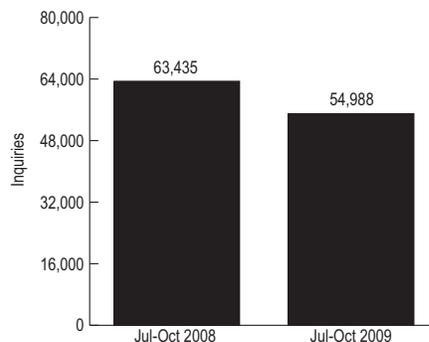
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 54,988 DFTA-related inquiries from July through October 2009.

Inquiries Received by 311



Top 5 DFTA - related inquiries:	Total	% of DFTA Inquiries
SCRIE - Status Lookup	8,166	14.9%
SCRIE - Application and Guide for Seniors Not Enrolled	3,459	6.3%
SCRIE - Assistance - Renewal Applicant	3,435	6.2%
SCRIE - Assistance - Landlord or Senior Participant	3,258	5.9%
Housing Options for Frail or Disabled Seniors	2,762	5.0%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$271.9	\$290.5	\$290.3	\$288.4	\$286.6	\$230.1	\$207.3	\$215.5
Revenues (\$ millions)	\$0.4	\$1.5	\$2.0	\$1.0	\$2.0	\$1.0	\$0.8	\$1.2
Personnel	835	870	875	887	948	838	835	818
Overtime paid (\$000)	\$13	\$16	\$23	*	*	*	\$7	\$7
Capital commitments (\$ millions)	\$4.9	\$4.4	-\$0.9	\$31.1	\$31.1	\$2.8	\$0.0	\$0.0
Human services contract budget (\$ millions)	\$214.0	\$229.1	\$223.7	\$225.4	\$220.4	\$168.1	\$86.4	\$77.9
Work Experience Program (WEP) participants assigned	562	598	799	*	*	*	471	940

¹January 2010 Financial Plan

Bold - revisions from the September 2009 MMR

"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 2010 budget.

Noteworthy Changes, Additions or Deletions

- In October 2009, the Senior Citizen Rent Increase Exemption (SCRIE) program transition to the Department of Finance was completed. DFTA no longer tracks SCRIE program results.
- Data are now available for Fiscal 2009 for the new indicator 'Total recipients of home care services (annual)'. The Fiscal 2010 data will be reported in the Fiscal 2010 Mayor's Management Report.





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 2346 contracts with community-based organizations throughout New York City. These include 510 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 295 programs to help low-income individuals and families become more economically self-sufficient and 39 adult literacy programs that help participants further their education and advance their careers. In addition, DYCD now funds 10 adolescent literacy and 16 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

- Out-of-School Time enrollment in the first four months of Fiscal 2010 was 11 percent lower than the same period in Fiscal 2009, due to a redesign of the OST High School portfolio that reduced the number of programs funded, and a consolidation of several middle school programs due to a budget reduction. With a strong portfolio of programs in place, a higher percentage of school-year programs are meeting enrollment targets, with 86 percent of programs meeting target enrollment in the first four months of Fiscal 2010 compared to 74 percent in the same period in Fiscal 2009. At 96 percent, summer programs meeting enrollment targets exceeded the target of 85 percent.
- The number of Runaway and Homeless Youth served in Crisis Shelters decreased 27 percentage points from the same period in Fiscal 2009. This was due to the introduction of new providers, offering more diverse services, who began the certification process at the start of Fiscal 2010 following funding awards. Thirty-eight additional beds were certified by the end of the second quarter, significantly increasing capacity for serving these youth.
- The percent of youth reunited with family or placed in a suitable living environment from Crisis Shelters in the first four months of Fiscal 2010 fell 22 percentage points from the same time period in Fiscal 2009. An organizational restructuring at the largest provider of these services temporarily affected its ability to negotiate family reunifications.
- The percent of Out-of-School Youth placed in post-secondary education, employment or advanced training during the first quarter after exiting the program rose from 85 percent in the first four months of Fiscal 2009 to 92 percent in the first four months of Fiscal 2010. The 2 percent of In-School Youth who were similarly placed represents one participant who found employment from the small group of 64 atypical participants who exited before completing the program or receiving placement assistance. Placements should be on target by the end of Fiscal 2010, when the outcomes of all 2,475 program participants will be included.



- The percentage of participants in Community Development programs achieving target outcomes declined 10 percentage points, from 45 percent in the first four months of Fiscal 2009 to 35 percent in the same period of Fiscal 2010. This reflects implementation of a new portfolio of programs.
- Although agency assessments were drafted, none was completed in the first four months of Fiscal 2010, due to an overhaul of the city's VENDEX system and the need to build a DYCD interface to accommodate the agency's high volume of contracts. As of December 2009, DYCD began to enter the backlog into the new system and expects to meet its target for Fiscal 2010.

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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	Updated FY11		
<i>Out-of-School Time (OST) Enrollment</i>	78,364	87,256	85,513	63,000	63,000	62,198	55,343
★ <i>OST Program Participation Rate - elementary (school year) (%)</i>	81%	78%	82%	80%	80%	62%	68%
★ <i>OST programs meeting target enrollment (school year) (%)</i>	90%	86%	93%	85%	85%	74%	86%
★ <i>OST programs meeting target enrollment (summer) (%)</i>	86%	95%	94%	85%	85%	94%	96%
<i>OST programs meeting target enrollment - elementary (%)</i>	99%	89%	99%	90%	90%	88%	94%
<i>OST programs meeting target enrollment - middle school (%)</i>	94%	89%	91%	85%	85%	69%	77%
<i>OST programs meeting target enrollment - high school (%)</i>	75%	77%	81%	80%	80%	42%	45%
☎ <i>Calls to Youth Connect</i>	42,335	47,688	48,469	48,000	48,000	14,437	14,265
<i>Beacon programs' enrollment as percentage of the minimum annual target (%)</i>	125%	103%	107%	100%	100%	59%	66%
☎ <i>Runaway and Homeless Youth served - Crisis beds</i>	2,421	1,824	1,713	1,860	1,860	748	548
☎ <i>Runaway and Homeless Youth served - Transitional Independent Living beds</i>	218	244	275	250	250	156	170
★ ☎ <i>Utilization rate for Crisis beds (%)</i>	100%	100%	100%	90%	90%	100%	100%
★ ☎ <i>Utilization rate for Transitional Independent Living beds (%)</i>	83%	86%	82%	85%	85%	77%	70%
★ ☎ <i>Youth reunited with family or placed in a suitable environment from Crisis Shelters (%)</i>	65%	75%	72%	60%	60%	82%	60%
★ ☎ <i>Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)</i>	91%	89%	90%	85%	85%	91%	89%

★ Critical Indicator ☎ 311 related "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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	Updated FY11		
☎ <i>Summer Youth Employment Program (SYEP) participants</i>	41,650	41,804	43,113	52,000	30,000	43,113	52,255
★ <i>Out-of-School Youth placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)</i>	NA	72%	69%	52%	*	85%	92%
★ <i>In-School Youth placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)</i>	NA	72%	72%	52%	*	36%	2%
<i>Out-of-School Youth attaining a degree or certificate by the end of the 3rd quarter after exiting the program (%)</i>	NA	55%	58%	40%	*	78%	70%
<i>In-School Youth attaining a degree or certificate by the end of the 3rd quarter after exiting the program (%)</i>	NA	71%	66%	40%	*	NA	NA

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

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



	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	FY11		
<i>Performance Statistics</i>							
★ <i>Community Development program participants achieving target outcomes designated for clients in each program area (%)</i>	63%	65%	65%	45%	40%	45%	35%
<i>Number of participants served in Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) literacy programs</i>	5,507	6,269	9,626	9,500	10,000	6,873	6,404
★ <i>Adult Basic Education and ESOL participants meeting federal standards of improvement in demonstrating an increased ability to read, write and speak English (%)</i>	54%	46%	49%	45%	45%	NA	NA
<i>Participants achieving positive outcomes in immigration initiatives (%)</i>	43%	45%	50%	45%	45%	37%	31%
<i>Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)</i>	6,056	667	798	550	550	230	274

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

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

	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	FY11		
<i>Performance Statistics</i>							
★ <i>Agency Assessments Completed as a percent of total agency contracts</i>	87%	90%	98%	90%	90%	41%	0%
<i>Fiscal Audits</i>	174	545	344	350	345	0	0
★ <i>Contracts Terminated</i>	NA	36	12	*	*	13	0

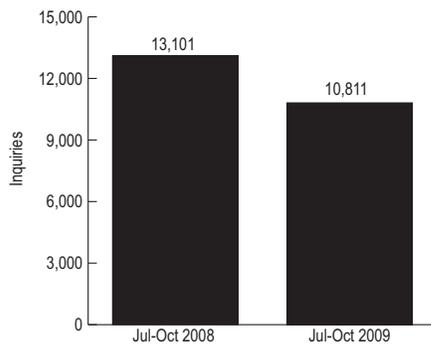
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 10,811 DYCD-related inquiries from July through October 2009.

Inquiries Received by 311



Top 5 DYCD - related inquiries:	Total	% of DYCD Inquiries
<i>Literacy and GED Instruction for Adults</i>	2,169	20.1%
<i>Shelter and Assistance for Runaway or Homeless Youth</i>	1,776	16.4%
<i>Literacy and GED Instruction for Non-English Speakers</i>	1,049	9.7%
<i>Elementary School Student After School Program - Enrolled</i>	1,021	9.4%
<i>Youth Services and Counseling - Youth Connect</i>	879	8.1%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
<i>Expenditures (\$ millions)²</i>	\$310.6	\$384.1	\$382.7	\$387.8	\$412.0	\$288.7	\$270.3	\$277.5
<i>Personnel</i>	429	452	434	390	403	401	400	410
<i>Overtime paid (\$000)</i>	\$370	\$360	\$196	*	*	*	\$85	\$60
<i>Human services contract budget (\$ millions)</i>	\$230.8	\$288.1	\$290.2	\$272.0	\$297.9	\$209.0	\$99.3	\$96.3

¹January 2010 Financial Plan

Bold - revisions from the September 2009 MMR

"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 2010 budget.

Noteworthy Changes, Additions or Deletions

None

INFRASTRUCTURE, ADMINISTRATIVE AND COMMUNITY SERVICES



Department of Environmental Protection



Department of Transportation



Department of Buildings



New York City Housing Authority



Department of Housing Preservation and Development



Department of Design and Construction



Department of Citywide Administrative Services



Department of Information Technology and Telecommunications



Department of Records & Information Services



Department of Sanitation



Department of Parks & Recreation



Department of City Planning



Landmarks Preservation Commission



Department of Cultural Affairs



Taxi and Limousine Commission



DEPARTMENT OF ENVIRONMENTAL PROTECTION

Caswell F. Holloway, Commissioner

Key Public Service Areas

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

- During the reporting period the Department continued work on planned upgrades of equipment at nine of the City's 14 sewage treatment plants. This required equipment to be taken out of service, sometimes for extended periods, while work was performed, and contributed to the 56.1 percent increase in the number of days plants operated with less than the minimum amount of critical equipment.
- Sewer back-up complaints decreased by 17.3 percent to 4,413, while resolution time remained relatively unchanged.
- On average, DEP took 4.3 days longer to resolve leak complaints despite fairly stable complaint levels. Complaint resolution time was affected by a small number of leaks that were very difficult to locate. Five percent of resolved leak complaints took more than 60 days to resolve during the four months ending October 2009 compared to only 2 percent in the corresponding Fiscal 2009 period.
- DEP received 8.7 percent fewer catch basin complaints, largely attributed to fewer incidents of intense rainfall - heavy downpour in a short period of time - and the more aggressive, proactive cleaning and inspection program of the prior year. Response time to complaints increased slightly from 8.8 days to 9.1 days as the unit assumed responsibility for inspections and surveys of catch basins previously done by contract.
- Street cave-in complaints declined by 24.4 percent to 3,293. Improvements in defining the characteristics that distinguish different types of street defects have appreciably reduced the number of complaints misidentified as cave-ins. Despite the decrease in complaint volume, response time rose by 2.1 days to 12.3 days. In conjunction with the Department of Transportation, DEP is participating in a pilot program that will standardize the process for responding to street defects, identify potential operational efficiencies, and improve customer service.
- DEP received 21.6 percent fewer air and noise complaints compared to a year ago. The drop is associated with a decline in construction activity, since construction-related air and noise complaints typically account for a



sizeable number of these complaints. While the time to close noise complaints was only minimally longer at 16.7 days, the time to close air complaints increased by 1.3 days to 13.9 days. Response times were affected by a combination of factors, including a higher proportion of noise complaints that required inspectors to gain access to the complaint location, and comparatively more frequent rainfall in July and August 2009, which forced inspections of certain types of complaints to be delayed.

Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated FY10	FY11		
<i>In-City samples meeting water quality standards for coliform (%)</i>	100%	100%	100%	*	*	100%	100%
★ <i>Percent of samples testing positive for coliform bacteria</i>	0.1%	0.2%	0.2%	*	*	0.3%	0.6%
★ <i>Number of drinking water analyses above maximum contaminant level</i>	65	53	130	*	*	24	10
<i>Completed applications for work to comply with Watershed Rules and Regulations</i>	822	866	678	*	*	288	237
<i>Notices of Violation and Notices of Warning issued in the watershed</i>	137	165	205	*	*	110	76
<i>Patrol hours for Environmental Police and watershed protection staff (000)</i>	307.8	298.9	286.0	*	*	97.2	96.3
★ <i>Percent of reservoir capacity filled (end of month)</i>	92.4%	89.8%	99.1%	*	*	75.2%	91.6%
<i>Average daily in-City water consumption (millions of gallons)</i>	1,097	1,115	1,039	*	*	1,115	1,041

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated FY10	FY11		
<i>Wastewater treatment plant effluent meeting federal standards (%)</i>	99.9%	99.9%	99.9%	100%	100%	100.0%	100.0%
★ <i>Sewage treatment plants - Number of critical equipment days below minimum</i>	1,588	1,360	1,158	*	*	344	537
<i>Harbor survey stations in compliance with State standard for dissolved oxygen (%)</i>	90%	90%	89%	89%	89%	69%	68%

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



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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated FY10	Updated FY11		
★ Sewer backup complaints received	23,927	21,797	16,977	*	*	5,334	4,413
★ Sewer backup resolution time (hours)	6.3	6.7	5.6	7	7	4.8	4.7
★ Percent of sewer backups recurring locally within 2 years	NA	48.3%	48.8%	*	*	49.8%	47.6%
★ Leak complaints received	5,003	4,275	4,583	*	*	1,120	1,023
★ Leak resolution time (days)	12.9	13.4	13.8	17	17	11.8	16.1
Water main surveyed for leak detection (% linear feet)	56.6%	56.6%	59.7%	56%	56%	20.9%	20.6%
★ Water main breaks	581	429	513	575	575	114	83
★ Average time to restore water to customers after confirming breaks (hours)	NA	12.1	9.1	*	*	9.3	7.0
Repairs to distribution system	21,146	20,166	18,765	19,000	19,000	6,311	5,236
★ Catch basin complaints received	14,919	18,305	12,943	*	*	5,246	4,792
★ Catch basin backup resolution time (days)	6.4	6.5	7.0	9	9	8.8	9.1
★ Percent of catch basin backups recurring locally within 2 years	NA	31.4%	29.6%	*	*	29.0%	26.8%
Catch basins surveyed/inspected (%)	30.7%	36.5%	40.5%	33.3%	33.3%	10.3%	7.9%
★ Street cave-in complaints received	12,079	19,272	9,545	*	*	4,357	3,293
Street cave-in complaints resolved	10,734	15,872	8,780	*	*	4,235	2,369
★ Average time to respond to street cave-in complaints and make safe (days)	6.7	8.7	10.4	*	*	10.2	12.3
Broken and inoperative hydrants (%)	0.50%	0.39%	0.45%	1%	1%	0.44%	0.50%
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	NA	14.8	15.2	*	*	14.6	15.8
★ Average backlog of broken and inoperative hydrants	504	421	492	*	*	506	538

★ Critical Indicator 311 related "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
	FY07	FY08	FY09	Updated FY10	Updated FY11		
Estimated bills (%)	17.6%	16.3%	16.8%	15%	15%	16.5%	16.8%
Total revenue collected (\$ millions)	\$1,926.0	\$2,173.4	\$2,333.9	\$2,680.1	\$2,680.1	\$1,082.0	\$1,174.4
★ Total revenue as percent of plan	96.3%	97.7%	95.0%	*	*	98.6%	94.9%
★ Percent of billed amount collected in 30 days	NA	54.8%	56.8%	*	*	51.5%	51.0%
Accounts receivable - Total balance (\$ millions)	\$1,107	\$1,046	\$1,131	*	*	\$518	\$546
- Delinquent for more than 180 days (\$ millions)	\$401	\$323	\$287	*	*	\$311	\$290
- Delinquent for more than 1 year (\$ millions)	\$304	\$233	\$204	*	*	\$229	\$203
Meters repaired/replaced	31,490	29,240	29,719	26,700	26,700	8,972	9,813

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



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

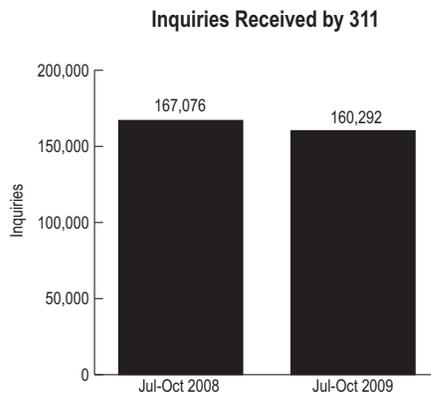
Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	FY11		
★ Air complaints received	14,138	12,625	11,692	*	*	4,559	3,760
Air complaints responded to within seven days (%)	86%	82%	79%	85%	85%	70%	73%
★ Average days to close air quality complaints	10.1	13.8	13.1	*	*	12.6	13.9
★ 📞 Noise complaints received	42,000	49,221	39,371	*	*	15,275	11,794
📞 Noise complaints not requiring access to premises responded to within seven days (%)	87%	85%	85%	85%	85%	83%	81%
★ 📞 Average days to close noise complaints	15.0	18.7	17.7	*	*	16.4	16.7
★ Asbestos complaints received	2,182	2,350	1,391	*	*	582	384
Asbestos complaints responded to within three hours (%)	95%	99%	99%	90%	90%	99%	99%
★ Average days to close asbestos complaints	0.36	0.29	0.23	*	*	0.26	0.21
Emergencies responded to within one hour (%)	100%	100%	100%	100%	100%	100%	100%
DEP - issued violations	6,822	8,577	7,412	*	*	2,588	2,996
- Air violations	3,769	4,657	4,346	*	*	1,328	1,715
- Noise violations	2,237	3,420	2,559	*	*	1,032	994
- Asbestos violations	816	500	507	*	*	228	287
Notices of Violation (all categories) upheld at the Environmental Control Board (%)	NA	NA	77.6%	*	*	77.2%	77%

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 160,292 DEP-related inquiries from July through October 2009.



Top 5 DEP - related inquiries:	Total	% of DEP Inquiries
Noise (all inquiries)	24,524	15.3%
Fire Hydrant - Running Full	18,973	11.8%
Service Request Status - DEP	18,043	11.3%
Sewer Backup Complaint	9,376	5.8%
Fire Hydrant - Running or Leaking	8,903	5.6%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$868.8	\$919.1	\$1,034.1	\$1,025.3	\$1,047.9	\$968.4	\$431.6	\$395.0
Revenues (\$ millions)	\$89.4	\$102.9	\$59.8	\$21.6	\$22.0	\$21.3	\$44.5	\$8.3
Personnel	6,247	6,304	6,054	6,277	6,310	6,196	6,207	6,009
Overtime paid (\$000)	\$38,987	\$38,718	\$36,417	*	*	*	\$11,455	\$8,392
Capital commitments (\$ millions)	\$3,689.8	\$3,050.8	\$2,174.8	\$3,214.8	\$3,219.6	\$1,670.9	\$949.5	\$1,287.1

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- During the reporting period Steven Lawitts served as acting commissioner of DEP. Caswell F. Holloway was appointed commissioner in November 2009.
- The Department replaced the measure ‘ – Case resolution rate at the Environmental Control Board (%)’ with ‘Notices of Violation (all categories) upheld at the Environmental Control Board (%)’. The new measure provides data for violations resolved as a percentage of violations adjudicated during the period; the old indicator provided data for violations resolved as a percentage of violations issued during the period.





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

- Citywide traffic fatalities decreased by nearly 9 percent to 93. Motorist and passenger fatalities declined to 38, while bicyclist and pedestrian fatalities fell to 55.
- On average, DOT repaired traffic signal defects faster by 1.5 hours but took slightly longer to fix street lights, 2.4 days compared to two days a year ago. Repair times for priority regulatory signs remained the same at 1.7 days.
- The percent of operable on-street parking meters declined to 84 percent due to a significantly higher incidence of vandalism of single-space meters in two boroughs, lowering the overall citywide rating. DOT has allocated additional resources to inspect and repair meters and expects operability to improve by year-end. Ongoing replacement of single-space meters with muni-meters will also mitigate the impact of vandalism, since muni-meters are less prone to vandalism.
- DOT opened 15 percent more pothole work orders and repaired 26 percent more potholes than during the same period last year. Due to the harsher weather of the prior year, Fiscal 2010 began with a comparatively higher number of pending pothole work orders. This contributed to both the higher volume of repairs and increase in average repair times, particularly in July and August 2009. Average time was also affected by an increase in the proportion of complaint-driven work orders, which take longer to close than those generated by DOT work crews, where potholes are generally fixed as soon as they are spotted. Overall, the average time to close a pothole work order more than doubled, rising to 5.9 days for the four-month period, but in the more recent autumn months performance has improved, with average repair times in the 3-day range.
- The Department issued 14.4 percent fewer construction permits as the number of applications for permits declined, reflecting a decrease in construction activity. In turn, inspections of street work fell by more than 7 percent and post-audit inspections by approximately 9 percent.
- While Staten Island ferry ridership continued to grow, reaching 7.8 million for the first four months of the fiscal year compared to 7.3 million for the same period last year, private ferry ridership continued to decline. Average weekday ridership on private ferries dipped to 29,640 from July



through October compared to 34,873 for the same period last year, largely attributed to the economic downturn.

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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
★ Citywide traffic fatalities	310	300	276	*	*	102	93
- Motorists/passengers	136	123	98	*	*	41	38
- Bicyclists/pedestrians	174	177	178	*	*	61	55
★ Overall traffic crashes	175,804	182,801	177,909	*	*	NA	NA
★ 🚓 Average time to respond to traffic signal defect and make safe (hours)	NA	4.0	4.3	*	*	4.7	3.2
★ Average time to repair priority regulatory signs after notification (days)	2.9	1.9	1.6	*	*	1.7	1.7
★ 🚓 Average time to repair street lights - by DOT (days)	2.4	2.5	2.4	*	*	2.0	2.4
🚓 Average time to repair street lights - by ConEd (days)	16.8	12.5	14.0	*	*	11.0	11.0
Speed humps installed near schools	101	65	73	*	*	46	57
Tort cases commenced	1,894	2,146	2,138	*	*	701	729
Tort dispositions	3,025	2,837	2,406	*	*	738	738
Tort payout (\$000)	\$100,226.4	\$95,314.1	\$85,744.5	*	*	\$63,662.7	\$17,130.1

★ Critical Indicator 🚓 311 related "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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
★ Average travel speed (miles per hour) - Manhattan Central Business District	NA	NA	9.1	*	*	NA	NA
Traffic-monitoring cameras	183	183	183	*	*	183	183
★ 🚗 On-street parking meters that are operable (%)	90.9%	89.9%	88.7%	90%	90%	90.5%	83.9%
Percent of metered spaces that have muni-meters (multi-space meters)	25.5%	29.9%	36.6%	*	*	32.3%	38.3%

✓ Rehabilitate and maintain the City's bridges.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
★ Bridges rated							
- Good or Very Good (%)	41.7%	41.4%	41.8%	*	*	NA	NA
★ - Fair (%)	57.9%	58.2%	57.8%	*	*	NA	NA
★ - Poor (%)	0.4%	0.4%	0.4%	*	*	NA	NA
Bridge projects (structural work) substantially completed on schedule							
- East River (%)	100%	100%	100%	100%	100%	NA	NA
- Non-East River (%)	89%	100%	67%	100%	100%	NA	NA

★ Critical Indicator 🚓 311 related "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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	Updated FY11		
★ Street pavement ratings: percent of lane miles assessed in the 12 months ending June 30th	NA	88.2%	88.6%	*	*	NA	NA
★ Streets maintained with a pavement rating of							
- Good (%)	70.3%	66.4%	70.9%	*	*	NA	NA
- Fair (%)	29.6%	33.4%	28.8%	*	*	NA	NA
- Poor (%)	0.1%	0.2%	0.3%	*	*	NA	NA
Arterial highway system that is adopted (%)	63.0%	65.3%	61.9%	75%	75%	63.3%	61.3%
Audited adopted highway miles that receive cleanliness rating of good (%)	94.8%	96.8%	99.3%	*	*	99.5%	99.5%
★ Percent of all NYC highways that receive a cleanliness rating of good	95.7%	98.3%	98.3%	*	*	NA	NA
☎ Pothole work orders	47,934	48,433	49,906	*	*	12,215	14,061
★ ☎ Average time to close a pothole work order where repair was done (days)	2.1	2.7	4.1	*	*	2.8	5.9
Potholes repaired	205,227	210,032	224,648	*	*	36,609	46,076
Construction permits issued	227,435	253,893	268,915	*	*	99,359	85,052
Inspections of permitted street work	437,101	532,661	558,025	425,000	425,000	208,613	193,197
★ Inspected street work rated satisfactory (%)	76%	77%	78%	75%	75%	79%	76%
Summonses issued	26,106	33,403	26,648	*	*	10,392	6,716
★ Post-audit inspections for completed street work	NA	220,272	223,352	*	*	79,525	72,786
★ Post-audit inspections for completed street work that passed inspection (%)	NA	86%	83%	*	*	85%	81%
★ Percent of all crossing points with pedestrian ramps	71%	72%	85%	*	*	NA	NA
★ Percent of existing newsstands converted to new model	NA	30.4%	47.0%	*	*	44.2%	47.0%
Average cost per lane mile resurfaced citywide (\$)	\$118,594	\$137,113	\$136,191	*	*	NA	NA
Average cost per ton of asphalt placed citywide (\$)	\$118.67	\$141.40	\$143.63	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$44.01	\$47.75	\$51.17	*	*	NA	NA
Average vendor cost of asphalt per ton (\$)	\$56.69	\$61.37	\$73.67	*	*	NA	NA

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	Updated FY11		
Private ferry service							
- Average weekday ridership	33,610	33,627	30,694	*	*	34,873	29,640
- Number of routes	20.5	18.7	20	*	*	19.8	21
★ Staten Island Ferry							
- Trips that are on-time (%)	91.7%	91.0%	91.1%	90%	90%	89.5%	89.6%
- Ridership	18,952,803	19,756,963	20,118,000	*	*	7,325,000	7,773,000
- Average cost per passenger (\$)	\$4.62	\$5.69	\$5.38	*	*	NA	NA
Bicycle lane miles installed	41.8	70.6	88.7	50	50	NA	NA
★ Bicycle network connectivity index	358	554	893	*	*	NA	NA
Bicycle racks installed	320	1,377	1,529	300	300	NA	NA
★ Percent of existing bus shelters converted to new model	NA	45.5%	59.8%	*	*	50.7%	63.2%
★ Pedestrian volume index	100.0	105.5	99.9	*	*	NA	NA

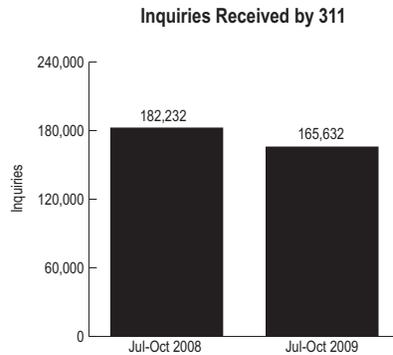
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 165,632 DOT-related inquiries from July through October 2009.



Top 5 DOT - related inquiries:	Total	% of DOT Inquiries
<i>Alternate Side Parking Information</i>	28,117	17.0%
<i>Streetlight Defect</i>	20,920	12.6%
<i>Traffic or Pedestrian Signal - Defect</i>	15,760	9.5%
<i>Muni-Meter Defective or Damaged</i>	10,480	6.3%
<i>Pothole on Street</i>	9,731	5.9%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR FY10	Updated FY10 ¹	FY11 ¹	4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09					
<i>Expenditures (\$ millions)</i> ²	\$618.4	\$697.8	\$788.0	\$734.4	\$844.7	\$679.2	\$365.7	\$367.4
<i>Revenues (\$ millions)</i>	\$220.0	\$230.3	\$244.0	\$263.4	\$265.6	\$286.1	\$65.2	\$70.9
<i>Personnel</i>	4,721	4,899	4,951	4,454	5,034	4,374	4,834	4,887
<i>Overtime paid (\$000)</i>	\$47,905	\$48,899	\$51,586	*	*	*	\$16,563	\$16,667
<i>Capital commitments (\$ millions)</i>	\$755.5	\$835.4	\$997.2	\$2,450.9	\$2,422.8	\$1,202.3	\$120.0	\$557.6
<i>Work Experience Program (WEP) participants assigned</i>	61	105	85	*	*	*	80	87

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- After resolving technical issues reported in the Fiscal 2009 Mayor's Management Report, the Department added the indicator 'Average travel speed (miles per hour) – Manhattan Central Business District.' The new measure provides data on the average weekday travel speed of yellow taxi cabs within Manhattan's Central Business District, which covers the entire area south of 60th Street.
- Four-month Fiscal 2009 data for 'Average time to repair priority regulatory signs after notification (days)' was updated from 1.6 to 1.7 days. Four-month and annual Fiscal 2009 data was also revised for 'Inspections of permitted street work,' from 231,184 to 208,613 and from 606,785 to 558,025, respectively. Originally reported numbers incorrectly included non-permit related inspections.
- DOT renamed the metric 'Percent of planned NYC street corners with disabled access completed' to better describe the activity that is being measured. It now reads 'Percent of all crossing points with pedestrian ramps.'
- Previously unavailable Fiscal 2009 data for two measures on the per-ton cost of asphalt 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 the Department reviews approximately 65,000 construction plans, issues more than 140,000 new and renewed permits, performs more than 440,000 inspections, and issues 25 types of licenses and registrations. It facilitates compliant construction by continually streamlining the permit application process, and delivers services with integrity and professionalism.

Critical Objectives

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

Preliminary Performance Highlights

- The Department completed 76,852 construction inspections, approximately 12 percent fewer than in the comparable prior year period. The decline in inspections is due, in part, to a reduction in construction activity associated with the economic downturn and an attendant decrease in complaints.
- At 9.1 inspections per day, inspector productivity remained below target and was also lower than a year ago. The Department's expanded use of standardized inspection checklists and the July 2009 implementation of the new construction codes affected productivity as inspectors acquire experience and become more familiar with additional procedures and requirements.
- Emergency (Priority A) and nonemergency (Priority B) complaints to the Department fell by 22 percent and 9.9 percent, respectively, likely due to the decline in construction activity. On average, the time to respond to an emergency complaint was cut by more than half to 7.2 hours while the average time to respond to nonemergency complaints increased by 2.2 days to 13.3 days.
- The percent of residential illegal conversion complaints where Department inspectors were able to obtain access to the complaint location fell to 44 percent from 50 percent in October 2008. In November 2009 the Department launched a citywide campaign to educate New Yorkers about the risks of living in an illegally converted apartment or room, including tips for recognizing the signs of unsafe living conditions. Department volunteers distributed more than 60,000 flyers throughout the five boroughs, targeting areas with high volumes of illegal conversion complaints.
- There were two fewer construction fatalities during the reporting period, but the number of construction related incidents and injuries rose by 37 and 17, respectively. The incidents and injuries were generally minor and were often attributed to workers not following safety guidelines. To some extent the comparative increases in reported incidents and injuries are due to a January 2009 change in reporting practices requiring Site Safety Managers to report all incidents, regardless of their severity. Prior to this change there was a greater likelihood that minor incidents would not be reported. In September 2009 Mayor Bloomberg signed legislation aimed at



improving safety, coordination, and oversight at construction, demolition, and asbestos abatement sites.

- The percent of mail-in license renewals processed within 25 days improved to 92.5 percent from 73.3 percent last October and a low of 47.5 percent at year-end Fiscal 2009. The Department allocated additional resources to licensing to address a backlog that developed in the prior year when new registration requirements and other workload changes took effect.
- In keeping with the upward trend of the last few years, the Department received and approved more Certificates of Correction. The increase was comparatively more significant in the current four-month period, 32.3 percent, due to a number of factors. These include new requirements that respondents certify corrections of all outstanding violations before stop work orders are lifted by the Department, and the City's Penalty Relief Program. The Program provides businesses and property owners the opportunity to resolve eligible outstanding Environmental Control Board violations by paying only base fines provided that the violating condition has been corrected and proof submitted.
- The proportion of professionally certified jobs audited by the Department met the 20 percent target but lagged 7.7 percentage points below performance of a year ago due to the temporary reassignment of staff. Of the 2,176 jobs audited, DOB issued revocation notices in 21.7 percent of cases compared to 25 percent during the corresponding Fiscal 2009 period.
- The average time to complete initial reviews of building plans nearly doubled to 5.5 days. All job categories experienced increases, with reviews of plans for new buildings taking an average of 18.1 days compared to 6.6 days in the prior year. The longer review times are largely due to the July 2009 implementation of the new construction codes.

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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	FY11		
<i>Construction inspections completed</i>	229,191	229,157	244,585	*	*	87,442	76,852
- Complaints (%)	35.8%	36.3%	31.7%	*	*	36.4%	34.5%
- Certificate of Occupancy (%)	10.0%	9.1%	7.5%	*	*	7.4%	7.6%
- Construction monitoring (%)	20.9%	17.6%	20.0%	*	*	17.3%	18.8%
- Other (%)	33.3%	37.0%	40.8%	*	*	38.9%	39.1%
★ Average construction inspections per inspector day	11.1	9.9	9.5	10	10	9.7	9.1
★ Construction inspections resulting in at least one Stop Work Order (%)	2.9%	3.5%	2.4%	*	*	3.3%	1.7%
★ Construction inspections resulting in a Vacate Order (%)	1.0%	1.0%	1.0%	*	*	1.1%	1.3%
Construction inspections resulting in at least one Work Without a Permit Violation (%)	3.3%	4.7%	4.5%	*	*	5.1%	4.7%
★ 📞 Number of Priority A (emergency) complaints received	20,274	24,457	22,114	*	*	8,846	6,904
★ 📞 Number of Priority B (nonemergency) complaints received	83,905	92,509	89,134	*	*	33,828	30,482
📞 Number of Priority A complaints responded to	20,305	24,185	22,145	*	*	8,875	6,871
📞 Number of Priority B complaints responded to	84,629	92,786	89,217	*	*	35,397	26,899
Priority A complaints responded to within 1.5 days (%)	96.6%	95.0%	96.6%	95%	95%	96.4%	95.9%
Priority B complaints responded to within 40 days (%)	91.5%	92.0%	93.5%	80%	80%	96.2%	82.3%
★ Average time to respond to Priority A complaints (days)	0.6	0.4	0.4	*	*	0.6	0.3
★ Average time to respond to Priority B complaints (days)	15.1	13.6	10.5	*	*	11.1	13.3
★ Percent of incident inspections resulting in violations	30.1%	75.1%	74.1%	*	*	74.0%	77.3%
★ Number of incidents of unsafe facade conditions and falling debris resulting in injuries	41	45	48	*	*	18	18
★ Percent of inspections for unsafe facade conditions and falling debris where violations were written	27.5%	31.6%	33.8%	*	*	30.6%	37.2%
★ 📞 Percent of residential illegal conversion complaints where access was obtained	50%	51%	49%	*	*	50%	44%

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



	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
Performance Statistics	FY07	FY08	FY09	FY10	FY11	FY09	FY10
★ 📞 Percent of residential illegal conversion complaints where violations were written	16%	18%	16%	*	*	17%	13%
★ Percent of after hours work complaints where violations were written	1%	6%	4%	*	*	4%	7%
★ Percent of failure to maintain complaints where violations were written	43%	56%	69%	*	*	68%	67%
★ Number of construction related incidents	398	474	543	*	*	176	213
- Construction related accidents	104	123	212	*	*	69	83
★ Number of construction related injuries	116	167	233	*	*	71	88
★ Number of construction related fatalities	15	25	5	*	*	3	1
Licenses and registrations issued (new and renewal)	12,549	16,426	15,280	*	*	4,955	5,168
Mail-in license renewals processed within 25 days (%)	86.7%	72.9%	47.5%	70%	70%	73.3%	92.5%
Investigations resulting in enforcement action	228	355	390	*	*	155	170
Violations and summonses issued to individuals for work without proper qualifications	406	369	555	*	*	124	183
Environmental Control Board violations issued	50,685	63,575	76,870	*	*	27,431	21,284
Environmental Control Board violations issued that were upheld in court	11,339	16,642	18,802	*	*	NA	NA
Certificates of Correction approved	33,544	37,598	45,234	*	*	13,861	18,338

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

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

	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
Performance Statistics	FY07	FY08	FY09	FY10	FY11	FY09	FY10
Jobs filed	73,830	75,526	64,442	*	*	23,253	20,206
- New Buildings	6,929	4,543	3,039	*	*	911	461
- Alterations I (major renovation)	7,465	6,378	4,924	*	*	1,664	1,379
- Alterations II and III (minor renovation)	59,436	64,605	56,479	*	*	20,678	18,366
Jobs pending with objections by DOB (%)	39.8%	43.8%	48.6%	*	*	48.4%	41.8%
Jobs approved with modifications made (%)	28.9%	31.9%	37.0%	*	*	33.6%	24.5%
Certificates of Occupancy issued	13,020	11,307	9,219	*	*	3,280	2,711
Jobs professionally certified (%)	48.5%	47.5%	45.5%	*	*	49.4%	47.6%
★ Jobs professionally certified that were audited (%)	24.3%	26.3%	24.2%	20%	20%	27.7%	20.0%
★ Audits of professionally certified jobs resulting in revocation notices (%)	21.5%	35.2%	26.0%	*	*	25.0%	21.7%
Applications resulting in a permit (%)	75.9%	75.0%	76.4%	*	*	70.4%	62.6%
★ Average days to complete first plan review	2.1	2.7	3.1	4.5	4.5	2.8	5.5
★ - New buildings	4.8	6.9	7.1	*	*	6.6	18.1
- Alteration I (major renovation)	4.4	5.7	7.1	*	*	7.1	14.8
- Alterations II and III (minor renovation)	1.4	2.2	2.5	*	*	2.2	4.1

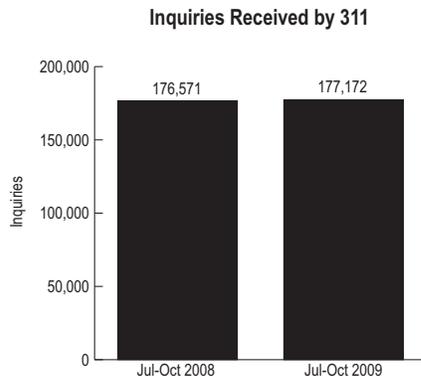
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 177,172 DOB-related inquiries from July through October 2009.



<i>Top 5 DOB - related inquiries:</i>	Total	% of DOB Inquiries
<i>Schedule a Plan Examiner Appointment</i>	70,510	39.8%
<i>Reschedule Plan Examiner Appointment</i>	13,831	7.8%
<i>Illegal Conversion or Occupancy of Residential Space</i>	12,132	6.8%
<i>Service Request Status - DOB</i>	10,386	5.9%
<i>Building Construction Complaint - Illegal Construction</i>	8,600	4.9%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR FY10	Updated FY10 ¹	FY11 ¹	4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09					
<i>Expenditures (\$ millions)²</i>	\$87.2	\$99.4	\$109.7	\$103.5	\$105.7	\$93.8	\$38.4	\$36.0
<i>Revenues (\$ millions)</i>	\$133.0	\$152.9	\$147.1	\$122.9	\$125.3	\$129.1	\$52.0	\$41.6
<i>Personnel</i>	1,181	1,240	1,227	1,315	1,322	1,257	1,235	1,208
<i>Overtime paid (\$000)</i>	\$3,995	\$6,919	\$5,645	*	*	*	\$2,312	\$1,170

¹January 2010 Financial Plan

Bold - revisions from the September 2009 MMR

"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 2010 budget.

Noteworthy Changes, Additions or Deletions

- The Department updated four-month and year-end Fiscal 2009 data for 'Construction inspections completed' and for several related sub-indicators. Four-month Fiscal 2009 data was also updated for seven measures related to Priority A and B complaints, the number of incidents of unsafe façade conditions and falling debris resulting in injuries, the access rate on residential illegal conversion complaints, the number of Environmental Control Board violations issued, two measures on audits of professionally certified jobs, and three indicators that report on the time to complete first plan reviews.



NEW YORK CITY HOUSING AUTHORITY

John B. Rhea, Chairman

Key Public Service Areas

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

Scope of Agency Operations

The New York City Housing Authority (NYCHA) provides affordable housing to more than 403,000 low- and moderate-income City residents in 336 housing developments with 179,928 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists more than 102,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 67 community centers, 40 senior centers and a variety of programs.

Critical Objectives

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

Preliminary Performance Highlights

- The average turnaround days for vacant apartments improved during the first four months of Fiscal 2010, to 36.7 days from 57.2 days during the same period in Fiscal 2009. At the same time, the average time to prepare vacant apartments remained stable at approximately 38 days.
- The number of applicants placed in public housing was 26 percent higher during the first four months of Fiscal 2010 (2,236) compared to the same period in Fiscal 2009 (1,774). The higher number of placements can be attributed to better coverage of rentable vacancies from referrals on the agency's waiting list. The percentage of working families and disabled persons placed in public housing remained stable.
- The number of applicants placed through Section 8 vouchers increased by more than 30 percent to 4,824 during the first four months of Fiscal 2010. The utilization rate for Section 8 vouchers rose to 100 percent.
- The percentage of active capital projects in construction phase and the percentage of capital projects on schedule improved from 67.2 percent to 80.3 percent and 29.2 percent to 38.2 percent, respectively. This improvement is the result of NYCHA's continued focus on the internal tracking and management of projects to ensure that they remain on schedule.
- In May 2009, NYCHA began implementation of a new work order management system to consolidate all of the Authority's work order management systems. During the transition, it became apparent that the new system was not accurately computing resolution times for emergency and non-emergency service requests. NYCHA has suspended reporting on these indicators as it continues to resolve this issue. Reporting is expected to resume in the Fiscal 2010 Mayor's Management Report.
- During the first four months of Fiscal 2010, the average time to resolve elevator outages improved by nearly three hours, to 8 hours from 11.7 hours during the same period in Fiscal 2009. Elevator service uptime improved slightly, and there were no elevator-related fatalities during the reporting period.



- Major felony crime in housing developments continues to decline. During the first four months of Fiscal 2010 there were 1,475 major felony crimes in housing developments, a decline of 9 percent compared to the same period last year.
- The utilization rate at community centers for youth aged 6-12 years increased by 30 percentage points while average daily attendance declined by a third to 2,283. Both utilization and average daily attendance declined for older youth. The drop in attendance is the result of NYCHA operating a smaller portfolio of community centers - the Authority currently operates 67 community centers compared to 94 in June 2008. Senior center utilization increased by 42 points to 158 percent. NYCHA's Social Services Department continues to plan the restructuring elderly programs in the context of existing resources.

Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	FY10	FY11		
★ Number of apartments (000)	178	178	179	*	*	178	179
★ Occupancy rate (%)	99.2%	99.1%	99.3%	*	*	99.2%	99.3%
★ Average turnaround days for vacant apartments	39.93	46.23	43.91	*	*	57.19	36.69
Average time to prepare vacant apartments (days)	15.70	26.95	30.18	20	20	38.04	38.92
★ Public housing apartments that are occupied or available for occupation	176,233	175,453	176,428	*	*	175,317	176,736
★ Rent collection (%)	100.5%	100.2%	99.0%	*	*	NA	NA
Management cost per dwelling unit (\$)	\$793	\$788	\$795	\$845	\$845	\$754	\$751
★ Section 8 occupied units (certificates and vouchers)	82,801	88,554	95,501	*	*	91,008	98,892
Working families residing in public housing (cumulative) (%)	44.3%	45.2%	46.2%	*	*	NA	NA
☎ Applicants placed in public housing	5,848	5,220	5,744	*	*	1,774	2,236
- Working families placed in public housing (%)	60.0%	64.1%	64.1%	50%	50%	66.1%	66.0%
- Disabled persons placed in public housing (%)	27.8%	27.1%	26.4%	*	*	26.0%	25.9%
Families on Section 8 waiting list (000)	100	136	128	*	*	131	126
Utilization rate for Section 8 vouchers (%)	82.8%	86.8%	94.0%	97%	97%	92.1%	100.2%
Applicants placed through Section 8 vouchers	5,164	11,847	12,313	*	*	3,693	4,824
★ Percentage of active capital projects in construction phase on schedule	62.5%	62.79%	79.57%	*	*	67.19%	80.28%
★ Percentage of active capital projects on schedule	39.01%	22.14%	39.15%	*	*	29.18%	38.21%

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

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

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	FY10	FY11		
★ ☎ Average time to resolve nonemergency service requests (days)	11.6	6.8	5.1	15	15	6.5	NA
★ ☎ Average time to resolve emergency service requests (hours)	5.1	8.3	NA	7	7	10.1	NA
☎ Average time to resolve heat service requests (hours)	5.8	8.7	7.4	7	7	6.2	20.6
★ ☎ Average time to resolve elevator outages (hours)	10.2	10.4	11.4	10	10	11.7	8.0
★ Annual HUD Assessment Rating	83.0	NA	NA	*	*	NA	NA
Crime reduction in major felony areas (%)	3.9%	1.0%	4.7%	*	*	3.7%	9.1%
★ Major Felony Crimes in public housing developments	4,808	4,686	4,275	*	*	1,622	1,475
Elevator service uptime	97.5%	98.2%	98.1%	97%	97%	98.0%	98.7%
★ Average outage per elevator per month	1.17	1.15	1.12	*	*	1.20	1.14
Percent of elevator outages due to vandalism	28.30%	29.80%	29.65%	*	*	29.70%	14.09%
★ Number of alleged elevator injuries reported to DOB	28.00	30.00	33.00	*	*	15.00	13.00
Number of elevator related fatalities	1	0	1	*	*	1	0

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



✓ Provide access to job training initiatives and social services.

	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
<i>Performance Statistics</i>							
<i>Utilization of community centers (ages 6-12) %</i>	96.0%	105.7%	115.8%	85%	85%	106.1%	136.0%
★ <i>Average daily attendance in community centers ages 6-12</i>	3,906	3,785	2,822	*	*	3,385	2,283
<i>Utilization of community centers (ages 13-19) %</i>	102.0%	97.8%	117.3%	85%	85%	111.5%	96.0%
★ <i>Average daily attendance in community centers ages 13-19</i>	3,479	3,498	2,314	*	*	2,013	920
<i>Utilization of senior centers (%)</i>	94.0%	98.4%	127.1%	85%	85%	116.4%	158.0%
<i>Initial social service tenant contacts conducted within five days of referral (%)</i>	91%	92%	82%	*	*	85%	74%
<i>Residents approved for the Emergency Transfer Program</i>	641	791	793	*	*	267	305
★ <i>Emergency Transfer Program disposition time</i>	43.24	39.77	41.44	*	*	39.78	40.32
<i>Referrals to Supportive social services rendered to senior residents</i>	167,858	215,640	161,465	*	*	71,983	34,308
<i>Job training programs - ratio of job placements to program graduates (current period)</i>	27%	57%	83%	*	*	NA	NA
★ <i>Residents job placements</i>	1,327	1,286	1,223	*	*	566	565
<i>Youth placed in jobs through youth employment programs</i>	2,015	1,865	2,029	*	*	NA	NA

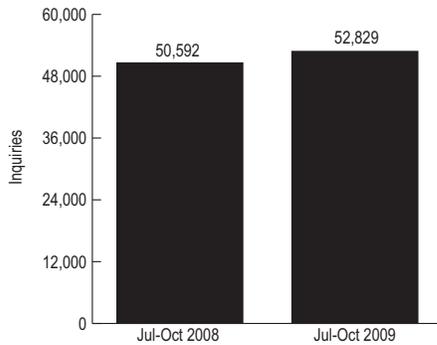
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 52,829 NYCHA-related inquiries from July through October 2009.

Inquiries Received by 311



Top 5 NYCHA - related inquiries:	Total	% of NYCHA Inquiries
<i>Public Housing Maintenance</i>	14,278	27.0%
<i>Section 8 or Public Housing Assistance Application</i>	9,879	18.7%
<i>Section 8 or Public Housing Assistance Status - Manhattan and Queens</i>	3,892	7.4%
<i>Section 8 or Public Housing Assistance Status - Brooklyn and Staten Island</i>	3,510	6.6%
<i>Public Housing Inquiries - Brooklyn</i>	2,636	5.0%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$2,706.4	\$2,796.5	\$2,971.8	\$2,775.4	\$2,775.4	\$2,810.1	\$955.5	\$996.1
Revenues (\$ millions)	\$2,593.0	\$2,575.6	\$2,567.5	\$2,638.3	\$2,638.3	\$2,683.2	\$818.6	\$881.9
Personnel	12,670	12,120	11,553	12,005	11,900	11,900	11,912	11,402
Overtime paid (\$000) ³	\$46,068	\$41,795	\$53,108	*	*	*	\$13,908	\$20,836
Capital commitments (\$ millions)	\$19.8	\$36.6	\$36.9	\$103.0	\$103.0	\$27.0	\$9.3	\$4.8

¹ January 2010 Financial Plan

Bold - revisions from previous reports

"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 2010 budget.

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

Noteworthy Changes, Additions or Deletions

- Michael P. Kelly succeeded Douglas Apple as NYCHA's General Manager in October 2009.
- For the July-October 2009 reporting period, NYCHA has changed the Overtime Paid indicator to show Total Overtime, instead of only Unscheduled Overtime, to be consistent with the reporting for the Authority's Financial Plan.



DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Rafael E. Cestero, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

Using a variety of preservation, development and enforcement strategies, the Department of Housing Preservation and Development (HPD) strives to improve the availability, affordability, and quality of housing in New York City. As the nation's largest municipal housing agency, HPD works with private, public and community partners to strengthen neighborhoods and enable more New Yorkers to become homeowners or to rent well-maintained, affordable housing.

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

- Overall construction starts under the New Housing Marketplace Plan (NHMP) were twice as high compared to the first four months of Fiscal 2009, but the mix of new construction and preservation starts was significantly different. New construction starts were 49.1 percent lower this year while preservation starts were approximately 170 percent higher, primarily due to one large project which accounted for the majority of preservation starts - 2,408 of the 3,137 units. Additionally, in light of the current economy and lending market, Fiscal 2010 targets reflect a strategic shift in NHMP goals that place a stronger emphasis on preserving existing affordable housing.
- Overall construction completions were 8.2 percent higher but included considerably fewer units for homeowners and the homeless due to the types of projects in the completion pipeline.
- Compared to Fiscal 2009 levels for the same period, HPD sold 76.3 percent more City-owned units. The increase is primarily related to the size of the buildings sold. In the first four months of Fiscal 2009 five buildings with 59 units were sold, while Fiscal 2010 sales totaled six buildings with 104 units.
- The number of outstanding emergency and nonemergency complaints declined by 11.1 percent and 19.3 percent, respectively, partly due to the lower volume of complaints received. All complaint categories experienced decreases and total complaints fell by almost 6 percent. Administrative and technological changes that enable the Department to address all open complaints for an apartment during a single inspection visit, instead of multiple visits, also contributed to the reduction of outstanding nonemergency complaints and faster response times. On average, HPD inspectors closed nonemergency complaints in 17.5 days, an improvement of more than 39 percent.
- Significantly fewer violations were removed compared to a year ago, a drop of 26.7 percent. An HPD program to encourage eligible property owners to clear certain types of overdue or old violations from the Department's records led to nearly 93,000 violations removed during July to October 2008, or more than one-third of all violations removed during that period. During the current four-month reporting period, the number



of violations removed through this program fell to less than 4 percent of total removals as fewer properties qualified for participation.

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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
	FY10	FY11					
★ Total starts financed or assisted under the New Housing Marketplace Plan (units)	18,465	17,008	12,500	14,525	14,549	1,726	3,459
★ - New construction starts - HPD and HDC	5,225	6,826	4,123	3,144	4,875	477	243
★ - Preservation starts - HPD and HDC	12,970	9,953	8,108	11,131	9,424	1,163	3,137
- Number of homeowners receiving downpayment assistance	270	229	269	250	250	86	79
Planned starts initiated (%)	108%	100%	97%	*	*	13%	24%
★ Total completions financed or assisted under the New Housing Marketplace Plan (units)	15,550	12,543	12,914	16,819	15,215	5,468	5,915
- New construction completions - HPD and HDC	4,815	5,077	4,557	5,956	8,624	1,491	1,711
- Preservation completions - HPD and HDC	10,735	7,466	8,357	10,863	6,591	3,977	4,204
Planned completions initiated (%)	113%	99%	82%	*	*	35%	35%
Units completed for:							
- Homeowners	1,091	931	1,259	*	*	416	117
- Special needs populations	936	512	1,040	967	761	467	483
- Homeless individuals or families	405	442	835	*	*	334	228
Total properties assessed	10,833	11,230	11,860	*	*	NA	NA
Total assessed properties with treatment commenced	2,576	2,291	2,864	*	*	NA	NA
Properties assessed and determined to be at risk of abandonment	1,353	1,003	1,441	*	*	NA	NA
- At-risk properties with treatment commenced (%)	58%	33%	31%	*	*	NA	NA
Properties with completed treatment outcomes	1,714	2,499	2,125	*	*	NA	NA

★ Critical Indicator ☎ 311 related "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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
	FY10	FY11					
Units sold	763	869	251	510	276	59	104
- Sold to tenants (%)	30%	33%	69%	*	*	25%	99%
- Sold to nonprofit organizations (%)	21%	21%	6%	*	*	0%	0%
- Sold to community-based real estate professionals (%)	49%	46%	25%	*	*	75%	1%
Units in City management	983	830	766	*	*	795	761

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

✓ Enforce compliance with housing maintenance code standards.



Performance Statistics	Actual			Target		4-Month	4-Month
	FY07	FY08	FY09	FY10	FY11	Actual	Actual
Total complaints reported	632,064	597,201	623,578	*	*	195,530	184,025
★ - Total emergency complaints	412,483	396,260	419,271	*	*	121,469	114,084
- Heat and hot water	123,168	111,642	128,708	*	*	22,598	19,095
- Lead	46,033	43,021	40,114	*	*	13,646	12,606
- Other emergency	243,282	241,597	250,449	*	*	85,225	82,383
★ - Nonemergency complaints	219,581	200,941	204,307	*	*	74,061	69,941
★ Outstanding emergency complaints at start of month	11,559	9,895	9,228	*	*	12,311	10,944
★ Outstanding nonemergency complaints at start of month	46,481	49,513	12,985	*	*	17,041	13,754
★ Average time to close emergency complaints (days)	14.7	16.4	12.1	*	*	11.5	11.0
★ Average time to close nonemergency complaints (days)	34.7	39.9	30.0	*	*	28.8	17.5
Inspections completed	606,095	621,503	707,516	650,000	650,000	210,968	208,221
Inspection visits per team per day	9.6	10.0	11.6	*	*	10.5	10.8
Ratio of completed inspections to attempted inspections (%)	72%	75%	74%	*	*	71%	70%
Total violations issued	521,547	483,578	532,497	*	*	174,850	165,461
- Total emergency violations issued	91,173	88,997	104,370	*	*	29,223	29,350
- Heat and hot water	9,824	12,374	15,727	*	*	2,708	2,188
- Lead	33,605	29,510	31,285	*	*	10,009	9,716
- Other emergency	47,744	47,113	57,358	*	*	16,506	17,446
- Nonemergency violations issued	430,374	394,581	428,127	*	*	145,627	136,111
Total violations removed	675,171	721,629	706,478	*	*	276,525	202,674
Violations issued and removed in the same fiscal year (%)	33%	34%	37%	*	*	NA	NA
Emergency violations corrected by owner (%)	47%	47%	45%	*	*	NA	NA
Emergency violations corrected by HPD (%)	16%	16%	13%	*	*	NA	NA
★ Percent of non-lead emergency C violations issued in reporting year pending at end of reporting year	32.8%	32.0%	32.7%	*	*	NA	NA
★ Percent of non-lead emergency C violations issued during prior five years pending at end of reporting year	11.0%	10.0%	10.3%	*	*	NA	NA
Average cost of repair work performed by HPD (\$)	\$813	\$901	\$862	*	*	NA	NA
- Emergency (non-lead) (\$)	\$577	\$734	\$731	*	*	NA	NA
- Lead (\$)	\$2,111	\$2,431	\$2,273	*	*	NA	NA
Total outstanding code compliance cases at start of fiscal year	6,122	5,380	6,657	*	*	6,657	7,501
- Code compliance cases closed (%)	85%	76%	78%	*	*	NA	NA
Judgments and settlements collected (\$000)	\$4,523	\$5,457	\$5,505	*	*	\$1,476	\$1,699

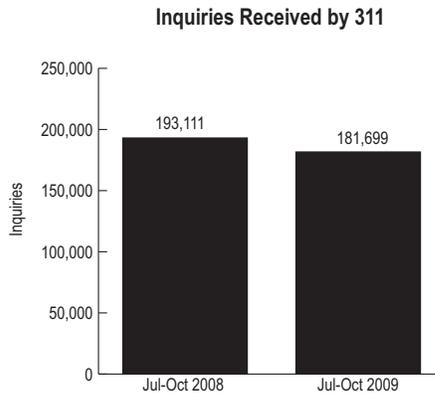
★ Critical Indicator 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 181,699 HPD-related inquiries from July through October 2009.



Top 5 HPD - related inquiries:	Total	% of HPD Inquiries
<i>Landlord Complaint - Maintenance</i>	60,578	33.3%
<i>Heat Complaint - Residential Building Inadequate Heat</i>	29,220	16.1%
<i>Service Request Status - HPD</i>	21,459	11.8%
<i>Water Complaint - Residential Building</i>	14,318	7.9%
<i>Affordable Housing Information - English</i>	11,442	6.3%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR	Updated		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	FY10	FY10 ¹	FY11 ¹	FY09	FY10
<i>Expenditures (\$ millions)²</i>	\$576.1	\$598.0	\$702.2	\$582.6	\$758.1	\$576.7	\$272.3	\$328.2
<i>Revenues (\$ millions)</i>	\$58.8	\$62.3	\$65.9	\$24.5	\$50.2	\$20.3	\$19.2	\$23.8
<i>Personnel</i>	2,676	2,692	2,565	2,760	2,727	2,653	2,673	2,521
<i>Overtime paid (\$000)</i>	\$800	\$910	\$863	*	*	*	\$218	\$88
<i>Capital commitments (\$ millions)</i>	\$299.4	\$350.6	\$357.5	\$801.7	\$779.2	\$337.0	\$0.7	\$19.4
<i>Work Experience Program (WEP) participants assigned</i>	181	378	211	*	*	*	292	225

¹January 2010 Financial Plan

Bold - revisions from the September 2009 MMR

"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 2010 budget.

Noteworthy Changes, Additions or Deletions

- HPD revised four-month Fiscal 2009 data for seven of the New Housing Marketplace Plan measures, as well as for the number of units completed for homeowners, special needs populations and homeless individuals and families. The Department also corrected year-end Fiscal 2009 data for 'Total outstanding code compliance cases at start of fiscal year.'



DEPARTMENT OF DESIGN AND CONSTRUCTION

David J. Burney, Commissioner

Key Public Service Area

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

Scope of Agency Operations

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

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

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

Critical Objectives

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

Preliminary Performance Highlights

- The Department completed 30 design projects and 21 construction projects during the reporting period and is on pace to meet annual targets for both design and construction.
- On-time performance for active design and construction projects was consistent with rates for the first four months of Fiscal 2009, with 90 percent of design projects and 85 percent of construction projects running on or ahead of schedule. The difference between projected and scheduled project durations - a measure of project lateness - decreased for both active design and construction projects.
- DDC completed fewer miles of roadway, sewer reconstruction and water main work compared to the prior year, reflecting significantly lower capital plans for Fiscal 2010.
- Eighty-three percent of respondents to post-construction surveys were satisfied with overall results, an increase of six percentage points over last year.



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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
<i>Performance Statistics</i>							
★ Active design projects: Early/on-time (%)	71%	85%	89%	*	*	91%	90%
★ Active design projects: Difference between projected and scheduled duration (%)	4.7%	1.8%	1.2%	*	*	1.6%	0.5%
<i>Design projects completed</i>	120	131	130	126	*	27	30
★ - Completed early/on-time: Infrastructure (%)	93%	88%	90%	88%	88%	NA	NA
★ - Completed early/on-time: Structures (%)	84%	86%	85%	88%	88%	NA	NA
★ Active construction projects: Early/on-time (%)	71%	72%	84%	*	*	84%	85%
★ Active construction projects: Difference between projected and scheduled duration (%)	9.6%	7.0%	5.6%	*	*	6.4%	3.7%
<i>Construction projects completed</i>	166	122	93	115	*	24	21
- Infrastructure	62	48	41	32	*	8	7
- Human services	20	21	10	18	*	4	3
- Cultural institutions and libraries	50	28	23	50	*	8	9
- Public safety	34	25	19	15	*	4	2
★ - Completed early/on-time: Infrastructure (%)	84%	81%	83%	82%	82%	NA	NA
★ - Completed early/on-time: Structures (%)	79%	74%	88%	82%	82%	NA	NA
<i>Lane miles reconstructed</i>	75.8	45.7	66.2	34.4	*	28.3	8.3
- Construction completed on schedule (%)	77%	78%	71%	80%	80%	86%	84%
<i>Sewers constructed (miles)</i>	10.7	10.6	8.8	8.9	*	3.1	2.2
- Construction completed on schedule (%)	85%	97%	78%	80%	80%	100%	90%
<i>Sewers reconstructed (miles)</i>	13.2	11.9	7.5	7.9	*	3.5	0.9
- Construction completed on schedule (%)	62%	81%	85%	80%	80%	82%	96%
<i>Water mains (new and replaced) (miles)</i>	39.5	31.1	21.7	19.3	*	12.3	7.2
- Construction completed on schedule (%)	77%	81%	88%	80%	80%	91%	88%
<i>Average cost change for all consultant design and construction supervision projects (excluding programmatic scope changes) (%)</i>	5.4%	3.4%	2.1%	6%	6%	0.8%	1.1%
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	1.4%	3.9%	2.2%	6%	6%	0.1%	0.5%
<i>Projects audited (%)</i>	100%	100%	100%	95%	95%	56%	47%
<i>Capital commitment plan committed to within the first six months of the fiscal year (%)</i>	40%	27%	15%	18%	18%	10%	9%
<i>Design Quality Indicator</i>							
- Number of projects surveyed	NA	NA	14	*	*	NA	NA
- Average project rating	NA	NA	84%	*	*	NA	NA
<i>Post-construction satisfaction surveys</i>							
- Number of projects surveyed	100	84	62	*	*	43	36
- Number of surveys sent	324	233	177	*	*	133	137
- Number of surveys returned	87	57	40	*	*	22	24
★ - Rate of overall satisfaction (%)	74%	90%	83%	*	*	77%	83%

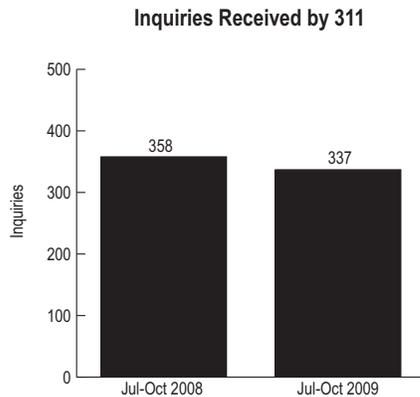
★ Critical Indicator "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 337 DDC-related inquiries from July through October 2009.



<i>Top DDC - related inquiries:</i>	Total	% of DDC Inquiries
<i>DDC Project Inquiries and Complaints</i>	176	52.2%
<i>General Inquiries for the Department of Design and Construction</i>	132	39.2%
<i>Bidding on DDC Projects</i>	27	8.0%
<i>Construction Vendor Prequalification List</i>	2	0.6%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR FY10	Updated FY10 ¹	FY11 ¹	4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09					
<i>Expenditures (\$ millions)</i> ²	\$96.2	\$96.5	\$102.1	\$106.8	\$110.0	\$108.1	\$40.0	\$37.5
<i>Revenues (\$000)</i>	\$105	\$81	\$94	\$150	\$150	\$150	\$10	\$38
<i>Personnel</i>	1,136	1,111	1,132	1,333	1,336	1,333	1,094	1,098
<i>Overtime paid (\$000)</i>	\$1,370	\$1,369	\$1,485	*	*	*	\$501	\$455
<i>Capital commitments (capital projects managed for client agencies) (\$ millions)</i>	\$783.2	\$992.7	\$823.8	\$1,757.0	*	*	NA	NA

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 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 indicator 'Construction projects completed – Schools' has been removed as there is no DDC data to report for the fiscal years covered in this PMMR. School-related projects managed by DDC were completed in Fiscal 2005.





DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Martha K. Hirst, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Preliminary Performance Highlights

- The median number of days from civil service exam administration to list establishment increased 49 percent during the reporting period due to efforts to meet the State mandate to reduce the number of provisional employees, including a new policy of making civil service lists public for 60 days prior to list establishment.
- Despite a 15 percent increase in the number of in-house trade shops work orders received, DCAS reduced the average completion time of these work orders by 16 percent.
- The percentage of the citywide fleet comprised of hybrid or alternative fuel vehicles (AFVs) increased from 22.3 percent at the end of Fiscal 2009 to 23.3 percent during the reporting period. City agencies reduced the overall size of the fleet by 1,330 vehicles and replaced older-model, less-efficient light, medium, and heavy duty vehicles with a variety of current-year AFVs, including hybrid, bio-fuel ethanol, cleaner-burning diesel and electric vehicles.
- Lease revenue generated was 80 percent higher during the reporting period due to the early receipt of a rent payment from a large hotel. DCAS revised the Fiscal 2010 and 2011 targets upward for this indicator to reflect new revenue projections.



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
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
☎ Applications received for open competitive civil service exams	209,317	156,100	214,689	*	*	79,109	47,917
Exams administered on schedule (%)	87.5%	87.4%	94.5%	100%	100%	97.3%	100.0%
★ Median days from exam administration to list establishment	245	232	228	*	*	214	319
★ Training sessions evaluated as satisfactory or better (%)	100%	100%	100%	100%	100%	100%	100%
Average cost of training per employee (\$)	\$179.40	\$185.71	\$195.23	*	*	NA	NA
High-priority New York City Automated Personnel System (NYCAPS) work tickets resolved (%)	94%	96%	95%	95%	95%	96%	95%

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
Court space that receives acceptable ratings for cleanliness and maintenance (%)	100%	100%	100%	100%	100%	100%	100%
★ Non-court space that receives acceptable ratings for cleanliness and maintenance (%)	100%	100%	100%	*	*	NA	NA
Average cost of cleaning per square foot	\$2.24	\$2.41	\$2.71	*	*	NA	NA
In-house work orders received (total)	50,377	59,799	66,001	*	*	19,974	25,531
In-house trade shops work orders received	10,533	14,019	15,067	*	*	4,745	5,459
★ Average days to complete in-house trade shops work orders	7.1	8.2	8.9	*	*	8.0	6.8
In-house trade shops work orders completed within 30 days (%)	79%	85%	85%	80%	80%	86%	88%
★ Construction projects completed early or on time (%)	100%	100%	100%	*	*	NA	NA
★ Design projects completed early or on time (%)	100%	100%	100%	*	*	NA	NA

★ Critical Indicator ☎ 311 related "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
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
★ Revenue generated from the sale of surplus goods (\$000)	\$5,670	\$8,246	\$12,824	\$8,675	\$8,675	\$8,143	\$7,489
Real estate auction bids received (\$000)	NA	NA	NA	*	*	NA	NA
Lease revenue generated (\$000)	\$53,939	\$64,254	\$64,920	\$63,579	\$63,579	\$14,083	\$25,336
★ Rents collected as a percentage of rents billed	102%	96%	100%	96%	96%	106%	100%
Short-term lease renewal inspections completed	173	200	233	*	*	118	71
Short-term lease renewal inspections completed within 10 business days (%)	87%	100%	100%	95%	95%	99%	99%
★ Number of tax lots managed by DCAS	2,453	2,311	2,260	*	*	2,294	2,248

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



✓ Procure goods for City agencies.

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
★ Average time to process a purchase order (days)	3.2	3.2	3.0	*	*	2.6	2.9
Average number of bidders per bid	4.6	4.6	5.6	*	*	6.3	5.0
★ Percentage of citywide fleet that is hybrid or alternative fuel vehicle	NA	NA	22.3%	*	*	21.8%	23.3%
Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)	88%	87%	95%	*	*	NA	NA

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

✓ Manage energy procurement and conservation programs.

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
Estimated annual cost savings from energy conservation projects (\$ millions)	NA	NA	\$1.36	\$2	\$2	NA	NA
★ Estimated reduction in greenhouse gas emissions due to energy conservation projects (metric tons)	NA	NA	5,119	7,500	7,500	NA	NA
Total energy purchased (British Thermal Units) (trillions)	28.1	29.1	29.6	*	*	NA	NA
- Total electricity purchased (kilowatt hours) (billions)	4.26	4.32	4.27	*	*	NA	NA

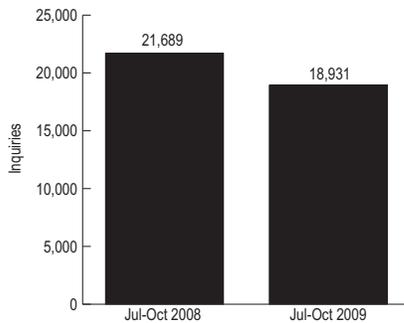
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 18,931 DCAS-related inquiries from July through October 2009.

Inquiries Received by 311



Top 5 DCAS - related inquiries:	Total	% of DCAS Inquiries
Civil Service Exam Information	10,760	56.8%
Get a Job with NYC	3,276	17.3%
City Employment Verification	1,047	5.5%
Buy a Parking Card Over the Phone	713	3.8%
Surplus Auto Auction	627	3.3%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$931.1	\$993.7	\$1,102.3	\$1,158.7	\$1,177.5	\$1,165.2	\$934.7	\$985.3
Revenues (\$ millions)	\$89.8	\$97.1	\$150.1	\$163.6	\$175.6	\$163.6	\$30.9	\$66.9
Personnel	2,067	2,134	2,177	2,243	2,261	2,208	2,136	2,186
Overtime paid (\$000)	\$11,365	\$13,640	\$14,595	*	*	*	\$4,327	\$4,445
Capital commitments (\$ millions)	\$94.1	\$162.5	\$141.1	\$436.1	\$382.0	\$169.2	\$12.2	\$31.6
Work Experience Program (WEP) participants assigned	910	1,009	838	*	*	*	1,201	1,271

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- The Fiscal 2009 data for 'Percentage of citywide fleet that is hybrid or alternative fuel vehicle' was revised to reflect updated data.



DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

Carole Post, 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) enhances the way the City interacts with its residents, businesses, visitors, and employees by leveraging technology to improve services and increase transparency, accountability, and accessibility across all agencies. DoITT operates the City's 311 Customer Service Center, which provides the public with information and services for more than 300 agencies and organizations, maintains the City's official website NYC.gov, and manages the City's television and radio stations. The Department is home to the Citywide Geographic Information Systems Unit, which develops and hosts a digital base map used to support City operations. Responsible for coordinating citywide IT policy and planning, including IT security, DoITT operates the City's data center, telephone systems, fiberoptic network, New York City Wireless Network (NYCWIn), Citywide Radio Network, 800 MHz radio network, internal data network, and Enterprise Service Desk. DoITT also 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

- The 311 Customer Service Center handled 1.4 million calls per month during the first four months of Fiscal 2010, a 3 percent increase compared to the same period of Fiscal 2009. While the average wait time for call pickup increased by 20 seconds, 311 answered 86 percent of nearly 5.6 million calls in 30 seconds or less with 12 percent less staff than last year.
- During the reporting period NYC.gov averaged nearly 1.9 million unique visitors per month, a slight increase compared to the monthly average during all of Fiscal 2009.
- As a result of the Department's new oversight procedures for the City's franchised cable television providers, the average time to close all cable complaints decreased 5 percent. The decrease was driven largely by an 18 percent decline in the average time to close billing complaints. During the reporting period approximately 97 percent of complaints received by the Department were resolved by the cable television providers within 30 days.
- Public pay telephone operability increased 12 percentage points largely due to the recent termination of four franchisees that consistently failed to keep their payphones in good working order. The subsequent removal of these phones, along with a number of unproductive phones removed by other companies, allowed franchisees to more efficiently service the remaining installations.
- During the reporting period, 94 percent of inspected public pay telephones were found to be clean, an increase of 2 percentage points. As of October 31, 2009, there were approximately 17,340 payphones on City streets.



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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
★ 📞 Calls made to 311 (000)	14,314.7	15,212.9	18,363.1	*	*	5,372.4	5,553.5
★ 📞 Calls answered in 30 seconds or less (%)	96%	97%	88%	80%	80%	95%	86%
★ 📞 Average wait time for call pickup (minutes:seconds)	0:05	0:07	0:22	*	*	0:07	0:27
📞 Call takers time occupied (%)	65%	63%	69%	*	*	65%	76%
📞 Calls handled in languages other than English (%)	2.4%	1.9%	3.6%	*	*	3.7%	3.8%
★ Calls resolved at 311 without transfer to agency for resolution (%)	77%	80%	84%	*	*	79%	82%
NYC.gov online forms available	410	510	520	520	530	520	530
★ NYC.gov unique visitors (average monthly)	NA	NA	1,859,576	*	*	1,917,916	1,862,380
★ Percent uptime of NYC.gov	99.96%	99.95%	99.95%	*	*	99.95%	100.00%
★ Percent uptime of all key systems (mainframe, Sun/Unix, Wintel)	99.90%	99.90%	99.99%	*	*	99.97%	99.94%
Key projects completed on time (%)	NA	NA	61%	*	*	NA	NA
Key projects completed within budget (%)	NA	NA	100%	*	*	NA	NA

★ Critical Indicator 📞 311 related "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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
📞 Average days to close cable complaints - All complaints	15.3	20.3	15.8	*	*	14.9	14.2
📞 - Billing complaints	19.1	20.5	24.8	30	30	24.1	19.7
📞 - Service complaints	12.8	14.7	12.2	14	14	11.8	11.9
★ 📞 All cable complaints resolved within 30 days (%)	96.0%	95.3%	98.7%	*	*	99.8%	96.7%

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
★ 📞 Inspected phones deemed operable (%)	83%	83%	75%	95%	95%	69%	81%
📞 Inspected phones passing scorecard appearance standards (%)	93%	88%	94%	95%	95%	92%	94%

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



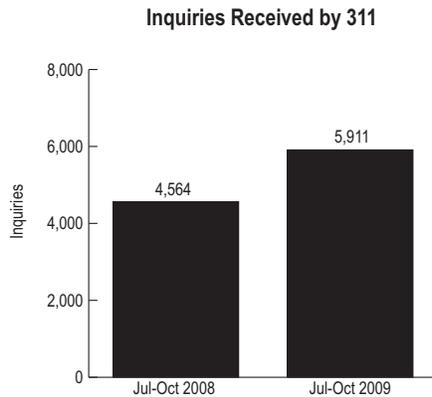
Inquiries Received by the 311 Customer Service Center



DoITT operates the 311 Customer Service Center, which received more than 5.5 million calls from July through October 2009.

Top 10 Citywide 311 Inquiries in Fiscal 2010:	Total	% of All
Noise (all inquiries)	115,041	2.1%
Schedule a Plan Examiner Appointment	70,510	1.3%
Find a Police Precinct or Police Service Area (PSA)	66,257	1.2%
Landlord Complaint - Maintenance	60,578	1.1%
Parking Violation - Status	55,042	1.0%
Bus or Subway Information	44,607	0.8%
Towed Vehicle Lookup - Plate Number Known	43,120	0.8%
Bulk Items Disposal	36,429	0.7%
Lost Property in a Taxi	29,238	0.5%
Heat Complaint - Inadequate Heat	29,220	0.5%

The 311 Customer Service Center received 5,911 DoITT-related inquiries from July through October 2009.



Top 5 DoITT - related inquiries:	Total	% of DoITT Inquiries
ACCESS NYC	3,227	54.6%
Pay Phone Complaint - Street	643	10.9%
Cable Television Complaint - Service	568	9.6%
Cable Television Complaint - General	546	9.2%
Verizon City-Wide Cable TV Franchise	364	6.2%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$255.6	\$308.3	\$370.0	\$358.2	\$380.9	\$357.3	\$235.9	\$159.3
Revenues (\$ millions)	\$127.4	\$137.4	\$145.8	\$139.6	\$147.2	\$147.8	\$45.7	\$36.4
Personnel	1,100	1,196	1,273	1,234	1,367	1,265	1,208	1,231
Overtime paid (\$000)	\$1,947	\$1,421	\$682	*	*	*	\$307	\$106

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- Carole Post succeeded Paul Cosgrave as Commissioner after the close of the reporting period. DoITT has begun an overall review of its performance measures in each service area, and will include several new and revised measures in the September 2010 Mayor's Management Report.



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 55,000 requests annually and provides the public and City agencies access to approximately 180,000 cubic feet of historically valuable City records and photos, and a unique collection of more than 324,000 books, official government reports, studies and other publications. Through its website, the Department also provides electronic access to official reports issued by New York City government agencies.

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

Critical Objectives

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

Preliminary Performance Highlights

- Patron requests for information from the City Hall Library and Municipal Archives decreased 12 percent overall, from 20,130 in the first four months of Fiscal 2009, to 17,801 in the same period of Fiscal 2010. The largest proportion of the decline was in patron requests received by the City Hall Library. As more of the Library's resources become available online, fewer patrons request research services in-person or via telephone or e-mail.
- The Municipal Archives received 10 percent fewer requests for information in the reporting period, 17,226 in Fiscal 2010 compared to 19,132 in the same period of Fiscal 2009. Contributing to the overall decrease was a 17 percent decline in vital record requests, from 11,944 in the first four months of Fiscal 2009, to 9,926 in the same period in Fiscal 2010. It is likely that this decrease is attributable to overall economic conditions. Most vital records are requested by patrons conducting family history research, a discretionary expense that can be postponed or curtailed during this period of recession.
- The Department reduced its average response time to vital records requests by 24 percent, to 6.2 days during the first four months of Fiscal 2010, from 8.2 days in the same period of Fiscal 2009. The reduction in processing time was the result of the decreased demand for this service described above, and increased staff, primarily interns, assigned to process the requests.
- The quantity of records preserved by the Department decreased 13 percent during the reporting period, from 237,982 in Fiscal 2009, to 206,996 in Fiscal 2010. Although the Department expects to meet its annual target for this indicator, monthly productivity will continue to be significantly lower than in Fiscal 2009. The project to preserve selected records of the mayoral administration of David Dinkins, funded by the Mayor's Office, has been essentially completed, and New York State did not award funding this year for a project to preserve historical records of the NYC Board of Education.



Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
	FY10	FY11	FY09	FY10			
Publications and reports acquired	13,132	11,498	9,861	*	*	3,839	3,346
Records preserved	253,487	240,091	907,439	260,000	260,000	237,982	206,996
Volume of library collection	310,083	317,168	324,039	*	*	319,404	326,860
Information requests received	64,105	63,722	56,432	*	*	20,130	17,801
☎ - City Hall Library	6,572	5,096	2,295	*	*	998	575
☎ - Municipal Archives	57,533	58,626	54,137	*	*	19,132	17,226
☎ - Vital record requests received	35,473	37,505	33,394	*	*	11,944	9,926
★ Vital record requests responded to in an average of 12 business days (%)	71%	86%	86%	80%	80%	86%	90%
★ Average response time to vital records requests (days)	8.3	9.1	7.9	*	*	8.2	6.2
Photographic reproduction requests received	5,742	4,801	3,723	*	*	1,380	1,455
★ Average response time to historical photo requests (days)	14.0	13.0	10.2	*	*	11.5	12.2

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
	FY10	FY11	FY09	FY10			
★ Average response time to agency requests for inactive records (days)	NA	NA	1.4	*	*	1.5	1.3
★ Average time between records disposal eligibility and application sent to Law Department (months)	2.7	1.4	0.9	*	*	0.6	0.6
★ Average time for Law Department to approve records disposal application (months)	3.4	2.6	1.5	*	*	1.7	1.8
★ Percent of warehouse capacity available for new accessions	5%	6%	7%	*	*	7%	7%

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

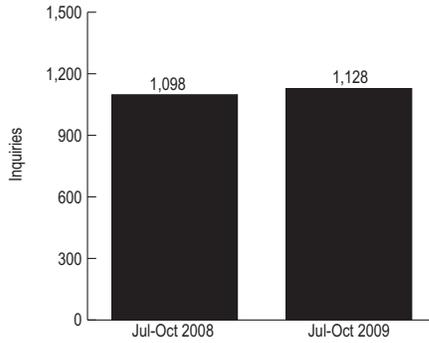


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 1,128 Department-related inquiries from July through October 2009.

Inquiries Received by 311



Top 5 Department - related inquiries:	Total	% of DOR Inquiries
<i>Death Certificate Before 1949</i>	203	18.0%
<i>Marriage Certificate Before 1930</i>	187	16.6%
<i>Birth Certificate Before 1910</i>	171	15.2%
<i>Municipal Reference Research Assistance</i>	165	14.6%
<i>Genealogy Research</i>	128	11.3%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR	Updated	FY11 ¹	4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09					
<i>Expenditures (\$ millions)</i> ²	\$4.7	\$5.9	\$5.9	\$5.0	\$4.9	\$4.5	\$2.3	\$2.0
<i>Revenues (\$000)</i>	\$738	\$703	\$640	\$863	\$863	\$863	\$218	\$238
<i>Personnel</i>	56	70	65	45	40	36	62	50
<i>Overtime paid (\$000)</i>	\$6	\$14	\$0	*	*	*	\$0	\$0

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 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 2,022 rear-loading collection trucks and 450 mechanical brooms. Each day approximately 11,000 tons of household and institutional waste are collected. The Department clears litter, snow and ice from approximately 6,000 City street miles, and removes debris from vacant lots as well as abandoned vehicles from City streets.

Critical Objectives

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

Preliminary Performance Highlights

- Despite a decrease in the number of Sanitation workers, DSNY has maintained historic levels of street cleanliness, achieving an average citywide rating of 96.1 percent during the first four months of Fiscal 2010.
- The number of graffiti sites cleaned decreased during the reporting period primarily due to a delay in receiving waivers from property owners. Beginning in April 2010 under Local Law 65 of 2009, waivers will no longer be required in certain cases where the property owners do not remove the graffiti on their own or opt out of the City's removal program.
- During the reporting period the average age of the Department's collection truck fleet was older than five years contributing to the higher outage rates.
- Although refuse tonnage remained approximately the same as last year, DSNY improved refuse collection efficiency by reducing the number of trucks, thereby increasing the tons per truck to 10.2 during the first four months of Fiscal 2010.
- The revenue received for the recycling of paper declined 72 percent to \$10 per ton during the reporting period, consistent with the decreasing price of paper on the commodity markets.
- The Department's permit and inspection unit increased the number of inspections at transfer stations by 36 percent during the reporting period.
- The curbside recycling diversion rate remained stable compared to last year. The 10 percentage point decrease in the total recycling diversion rate, and the 35 percent decrease in tons recycled, is largely attributed to the decline in non-curbside recyclable material. Due to the ongoing conversion to parkland at Fresh Kills, DSNY is no longer receiving dredge spoils material and is receiving only a minimal amount of clean fill material and asphalt millings.



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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
★ Streets rated acceptably clean (%)	94.3%	95.7%	95.8%	92%	92%	96.1%	96.1%
Dirty/marginal sanitation sections (out of 234)	0	0	0	*	*	0	0
Lots cleaned citywide	6,188	6,366	4,608	*	*	1,920	1,848
★ Graffiti sites cleaned	NA	NA	8,868	*	*	3,913	3,187
Square feet of graffiti removed (000)	NA	NA	8,058.7	*	*	3,902.5	2,786.2
Snow overtime (\$000)	\$21,140	\$6,124	\$16,874	*	*	\$0	\$0
Snowfall (inches)	12.8	13.8	25.8	*	*	0.0	0.0
Salt used (tons)	244,606	162,185	295,572	*	*	0	0

★ Critical Indicator 📞 311 related "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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
Refuse cost per ton (fully loaded) (\$)	\$308	\$354	\$376	*	*	NA	NA
Refuse collection cost per ton (\$)	\$179	\$208	\$228	*	*	NA	NA
Disposal cost per ton (\$)	\$129	\$146	\$148	*	*	NA	NA
Missed refuse collections (%)	0.1%	0.0%	0.1%	*	*	0.0%	0.6%
★ Refuse tons per truck-shift	10.4	10.2	9.9	10.7	10.7	10.0	10.2
★ Rear-loading collection truck outage rate	14.3%	15.6%	16.3%	*	*	14.9%	18.3%
★ Dual-bin collection truck outage rate	17.6%	19.5%	17.4%	*	*	16.0%	19.7%
★ EZ Pack front-loading collection truck outage rate	20.7%	23.5%	24.4%	*	*	24.0%	22.7%
★ Annual tons disposed (000)	3,491.4	3,441.3	3,306.7	3,413	3,413	1,137.5	1,136.8
Tons per day disposed	11,561	11,433	10,986	11,327	11,327	11,044	11,037
★ Percent of total trucks dumped on shift	51.3%	51.7%	52.1%	*	*	53.6%	52.9%
Annual tons recycled (000)	1,697	1,922	1,683	*	*	768	502
Recycled tons per day	5,438	6,160	5,394	*	*	7,107	4,647
★ Curbside and containerized recycling diversion rate (%)	16.5%	16.5%	16.2%	*	*	16.4%	16.0%
★ Number of districts with a curbside and containerized recycling diversion rate between 0.0% and 4.9%	2	1	1	*	*	1	0
★ Number of districts with a curbside and containerized recycling diversion rate between 5.0% and 9.9%	8	10	10	*	*	10	11
★ Number of districts with a curbside and containerized recycling diversion rate greater than 25.0%	2	6	6	*	*	6	4
★ Total recycling diversion rate (%)	32.0%	35.0%	32.9%	*	*	39.2%	29.6%
Recycling summonses issued	149,267	153,432	159,927	*	*	57,845	48,355
★ Recycling tons per truck-shift	5.8	5.9	5.6	6.2	6.2	5.6	5.5
Missed recycling collections (%)	0.1%	0.0%	0.0%	*	*	0.0%	0.0%
Recycling cost per ton (fully loaded) (\$)	\$420	\$490	\$540	*	*	NA	NA
Recycling collection cost per ton (\$)	\$400	\$469	\$516	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$14	\$27	\$20	*	*	\$36	\$10

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



Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
				FY10	FY11		
☎ Number of chlorofluorocarbon/freon recoveries	83,654	49,043	34,327	*	*	13,075	13,794
Private transfer station permits	58	59	60	*	*	60	60
Private transfer station inspections performed	5,507	4,782	5,810	6,102	6,102	1,766	2,408
★ Marine Transfer Station construction commencements	NA	NA	0	*	*	NA	1
Tort cases commenced	233	299	273	*	*	75	112
Tort dispositions	372	348	348	*	*	106	101
Tort payout (\$000)	\$31,477.1	\$25,822.5	\$25,523.8	*	*	\$4,733.2	\$11,514.7

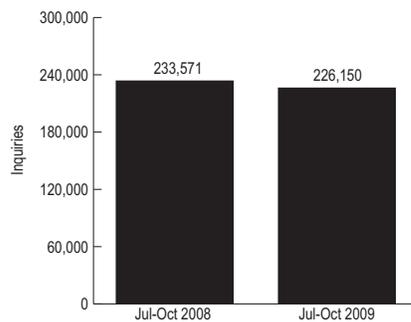
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 226,150 DSNY-related inquiries from July through October 2009.

Inquiries Received by 311



Top 5 DSNY - related inquiries:	Total	% of DSNY Inquiries
Bulk Items Disposal	36,429	16.1%
CFC and Freon Removal Appointment	27,274	12.1%
Garbage Pickup	24,022	10.6%
Recycling and Trash Collection Schedules	20,429	9.0%
Illegal Dumping - Past or Chronic	10,281	4.5%

Agency Resources

Agency Resources	Actual			September 2009 MMR	Updated		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	FY10	FY10 ¹	FY11 ¹		
Expenditures (\$ millions) ²	\$1,173.4	\$1,244.4	\$1,258.2	\$1,303.1	\$1,284.7	\$1,354.8	\$565.1	\$641.2
Revenues (\$ millions)	\$32.4	\$30.2	\$28.4	\$31.7	\$24.6	\$18.5	\$12.3	\$6.0
Personnel (uniformed)	7,758	7,690	7,612	7,375	7,379	7,216	7,776	7,494
Personnel (civilian)	2,087	2,112	2,111	2,212	2,212	2,204	2,110	2,086
Overtime paid (\$000)	\$61,047	\$46,887	\$51,956	*	*	*	\$9,114	\$9,126
Capital commitments (\$ millions)	\$189.0	\$171.5	\$171.0	\$958.3	\$998.9	\$275.3	\$10.6	\$219.0
Work Experience Program (WEP) participants assigned	539	828	1,171	*	*	*	995	1,428

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

None





DEPARTMENT OF PARKS & RECREATION

Adrian Benepe, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres including more than 1,800 parks, more than 2,400 greenstreet sites, nearly 1,000 playgrounds, more than 800 athletic fields, more than 550 tennis courts, 54 outdoor swimming pools, 12 indoor swimming pools, 30 indoor recreational centers, 13 field houses, seven community centers, more than 600 comfort stations, 14 miles of beaches, 13 golf courses, six ice rinks, five major stadia, 17 nature centers, 15 marinas and four zoos. The Department is also responsible for approximately 600,000 street trees and two million park trees, 23 historic house museums and more than 800 monuments, sculptures and historical markers.

Critical Objectives

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

Preliminary Performance Highlights

- Overall condition ratings for parks remained unchanged at 82 percent, but cleanliness ratings decreased by two points, to 88 percent, due to an associated decrease in the percent of small parks rated acceptable for cleanliness.
- Acceptability ratings for play equipment rose to 90 percent, meeting the target. The six point improvement is attributed to operational and maintenance strategies launched in Fiscal 2009.
- In-service ratings for comfort stations, spray showers, and drinking fountains remained higher than the 90 percent target and were better than during the same period last year.
- The Department issued one-third fewer summonses, 6,715 compared to 10,171. As a result of a change in management responsibility at the new major league baseball stadiums, Parks enforcement officers no longer provide coverage at stadium parking lots. This change contributed to a 61 percent reduction in alcohol and parking related summonses issued by the Department.
- As part of PlaNYC's MillionTreesNYC initiative, DPR will plant approximately 600,000 trees in the 10-year period ending in Fiscal 2017. Another 400,000 trees will be planted by the City's partners, other government agencies and homeowners through various initiatives and programs. Through October 2009, a combined total of 292,071 trees had been planted.
- As part of its routine block pruning program, the Department pruned approximately 35 percent fewer trees, reflecting a lower Fiscal 2010 plan.
- Crimes against property in the City's 20 largest parks decreased from 46 to 41, while the number of crimes against persons rose from 28 to 37. The Department is working with local precincts on safety and preventive measures as necessary.
- In line with the higher Fiscal 2010 target, the Department completed 51 capital projects compared to 45 a year ago. While the percent completed within budget remained better than the 85 percent target, the percent of projects completed on time fell to 63 percent, significantly lower than both the prior year and the performance goal of 80 percent. Tighter budget conditions left little room to address unforeseen construction issues, and project changes were subject to an extended review.



- Despite the closing of one center for renovation, recreation center attendance increased by nearly 10 percent from a year ago to approximately 3.2 million. Membership rose across all categories, including a 13.8 percent increase for youth and children, and was up 9.5 percent overall.

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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
★ Parks rated "acceptable" for overall condition (%)	84%	86%	82%	85%	85%	82%	82%
★ Parks rated "acceptable" for cleanliness (%)	91%	91%	90%	90%	90%	90%	88%
★ - Cleanliness of small parks and playgrounds (%)	91%	93%	90%	*	*	91%	88%
★ - Cleanliness of large parks (%)	83%	78%	77%	*	*	74%	74%
★ Safety surfaces rated "acceptable" (%)	92%	94%	93%	90%	90%	93%	93%
★ Play equipment rated "acceptable" (%)	84%	89%	88%	90%	90%	84%	90%
★ Comfort stations in service (in season only) (%)	91%	93%	90%	90%	90%	92%	94%
★ Spray showers in service (in season only) (%)	96%	95%	95%	*	*	94%	95%
★ Drinking fountains in service (in season only) (%)	92%	92%	94%	*	*	93%	94%
Parks with an affiliated volunteer group (%)	57%	57%	58%	*	*	57%	59%
Summonses issued	28,714	21,149	22,148	*	*	10,171	6,715
★ 📞 Public service requests received - Forestry	71,187	78,569	75,509	*	*	NA	NA
★ MillionTreesNYC							
- Trees planted - Parks	NA	82,840	119,632	60,000	60,000	8,722	37,857
★ - Trees planted - Other	NA	28,945	20,921	40,000	40,000	5,549	1,876
Trees removed	12,271	12,833	11,378	*	*	5,053	5,308
★ 📞 - Street trees removed (in response to service request)	7,857	8,095	7,261	*	*	3,374	3,777
- Removed within 30 days of service request (%)	96%	98%	98%	95%	95%	96%	99%
📞 Trees pruned - block program	32,590	75,810	79,658	20,000	20,000	18,846	12,175
- Annual pruning goal completed (%)	112%	152%	123%	*	*	29%	61%
- Percent of pruning completed within established cycle	11%	15%	16%	*	*	NA	NA
Acres restored	29.4	69.7	28.5	*	*	6.2	7.0
Acres improved	NA	457.6	422.8	*	*	267.7	168.9
Attendance at historic house museums	748,689	763,337	741,449	*	*	372,685	409,763
Monuments receiving annual maintenance (%)	57%	61%	71%	*	*	34%	30%
★ Total major felonies in 20 largest parks							
- Crimes against persons	NA	82	76	*	*	28	37
★ - Crimes against property	NA	100	121	*	*	46	41
★ Public service requests received through 311 that relate to quality of life	2,839	3,144	2,762	*	*	1,461	1,265
Tort cases commenced	251	274	264	*	*	86	97
Tort dispositions	306	292	287	*	*	85	118
Tort payout (\$000)	\$18,262.7	\$12,258.7	\$9,722.9	*	*	\$1,500.2	\$4,279.6

★ Critical Indicator 📞 311 related "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	4-Month Actual
	FY07	FY08	FY09	Updated			
				FY10	FY11	FY09	FY10
Capital projects completed	129	131	140	145	145	45	51
Capital projects completed on time or early (%)	83%	74%	82%	80%	80%	89%	63%
Capital projects completed within budget (%)	93%	89%	86%	85%	85%	93%	88%
Greenways added (miles)	3.2	0.5	3.2	*	*	0.5	0.3

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
				FY10	FY11	FY09	FY10
Lifeguards (calendar year)	1,090	1,152	1,285	1,200	1,200	NA	NA
★ Attendance at outdoor Olympic and intermediate pools (calendar year)	1,294,789	1,495,628	1,826,326	*	*	NA	NA
★ Average hours recreation centers open per week	76.1	76.3	76.4	*	*	76.7	77.1
★ Total recreation center attendance	2,623,605	2,779,447	3,193,646	*	*	984,384	1,078,958
Total recreation center membership	96,862	148,168	169,301	*	*	55,724	61,019
- Seniors	18,802	28,537	31,116	*	*	10,684	11,556
- Adults	42,747	65,947	79,303	*	*	23,451	24,896
- Youth and children	35,313	53,684	58,882	*	*	21,589	24,567

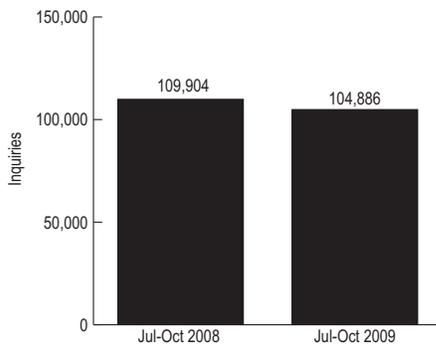
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 104,886 DPR-related inquiries from July through October 2009.

Inquiries Received by 311



Top 5 DPR - related inquiries:	Total	% of DPR Inquiries
Removal of Large Branch or Entire Tree - City Tree	11,644	11.1%
Wood Disposal Chipping and Pickup	11,248	10.7%
Find a Park	10,220	9.7%
Tree Pruning	9,189	8.8%
Service Request Follow-up	8,867	8.5%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$332.6	\$370.6	\$379.6	\$348.3	\$366.7	\$307.9	\$152.8	\$151.1
Revenues (\$ millions)	\$75.8	\$97.5	\$110.2	\$83.9	\$81.2	\$72.3	\$27.6	\$24.8
Personnel (Total FT and FTE)	6,947	7,245	7,395	6,763	6,629	5,449	7,037	6,955
Full-time personnel	3,052	3,702	3,760	3,345	3,478	2,974	3,729	3,725
Full-time equivalent (FTE) personnel	3,895	3,543	3,635	3,418	3,151	2,475	3,308	3,230
- Parks Opportunity Program (POP) participants ³	2,200	2,293	2,203	2,318	1,999	1,582	2,146	2,211
Overtime paid (\$000)	\$6,725	\$7,540	\$6,912	*	*	*	\$2,707	\$2,538
Capital commitments (\$ millions)	\$476.0	\$507.4	\$550.6	\$1,321.1	\$1,333.3	\$164.0	\$69.4	\$148.4
Work Experience Program (WEP) participants assigned	139	48	542	*	*	*	18	42

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 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

- Parks added two measures that report on the MillionTreesNYC initiative, part of PlaNYC, and deleted the indicator 'Trees planted,' which represented only a small portion of the Department's tree planting activities.
- The Department updated four-month Fiscal 2009 data for 'Summonses issued,' 'Trees removed' and 'Attendance at historic house museums.' It also revised four-month and year-end Fiscal 2009 data and annual data for fiscal years 2007 and 2008 for 'Monuments receiving annual maintenance (%)' to reflect corrections resulting from an internal review of historical information.
- The indicators 'Citywide acceptability rating for cleanliness of recreation centers' and 'Citywide acceptability rating for overall condition of recreation centers,' which reported a numerical score, have been removed and will be replaced with measures that report on the percent of centers that are rated acceptable for cleanliness and overall condition. The new indicators are similar to the Department's other acceptability measures and will be added in the Fiscal 2010 Mayor's Management Report.



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

- The Department completed and presented seven projects and proposals to the public during the reporting period. These included an August 2009 report on improving bicycle parking at subway stations to facilitate commuter cycling and the proposed Hudson Yards Parking Text Amendment, referred for public review in October 2009, which supports PlaNYC goals to reduce congestion and promote transit use. The proposal would eliminate rules that require off-street parking for new developments, would reduce the amount of permitted off-street parking for new developments and would generally cap the total amount of parking for new developments in this emerging far west midtown area of Manhattan.
- Seventy-six percent of land use applications were referred within six months of receipt, surpassing the target of 70 percent. However, the number of applications referred declined by nearly 40 percent, in line with a significant drop in the number of applications received. The median time to refer a land use application rose by two days to 40 days.
- DCP completed 69 environmental review applications compared to 71 during the same period last year. A decrease in the number of new applications received allowed the Department to focus on resolving outstanding issues on previously received applications and led to a higher proportion of older applications being processed during the reporting period. As a result, the median time to complete application review increased from 26 days to 53 days, and the proportion of applications completed within six months of receipt decreased to 64 percent from 73 percent.



Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
				FY10	FY11	FY09	FY10
<i>Projects and proposals completed and presented to the public</i>	33	34	35	*	*	8	7
- Economic development and housing proposals	6	7	11	*	*	4	1
- Neighborhood enhancement proposals	14	16	16	*	*	1	1
- Planning information and policy analysis	13	11	8	*	*	3	5
★ Number of significant milestones achieved for DCP-facilitated projects related to Lower Manhattan	4	6	6	*	*	NA	NA
★ Number of significant milestones achieved for DCP-facilitated projects related to Hudson Yards	5	11	12	*	*	NA	NA
★ Number of significant milestones achieved for DCP-facilitated projects related to significant open-space proposals	4	5	5	*	*	NA	NA

★ Critical Indicator "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		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
				FY10	FY11	FY09	FY10
<i>Land use applications referred</i>	535	636	557	*	*	183	110
★ - Within 6 months (%)	72%	74%	79%	70%	70%	75%	76%
- Within 6-12 months (%)	12%	10%	6%	*	*	9%	9%
- Within 13 months or more (%)	16%	16%	15%	*	*	16%	15%
★ Median time to refer land use applications (days)	41	48	33	*	*	38	40
<i>Environmental review applications completed</i>	290	288	224	*	*	71	69
★ - Within 6 months (%)	80%	71%	71%	*	*	73%	64%
- Within 6-12 months (%)	3%	8%	8%	*	*	4%	7%
- Within 13 months or more (%)	17%	21%	21%	*	*	23%	29%
★ Median time to complete environmental review applications (days)	33	46	22	*	*	26	53

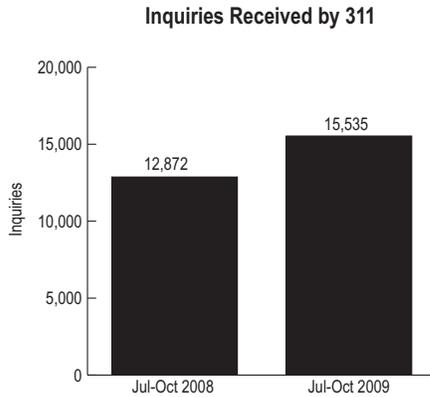
★ Critical Indicator "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 15,535 DCP-related inquiries from July through October 2009.



Top 5 DCP - related inquiries:	Total	% of DCP Inquiries
<i>Locate an Elected Official</i>	13,975	90.0%
<i>Zoning Information Desk</i>	1,361	8.8%
<i>Purchase City Planning Maps and Books</i>	72	0.5%
<i>City Planning and Zoning Resolution Report Subscription</i>	39	0.3%
<i>City Planning - Hearings and Publications</i>	37	0.2%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR	Updated	FY11 ¹	4-Month Actual	4-Month Actual
	FY07	FY08	FY09	FY10	FY10 ¹		FY09	FY10
<i>Expenditures (\$ millions)²</i>	\$22.1	\$24.4	\$26.9	\$28.4	\$29.9	\$23.1	\$13.0	\$12.3
<i>Revenues (\$ millions)</i>	\$1.9	\$3.3	\$3.3	\$3.3	\$3.3	\$3.3	\$1.2	\$0.9
<i>Personnel</i>	323	324	311	311	316	300	313	304
<i>Overtime paid (\$000)</i>	\$38	\$39	\$38	*	*	*	\$11	\$11

¹January 2010 Financial Plan

Bold - revisions from the September 2009 MMR

"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 2010 budget.

Noteworthy Changes, Additions or Deletions

- The Department revised four-month Fiscal 2009 data for 'Projects and proposals completed and presented to the public' and the sub-indicator '- Planning information and policy analysis.'
- Four-month Fiscal 2009 data was also updated for the indicator 'Land use applications referred,' the three measures that report on the percent of environmental review applications completed within specific time periods, and the median time to complete environmental review applications.





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 1,243 individual landmarks and more than 25,000 properties in 99 historic districts and 13 extensions to existing historic districts. The Agency annually reviews approximately 9,000 applications to alter landmark structures. Enforcement staff investigate complaints of illegal work and initiate action to compel compliance with the Landmarks Law.

Critical Objectives

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

Preliminary Performance Highlights

- During the reporting period LPC designated 10 individual landmarks and three historic districts encompassing 120 buildings. As part of the Commission's commitment to increasing landmark designations in all five boroughs, during the first four months of Fiscal 2010 LPC held nine public hearings and approved four designations in Staten Island. In addition, the designations of the Lamartine Place Historic District and the Isaac T. Hopper Home in Manhattan highlight the Commission's continuing effort to recognize New York City's abolitionist history.
- The Commission is beginning to see a monthly decrease in the number of permit applications received compared to the previous year.
- The overall number of reports of possible violations of the Landmark Law decreased 35 percent during the reporting period, resulting in a concomitant 35 percent decrease in investigations. During the reporting period LPC conducted 34 informational outreach meetings with owners of buildings proposed for designation and with local Community Boards to help improve public understanding of the Landmark Law.



Performance Report

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

	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
	FY10	FY11					
<i>Performance Statistics</i>							
★ 📞 Individual landmarks and historic districts designated	28	30	40	20	20	11	13
★ 📞 - Total number of buildings designated	1,158	438	998	*	*	39	130
Percent of designation target achieved	175%	150%	200%	*	*	NA	NA
📞 Work permit applications received	9,363	10,103	8,929	*	*	3,460	3,011
- Actions taken	9,463	10,730	9,107	*	*	3,510	3,326
Certificates of No Effect issued within 10 days (%)	88%	90%	92%	85%	85%	90%	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 (%)	87%	87%	90%	*	*	88%	88%
📞 Investigations completed	1,194	1,430	1,215	*	*	530	344
★ Percent of investigations resulting in enforcement action	71%	61%	58%	*	*	56%	52%
Warning letters issued	565	1,285	1,011	*	*	513	287
★ Notices of Violation upheld at the Environmental Control Board (%)	98%	98%	98%	*	*	99%	99%
Archeology applications received	377	392	328	*	*	143	89
Archeology applications reviewed within 10 days (%)	90%	89%	96%	85%	85%	96%	94%

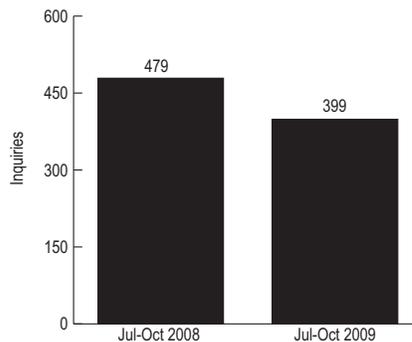
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 399 LPC-related inquiries from July through October 2009.

Inquiries Received by 311



Top 5 LPC - related inquiries:	Total	% of LPC Inquiries
<i>Landmark and Historic District Information</i>	194	48.6%
<i>Landmark Building Alteration Permit</i>	133	33.3%
<i>Apply for Landmark Status</i>	37	9.3%
<i>Landmark Building Alteration Complaint - Painting</i>	18	4.5%
<i>Apply for Grant to Restore a Landmark</i>	15	3.8%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Agency Resources								
Expenditures (\$ millions) ²	\$4.2	\$4.4	\$4.6	\$4.9	\$5.1	\$4.8	\$1.6	\$1.5
Revenues (\$000)	\$1,959	\$1,550	\$2,470	\$2,009	\$2,009	\$2,009	\$529	\$408
Personnel	65	67	62	69	70	67	61	62
Overtime paid (\$000)	\$3	\$4	\$0	*	*	*	\$0	\$0

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

None





DEPARTMENT OF CULTURAL AFFAIRS

Kate D. Levin, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Preliminary Performance Highlights

- Payments to the City's cultural institutions continued to meet the 5-day performance standard.
- The average number of days to issue initial Cultural Development Fund grant payments increased to 9.8 days as DCLA and applicant organizations adjusted to an automated grant application process introduced in Spring 2009. The new web-based system will allow DCLA to collect data more efficiently and streamline payment processing.
- Materials for the Arts served more public schools and benefited from more donors but, due to the expansion and reconstruction of the warehouse, which necessitated its temporary closure, the number of transactions during July to October 2009 decreased compared to the same period last year.
- DCLA's new on-line NYCulture Calendar featured 1,693 cultural events and activities during the reporting period.



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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
				FY10	FY11		
★ Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	100%	100%	100%
★ Average days to issue initial Cultural Development Fund payments after complying with all City requirements	NA	NA	5.6	*	*	6.5	9.8
★ Average days to issue program grant final payments	NA	6	6	*	*	NA	NA
Value of contributed Materials for the Arts (MFTA) materials and equipment (\$ millions)	\$4.8	\$7.3	\$5.8	\$5	\$5.5	\$2.1	\$2.0
MFTA donors	1,324	1,741	1,509	1,350	1,400	586	653
★ MFTA transactions	4,743	4,994	5,593	5,000	5,500	1,783	1,710
Number of schools served by MFTA	591	545	631	550	600	292	307

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
				FY10	FY11		
★ New capital projects initiated (%)	58%	54%	70%	70%	70%	NA	NA

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
				FY10	FY11		
Number of events listed on NYCulture Calendar	NA	NA	NA	*	*	NA	1,693
Total visitors to the Cultural Institutions Group	18,466,095	19,092,865	18,882,316	*	*	NA	NA

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

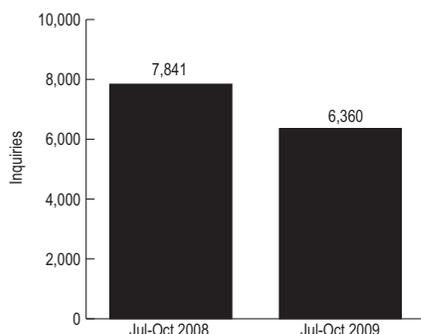


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 6,360 DCLA-related inquiries from July through October 2009.

Inquiries Received by 311



<i>Top DCLA - related inquiries:</i>	Total	% of DCLA Inquiries
<i>Find a Zoo or Aquarium</i>	3,224	50.7%
<i>Find a Museum</i>	2,071	32.6%
<i>Find a Botanical Garden</i>	522	8.2%
<i>Grants for Cultural Programs</i>	196	3.1%
<i>Find a Performing Arts Theater</i>	161	2.5%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR FY10	Updated FY10 ¹	FY11 ¹	4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09					
<i>Expenditures (\$ millions)</i> ²	\$150.0	\$161.3	\$151.4	\$159.0	\$153.6	\$120.8	\$98.3	\$97.1
<i>Personnel</i>	59	65	65	59	59	59	60	61
<i>Overtime paid (\$000)</i>	\$8	\$2	\$0	*	*	*	\$0	\$0
<i>Capital commitments (\$ millions)</i>	\$102.3	\$211.5	\$429.8	\$630.0	\$670.8	\$61.0	\$47.9	\$41.5

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- Four-month Fiscal 2009 data for three of the Materials for the Arts indicators has been revised to reflect updated information.
- DCLA added the measure 'Total number of visitors to the Cultural Institutions Group.'
- DCLA replaced the indicator 'Number of cultural organizations highlighted through public service announcements' with 'Number of events listed on NYCulture Calendar.' Radio promotional highlights were discontinued in September 2009.





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, 39,164 for-hire vehicles, 2,320 paratransit vehicles, 341 commuter vans, and 105,632 drivers. The Commission also regulates 27 taximeter shops, 25 taxicab brokers and 69 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

- Largely due to a higher failure rate among for-hire-vehicles, the overall car stop compliance rate decreased from 60 percent to 38 percent. As a result of new rules governing the for-hire-vehicle industry, TLC focused its inspections in areas largely serviced by for-hire-vehicles to assess compliance with the additional requirements. While compliance has been low as the industry adapts to the new rules, TLC expects rates to increase over the coming year.
- The average age of open summonses grew from 56.4 days to 154.7 days. The increase is due, in part, to the expanded use of computer-generated summonses as an enforcement tool for certain administrative violations, and appeals filed by the Commission, both of which have added to the caseload. The Commission files an appeal when it has reason to question the legal basis of a decision by an Administrative Law Judge; an appeal affects all decisions affected by the original ruling. Appeals serve to protect the rights of passengers and also ensure due process for affected licensees. While the overall average age of open summonses rose significantly, the average age for the majority of cases is approximately 45 days.
- The average time to process a hearing decision rose from 19 minutes to 36 minutes as TLC's Administrative Law Judges began issuing decisions after hearing several cases instead of after each individual case, as had been the practice. Performance is expected to improve in the second half of the fiscal year with the return to issuing decisions as cases are completed.



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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
<i>Performance Statistics</i>							
★ Average days to receive a medallion driver's license from initial application	56.6	56.5	55.1	*	*	54.3	52.0
★ Average days to receive a for-hire vehicle driver's license from initial application	21.0	22.5	20.0	*	*	21.5	20.0
★ Average wait time at Long Island City licensing facility (hours:minutes)	0:33	0:31	0:20	0:25	0:25	0:18	0:19
★ Car stop compliance rate (Medallions and for-hire vehicles) (%)	46%	56%	63%	*	*	60%	38%
★ For-hire vehicle base inspection compliance rate (%)	34%	69%	57%	*	*	71%	46%
Medallion enforcement: Operation Refusal compliance rate (%)	94%	88%	94%	*	*	95%	95%
Street hail summonses issued to for-hire vehicle drivers	1,260	1,560	991	*	*	690	206
Unlicensed for-hire vehicle bases - Padlock proceedings initiated	50	47	59	*	*	31	14
Medallion safety & emissions inspections conducted	58,532	58,311	56,812	59,000	59,000	18,845	18,650
★ Medallion safety failure rate - Initial inspection (%)	NA	42.9%	42.5%	*	*	42.2%	42.2%
Medallion safety & emissions failure rate							
- Initial inspection (%)	47.6%	45.5%	42.3%	*	*	41.9%	41.8%
- Re-inspection (%)	20.2%	17.1%	13.2%	*	*	12.5%	14.1%
★ Percent of medallion safety and emissions inspections completed on time	90.0%	80.2%	92.2%	*	*	95.3%	84.7%
★ Average time to conduct a safety and emissions inspection of a licensed vehicle (hours:minutes)	1:07	1:06	1:08	*	*	1:02	1:12
Medallion summonses for non-inspection	2,431	2,243	2,233	*	*	682	523
Average time to close a consumer complaint (calendar days)							
- Medallion	22.2	23.7	26.5	*	*	24.0	28.4
- For-hire vehicle	47.3	23.8	28.2	*	*	25.0	28.2
★ Average age of open summonses (calendar days)	60.0	64.0	73.5	*	*	56.4	154.7
★ Average time from a consumer's request for a hearing to the hearing close date (calendar days)	NA	47.0	58.0	*	*	54.0	60.0
★ Average time to process a hearing decision (minutes:seconds)	39:05	26:40	26:30	*	*	19:08	35:93

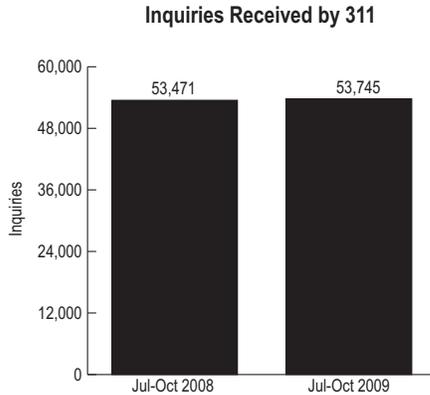
★ Critical Indicator "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 53,745 TLC-related inquiries from July through October 2009.



Top 5 TLC - related inquiries:	Total	% of TLC Inquiries
<i>Lost Property in a Taxi</i>	29,238	54.4%
<i>Service Request Follow-up</i>	4,268	7.9%
<i>Taxi Driver License</i>	2,923	5.4%
<i>Accessible Taxi Dispatch for Passenger in a Wheelchair</i>	2,117	3.9%
<i>Yellow Taxi Fare Information</i>	1,715	3.2%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR	Updated		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	FY10	FY10'	FY11'	FY09	FY10
<i>Expenditures (\$ millions)</i> ²	\$26.0	\$27.8	\$28.9	\$29.8	\$31.5	\$31.2	\$11.6	\$11.5
<i>Revenues (\$ millions)</i>	\$176.0	\$86.2	\$60.1	\$37.6	\$39.7	\$41.6	\$33.9	\$9.0
<i>Personnel</i>	422	422	435	461	481	482	422	437
<i>Overtime paid (\$000)</i>	\$556	\$471	\$459	*	*	*	\$173	\$264

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- TLC will no longer report data for 'Average age of open summonses for failure to obtain inspection on time (calendar days)' since this accounts for less than 2 percent of all open summonses; data for 'Average age of open summonses (calendar days),' which includes all categories of summonses, will continue to be reported. Additionally, TLC has deleted the measure 'Medallions confiscated as a result of inspections (%)' because there is little variation in activity from year to year.



PUBLIC SAFETY AND LEGAL AFFAIRS



New York City Police Department



Fire Department



Office of Emergency Management



Department of Correction



Department of Probation



Department of Juvenile Justice



Civilian Complaint Review Board



Law Department



Department of Investigation



City Commission on Human Rights



Office of Administrative Trials and Hearings



Business Integrity Commission



NEW YORK CITY POLICE DEPARTMENT

Raymond W. Kelly, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Preliminary Performance Highlights

- Based on preliminary FBI total index crime statistics for the first six months of Calendar 2009, New York City remains the safest large city with the lowest rate of crime per capita among the 10 largest U.S. cities.
- Murder and non-negligent manslaughter decreased 3 percent during the first four months of Fiscal 2010 compared to the same period of Fiscal 2009. Total major felony crime decreased 9 percent during the reporting period.
- During the reporting period there was a 15 percent reduction in major felony crime within the transit system and a 9 percent reduction in major felonies in public housing.
- During the first four months of Fiscal 2010 major felony crime in the City's public schools decreased 27 percent compared to the same period of Fiscal 2009. During the reporting period there was a 28 percent decrease in all other reported crime categories in the City's public schools.
- Summonses issued for quality-of-life offenses increased 5 percent during the reporting period.
- The total number of traffic fatalities decreased by 9 percent, from 102 in first four months of Fiscal 2009 to 93 in the first four months of Fiscal 2010.
- Summonses issued for hazardous traffic violations increased 3 percent during the reporting period. There were 80,877 summonses issued for the prohibited use of cellular phones while driving, an increase of 23 percent compared to the first four months of Fiscal 2009.
- In the first four months of Fiscal 2010 average response time to all crimes in progress citywide, including response time to critical crimes, decreased 1 percent compared to the same period of Fiscal 2009.



Performance Report

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

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l			T a r g e t		4-Month	4-Month
	FY07	FY08	FY09	Updated FY10	FY11	Actual FY09	Actual FY10
★ Major felony crime	123,136	119,052	110,828	*	*	41,687	37,932
★ - Murder and non-negligent manslaughter	557	516	473	*	*	188	183
★ - Forcible rape	944	876	762	*	*	293	284
★ - Robbery	22,324	22,236	20,641	*	*	7,917	6,509
★ - Felonious assault	17,047	16,989	16,112	*	*	5,647	6,031
★ - Burglary	21,968	20,913	19,584	*	*	7,504	7,123
★ - Grand larceny	45,818	44,799	41,468	*	*	15,346	13,764
★ - Grand larceny auto	14,478	12,723	11,788	*	*	4,792	3,896
★ Major felony crime in housing developments	4,808	4,686	4,275	*	*	1,622	1,475
★ Major felony crime in transit system	2,554	2,346	2,196	*	*	753	641
Crime related to domestic violence							
- Murder	NA	NA	NA	*	*	NA	22
- Rape	NA	NA	NA	*	*	NA	143
- Felonious assault	NA	NA	NA	*	*	NA	1,580
Narcotics arrests	107,331	110,746	107,294	*	*	36,512	36,832
- Felonies	31,373	30,760	27,370	*	*	9,562	8,531
- Misdemeanors	75,233	79,291	79,159	*	*	26,715	28,057
- Violations	725	695	765	*	*	235	244
Gun arrests	6,855	6,794	6,355	*	*	2,322	2,125
Juvenile arrests for major felonies	4,469	4,373	4,207	*	*	1,447	1,149
★ School safety							
- Seven major crimes	1,164	1,042	902	*	*	281	206
- Murder	0	0	0	*	*	0	1
- Rape	5	0	5	*	*	0	0
- Robbery	192	140	146	*	*	38	24
- Felonious assault	246	248	231	*	*	49	47
- Burglary	137	138	104	*	*	57	28
- Grand larceny	579	514	414	*	*	137	101
- Grand larceny auto	5	2	2	*	*	0	5
School safety							
- Other criminal categories	4,635	4,533	3,559	*	*	821	594
- Other incidents	8,687	7,456	5,843	*	*	1,310	919
Gang motivated incidents	713	577	335	*	*	155	78
Counterterrorism training (hrs)							
- Uniformed members	259,504	342,498	286,478	*	*	101,946	78,340
- Non-members	27,181	26,524	77,139	*	*	15,567	24,398

★ Critical Indicator 📞 311 related "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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
				FY10	FY11		
Traffic fatalities (motorists/passengers)	136	123	98	*	*	41	38
Traffic fatalities (bicyclists/pedestrians)	174	177	178	*	*	61	55
Total moving violation summonses (000)	1,250	1,227	1,226	*	*	386	391
- Summonses for hazardous violations	874,929	879,221	889,776	*	*	279,456	288,713
- Summonses for prohibited use of cellular phones	177,665	190,589	211,658	*	*	66,044	80,877
DWI-related fatalities	18	25	26	*	*	8	7

★ Critical Indicator 📞 311 related "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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
				FY10	FY11		
📞 Quality-of-life summonses	597,595	527,027	544,213	*	*	188,696	197,966
📞 - Unreasonable noise summonses	12,286	15,012	13,660	*	*	4,187	5,343

★ Critical Indicator 📞 311 related "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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
				FY10	FY11		
★ Average response time to all crimes in progress (minutes)							
- Citywide (all categories)	6.9	7.3	7.3	*	*	7.6	7.5
- Critical	4.2	4.3	4.3	*	*	4.4	4.4
- Serious	5.6	5.6	5.7	*	*	5.8	5.8
- Non-critical	11.7	12.4	12.3	*	*	13.0	12.6
Average arrest to complaint sworn time (hours) - Citywide	9.8	10.5	10.4	*	*	10.6	10.0
Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	7,581	8,214	7,958	*	*	2,676	2,713
- Exceptionally good	16	15	11	*	*	5	3
- Acceptable	7,523	8,137	7,909	*	*	2,654	2,693
- Below standard	42	62	38	*	*	17	17
Total civilian complaints against members of the service	7,662	7,488	7,661	*	*	2,505	2,577
Tort cases commenced	1,212	1,425	1,536	*	*	468	475
Tort dispositions	1,153	1,286	1,379	*	*	404	450
Tort payout (\$000)	\$61,123.1	\$80,047.1	\$117,692.4	*	*	\$37,685.6	\$29,360.7

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

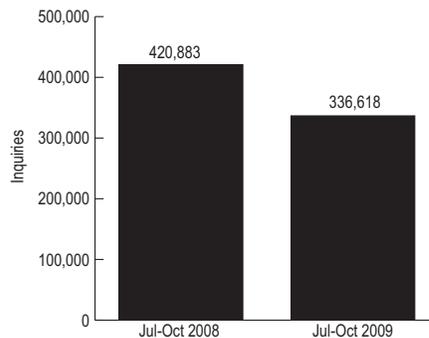


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 336,618 NYPD-related inquiries from July through October 2009, which generated 135,036 quality-of-life-related service requests, of which 60 percent were noised-related.

Inquiries Received by 311



Top 5 NYPD- related inquiries:	Total	% of NYPD Inquiries
Noise (all inquiries)	90,123	26.8%
Find a Police Precinct or PSA	66,257	19.7%
Blocked Driveway - Vehicle	20,340	6.0%
Illegal Parking	18,502	5.5%
Hazardous Location or Situation	10,016	3.0%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$3,856.2	\$4,148.7	\$4,469.2	\$4,358.4	\$4,712.8	\$4,381.4	\$1,440.3	\$1,501.0
Revenues (\$ millions)	\$102.0	\$105.0	\$104.8	\$101.8	\$100.1	\$103.2	\$36.2	\$33.5
Personnel (uniformed)	35,548	35,405	35,641	33,217	33,217	32,817	35,960	35,326
Personnel (civilian)	16,409	16,572	16,663	15,950	16,261	16,246	16,507	16,677
Overtime paid (\$000)	\$425,994	\$475,694	\$504,623	*	*	*	\$152,005	\$168,648
Capital commitments (\$ millions)	\$87.3	\$100.9	\$146.1	\$1,080.7	\$1,063.4	\$71.9	\$12.1	\$40.3
Work Experience Program (WEP) participants assigned	74	131	167	*	*	*	185	181

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- To conform to state law enacted in Fiscal 2009, the Department modified and expanded its definition for domestic violence-related crimes; this change conforms to legislation passed in 2008 that amended the New York State Family Court Act's definition of family to include intimate partner. Data for prior periods is not comparable for the indicators 'Crime related to domestic violence - Murder,' '- Rape' and '- Felonious assault.'
- The Department revised the Fiscal 2009 4-month values for 'Quality-of-life summonses' and 'Unreasonable noise summonses' to reflect updated information.



FIRE DEPARTMENT

Salvatore J. Cassano, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, as well as contributes to the City's homeland security efforts. The Department responds to more than 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 10 seconds faster during the reporting period. The City's initiative to unify call-taking of the Police and Fire departments became effective in May 2009.
- The combined average time for fire units to respond to structural fires and medical emergencies decreased by 1 second during the reporting period.
- The number of serious fires per 1,000 structural fires decreased 7 percent during the reporting period. The number of structural fires decreased 1 percent, and non-structural fires decreased 12 percent.
- Civilian fire fatalities decreased 52 percent, from 33 in the first four months of Fiscal 2009 to 16 in the first four months of Fiscal 2010.
- Fire Safety education presentations decreased 48 percent during the reporting period. This occurred, in part, because the Fire Safety Response Team is mobilized in response to fatal fires, and it received fewer requests from the public for lectures and presentations as serious fires decreased. The decrease was also due, in part, to the spike in requests for presentations during the previous period following a fatal Manhattan fire in mid-October 2008. The Fire Safety Education Unit is currently implementing outreach programs to various community organizations to initiate presentations.
- During the reporting period firefighter burns sustained in service decreased 22 percent, while service-connected firefighter injuries increased 4 percent.
- Completed fire prevention inspections, performed by FDNY inspectors who visit sites to ensure compliance with the City's Fire Code decreased 14 percent. In Spring and Summer 2009 the Department hired new inspectors to fill the vacancies in the Bureau of Fire Prevention that resulted from the reassignment of 25 experienced inspectors to the Construction, Demolition, and Abatement (CDA) inspection program. Prior to assuming full inspection responsibilities, all new inspectors were trained for six weeks, followed by on-the-job mentoring.
- Field force inspections performed by fire units who visit commercial and residential buildings within designated areas increased by 4 percent during the reporting period. In addition, the Department conducted 8,661 CDA inspections during the first four months of Fiscal 2010.
- Fire marshal investigations into the cause and origin of fires and other fire-related offenses increased 5 percent during the reporting period.
- Average response time to life-threatening medical emergencies by ambulance units was 6 minutes 39 seconds in the first four months of Fiscal 2010, 3 seconds slower than the same period last year. Combined response time to life-threatening medical emergencies by ambulance and fire units was 5 minutes 43 seconds, 4 seconds slower than last year, while fire unit response time to these emergencies remained the same at 4



minutes 14 seconds. The loss of three ambulance tours, a 2 percent increase in call volume, and increased transport times caused by the closure of two Queens emergency rooms contributed to the slowed response time.

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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
★ Average response time to structural fires (minutes:seconds)							
- Citywide	4:29	4:22	4:05	4:15	4:15	4:06	3:56
- Manhattan	4:33	4:26	4:09	4:19	4:19	4:09	4:06
- Bronx	4:36	4:29	4:11	4:21	4:21	4:12	4:04
- Brooklyn	4:04	3:57	3:44	3:54	3:54	3:44	3:30
- Queens	4:56	4:47	4:27	4:37	4:37	4:28	4:15
- Staten Island	4:49	4:45	4:28	4:38	4:38	4:37	4:24
★ Average response time to structural fires and medical emergencies by fire units (minutes:seconds)	4:24	4:20	4:13	*	*	4:13	4:12
★ Serious fires per 1,000 structural fires	114	108	97	*	*	94	87
Average annual cost of an engine company (\$ millions)	\$5.0	\$5.3	\$5.9	*	*	NA	NA
Average annual cost of a ladder company (\$ millions)	\$5.9	\$6.2	\$6.9	*	*	NA	NA
Fire safety education presentations	8,121	8,586	8,055	*	*	2,896	1,514
★ Civilian fire fatalities	92	85	78	*	*	33	16
★ Firefighter burns	428	354	252	*	*	119	93
★ Firefighter injuries	11,516	10,332	10,607	*	*	3,759	3,910
Completed inspections performed by fire prevention staff	180,508	162,474	159,961	162,000	162,000	59,417	51,232
Field force inspections	48,540	56,383	61,732	*	*	22,260	23,099
- Commercial buildings	20,631	24,568	26,599	*	*	6,747	6,217
- Residential buildings	27,909	31,815	35,133	*	*	15,513	16,882
Investigations	5,971	5,940	6,118	*	*	2,017	2,113

★ Critical Indicator 📞 311 related "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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
★ Average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)	6:36	6:39	6:40	6:35	6:35	6:36	6:39
Average response time to life-threatening medical emergencies by fire units (minutes: seconds)	4:24	4:19	4:14	4:25	4:25	4:14	4:14
★ Combined response time to life-threatening medical emergencies by ambulance and fire units (minutes:seconds)	5:43	5:46	5:45	5:41	5:41	5:39	5:43
Response time of less than 10 minutes to Advanced Life Support medical emergencies by Advanced Life Support ambulances (%)	80.6%	80.6%	80.4%	90%	90%	81.2%	80.6%
Average cost of ambulance tour per day (\$)	\$1,453	\$1,457	\$1,608	*	*	\$1,665	\$1,770

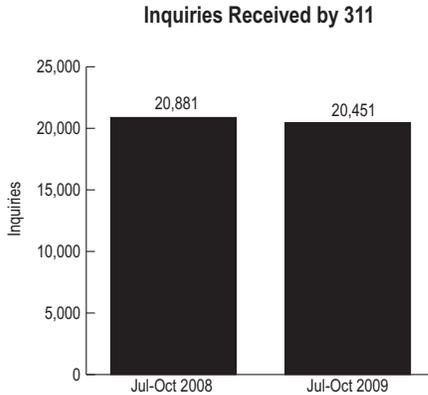
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 20,451 FDNY-related inquiries from July through October 2009.



Top 5 FDNY- related inquiries:	Total	% of FDNY Inquiries
<i>Fire Hazard Complaint</i>	2,743	13.4%
<i>Upcoming Fireworks Displays</i>	2,410	11.8%
<i>Ambulance Patient Locator</i>	2,261	11.1%
<i>Locate a Firehouse - Brooklyn</i>	1,658	8.1%
<i>Locate a Firehouse - Manhattan</i>	1,380	6.7%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR FY10	Updated FY10 ¹	FY11 ¹	4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09					
<i>Expenditures (\$ millions)</i> ²	\$1,444.5	\$1,521.3	\$1,592.7	\$1,616.6	\$1,760.6	\$1,596.2	\$544.8	\$559.8
<i>Revenues (\$ millions)</i>	\$67.5	\$69.9	\$77.0	\$99.3	\$74.9	\$103.1	\$34.3	\$28.4
<i>Personnel (uniformed)</i>	11,522	11,585	11,459	11,183	11,201	10,401	11,741	11,357
<i>Personnel (civilian)</i>	4,694	4,805	4,771	4,788	4,808	4,808	4,774	4,908
<i>Overtime paid (\$000)</i>	\$178,170	\$178,864	\$169,387	*	*	*	\$58,902	\$59,462
<i>Capital commitments (\$ millions)</i>	\$118.8	\$121.0	\$71.0	\$233.6	\$236.2	\$122.6	\$13.1	\$24.3
<i>Work Experience Program (WEP) participants assigned</i>	16	2	49	*	*	*	23	9

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- Salvatore Cassano succeeded Nicholas Scoppetta as Commissioner after the close of the reporting period.





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

- During the first four months of Fiscal 2010 OEM responded to 19 percent more incidents compared to the same period of Fiscal 2009, experiencing a 29 percent increase in incidents monitored from Watch Command. OEM began increasing Watch Command monitoring of aviation incidents beginning in the second half of Fiscal 2009.
- The total number of exercises and drills decreased during the first four months of Fiscal 2010, reflecting OEM's planning efforts for exercises that will occur later this year and in future years. During the reporting period OEM developed a multi-year exercise plan, with at least one field and six tabletop exercises planned for the remainder of Fiscal 2010.
- OEM significantly increased its emergency response training goal for Fiscal 2010; consequently the percentage of the goal met during the reporting period is down compared to the same period last year. The agency is on track to meet the new goal.
- The number of residents that received preparedness education by OEM staff increased 53 percent due to a partnership with the Department of Education on the new Ready Schools initiative to educate school children in emergency preparedness. The number of private/not-for-profit/government organizations that received preparedness education by OEM staff decreased 31 percent during the reporting period due to the agency's dedication of staff resources to the City's H1N1 influenza planning and response operations.
- The number of Ready New York guides viewed online increased significantly due in part to the popularity of the new "Ready New York: Pandemic Flu" guide.



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
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
Total incident responses	2,471	2,531	2,748	*	*	819	974
- On-site coordination	257	350	576	*	*	200	178
- Monitored from OEM Watch Command	2,214	2,181	2,172	*	*	619	796
Emergency Operations Center activations	11	10	7	*	*	3	8

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
★ Field exercises/drills	5	5	9	4	4	4	1
★ Tabletop exercises	5	9	5	4	4	3	2
Participation in drills coordinated by other agencies	33	36	36	25	25	11	9
Employees trained in emergency response	1,174	1,719	977	1,000	1,000	304	663
★ Percentage of emergency response training goal met (%)	51%	172%	98%	*	*	91%	44%

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
Emergency preparedness education of residents - by OEM staff	4,092	2,428	8,940	5,000	5,000	1,784	2,734
- by Agency partners using OEM curriculum	NA	17,626	8,491	*	*	3,635	1,333
Emergency preparedness education of private/non-profit/government groups	4,508	2,849	2,134	2,400	2,400	1,147	794
★ 📞 Ready New York guides viewed online	58,680	76,793	77,705	*	*	26,608	89,295
New Community Emergency Response Team (CERT) members trained	NA	NA	17	*	*	6	0
★ CERT volunteer hours	7,454	11,687	17,698	*	*	7,391	6,750

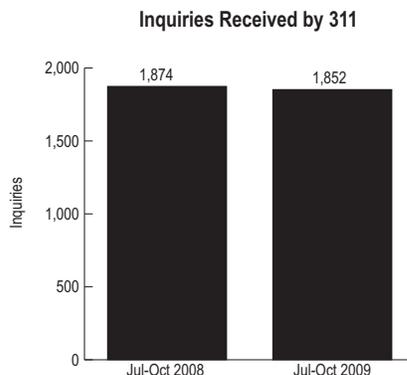
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 1,852 OEM-related inquiries from July through October 2009.



Top 5 OEM - related inquiries:	Total	% of OEM Inquiries
<i>Cooling Center Locations</i>	586	31.6%
<i>Ready New York Guide (all)</i>	546	29.5%
<i>Notify NYC - Program Information</i>	445	24.0%
<i>Notify NYC - Telephone Registration</i>	85	4.6%
<i>Hurricane Evacuation Zone Lookup</i>	44	2.4%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR	FY10'	FY11'	Actual	Actual
				FY10	FY10'	FY11'	FY09	FY10
<i>Expenditures (\$ millions)</i> ²	\$14.9	\$17.8	\$20.0	\$19.8	\$82.0	\$7.6	\$9.1	\$9.1
<i>Personnel</i>	74	101	109	36	40	34	103	111
<i>Overtime paid (\$000)</i>	\$1,032	\$933	\$1,232	*	*	*	\$294	\$146

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

None





DEPARTMENT OF CORRECTION

Dr. Dora B. Schriro, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Correction (DOC) provides for the care, custody and control of adults, 16 years of age and older, accused of crimes or convicted and sentenced to one year or less. The DOC operates 12 inmate jail facilities including nine which are on Rikers Island, the court pens in the five boroughs, and two prison hospital wards; handles approximately 100,000 admissions each year, and manages an average daily population over 13,000 inmates.

Critical Objectives

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

Preliminary Performance Highlights

- Incidents and allegations of use of force declined from 714 to 694. The vast majority of uses of force were appropriate attempts to defuse inmate-on-inmate incidents, including 38 percent which involved the use of chemical agents in accordance with Department policy.
- Serious injury to inmates, including those resulting from uses of force, accidents, and inmate-on-inmate fights and assaults, fell 23 percent in the first four months of Fiscal 2010, dropping by 20 incidents from 87 to 67. Of the 67 serious injury-to-inmate incidents that occurred, 24 were the result of Use of Force A incidents. Inmate deaths declined by 67 percent, falling from 9 incidents in the prior reporting period to only 3 in Fiscal 2010.
- Violent incidents increased slightly in the first quarter of Fiscal 2010 but remained at relatively low levels. There were 8 stabbing and slashing incidents, 2 more than the previous reporting period. Assaults on staff increased from 152 to 159, and fight/assault infractions increased by 12 percent from 2,076 to 2,317. These incidents were appreciable among specific inmate populations, particularly the increasing population of inmates on mental health caseload. To address the increase, DOC is undertaking a review and revision of its security classification system with assistance from the National Institute of Corrections. DOHMH is developing a classification instrument and both departments are together revamping the operation of their mental observation housing units.
- The Department performed 72,078 searches and recovered 378 weapons. While the number of searches increased slightly, weapons discoveries fell by nearly 22 percent. The Department's utilization of special search teams continues to serve as a deterrent to the introduction of contraband into the jails.
- There were 2 suicides in City jails during the reporting period. There was 1 escape and the fugitive was apprehended within 48 hours.
- Average daily attendance in school programs declined by approximately 10 percent to 763, but remains above the target of 750.
- During the reporting period the Department transported 1,045 newly released inmates to community-based services, a 3 percent increase from the last reporting period.



- Victim Identification and Notification Everyday (VINE) registrations were 5,692, more than double the number of registrations in the previous reporting period. Confirmed notifications increased 87 percent to 3,628.

Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated FY10	FY11		
<i>Incidents and allegations of Department Use of Force</i>	1,751	1,915	2,196	*	*	714	694
<i>Serious Injury to Inmate</i>	NA	NA	252	*	*	87	67
<i>Inmate deaths (exclusive of suicides)</i>	28	25	18	*	*	9	3
★ <i>Stabbings and slashings</i>	37	19	21	*	*	6	8
★ <i>Assaults on staff</i>	442	427	457	*	*	152	159
<i>Fight/assault infractions</i>	6,576	6,109	6,696	*	*	2,076	2,317
<i>Jail-based arrests of inmates</i>	738	751	567	*	*	178	191
<i>Searches</i>	192,398	208,440	214,605	*	*	71,435	72,078
<i>Weapons Recovered</i>	2,472	1,439	1,295	*	*	484	378
★ <i>Escapes</i>	0	0	1	*	*	1	1
★ <i>Suicides</i>	2	2	0	*	*	0	2
<i>Inmate Health Clinic Visits</i>	99,057	88,110	92,558	*	*	30,733	31,067
- <i>Average clinic waiting time (minutes)</i>	27	27	23	*	*	23	27
<i>Jail-cells unavailable (short-term repair)(%)</i>	0.8%	0.9%	0.8%	1%	1%	1.0%	0.9%
★ <i>Population as percent of capacity (%)</i>	95%	95%	93%	96%	96%	94%	93%
<i>Average cost per inmate per year (\$)</i>	\$67,310	\$69,999	\$72,709	*	*	NA	NA
<i>Inmates delivered to court</i>	326,735	317,612	307,149	*	*	105,068	100,059
<i>On-trial inmates delivered to court on time (%)</i>	99.8%	99.4%	99.6%	95%	95%	99.6%	99.9%

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated FY10	FY11		
<i>Average daily attendance in school programs</i>	767.0	865.0	833.0	750	750	852.0	763.0
<i>Average daily number of inmates in vocational skills training programs</i>	125	125	188	*	*	153	141
★ <i>Inmates transported directly to community-based service sites upon discharge through Riker's Island Discharge Enhancement (RIDE) program</i>	4,829	3,736	2,947	*	*	1,018	1,045

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

✓ Provide victim-focused and victim-friendly services.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated FY10	FY11		
<i>Victim Identification Notification Everyday (VINE) system registrations</i>	4,661	5,475	8,020	*	*	2,357	5,692
<i>VINE confirmed notifications</i>	3,464	4,982	7,007	*	*	1,937	3,628

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

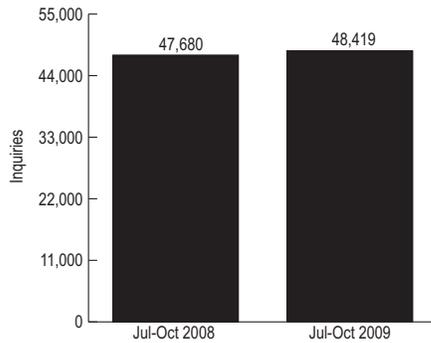


Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 48,419 DOC-related inquiries from July through October 2009.

Inquiries Received by 311



Top 5 DOC - related inquiries:	Total	% of DOC Inquiries
<i>Rikers Island Property Pickup Request</i>	15,960	33.0%
<i>Inmate Information - Holding Location or Release Date</i>	8,324	17.2%
<i>Inmate Information - Visitor Rules and Schedules</i>	5,972	12.3%
<i>Inmate Information - Jail Phone Number</i>	5,663	11.7%
<i>Inmate Information - Book and Case Number</i>	1,968	4.1%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR	Updated		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	FY10	FY10 ¹	FY11 ¹	FY09	FY10
<i>Expenditures (\$ millions)</i> ²	\$949.8	\$965.7	\$1,010.2	\$1,002.4	\$1,019.4	\$1,004.3	\$328.8	\$328.6
<i>Revenues (\$ millions)</i>	\$19.3	\$19.8	\$21.3	\$18.5	\$19.2	\$9.5	\$6.5	\$7.1
<i>Personnel (uniformed)</i>	9,203	9,149	9,068	8,869	8,662	8,176	9,122	9,139
<i>Personnel (civilian)</i>	1,458	1,484	1,485	1,567	1,611	1,664	1,440	1,468
<i>Overtime paid (\$000)</i>	\$100,687	\$107,404	\$98,847	*	*	*	\$35,831	\$35,009
<i>Capital commitments (\$ millions)</i>	\$44.1	\$5.7	\$40.3	\$299.7	\$295.9	\$167.5	\$14.1	\$12.0

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- The Department has added two new indicators, 'Serious Injury to Inmate' and 'Inmate deaths (exclusive of suicides).'





DEPARTMENT OF PROBATION

Vincent N. Schiraldi, 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 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 provides intake services, investigations and/or probation supervision for more than 60,000 adults and 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 for adult investigations remained stable at 99.9 percent in the first four months of Fiscal 2010. The juvenile on-time rate declined 1 percentage point to 98 percent for "At Liberty" cases, and remained at 100 percent for "Remand" cases.
- The number of high-risk cases supervised per probation officer increased to 62 cases, but remained below the Department's maximum case ratio standard of 65:1, allowing the Department to exceed its goal for contacts with these probationers.
- The average monthly rearrest rates for adult and juvenile probationers rose slightly during the reporting period, consistent with increased arrests citywide. When viewed as a percentage of all NYPD arrests, adult probationer rearrests declined slightly, while juvenile probationer arrests remained stable.
- The rate of juvenile delinquency cases diverted from court through adjustment decreased four percentage points to 28 percent of all cases during the reporting period. This drop in the juvenile adjustment rate follows increases for three consecutive fiscal years. The Department continues to be aggressive in identifying cases suitable for adjustment, and based on its close monitoring of adjustment practice, attributes the decline to a decrease in cases suitable for adjustment services.
- During the first four months of Fiscal 2010, the number of youth served by the Enhanced Supervision Program increased by five percent to 837. Average daily enrollment in Esperanza, the City's first home-based, alternative to placement program, increased by 34 percent to 79. The increases reflect the Department's continuing efforts to work with local courts to find appropriate alternatives to placement.



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
	FY07	FY08	FY09	Updated FY10	FY11		
★ Pre-Sentence Investigation Reports on adult cases submitted 24 hours prior to scheduled hearing (%)	98.8%	99.8%	100.0%	*	*	100.0%	99.9%
★ Family Court juvenile cases with Investigations & Reports submitted on time							
- At Liberty Cases (%)	78.3%	90.0%	99.0%	*	*	99.0%	98.0%
★ - Remand cases (%)	NA	98.0%	99.9%	*	*	100.0%	100.0%

★ Critical Indicator 📞 311 related "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
	FY07	FY08	FY09	Updated FY10	FY11		
📞 High-risk probationers supervised per Probation Officer	55	59	57	65	65	58	62
★ 📞 Adult probationer rearrest rate (monthly average) (%)	2.5%	2.7%	2.8%	*	*	2.8%	3.0%
★ Adult Probationers Arrested Citywide as a Percentage of the NYPD arrest report (monthly average)	2.9%	2.8%	2.7%	*	*	2.9%	2.8%
★ Juvenile probationer rearrest rate (monthly average) (%)	1.6%	2.1%	2.5%	*	*	2.3%	2.9%
★ Juvenile Probationers Arrested Citywide as a Percentage of the NYPD arrest report (monthly average)	0.16%	0.21%	0.24%	*	*	0.23%	0.27%

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated FY10	FY11		
★ Juvenile Delinquency cases diverted from court through adjustment (%)	26%	30%	28%	*	*	32%	28%
Youth enrolled in Esperanza (monthly average)	79	51	67	*	*	59	79
Total probationers supervised in Enhanced Supervision Program (ESP)	988	1,083	1,197	*	*	796	837

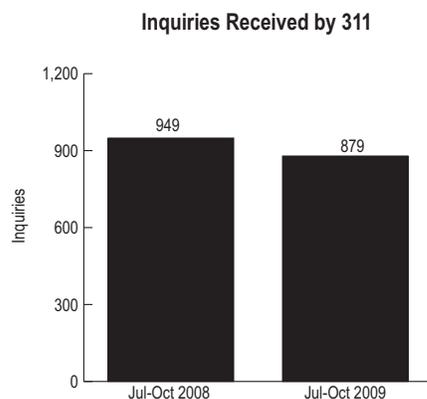
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 879 DOP-related inquiries from July through October 2009.



Top 5 DOP - related inquiries:	Total	% of DOP Inquiries
<i>Adult Probation Supervision - Brooklyn</i>	250	28.4%
<i>Adult Probation Supervision - Manhattan</i>	138	15.7%
<i>Adult Probation Supervision - Bronx</i>	132	15.0%
<i>Adult Probation Supervision - Queens</i>	105	11.9%
<i>Probation Warrant Enforcement</i>	45	5.1%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR	FY10 ¹	FY11 ¹	Actual	Actual
				FY10	FY10 ¹	FY11 ¹	FY09	FY10
<i>Expenditures (\$ millions)</i> ²	\$80.7	\$81.6	\$82.1	\$81.4	\$87.1	\$80.4	\$30.9	\$29.2
<i>Revenues (\$000)</i>	\$190	\$88	\$4	\$2	\$2	\$1,021	\$1	\$0
<i>Personnel</i>	1,251	1,224	1,149	1,193	1,193	1,218	1,206	1,145
<i>Overtime paid (\$000)</i>	\$386	\$285	\$369	*	*	*	\$102	\$73

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

None.





DEPARTMENT OF JUVENILE JUSTICE

John B. Mattingly, 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

- Effective January 2010, DJJ merged with the City's Administration for Children's Services (ACS) and Commissioner John B. Mattingly was made the Commissioner of the combined entity. For the next six months ACS will work to assess all functions and programs of ACS and DJJ, seeking efficiencies and cost savings wherever possible and an analysis will then be made about how to best move forward. The overarching goal is to decrease the rate of recidivism for youth, a rate that is traditionally higher among juvenile offenders than adult criminals. The integration is expected to realize cost savings and operational efficiencies by combining two separate agencies that otherwise serve overlapping constituencies. This merger will be reflected in the Fiscal 2010 Mayor's Management Report.
- Total admissions to detention decreased by 3 percent, and the average daily population decreased by 4 percent during the first four months of Fiscal 2010 compared to the same period last year. These reductions in the use of detention are attributable to the City's commitment to ensuring that youth are provided services in the most appropriate and least restrictive settings. The City's juvenile justice agencies and other stakeholders continue to support the use of community-based alternatives, guided by the Risk Assessment Instrument. The Department has continued to implement policies to limit the use of local detention for youth who are under the supervision of the NYS Office of Children and Family Services (OCFS), which also contributed to this reduction.
- One juvenile being transported for return to authorities in another state escaped from the Department's custody during the first four months of Fiscal 2010. Following the escape, the Department fully assessed its security procedures for transporting out-of-state youth for return to other jurisdictions, as well as its operating procedures for interfacing with security personnel in public transportation venues, and implemented additional safeguards including issuing updated security procedures.
- Throughout the first four months of Fiscal 2010, the Department continued its focus on monitoring behavior and intervening in aggressive incidents to prevent youth from injuring one another. The rate of assaults with injury between residents was unchanged compared to the same period in Fiscal 2009. The rate of assaults of youth on staff increased compared to the same period in Fiscal 2009, reflecting four additional incidents. The increase is partially attributable to youth reacting to staff intervening in youth-on-youth incidents.
- The Department's Non-Secure detention abscond rate decreased from 0.05 to 0.02 during the first four months of Fiscal 2010. The Department attributes this decrease to the continued assessment and refinement of



group home-specific security plans, and improved monitoring of youth who previously have attempted to abscond or have made statements about absconding.

- The number of searches decreased by 48 percent compared to the same period in Fiscal 2009, as the Department refined its methodology for counting and tracking searches, which now focuses on the count of search events rather than separate counts for each area searched during an event. During the reporting period the weapon recovery rate decreased 50 percent and the narcotic recovery rate was unchanged.

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
	FY07	FY08	FY09	Updated FY10	FY11		
★ Total Admissions	5,886	5,489	5,833	*	*	1,786	1,736
★ Average length of stay	27	28	26	*	*	30	30
★ Average Daily Population (ADP)	440.5	426.4	429.6	*	*	401.8	386.7
★ Average daily cost per youth per day (\$)	\$520	\$588	\$620	*	*	NA	NA
★ Youth on Youth Assaults and Altercations with Injury Rate (per 100 total ADP)	0.35	0.37	0.33	*	*	0.30	0.30
★ Youth on Staff Assaults and Altercations with Injury Rate (per 100 Total ADP)	0.03	0.03	0.03	*	*	0.01	0.02
★ Escapes from secure detention	0	0	0	0	0	0	1
★ Abscond rate in non-secure detention (Average per 100 Total ADP in non-secure)	0.04	0.03	0.04	0.06	0.06	0.05	0.02
★ Searches	142,507	208,793	236,859	*	*	93,721	48,802
★ Weapon Recovery Rate (Average per 100 Total ADP)	0.08	0.06	0.04	*	*	0.04	0.02
★ Narcotics Recovery Rate (Average per 100 Total ADP)	0.04	0.05	0.04	*	*	0.03	0.03
★ Child Abuse and/or Neglect Allegation Rate (Internal) (Average per 100 Total ADP)	0.09	0.08	0.13	*	*	0.11	0.10
Child Abuse/Neglect Allegations cases (internal) reported by OCFS as Substantiated				*	*	NA	10
★ Youth who received medical screening within 24 hours of admission (%)	100%	99%	99%	97%	97%	99%	99%
★ Residents seen within 24 hours of Sick Call Report (%)	95%	97%	98%	95%	95%	98%	100%
★ In-Care Youth who were referred for mental health services (%)	NA	NA	43%	*	*	44%	41%
★ In-Care Youth who were referred for and received mental health services (%)	NA	NA	37%	*	*	40%	40%
★ General healthcare cost per youth per day (\$)	\$73	\$83	\$95	*	*	NA	NA

★ Critical Indicator ☎ 311 related "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
	FY07	FY08	FY09	Updated FY10	FY11		
★ Youth with previous admission(s) to detention (%)	45.9%	47.5%	49.4%	*	*	NA	NA
Youth in detention more than 10 days released to the community with a re-entry plan (%)				*	*	NA	36.9%

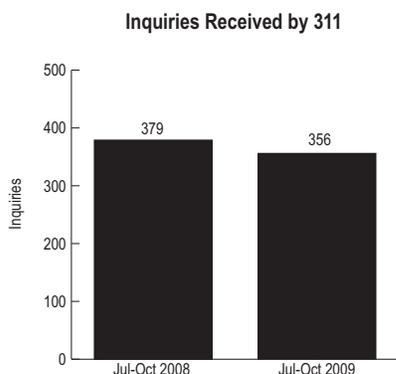
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 356 DJJ-related inquiries from July through October 2009.



<i>Top 5 DJJ - related inquiries:</i>	Total	% of DJJ Inquiries
<i>General Information - Juvenile Detention</i>	153	43.0%
<i>Juvenile Center - Bridges</i>	84	23.6%
<i>Juvenile Center - Horizon</i>	52	14.6%
<i>Juvenile Center - Crossroads</i>	43	12.1%
<i>Juvenile Delinquent Recreation</i>	14	3.9%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR	FY10'	FY11'	Actual	Actual
<i>Expenditures (\$ millions)</i> ²	\$127.7	\$131.0	\$134.5	\$131.5	\$132.2	\$123.2	\$56.8	\$102.2
<i>Personnel</i>	747	757	763	915	915	713	785	741
<i>Overtime paid (\$000)</i>	\$8,325	\$11,157	\$9,341	*	*	*	\$2,473	\$3,068
<i>Capital commitments (\$ millions)</i>	\$2.3	\$0.2	\$1.0	\$7.3	\$4.1	\$1.5	\$0.7	\$0.0

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- The Department is replacing the previous Prevention & Aftercare indicator 'Youth with medical/mental health needs released with a discharge plan (%)' with a new indicator, 'Youth in detention more than 10 days released to the community with a re-entry plan (%)'. The Department has refocused its discharge planning efforts to provide re-entry plans beyond those for youth with medical and mental health needs. The new indicator reflects the proportion of youth who had stays in detention of 10 or more days and were released to the community with a re-entry plan.
- The Department has added a new indicator, 'Child Abuse/Neglect Allegation cases (Internal) reported by OCFS as Substantiated.' The new indicator shows the number of cases reported to the Department by the State Office of Children and Family Services as substantiated during the reporting period. This is not a rate of substantiated allegations because of the time delay in OCFS investigations.
- Neil Hernandez served as the Commissioner of DJJ during the reporting period.





CIVILIAN COMPLAINT REVIEW BOARD

Joan M. Thompson, Executive Director

Key Public Service Area

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

Scope of Agency Operations

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

Critical Objectives

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

Preliminary Performance Highlights

- During the reporting period CCRB closed 15 percent more cases, from 2,436 cases closed in the first four months of Fiscal 2009 to 2,869 closures during the same period of Fiscal 2010.
- The number of full investigations as a percentage of total cases closed increased 6 percentage points during the reporting period. Full investigations increased 41 percent, from 730 full investigations during the first four months of Fiscal 2009 to 1,029 investigations in the same period of Fiscal 2010. However, the average number of days to complete a full investigation increased 7 percent to 341 days.
- Closed allegations with findings on the merits increased 9 percentage points during the reporting period. During the last half of Fiscal 2009 the agency completed its review of the circumstances around the increase in unsubstantiated allegations that, in conjunction with the increase in truncated cases, was driving a decrease in findings on the merits, and took affirmative, corrective actions within the agency.
- More than 44 percent of substantiated investigations were closed in less than 12 months, 7 percentage points slower than last year. Substantiated cases closed at 12 to 14 months increased by 3 percentage points and substantiated cases closed at 15 months or older increased by 4 percentage points. To meet its Fiscal 2010 timeliness targets, CCRB has implemented changes to the way it processes cases and submits them for Board review, including videoconferencing panel meetings, as well as a series of initiatives to review time management strategies more closely.
- During the reporting period the number of mediations decreased from 53 to 36 cases, and the number of cases mediated as a percentage of total closed cases decreased to 1.3 percent. The average completion time for mediated cases increased slightly to 163 days. CCRB is evaluating internal processes with the goal of increasing the number of cases that are referred to mediation.



Performance Report

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

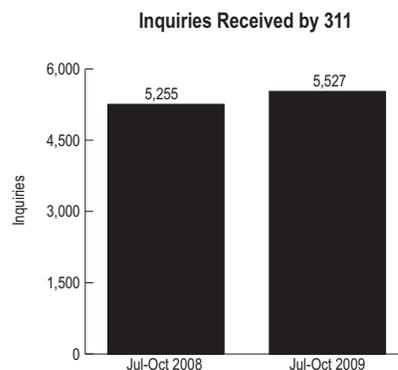
Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	FY11		
Total civilian complaints against uniformed members of the New York City Police Department (Preliminary)	7,662	7,488	7,661	*	*	2,505	2,577
Full investigations as a percentage of total cases closed (%)	36%	34%	31%	*	*	30%	36%
★ Closed allegations with findings on the merits (%)	63%	56%	48%	*	*	47%	56%
★ Average number of days to complete a full investigation	291	306	343	280	280	319	341
★ Case closures per investigator	51	58	64	*	*	21	26
Age of docket (by date of report) (%)							
- 0-4 months	67%	64%	64%	70%	70%	63%	63%
- 5-12 months	28%	31%	29%	26%	26%	30%	32%
- 13 months or older	5%	5%	7%	4%	4%	7%	6%
Age of cases when substantiated (by date of incident) (%)							
- 0-5 months	20%	8%	1%	14%	14%	2%	3%
- 5-12 months	47%	44%	36%	48%	48%	52%	45%
- 12-14 months	19%	28%	26%	28%	28%	22%	25%
- 15 months or older	14%	20%	37%	10%	10%	24%	28%
★ Officers disciplined (excluding pending and filed cases) (%)	75%	55%	56%	*	*	50%	56%
Average successful mediation case completion time (days)	153	164	158	150	150	161	163
★ Percent of cases mediated	1.7%	1.2%	1.8%	*	*	2.2%	1.3%
Age of mediation docket (by date of referral to mediation)							
- 0-11 months	100%	100%	100%	100%	100%	100%	100%
- 12 months or older	0%	0%	0%	0%	0%	0%	0%

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 5,527 CCRB-related inquiries from July through October 2009.



Top CCRB - related inquiries:	Total	% of CCRB Inquiries
Police Officer Misconduct	5315	101.1%
Civilian Complaint Mediation	212	4.0%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
<i>Expenditures (\$ millions)²</i>	\$10.7	\$11.1	\$11.3	\$10.3	\$10.1	\$9.6	\$4.0	\$4.1
<i>Personnel</i>	186	179	178	168	152	156	170	154
<i>Overtime paid (\$000)</i>	\$108	\$17	\$232	*	*	*	\$0	\$47

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

None





LAW DEPARTMENT

Michael Cardozo, Corporation Counsel

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Preliminary Performance Highlights

- During the first four months of Fiscal 2010 the Department's pending tort cases decreased 5 percent, while cases commenced increased 5 percent, compared to the same period of Fiscal 2009.
- The citywide tort payout decreased by 24 percent in part because the payout in the first four months of Fiscal 2009 contained approximately \$38 million from the trial/settlement of six high exposure cases stemming from the October 2003 Staten Island Ferry accident.
- Referred cases filed for prosecution decreased 3 percentage points during the reporting period. The Department, in conjunction with other juvenile justice agencies, continues to emphasize use of non-judicial sanctions, supervision and resolutions for appropriate cases, resulting in fewer cases filed in court.

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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
	FY10	FY11					
★ Total tort cases pending	28,083	20,084	17,791	18,000	18,200	18,605	17,716
☎ Tort cases commenced - Citywide	6,260	6,190	6,337	*	*	2,085	2,189
Tort dispositions - Citywide	7,857	7,116	6,730	6,400	6,100	2,068	2,097
★ Total tort payout (\$000) - Citywide	\$534,978	\$554,326	\$570,581	*	*	\$173,170	\$131,515

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



✓ Prosecute crimes involving youth under the age of 16.

Performance Statistics	A c t u a l			T a r g e t		4-Month	4-Month
	FY07	FY08	FY09	Updated		Actual	Actual
				FY10	FY11	FY09	FY10
Referred cases filed for prosecution (%)	66%	62%	59%	62%	62%	58%	55%
Crime victims assessed for community-based services (%)	20%	28%	34%	30%	30%	38%	32%
Juvenile conviction rate (%)	70%	70%	71%	70%	70%	71%	70%

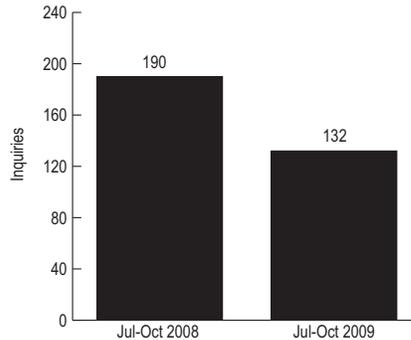
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 132 Department-related inquiries from July through October 2009.

Inquiries Received by 311



Top LAW - related inquiry:	Total	% of LAW Inquiries
Suing the City	132	100.0%

Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR	FY10 ¹	FY11 ¹	Actual	Actual
				FY10			FY09	FY10
Expenditures (\$ millions) ²	\$126.0	\$125.3	\$132.2	\$133.5	\$146.0	\$132.4	\$51.6	\$57.1
Revenues (\$ millions)	\$26.0	\$122.1	\$42.8	\$25.2	\$34.0	\$20.8	\$22.1	\$15.5
Personnel	1,407	1,408	1,430	1,354	1,364	1,283	1,373	1,387
Overtime paid (\$000)	\$994	\$1,198	\$1,153	*	*	*	\$303	\$180

¹ January 2010 Financial Plan

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"NA" - Not Available in this report

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Noteworthy Changes, Additions or Deletions

None



DEPARTMENT OF INVESTIGATION

Rose Gill Hearn, Commissioner

Key Public Service Area

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

Scope of Agency Operations

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

Critical Objectives

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

Preliminary Performance Highlights

- The Department's caseload and cases closed were reduced by 11 percent and 12 percent, respectively, due to a number of complaints received not warranting case opening, and the Department's focus on closing more complex cases during the period. The overall average time to complete a case decreased by 3 percent. Turnaround time for completion of major investigations decreased by 38 percent, while turnaround time for routine investigations remained stable. Turnaround time for significant investigations increased by 49 percent due to the closure of a higher volume of investigations falling within this category.
- The Department increased the number of arrests by 20 percent compared to the same period last year. Referrals for criminal prosecution increased by 55 percent. Numerous arrests not previously recorded as referrals for criminal prosecution in connection with an ongoing fire code violation initiative account for a substantial portion of this increase. Referrals for civil and administrative action increased by 100 percent due to an investigation by the Department of mobile food vendors.
- DOI increased by 9 percent the number of written Policy and Procedure Recommendations that it makes to City agencies in its efforts to prevent corruption and to reduce future losses.
- During the reporting period financial recoveries to the City increased by 41 percent. Recoveries to individuals and non-City entities increased by 132 percent due to an increase in the amount of fines being assessed and forfeiture ordered. Recoveries collected from previously closed cases increased by 24 percent.
- The number of background investigations closed within 6 months decreased by 15 percentage points, and the average time to complete a background investigation increased by 55 percent, due to staffing shortages and the Background Unit's continuing focus on the completion of the oldest pending investigations, 35 percent of which were over three years old.
- Arrest notifications received for current or former childcare workers increased by 3 percent. Staff shortages within the Fingerprint Unit during the reporting period increased the time to notify agencies of workers with criminal records by 1 day.
- The number of corruption lectures and those attending decreased by 9 percent and 36 percent, respectively. With the majority of lectures during the reporting period focused on specific employee groups in those areas that have substantial impact on public safety, the Department continues its ongoing efforts to insure that all City employees and contractors remain aware of corruption vulnerabilities and their obligation to report wrongdoing.



- Due to the conversion to the new citywide VENDEX Master Inquiry (VMI) system at the end of Fiscal 2009--including a conversion from business days to calendar days--and the complexities and delays resulting from the conversion to VMI, the average time to complete a VENDEX check was 49 calendar days and 31 percent of VENDEX name checks were completed within 30 calendar days.

Performance Report

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

Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	FY10	FY11		
<i>Complaints</i>	12,882	13,837	14,594	*	*	5,209	4,791
★ <i>Caseload</i>	2,045	2,481	2,396	*	*	1,552	1,387
<i>Cases closed</i>	995	1,418	1,438	*	*	507	446
<i>Cases closed with significant impact (%)</i>	70%	70%	76%	*	*	78%	74%
<i>Referrals for criminal prosecution</i>	668	452	483	*	*	179	278
<i>Arrests resulting from DOI investigations</i>	368	676	728	*	*	275	329
<i>Referrals for civil and administrative action</i>	1,263	1,499	1,867	*	*	468	935
<i>Written Policy and Procedure Recommendations to City agencies</i>	317	469	460	*	*	152	166
★ <i>Financial recoveries to the City ordered/agreed (\$)</i>	NA	\$18,315,332	\$16,184,024	*	*	\$8,001,743	\$11,246,312
★ <i>Financial recoveries to the City collected (\$)</i>	NA	\$10,576,694	\$6,633,626	*	*	\$2,521,733	\$3,130,734
<i>Financial recoveries to individuals and non-City entities ordered/agreed (\$)</i>	NA	\$688,110,574	\$17,981,661	*	*	\$1,144,976	\$2,652,568
★ <i>Average Time to Complete a Case (days)</i>	330	329	277	*	*	304	313
★ - <i>Major investigations</i>	892	1,269	934	*	*	1,203	749
★ - <i>Significant investigations</i>	739	514	497	*	*	451	672
★ - <i>Routine investigations</i>	315	310	267	*	*	288	285
★ <i>Average time to complete a background investigation (days)</i>	278	342	310	*	*	266	591
<i>Background investigations closed within six months (%)</i>	60%	53%	60%	60%	60%	62%	47%
<i>Time to notify agencies of childcare workers with criminal records after receipt from the State Division of Criminal Justice Services (days)</i>	5	4	4	6	6	5	6
<i>Arrest notifications received for current childcare workers</i>	2,053	2,085	2,360	*	*	803	825
<i>Corruption Prevention and Whistleblower lectures conducted</i>	551	670	546	300	300	220	200
<i>Individuals attending lectures</i>	14,532	18,973	13,852	*	*	6,754	4,318
★ <i>Average time to complete a VENDEX check (calendar days)</i>	NA	NA	NA	*	*	NA	49
★ <i>VENDEX checks completed within 30 days (%)</i>	NA	NA	NA	40%	50%	NA	31%
<i>Companies monitored by IPSIG program</i>	11	9	7	*	*	9	6

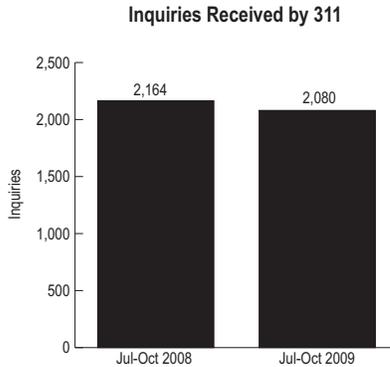
★ Critical Indicator 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 2,080 DOI-related inquiries from July through October 2009.



Top DOI - related inquiries:	Total	% of DOI Inquiries
<i>Contact or Locate a City Marshal</i>	1,013	48.7%
<i>City Worker or Contractor Corruption</i>	510	24.5%
<i>City Marshal or Sheriff Complaint</i>	295	14.2%
<i>Fingerprinting - Center-Based Day Care or Pre-School</i>	234	11.3%
<i>Become a City Marshal</i>	27	1.3%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR FY10	Updated FY10 ¹	FY11 ¹	4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09					
<i>Expenditures (\$ millions)²</i>	\$21.9	\$23.5	\$24.2	\$19.6	\$23.5	\$19.4	\$8.8	\$9.3
<i>Revenues (\$ millions)</i>	\$3.8	\$2.9	\$3.1	\$3.6	\$3.9	\$3.0	\$0.3	\$0.5
<i>Personnel</i>	265	241	234	239	249	221	236	236
<i>Overtime paid (\$000)</i>	\$35	\$15	\$20	*	*	*	\$8	\$12

¹January 2010 Financial Plan

Bold - revisions from the September 2009 MMR

"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 2010 budget.

Noteworthy Changes, Additions or Deletions

- The Department revised 4-month Fiscal 2009 values for 'Written Policy and Procedure Recommendations to City agencies' and 'Average Time to Complete a Case (days) – Major investigations' to reflect updated data.
- As discussed above, the method of calculation for VENDEX indicators converted from business days to calendar days at the end of Fiscal 2009; data for prior periods is not comparable.





CITY COMMISSION ON HUMAN RIGHTS

Patricia L. Gatling, Commissioner/Chair

Key Public Service Areas

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

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

- During the first four months of Fiscal 2010 the Commission increased the number of cases closed by 25 percent and increased the settlement rate by 9 percentage points. These increases are directly attributable to the reorganization of the Law Enforcement Bureau.
- The age of the Commission's caseload continued to decrease during the reporting period, with 86 percent of cases less than one year old.
- During the reporting period the number of conferences, workshops and training sessions conducted by the Commission increased by 26 percent. The Commission increased its community-based technical assistance by 63 percent.

Performance Report

- ✓ Enforce the City's Human Rights Law.

Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	FY11		
Complaint investigations completed (%)	64%	72%	86%	*	*	36%	55%
Pre-complaint resolutions	191	236	216	*	*	76	81
★ ☎ Cases filed (by type of complaint)	283	466	435	*	*	145	149
- Employment discrimination (%)	72%	66%	54%	*	*	56%	47%
- Housing discrimination (%)	19%	21%	38%	*	*	34%	46%
- Public accommodation discrimination (%)	8%	12%	8%	*	*	10%	7%
- Bias-related harassment (%)	1%	1%	0%	*	*	0%	0%
★ Cases closed (by type of closure)	298	477	649	*	*	177	221
- No probable cause determination (%)	41%	53%	39%	*	*	53%	38%
★ - Probable cause determination (%)	3%	6%	13%	*	*	10%	6%
- Administrative cause (%)	33%	26%	23%	*	*	18%	28%
★ - Settlement (%)	23%	15%	25%	*	*	19%	28%
Cases referred to the Office of Administrative Trials and Hearings	14	29	72	*	*	19	14
★ Average value of cash settlement for complainant (\$)	\$12,981	\$12,621	\$11,004	*	*	\$13,443	\$11,591
Modifications for accessibility	169	217	192	*	*	74	58
★ Average age of complaint caseload (in days)	486	317	318	*	*	319	315
Caseload	527	566	402	550	550	516	389

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



Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
Cases pending by age				FY10	FY11		
- Less than one year	336	433	324	400	400	441	334
- 1-3 years old	174	126	74	100	100	73	53
- 3-5 years old	16	7	4	10	10	2	2
- Older than 5 years	1	0	0	2	2	0	0

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

✓ Educate the community on the Human Rights Law.

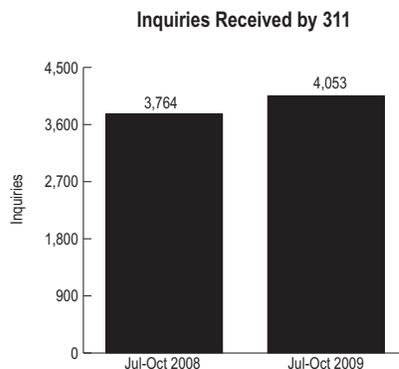
Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
☎ Conferences, workshops and training sessions	667	735	1,002	600	600	283	357
☎ Community-based technical assistance	12,344	11,920	13,563	10,000	10,000	4,143	6,745
☎ School-based training sessions conducted	588	436	327	325	325	90	70

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 4,053 CCHR-related inquiries from July through October 2009.



<u>Top CCHR - related inquiries:</u>	Total	% of CCHR Inquiries
<u>Discrimination Complaint</u>	3,941	97.2%
<u>Community Outreach - Human Rights Education</u>	109	2.7%
<u>Staff Information Provided</u>	3	0.1%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$6.7	\$6.8	\$7.1	\$6.9	\$7.2	\$7.0	\$3.2	\$3.4
Personnel	79	82	80	78	74	72	79	76
Overtime paid (\$000)	\$6	\$9	\$21	*	*	*	\$1	\$2

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 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 authorized by state and local law, including employee discipline, retention of seized vehicles, license and regulatory enforcement, real estate and loft law violations, contract disputes, and human rights violations. The Environmental Control Board (ECB) became a division of OATH in November 2008. ECB is a central tribunal that conducts hearings involving violations of City laws protecting healthy, clean, and safe environmental conditions, which may be issued by any of 12 City agencies. ECB hearing officers are appointed and overseen by a 13-member board, which is responsible for enforcing those laws and deciding appeals from hearing officer decisions.

Critical Objectives

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

Preliminary Performance Highlights

- During the first four months of Fiscal 2010 the average adjournment time at OATH increased 18 percent compared to the same period of Fiscal 2009. Approximately 19 percent of the adjournments were either requested by the respondent or due to the unavailability of the respondent's attorney. In addition, 14 percent of adjournments were granted to allow parties to discuss a possible settlement. The increase in adjournment time also had a negative effect on the average time to issue a decision after the record is closed.
- OATH's settlement rate decreased 10 percentage points during the reporting period, reflecting an increase in parties who sought resolution through the adjudication process rather than through settlement before trial.
- Despite a 3 percent increase in the number of violations received and a 21 percent rise in the number of hearings conducted, the Environmental Control Board (ECB) tribunal decreased the average time from hearing assignment to decision by 3 percent.
- Due primarily to a 9 percent increase in call volume and continued staffing shortages, the ECB Call Center's average wait time increased to 49 seconds during the first four months of Fiscal 2010.

Performance Report

- ✓ Adjudicate administrative matters fairly and efficiently.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
	FY10	FY11					
Cases filed at OATH (total)	2,328	2,775	3,472	*	*	1,290	1,060
★ Average adjournment time at OATH (business days)	15.1	13.4	13.3	20	20	13.0	15.3
OATH settlement rate (%)	52%	54%	53%	55%	55%	54%	44%
★ Days for OATH to issue decision after record is closed	23.2	12.1	12.0	25	25	8.0	10.9
OATH cases with decisions issued within targeted number of business days (%)	83%	92%	90%	*	*	95%	93%
Facts and conclusions adopted by agency (%)	98%	100%	98%	96%	96%	98%	98%

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



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

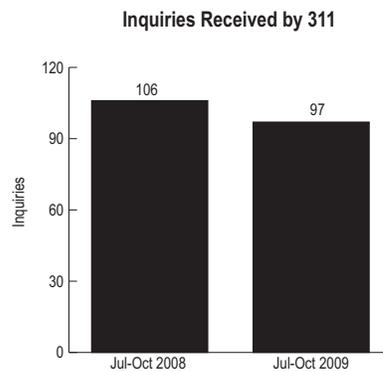
Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
	FY10	FY11					
Notices of Violation (NOV) received by ECB	722,670	678,245	704,680	*	*	238,345	245,838
ECB hearings conducted	156,330	225,505	241,521	*	*	77,502	93,921
★ Average time from ECB hearing assignment to decision (days)	90	96	89	95	95	82	80
★ ECB call center average wait time (minutes:seconds)	0:46	0:40	0:56	45	45	0:35	0:49

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 97 OATH-related inquiries from July through October 2009.



Top OATH - related inquiries:	Total	% of OATH Inquiries
City Agency Tribunals	97	100.0%

Agency Resources

Agency Resources	Actual			September 2009 MMR FY10	Updated FY10 ¹	FY11 ¹	4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09					
Expenditures (\$ millions) ²	\$3.6	\$3.8	\$16.2	\$24.1	\$26.1	\$26.6	\$2.1	\$10.8
Revenues (\$ millions)	\$11	\$0	\$0	\$11	\$11	\$11	\$0	\$8
Personnel	27	28	295	279	303	306	28	288
Overtime paid (\$000)	\$1	\$1	\$86	*	*	*	\$0	\$13

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

None



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

- With a 47 percent increase in the number of new and renewal carting registration applications received, the number of carting registrations processed and approved by BIC more than doubled. Similarly, BIC approved 46 percent more carting licenses during the reporting period while experiencing a 15 percent increase in new and renewal carting license applications received. The average time to approve carting licenses increased to 183 days due to the need to divert resources to process and approve the registration applications, and the number of pending carting applications increased 39 percent due to a 42 percent rise in the total number of registration and license applications received.
- Violations issued to unlicensed and unregistered carters more than doubled during the first four months of Fiscal 2010 compared to the same period in Fiscal 2009. Violations issued to licensed private carters increased by 6 percent, while the number of violations issued to registered private carters increased by 2 percent.
- BIC experienced a significant increase in public wholesale market applications received, from 12 applications received during the first four months of Fiscal 2009 to 65 received in the same period of Fiscal 2010, as a result of BIC's expanded jurisdiction in the area adjacent to the Hunts Point markets that commenced in July 2009. BIC diverted and dedicated staff to the on-site regulation of the area, which combined with the increase in applications received, resulted in a 31 percent decrease in number of public wholesale background investigations conducted and a 32 percent increase in the average time to approve market registrations. The number of market registrations approved during the reporting period also decreased from 28 to 11 as a result. BIC remains committed to timely processing and approval of public wholesale market registration applications during the remainder of Fiscal 2010.
- The number of violations issued in the public wholesale markets increased by 35 percent, with quality-of-life violations such as engines idling over 3 minutes and littering, accounting for most of the increase.



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
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
Carting background investigations completed	1,020	743	1,244	*	*	538	561
Carting licenses approved	113	100	83	*	*	28	41
Carting registrations approved	678	485	641	*	*	155	324
★ Average time to approve carting licenses (days)	289	206	142	270	270	104	183
★ Average time to approve carting registrations (days)	78	116	122	150	150	111	113
Carting applications pending	189	274	628	*	*	351	489
★ Average age of pending carting applications (days)	153	130	123	190	190	116	144
★ Carting license applications denied (%)	10.0%	10.3%	9.9%	*	*	10.1%	9.7%
★ Carting registration applications denied (%)	2.0%	2.1%	2.3%	*	*	2.1%	2.1%
★ Total carting applications denied (%)	4.0%	4.1%	4.0%	*	*	4.0%	3.8%
Violations issued to private carters	371	620	1,290	*	*	469	679
★ Violations for unlicensed activity	69	180	482	*	*	188	384

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

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

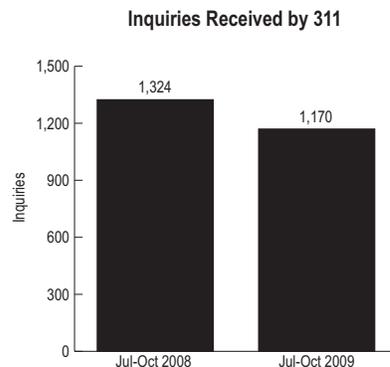
Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
	FY07	FY08	FY09	FY10	FY11	FY09	FY10
Public wholesale market background investigations completed	145	158	170	*	*	120	83
Public wholesale market registrations approved	45	40	56	*	*	28	11
★ Average time to approve public wholesale market registrations (days)	257	280	226	270	270	189	250
★ Public wholesale market applications denied (%)	2.0%	2.1%	1.7%	*	*	1.9%	2.6%
Violations issued at public wholesale markets	532	551	378	*	*	121	163

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 1,170 BIC-related inquiries from July through October 2009.



Top BIC - related inquiries:	Total	% of BIC Inquiries
Commercial Waste and Private Carters Information	740	63%
Sanitation Complaint - Private Carter	342	29%
Trade Waste License Registration	86	7%
Staff Information Provided	2	0%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$5.2	\$5.8	\$6.3	\$7.1	\$7.1	\$7.3	\$2.6	\$3.3
Revenues (\$ millions)	\$3.3	\$2.5	\$2.9	\$4.3	\$4.6	\$4.9	\$0.9	\$1.5
Personnel	60	64	65	84	81	84	62	77
Overtime paid (\$000)	\$88	\$81	\$77	*	*	*	\$19	\$21

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

None



BUSINESS AFFAIRS



Department of Finance



New York City Economic Development Corporation



Department of Consumer Affairs



Department of Small Business Services



DEPARTMENT OF FINANCE

David M. Frankel, Commissioner

Key Public Service Areas

- ✓ Quickly respond to customer requests.
- ✓ 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 business income and excise 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

- Response times for mail and e-mail inquiries were faster in the July to October 2009 period. On average, Finance took less than four days to respond to an e-mail inquiry and six days to reply to a letter compared with 4.4 and 10.5 days a year ago, respectively, as the Department allocated additional resources to correspondence.
- The average time to issue a business tax refund was reduced by two weeks to 36 days, better than the Department's 45-day target. In March 2009 Finance expanded the criteria for automated issuance of business tax refunds, significantly shortening the processing time.
- Turnaround time for in-person parking ticket hearings improved to 25 minutes but hearings-by-mail and web took longer to process, increasing to nearly 36 days, although performance remained well below the 40-day target. In March 2009 Finance introduced an online tool for motorists to submit hearing requests electronically, which helped reduce the Fiscal 2009 overall processing time for hearings by-mail/web. However, the efficiency gain was offset by a temporary decrease in the number of Administrative Law Judges available to adjudicate tickets between July and October of this year.
- Refund issuance time for parking tickets, appeals and towing charges rose by three days to 17.8 days, falling short of the 10-day target, as staff assumed responsibility for responding to refund-related inquiries that had previously been handled by the helpline. Finance continues to review performance to identify ways to improve refund issuance time while remaining responsive to customer inquiries.
- The Department completed 66 percent of its tax conciliation cases within six months, slightly better than target, compared to 88 percent during the same period last year, when a large proportion of relatively simpler cases led to quicker resolution of outstanding issues.



Performance Report

✓ Quickly respond to customer requests.

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
★ Average wait time to see a cashier at payment centers (minutes)	5.9	4.9	4.8	6	6	4.2	4.3
Average response time for mail and e-mail correspondence (days)							
- E-mail	22.2	6.5	6.7	7	7	4.4	3.9
- Correspondence	21.5	8.0	9.9	10	10	10.5	6.0
★ Average time to issue a property tax refund (days)	30	15	14	20	20	15	14
★ Average time to issue a business tax refund (days)	NA	47	44	45	45	50	36
★ Average turnaround time for in-person parking ticket hearings (minutes)	24	26	28	40	40	29	25
★ Average time to issue decision for parking ticket hearing-by-mail/web (days)	34.1	43.0	31.4	40	40	32.1	35.8
★ Average time to issue decision for parking ticket appeals (days)	11.0	12.3	11.2	15	15	11.0	10.9
★ ☎ Average time to issue refunds for parking tickets, appeals and towing charges (days)	NA	14.8	15.6	10	10	14.8	17.8
Time to render tax conciliation decision							
- Cases decided within 6 months (%)	56%	60%	78%	65%	65%	88%	66%
- Cases decided within 6-12 months (%)	27%	28%	13%	25%	25%	9%	22%
- Cases decided within 12-18 months (%)	10%	12%	9%	10%	10%	3%	12%
★ Average time to render tax conciliation decision (months)	NA	6.4	5.1	6	6	4.6	4.2
★ Agency customer satisfaction rating	3.74	4.28	4.21	*	*	4.30	4.30
★ Agency complier treatment rating	3.32	3.98	4.02	*	*	3.96	3.99

★ Critical Indicator ☎ 311 related "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
	FY07	FY08	FY09	Updated			
★ Percent of City debt resolved	NA	23.5%	42.6%	*	*	19.6%	18.3%
★ Percent of property taxes billed that are paid	97.9%	97.7%	98.1%	*	*	NA	NA
- Percent paid on time	NA	94.5%	93.3%	*	*	92.9%	94.5%
★ Market value as a percent of sales price (1-3 family homes)	98%	101%	96%	100%	100%	96%	100%
Property assessments reduced by the Tax Commission (%) (calendar year)	11%	12%	11%	*	*	NA	NA
Liens declared defective (%)	3%	1%	1%	*	*	NA	NA
Audits closed within 1 year (%)	NA	NA	NA	*	*	NA	39.8%
★ Average turnaround time for audits (days)	NA	NA	NA	*	*	NA	553
Average amount collected from a closed audit (\$000)	NA	NA	NA	*	*	NA	93
★ Percent increase in tax liability as a result of audits	NA	14.3	7.4	*	*	15.1	27.6
Parking summonses received (000)	10,009	10,921	10,662	*	*	3,733	3,625
★ Percent of parking tickets issued that are paid within 90 days	NA	69.3%	62.0%	*	*	61.0%	60.2%
★ Percent of parking tickets issued that are dismissed within 90 days	NA	14.7%	12.9%	*	*	13.8%	13.3%
★ Percent of parking ticket appeals granted a reversal	NA	17.1%	14.4%	*	*	16.2%	13.3%
Parking summonses processable (%)	95%	96%	96%	93%	93%	96%	95%
☎ Parking summonses paid online (%)	23.0%	26.0%	28.5%	*	*	27.7%	33.3%

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

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



Performance Statistics	Actual			Target			
	FY07	FY08	FY09	Updated		4-Month Actual	4-Month Actual
				FY10	FY11	FY09	FY10
★ Median time to record a property interest from transfer date (days)							
- Citywide	23.5	20.4	18.5	*	*	16.6	17.5
Average time to record and index property documents (days)							
- Manhattan	2.8	1.5	1.1	2	2	1.3	1.1
- Bronx	1.6	1.6	0.9	2	2	0.9	1.0
- Queens	1.2	1.0	0.7	2	2	0.6	1.2
- Brooklyn	1.6	1.0	0.8	2	2	0.8	1.3

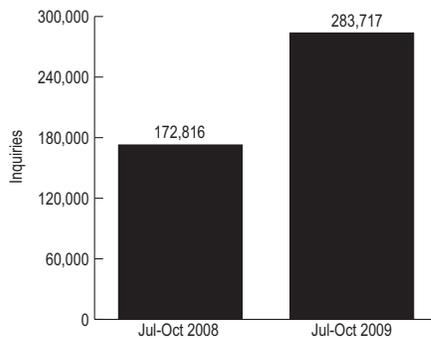
★ Critical Indicator ☎ 311 related "NA" - means Not Available in this report

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 283,717 DOF-related inquiries from July through October 2009.

Inquiries Received by 311



Top 5 DOF - related inquiries:	Total	% of DOF Inquiries
<i>Parking Violation - Ticket or Plate Number Known</i>	55,042	19.4%
<i>Towed Vehicle - Plate Number Known</i>	43,120	15.2%
<i>Parking Violation - Payment Problems and Penalty Adjustment Requests</i>	28,684	10.1%
<i>Property Tax Account Assistance</i>	19,545	6.9%
<i>Parking Violation - Pay Ticket by Phone</i>	17,369	6.1%

Agency Resources

Agency Resources	Actual			September 2009 MMR	Updated	FY11 ¹	4-Month Actual	4-Month Actual
	FY07	FY08	FY09					
Expenditures (\$ millions) ²	\$205.9	\$215.5	\$225.1	\$227.5	\$229.0	\$220.0	\$94.7	\$84.2
Revenues (\$ millions)	\$674.5	\$738.8	\$691.9	\$815.4	\$783.5	\$800.9	\$242.1	\$231.9
Personnel	2,199	2,203	2,058	2,151	2,166	2,117	2,079	2,009
Overtime paid (\$000)	\$489	\$437	\$297	*	*	*	\$48	\$89

¹January 2010 Financial Plan

Bold - revisions from the September 2009 MMR

"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 2010 budget.



Noteworthy Changes, Additions or Deletions

- The metric ‘Returned outgoing mail (%)’ which reflected the percentage of undelivered mail for the City’s annual property tax rebate mailings, has been retired. The City’s property tax rebate program ended in Fiscal 2009.
- Finance’s Fiscal 2010 Preliminary Mayor’s Management Report (PMMR) includes several changes resulting from the Department’s ongoing review of its performance measures.
 - The measures ‘Field audit cases closed within 1 year (%)’ ‘Average turnaround time for field audits (days),’ and ‘Average amount collected from a closed field audit case (\$000)’ have been replaced with similar indicators that track returns, not cases, and include results for both field and desk audits. In March 2009 the Department combined its desk and field audit operations to create a single unit charged with improving the accuracy and timeliness of audits, and stopped separate tracking of cases by type.
 - The indicator ‘Business tax revenue collected from non-filers (%)’ has been discontinued as the data represents only a very small percentage of business tax revenue.
 - The indicator ‘Percent of voluntary compliance,’ which measured the aggregated on-time payment rate for parking fines, property taxes and business taxes, has been deleted. Since business taxes are self-reported, it is difficult for Finance to determine a taxpayer’s actual tax liability. Finance will continue to report on-time payment rates for parking fines and has added a new metric on the percent of property taxes paid on time.
 - Because average time can be significantly skewed by outliers, the Department replaced ‘Average time to record a property interest from transfer date (days) – Citywide’ with ‘Median time to record a property interest from transfer date (days)’ – Citywide.’
- The Department revised four-month Fiscal 2009 data for ‘Percent of City debt resolved’ from 22.5% to 19.6% and for ‘Agency complier treatment rating’ from 3.99 to 3.96.
- The phrase “1-3 family homes” was added to the indicator ‘Market value as a percent of sales price’ to better describe the metric. Similarly, the phrase “within 90 days” was added to the measures on the percent of parking tickets paid and dismissed, and the indicator ‘Filed property assessment appeals resulting in reductions (%) (calendar year)’ was renamed ‘Property assessments reduced by the Tax Commission (%) (calendar year).’
- Due to the length of time allowed to contest a parking ticket and appeal a hearing decision, October 2009 data for parking ticket processability, payment and dismissal rates is not yet available. Consequently, Fiscal 2010 data reported in the Preliminary Mayor’s Management Report for these measures is based on activity for July to September. For the same reason, previously reported four-month and annual Fiscal 2009 data for these measures had been based on three months and eleven months of activity, respectively. All Fiscal 2009 data now reflects updated information for both reporting periods.



NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

Seth W. Pinsky, President

Key Public Service Area

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

Scope of Agency Operations

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. 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 (NYCIDA), NYCEDC negotiates tax incentives to attract and retain large and small businesses, and maintain and increase the City's tax base. The NYCIDA 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. The New York City Capital Resource Corporation (CRC) is a local development corporation administered by NYCEDC. The mission of the CRC is to encourage community and economic development and job creation and retention throughout New York City by providing access to tax-exempt bond financing programs to qualified not-for-profit institutions, manufacturing, industrial and other businesses for their eligible capital projects at a lower-cost than traditional means.

Critical Objectives

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

Preliminary Performance Highlights

- The New York City Industrial Development Agency (NYCIDA) closed one project during the first four months of Fiscal 2010. This closing was in connection with the issuance of the taxable portion of bonds for the construction of the new Yankee Stadium, for which there were no associated tax revenues or jobs. Revenue dollars and jobs generated by the Yankee Stadium project were reported in Fiscal 2009 when the tax-exempt portion of the bonds was issued. NYCIDA activity continues to be affected by the tight lending market which has prevented many industrial companies from proceeding with their capital projects. As a result, staff focused on developing and using similar financial instruments, relying mainly on federal subsidies that could be leveraged by the Capital Resource Corporation, to spur commercial and industrial projects that have been unable to obtain traditional financing.
- From July through October 2009 NYCEDC committed \$89.2 million through funding agreements for projects it manages on behalf of other City agencies. These commitments leveraged more than \$5 billion in additional third-party investment. Notable agreements in this period include an \$18.6 million agreement with Lincoln Center for streetscape improvements, which leveraged over \$39.9 million in third-party investment, and a \$25 million agreement with the New York State Theater Institute for a comprehensive interior renovation, which leveraged over \$54 million in third-party investment.
- NYCEDC manages a property portfolio totaling 63 million square feet, which includes a variety of industrial, commercial and waterfront properties. As of October 31, 2009, nearly 92 percent of all NYCEDC-managed property was occupied.
- Capital expenditures during the reporting period exceeded \$80 million and included work on the East River Waterfront and Piers Project. The Project is part of the City's efforts to revitalize the waterfront and spur economic growth in Lower Manhattan. Phase I is expected to be completed by the end of Calendar 2011; major components include rebuilding Pier 15, creating public space on Pier 35, and building an over-water extended walkway between the Battery Maritime Building and Old Slip to accommodate both cyclists and pedestrians.
- While the sluggish real estate market hampered activity in the early part of this fiscal year, NYCEDC will complete several land sales and lease transactions by the end of Calendar 2009, including a lease with a biotechnology firm for 486,000 square feet of space at the Brooklyn Army Terminal to be used as commercial lab space. The lab facility is being developed in conjunction with the State University of New York's Downstate Medical Center, and will foster the build-out and development of bioscience research in New York City.
- The City's unemployment rate for the four months ending October 2009 was 10.1 percent, up from 5.9 percent in the four months ending October



2008. The increase is principally the result of the large job losses associated with the recession that began in August 2008. The national unemployment rate in the four months ending October 2009 was 9.8 percent.

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 FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	FY11		
<i>New York City Industrial Development Agency projects</i>							
- Contracts closed	56	43	10	*	*	3	1
★ - Projected jobs committed in connection with closed contracts	13,264	8,564	410	*	*	252	0
★ - Total City tax revenues generated in connection with closed contracts (\$ millions)	\$2,207.0	\$402.5	\$64.7	*	*	\$31.2	\$0.0
Total value of City funding agreements between NYCEDC and third-party entities (\$ millions)	\$147.5	\$315.3	\$225.6	*	*	\$81.5	\$89.2
Third-party investment leveraged as a result of funding agreements (\$ millions)	\$1,968.7	\$4,022.1	\$374.9	*	*	\$51.0	\$5,022.1
Occupancy rate of NYCEDC-managed property	93.3%	93.6%	91.8%	*	*	NA	91.7%
Total capital expenditures (\$ millions)	\$346	\$546	\$499	*	*	\$68	\$80
★ New private investment related to sale/long-term lease of City-owned property (\$ millions)	\$2,495.5	\$1,033.3	\$324.2	*	*	\$322.3	\$0.0
★ Projected jobs created or retained in connection with the sale/long-term lease of City-owned property							
- Permanent jobs	1,899	958	77	*	*	62	0
★ - Construction jobs	10,202	1,353	1,436	*	*	1,418	0
★ New York City unemployment rate (%)	4.8%	4.9%	7.2%	*	*	5.9%	10.1%
Visitors to New York City (millions) (calendar year)	44.0	46.0	47.1	*	*	NA	NA

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

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR FY10	Updated FY10 ¹	FY11 ¹	4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09					
Personnel	407	450	445	444	440	440	455	440
Capital commitments (\$ millions)	\$175.4	\$380.0	\$372.9	\$1,465.6	\$1,432.3	\$106.5	\$67.9	\$149.5

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- Four-month Fiscal 2009 data for 'New York City unemployment rate (%)' was updated from 5.6% to 5.9%.



DEPARTMENT OF CONSUMER AFFAIRS

Jonathan Mintz, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Consumer Affairs (DCA) ensures that New York City's consumers and businesses benefit from a fair and vibrant marketplace. DCA issues more than 73,000 licenses in 55 business categories and performs onsite inspections to ensure compliance with license regulations, weights and measures regulations, and the New York City Consumer Protection Law. DCA mediates and resolves individual consumer complaints, obtains restitution for consumers, and brings litigation and enforcement actions against repeat violators to halt deceptive advertising and trade practices. Through press releases and press conferences, public awareness campaigns, community outreach, public hearings, the 311 Customer Service Center, its website, and publications, DCA educates the public and businesses about their rights and responsibilities.

Additionally, through the Office of Financial Empowerment (OFE), a program of the Center for Economic Opportunity, DCA engages in financial education, the development of fair financial products, and targeted consumer protection from predatory and deceptive practices for New Yorkers with low incomes. OFE conducts research to better understand the financial needs and available services for people with low incomes; maintains a network of financial education providers; offers a searchable directory of financial education services on its website, and coordinates and launches large-scale public awareness campaigns to help New Yorkers access benefits such as the Earned Income Tax Credit.

Critical Objectives

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

Preliminary Performance Highlights

- The Department processed 94 percent of consumer complaints within 50 days, with nearly half processed within 20 days. The percentage of complaints resolved to the satisfaction of both the business and consumer rose to 55 percent while the number of docketed complaints decreased to 1,707.
- The proportion of fuel trucks passing annual meter inspections continued to improve, increasing to 82 percent. However, compliance on initial and follow-up tobacco inspections each decreased by six points. All other compliance rates remained at or above target.
- Customer wait time at the Licensing Center decreased to 13 minutes, down from 15 minutes during the same period last year, and issuance time for basic licenses decreased by one day to three days.
- DCA collected 82 percent of fines within 45 days of assessment, up from 76 percent a year ago. The six point increase is largely due to the standardization and streamlining of the Department's collection procedures.

Performance Report

- ✓ Protect and empower consumers.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
				FY10	FY11		
<i>Complaint processing time</i>							
- Within 0-20 days (%)	11%	26%	44%	25%	25%	45%	49%
- Within 21-50 days (%)	20%	42%	51%	35%	35%	50%	45%
- Within 51-90 days (%)	18%	21%	5%	20%	20%	4%	5%
★ <i>Median complaint processing time (days)</i>	90	35	23	*	*	22	21
★ <i>Complaints resolved to the satisfaction of the business and consumer (%)</i>	52%	57%	53%	55%	55%	52%	55%
★ ☎ <i>Total docketed complaints</i>	6,057	6,877	5,488	*	*	2,101	1,707
★ <i>- Home improvement contractor</i>	1,142	957	715	*	*	310	228
<i>Restitution awarded (\$000)</i>	\$5,304	\$8,367	\$9,858	\$8,200	\$4,500	\$3,746	\$3,607
<i>Settlements by Legal Division - Total settlement amount (\$000)</i>	\$1,238	\$1,717	\$1,507	\$1,250	\$1,250	\$777	\$325

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



✓ **Facilitate fair business practices.**

	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
<i>Performance Statistics</i>	FY07	FY08	FY09	FY10	FY11	FY09	FY10
★ License Law compliance rate (%)	87%	88%	89%	82%	82%	90%	89%
★ Consumer Protection Law refund and receipt compliance rate (%)	93%	90%	94%	90%	90%	96%	92%
<i>Weights & Measures Law compliance rate</i>							
- Gasoline pumps (%)	98%	98%	98%	98%	98%	98%	98%
- Fuel trucks (%)	94%	73%	80%	92%	92%	79%	82%
★ Inspected stores complying with tobacco regulations (%)	89%	86%	88%	86%	86%	89%	83%
★ Compliance on a follow-up inspection after a previous tobacco violation (%)	91%	89%	89%	85%	85%	91%	85%
Current number of licensed home improvement contractors	10,673	11,095	12,620	*	*	11,877	11,169

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

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

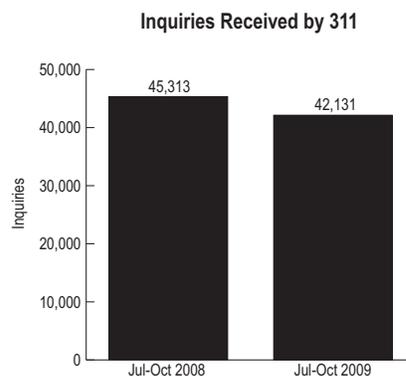
	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
<i>Performance Statistics</i>	FY07	FY08	FY09	FY10	FY11	FY09	FY10
★ Licensing Center wait time (minutes)	10	13	18	15	15	15	13
★ Basic license application - Average processing time (days)	NA	5	3	*	*	4	3
★ Number of fines collected within 45 days of assessment (%)	79%	77%	80%	75%	75%	76%	82%
Current number of legally operating sidewalk cafes	896	871	956	*	*	964	1,061

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 42,131 DCA-related inquiries from July through October 2009.



Top 5 DCA - related inquiries:	Total	% of DCA Inquiries
<i>Investigate a Business - Licensed by DCA</i>	4,780	11.3%
<i>General Street Vendor - New License</i>	2,005	4.8%
<i>Retail Store Complaint</i>	1,774	4.2%
<i>Financial Education Network - Credit and Debt Assistance</i>	1,562	3.7%
<i>Home Improvement Contractor License Verification</i>	1,524	3.6%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$17.1	\$20.5	\$21.5	\$20.1	\$24.1	\$20.0	\$6.7	\$7.0
Revenues (\$ millions)	\$24.6	\$26.3	\$25.5	\$19.0	\$20.6	\$20.2	\$6.9	\$7.6
Personnel	288	304	286	279	303	280	296	281
Overtime paid (\$000)	\$617	\$1,051	\$913	*	*	*	\$260	\$324

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- Four-month Fiscal 2009 data for 'Restitution awarded (\$000)' was corrected to \$3,746 from \$4,259. The Department also increased the Fiscal 2010 target for this indicator, to \$8.2 million from \$4.5 million, to reflect revised projections based on current trends.
- Additionally, DCA lowered the Fiscal 2010 target for 'Settlements by Legal Division – Total settlement amount (\$000),' from \$1.75 million to \$1.25 million as a greater proportion of settlements previously handled by the Legal Division are now being handled by settlement officers in another division.





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) makes it easier for businesses in New York City to form, do business and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts, and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions and Workforce1 Career Centers, provides services to support the growth of local economic development organizations throughout the City, and administers the Minority and Women-owned Business Enterprise Program. 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 20-agency initiative that makes starting, operating, and expanding a business in New York City clearer, faster, and simpler. NYC Business Express helps businesses cut through red tape by providing a single online source for the license, permit, tax, and incentive information and applications businesses need. NYC Business Express now includes customized advice and information for 15 business sectors, which represent over 92 percent of businesses operating in New York City; and the ability to apply and pay online for 31 permits, licenses, and certifications from multiple agencies. The NYC Business Express Incentives Estimator was launched in June 2009, allowing customers to assess their eligibility for 44 City, State, and Federal incentives. In the first four months of Fiscal 2010, the number of unique and repeat visitors to the NYC Business Express website increased by 61 and 57 percent, respectively, over the same period last year.
- NYC Business Solutions is a suite of services that helps businesses, regardless of their size or stage, start, operate, and expand in New York City. Services are provided at no cost through a network of seven NYC Business Solutions Centers located in downtown business districts throughout the five boroughs. One key area of focus has been to help businesses get the financing they need to start, operate, or expand their business. In the first four months of Fiscal 2010, NYC Business Solutions helped entrepreneurs and small business owners access 126 loans totaling \$8.75 million in financing, an 80 percent increase in the number of loans over the same four-month period last year.
- The Energy Cost Savings Program (ECSP) helps eligible businesses reduce energy costs associated with relocation or capital improvements. In the first four months of Fiscal 2010, ECSP saved commercial tenants an estimated \$520,000. This year's ECSP savings were 22 percent less than for the same period last year, because fewer companies undertook



renovation construction due to the economic downturn and fewer approvals of new tax abatements were processed, usually a prerequisite for ECSP participation. With the drop in ECSP participants, there was a corresponding 75 percent drop in number of jobs created via ECSP as more small to medium size firms and fewer large-scale employers participate in the program.

- Between July and October 2010, 35,398 new job seekers were registered through the Workforce1 Career Center system, representing a 33 percent increase over the same period a year ago. This increase is due largely to more customers seeking services during the economic downturn and expanded service hours at the centers.
- There were 8,974 Workforce1 system-wide job placements in the four-month period, an increase of 57 percent compared to a year ago. The increase in placements was attained by targeting employers with recruitment needs and through initiatives aimed at connecting more trainees to employment.
- In the first four months of Fiscal 2010, SBS certified 35 percent more new businesses to participate in the Minority and Women-Owned Business Enterprise (M/WBE) Program than in the same period last year, and the total number of certified M/WBEs has increased by 48 percent. Despite a drop in overall City spending on contracts, the number of City contracts awarded to M/WBEs increased by 6 percent during this four-month reporting period.

Performance Report

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated FY10	FY11		
★ 📞 Unique visitors to NYC Business Express website	6,642	32,581	62,065	*	*	16,861	27,090
★ 📞 Repeat visitors to NYC Business Express website	1,399	5,569	13,870	*	*	3,619	5,685
★ Loans awarded to businesses through facilitation by NYC Business Solutions	134	176	264	*	*	70	126
★ Unique businesses receiving loans	NA	165	252	*	*	NA	NA
Businesses served through NYC Business Solutions	NA	12,000	12,400	*	*	NA	3,645
New businesses served through NYC Business Solutions	9,830	7,820	7,312	*	*	2,296	2,670
Financing facilitated through NYC Business Solutions (\$000)	\$19,395	\$11,931	\$24,837	*	*	\$3,070	\$8,750
Value of Energy Cost Savings Program (ECSP) savings for businesses (\$000)	\$2,026	\$4,414	\$1,115	*	*	\$668	\$520
Jobs created or retained by ECSP	6,210	8,647	6,915	*	*	4,904	1,205
Value of Lower Manhattan Energy Program (LMEP) savings for commercial tenants (cumulative) (\$000)	\$28,129	\$28,510	\$32,313	*	*	\$16,235	\$14,731
Commercial tenants added to LMEP (cumulative)	1,414	1,428	1,496	*	*	1,496	1,496

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

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

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated FY10	FY11		
📞 Number of new jobseekers registered through the Workforce1 Career Center system	41,671	58,795	94,382	*	*	26,572	35,398
★ Workforce1 system-wide job placements	17,218	17,149	19,386	*	*	5,729	8,974
★ - Hires through NYC Business Solutions Centers	702	1,514	1,741	*	*	553	712
★ Recruit-to-hire ratio for job placements made through accounts managed by NYC Business Solutions Hiring	4:1	3:1	3:1	*	*	3:1	3:1
★ Businesses awarded NYC Business Solutions Training Funds	15	23	34	*	*	NA	NA

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



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

Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
				FY10	FY11	FY09	FY10
★ Total City blocks receiving supplemental sanitation services through BIDs	1,091	1,162	1,262	*	*	1,162	1,262
★ Average acceptably clean BID sidewalk ratings (%)	98.9%	98.9%	99.2%	*	*	99.5%	99.0%
Value of Local Development Corporations funding (\$ millions)	\$3	\$3	\$3	*	*	NA	NA

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

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

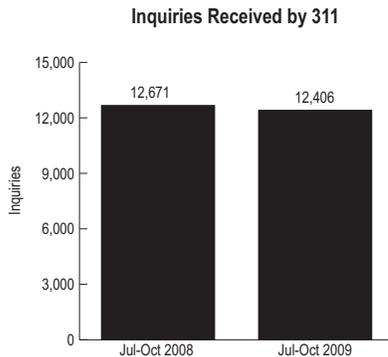
Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
				FY10	FY11	FY09	FY10
★ Minority and Women-owned Business Enterprises (M/WBEs) awarded City contracts	NA	418	427	*	*	NA	NA
★ - M/WBEs awarded contracts after receiving direct assistance	NA	337	318	*	*	NA	NA
★ Number of City contracts awarded to M/WBEs	4,600	5,762	5,892	*	*	2,105	2,228
★ - Contracts awarded to M/WBEs after receiving direct assistance	3,235	4,264	3,949	*	*	1,585	1,600
Newly certified businesses in M/WBE Program	452	550	611	*	*	194	262
★ Total M/WBEs certified	1,236	1,604	2,200	*	*	1,674	2,478
★ Annual M/WBE recertification rate	59.1%	62.7%	78.2%	*	*	NA	NA
Newly certified businesses in Locally-Based Enterprise Program	31	28	20	*	*	3	5

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 12,406 SBS-related inquiries from July through October 2009.



Top 5 SBS - related inquiries:	Total	% of SBS Inquiries
Find a Workforce1 Career Center	5,618	45.3%
Help Starting a Small Business	2,579	20.8%
Find a NYC Business Solutions Center	1,838	14.8%
NYC Business Express - General Information	717	5.8%
Getting City Contracts - Business Assistance	277	2.2%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$122.4	\$136.6	\$153.5	\$169.4	\$182.9	\$106.1	\$76.5	\$72.5
Revenues (\$ millions)	\$18.6	\$23.6	\$29.0	\$30.8	\$31.1	\$36.3	\$8.5	\$0.2
Personnel	286	305	312	292	299	259	285	300
Overtime paid (\$000)	\$34	\$35	\$27	*	*	*	\$6	\$8
Human services contract budget (\$ millions)	\$21.7	\$21.7	\$39.9	\$31.3	\$51.2	\$31.3	\$8.9	\$10.0

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

- SBS will no longer report the indicator 'Service requests processed by NYC Business Solutions' in the Mayor's Management Report. This indicator is not an outcome metric, as it does not measure the service's impact on customers' ability to start, operate, or expand their businesses.
- SBS will also curtail reporting of the indicator 'Business Improvement Districts (BIDS) formed' in the Mayor's Management Report. It is not an outcome metric, and has been supplanted in the MMR by the indicator 'Total City blocks receiving supplemental sanitation services through BIDS'.

NON-MAYORAL AGENCIES



Public Libraries



City University of New York



Board of Elections



PUBLIC LIBRARIES

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

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

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

Scope of Agency Operations

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

Brooklyn Public Library

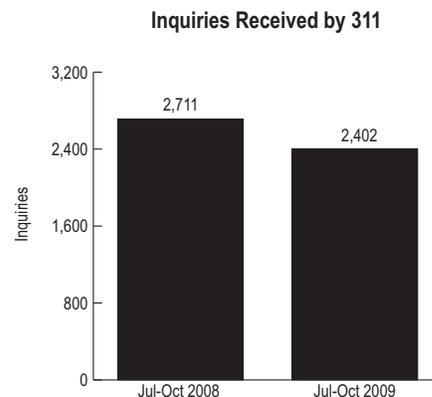
Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
	FY10	FY11					
★ Average weekly scheduled hours	37.9	46.7	46.0	44.3	44.3	46.7	44.3
Libraries open seven days per week (%)	10%	10%	10%	10%	10%	10%	10%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	16,497	16,825	17,273	20,000	20,000	5,960	5,964
Reference queries (000)	3,148	3,450	3,436	3,500	3,500	1,144	1,676
Electronic visits to website (000)	3,695	3,882	4,836	*	*	1,401	1,599
Computers for public use	1,078	1,108	1,108	1,128	1,128	1,108	1,111
Program sessions	37,634	43,862	46,091	38,500	38,500	15,089	13,909
★ Program attendance	850,756	894,648	868,616	1,000,000	1,000,000	299,713	254,744
★ Library card holders (000)	1,079	1,075	1,154	500	500	NA	NA
★ Total library attendance (000)	12,411	12,915	13,225	14,000	14,000	4,425	4,408

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 2,402 inquiries related to the Brooklyn Public Library System from July through October 2009.



Top BPL - related inquiries:	Total	% of BPL Inquiries
Find a Library - Brooklyn	1,997	83.1%
General Information - Brooklyn Public Library	216	9.0%
Elementary School Student After School Program - Drop-In	98	4.1%
Library Complaint - Brooklyn	53	2.2%
Find a Library - Bronx - Manhattan - Staten Island	46	0.6%



New York Public Library - Branch

Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
	FY10	FY11					
★ Average weekly scheduled hours	39.5	51.7	51.9	51.7	51.7	51.7	52.6
Libraries open seven days per week (%)	3%	9%	11%	9%	9%	10%	9%
★ Libraries open six days per week (%)	44%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	16,557	19,588	22,104	19,500	19,500	7,263	6,892
Reference queries (000)	7,651	7,794	8,058	8,000	8,000	2,706	2,690
Electronic visits to website (000)	25,410	28,037	24,637	28,400	28,400	7,816	10,372
Computers for public use	2,583	2,854	3,525	2,860	2,860	3,096	3,574
Program sessions	25,922	30,968	38,613	30,900	30,900	11,772	12,671
★ Program attendance	549,850	630,417	781,899	630,000	630,000	245,493	236,263
★ Library card holders (000)	2,567	2,589	2,654	2,600	2,600	NA	NA
★ Total library attendance (000)	13,190	14,224	15,608	15,000	15,000	5,387	5,369

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

New York Public Library - Research

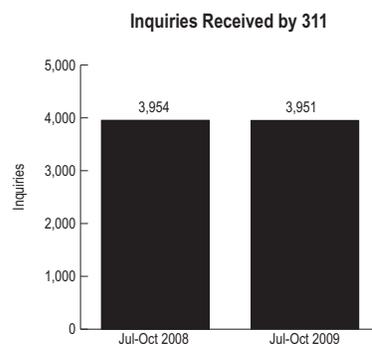
Performance Statistics	Actual			Target		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated			
	FY10	FY11					
★ Average weekly scheduled hours	39.5	47.5	49.0	47.5	47.5	47.5	49.8
Libraries open seven days per week (%)	0%	25%	25%	25%	25%	25%	25%
★ Libraries open six days per week (%)	25%	100%	100%	100%	100%	100%	100%
Reference queries (000)	616	564	453	625	625	163	141
Program sessions	2,208	1,605	1,187	1,600	1,600	308	313
★ Program attendance	59,979	59,643	70,038	60,000	60,000	16,292	17,568
★ Total library attendance (000)	1,805	2,010	2,381	2,000	2,000	808	860

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 3,951 inquiries related to the New York Public Library System from July through October 2009.



Top NYPL - related inquiries:	Total	% of NYPL Inquiries
Find a Library - Bronx - Manhattan - Staten Island	3,373	85.4%
General Information - New York Public Library	295	7.5%
Elementary School Student After School Program - Drop-In	149	3.8%
Library Complaint - Bronx - Manhattan - Staten Island	97	2.5%
Find a Library - Brooklyn	52	0.5%



Queens Borough Public Library

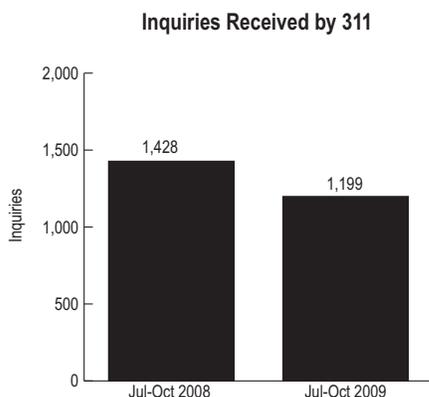
Performance Statistics	Actual			Target		4-Month Actual	4-Month Actual
	FY07	FY08	FY09	Updated			
	FY10	FY11	FY09	FY10			
★ Average weekly scheduled hours	38.7	43.7	45.6	43.8	43.8	43.6	43.8
Libraries open seven days per week (%)	6%	10%	14%	6%	6%	6%	2%
★ Libraries open six days per week (%)	37%	100%	97%	100%	100%	100%	100%
★ Circulation (000)	21,034	22,800	23,018	22,000	22,000	7,814	8,143
Reference queries (000)	3,512	3,950	3,709	3,475	3,475	NA	1,248
Electronic visits to website (000)	2,794	3,691	4,119	*	*	1,395	1,507
Computers for public use	1,150	1,150	1,150	1,200	1,200	1,200	1,150
Program sessions	21,865	24,500	30,101	24,500	24,500	11,151	9,366
★ Program attendance	455,815	535,932	595,000	535,000	535,000	229,038	226,193
★ Library card holders (000)	792	827	837	800	800	NA	NA
★ Total library attendance (000)	13,474	15,288	14,824	14,000	14,000	5,347	5,163

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 1,199 inquiries related to the Queens Public Library System from July through October 2009.



<u>Top QPL - related inquiries:</u>	Total	% of QPL Inquiries
<i>Find a Library - Queens</i>	968	80.7%
<i>General Information - Queens Public Library</i>	101	8.4%
<i>Elementary School Student After School Program - Drop-In</i>	64	5.3%
<i>Library Complaint - Queens</i>	32	2.7%
<i>Elementary School Student After School Program - Enrolled</i>	14	1.2%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY07	FY08	FY09	2009 MMR FY10	FY10 ¹	FY11 ¹	Actual FY09	Actual FY10
Expenditures (\$ millions) ²	\$330.1	\$266.7	\$366.3	\$58.3	\$45.4	\$254.3	\$3.1	\$1.2
Personnel	4,510	4,826	4,557	4,570	4,315	2,948	4,739	4,392
Capital commitments (\$ millions)	\$38.7	\$51.5	\$103.8	\$229.4	\$246.7	\$46.1	\$2.1	\$20.6

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

None



CITY UNIVERSITY OF NEW YORK

Matthew Goldstein, Chancellor

Scope of Agency Operations

The City University of New York (CUNY) provides higher education to more than 259,000 degree seeking students and over 306,000 adult and continuing education students. CUNY consists of twenty-three institutions: eleven senior colleges, six community colleges, the William E. Macaulay Honors College at CUNY, the Graduate School and University Center, the CUNY Graduate School of Journalism, the CUNY School of Law, the CUNY School of Professional Studies and the Sophie Davis School of Biomedical Education. CUNY is planning to open a school of public health and a new community college. CUNY enrolls students in 1,371 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 6,777 full-time faculty and 9,911 part-time faculty, and an additional 926 instructors of continuing education. In the academic year 2008-2009, CUNY granted 8,397 graduate and professional degrees, 17,893 baccalaureate degrees, 10,503 associate degrees, 281 certificates and 311 advanced certificates.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10	FY11		
<i>High school students participating in college preparation program (College Now)</i>	51,973	48,234	40,870	*	*	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%	93.1%	93.6%	*	*	NA	NA
<i>Mean SAT score of enrolled freshman in baccalaureate programs</i>	1,041	1,036	1,050	*	*	NA	NA
<i>Baccalaureate degree seeking students admitted who enroll (%)</i>	51.8%	52.5%	51.7%	*	*	NA	NA
<i>Honors college student enrollment</i>	1,099	1,198	1,220	*	*	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>	83.7%	84.6%	84.7%	*	*	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>	65.5%	64.8%	66.1%	*	*	NA	NA
<i>★ Six-year graduation rate of full-time first-time freshmen seeking a baccalaureate degree at a CUNY college</i>	49.2%	49.3%	NA	*	*	NA	NA
<i>★ Six-year graduation rate of full-time first-time freshmen seeking an associate degree at a CUNY community college</i>	28.2%	28.6%	NA	*	*	NA	NA
<i>Students passing the New York State Teacher Certification Examination (%)</i>	98%	97%	97%	*	*	NA	NA
<i>Students passing the National Council Licensure Examination for Registered Nurse (%) (CY 2000-2004)</i>	86.0%	86.3%	86.5%	*	*	NA	NA
<i>Instructional hours delivered by full-time faculty (Fall) - Community colleges (%)</i>	46.2%	46.1%	43.3%	*	*	NA	NA
<i>- Senior colleges (%)</i>	42.9%	43.2%	41.8%	*	*	NA	NA
<i>★ Enrollment of first-time freshmen in CUNY community colleges</i>	12,745	13,935	15,269	*	*	NA	NA
<i>★ Number of students transferring to a CUNY baccalaureate program within two years of leaving a CUNY associate program</i>	5,683	5,605	5,989	*	*	NA	NA

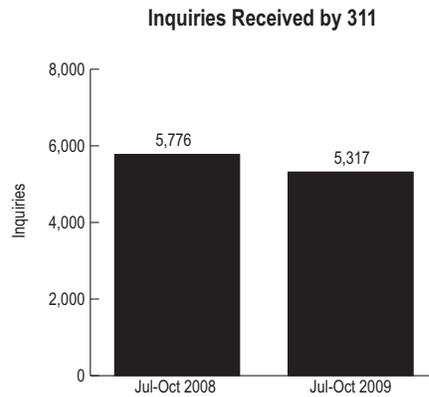
★ Critical Indicator 📞 311 related "NA" - means Not Available in this report



Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 5,317 CUNY-related inquiries from July through October 2009.



Top 5 CUNY - related inquiries:	Total	% of CUNY Inquiries
<i>Find a CUNY College</i>	3,570	67.1%
<i>CUNY Admissions Services</i>	1,039	19.5%
<i>CUNY Continuing and Professional Education</i>	180	3.4%
<i>Green Energy Training at CUNY</i>	104	2.0%
<i>CUNY Prep Program</i>	98	1.8%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR FY10	Updated FY10 ¹	FY11 ¹	4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09					
<i>Expenditures (\$ millions)²</i>	\$622.7	\$671.3	\$707.1	\$697.4	\$791.6	\$726.2	\$260.8	\$168.9
<i>Revenues (\$ millions)</i>	\$195.8	\$195.7	\$219.0	\$200.8	\$264.5	\$264.5	\$1.6	\$8.5
<i>Personnel</i>	6,608	6,936	7,286	6,355	6,200	5,934	7,444	8,097
<i>Overtime paid (\$000)</i>	\$4,247	\$4,438	\$4,759	*	*	*	\$1,333	\$1,385
<i>Work Experience Program (WEP) participants assigned</i>	468	372	338	*	*	*	369	438

¹ January 2010 Financial Plan

Bold - revisions from the September 2009 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 2010 budget.

Noteworthy Changes, Additions or Deletions

None



BOARD OF ELECTIONS

Marcus Cederqvist, Executive Director

Scope of Agency Operations

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

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

	A c t u a l			T a r g e t		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	FY10	FY11		
<i>Performance Statistics</i>							
<i>Number of Registrations processed</i>				*	*		
<i>Number of poll workers trained (target required)</i>				*	*		
<i>Election day poll worker absence rate (%)</i>				*	*		
<i>Overall voting equipment failure rate on election days (%)</i>				*	*		
<i>Polling site complaints:</i>							
- <i>Regarding lack of access or waiting times</i>				*	*		
- <i>All other polling place complaints</i>				*	*		
<i>Other voter complaints</i>				*	*		
<i>Number of Polling places open on time (%)</i>				*	*		
<i>Calls to BOE voter hotline</i>							
- <i>Calls answered in 30 seconds (%)</i>				*	*		
<i>Number of Polling places open on time (%)</i>				*	*		
<i>Polling sites with at least one operational Ballot Marking Device (BMD) on election days (%)</i>				*	*		
<i>Number of votes cast using BMDs</i>				*	*		
<i>Number of polling site complaints regarding BMDs, by individual site</i>				*	*		
<i>New voting machines procured (target required)</i>				*	*		
<i>Average time to performance equipment acceptance tests (days:hrs)</i>				*	*		
<i>Equipment passing acceptance tests (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>							
- <i>Primary election day</i>							
- <i>General election day</i>							
- <i>Special election day</i>				*	*		

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



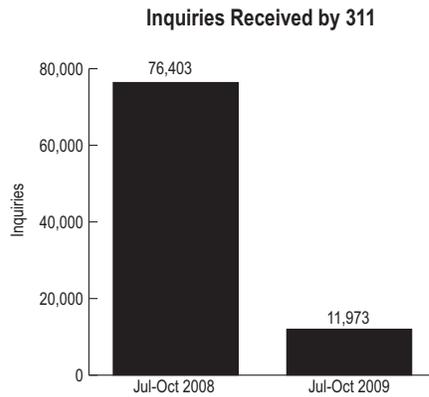
	A c t u a l			T a r g e t		4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	Updated FY10 FY11			
Performance Statistics							
<i>New equipment failure rates in 2009 (%)</i>							
- Primary election day							
- General election day				*	*		
- Special election day							
<i>Polling site complaints regarding new voting machines</i>							
- Primary election day							
- General election day				*	*		
- Special election day							

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

Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 11,973 BOE-related inquiries from July through October 2009.



Top 5 BOE - related inquiries:	Total	% of BOE Inquiries
<i>Election Information and Voter Registration</i>	6,266	52.3%
<i>Poll Site Location</i>	2,745	22.9%
<i>Absentee Voting</i>	1,448	12.1%
<i>Become a Poll Worker</i>	763	6.4%
<i>Poll Worker Assistance</i>	550	4.6%

Agency Resources

Agency Resources	A c t u a l			September 2009 MMR			4-Month Actual FY09	4-Month Actual FY10
	FY07	FY08	FY09	FY10	Updated FY10 ¹	FY11 ¹		
<i>Expenditures (\$ millions)³</i>	\$71.7	\$80.7	\$81.1	\$86.2	\$108.4	\$67.1	\$39.8	\$48.9
<i>Revenues (\$000)</i>	\$79	\$63	\$79	\$116	\$116	\$116	\$29	\$73
<i>Personnel</i>	415	550	411	373	374	374	623	594
<i>Overtime paid (\$000)</i>	\$4,825	\$6,004	\$6,938	*	*	*	\$3,661	\$2,990

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² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2010 budget.

Noteworthy Changes, Additions or Deletions

None



LIST OF KEY TOPICS BY MMR AGENCY

Keyword	Agency Acronym	Agency Name
311	DoITT	Department of Information Technology and Telecommunications
Abuse and/or neglect reports	ACS	Administration for Children's Services
Administrative Services	DCAS	Department of Citywide Administrative Services
Administrative Trials and Hearings	OATH	Office of Administrative Trials and Hearings
Adoption	ACS	Administration for Children's Services
Adult basic education	DYCD	Department of Youth and Community Development
Adult protective services	HRA	Human Resources Administration
Adult shelters	DHS	Department of Homeless Services
After hours work	DOB	Department of Buildings
AIDS	DOHMH	Department of Health and Mental Hygiene
AIDS	HHC	Health and Hospitals Corporation
Air complaints	DEP	Department of Environmental Protection
Air quality	DEP	Department of Environmental Protection
Art projects	DCLA	Department of Cultural Affairs
Asbestos	DEP	Department of Environmental Protection
Asthma	DOHMH	Department of Health and Mental Hygiene
Autopsy	OCME	Office of Chief Medical Examiner



Bicycles	DOT	Department of Transportation
Birth certificates	DOHMH	Department of Health and Mental Hygiene
Bridges	DOT	Department of Transportation
Bus shelters	DOT	Department of Transportation
Business Express	SBS	Small Business Services
Business Improvement Districts	SBS	Small Business Services
Business tax	DOF	Department of Finance
Cable television	DoITT	Department of Information Technology and Telecommunications
Carting	BIC	Business Integrity Commission
Catch basins	DEP	Department of Environmental Protection
Child abuse	DJJ	Department of Juvenile Justice
Child care	ACS	Administration for Children's Services
Child support	HRA	Human Resources Administration
Childhood blood lead levels	DOHMH	Department of Health and Mental Hygiene
Civilian fire fatalities	FDNY	Fire Department of New York
Community development programs	DYCD	Department of Youth and Community Development
Complaints of police misconduct	CCRB	Civilian Complaint Review Board
Construction	DOB	Department of Buildings
Consumer protection	DCA	Department of Consumer Affairs
Crime	NYPD	New York City Police Department
CUNY community college	CUNY	City University of New York (CUNY)
Death certificate	DOHMH	Department of Health and Mental Hygiene



Design and Construction	DDC	Department of Design and Construction
DNA homicide cases	OCME	Office of Chief Medical Examiner
Domestic violence shelter	HRA	Human Resources Administration
Drinking fountains	DPR	Department of Parks & Recreation
Drinking water	DEP	Department of Environmental Protection
Drug abuse	DOHMH	Department of Health and Mental Hygiene
Economic and financial opportunity	SBS	Small Business Services
Education	DOE	Department of Education
Elections	BOE	Board of Elections
Emergency response training	OEM	Office of Emergency Management
Emergency room	HHC	Health and Hospitals Corporation
Environmental review application	DCP	Department of City Planning
Facade conditions/falling debris	DOB	Department of Buildings
Family court	DOP	Department of Probation
Fire response time	FDNY	Fire Department of New York
Food service establishments	DOHMH	Department of Health and Mental Hygiene
Food stamps	HRA	Human Resources Administration
For-hire vehicles	TLC	Taxi and Limousine Commission
Foster care	ACS	Administration for Children's Services
Head start	ACS	Administration for Children's Services
HIV	DOHMH	Department of Health and Mental Hygiene
HIV	HHC	Health and Hospitals Corporation
Home care	HRA	Human Resources Administration



Home care services	DFTA	Department for the Aging
Home improvement contractor	DCA	Department of Consumer Affairs
HUD	NYCHA	New York City Housing Authority
Human Rights	CCHR	City Commission on Human Rights
Hydrants	DEP	Department of Environmental Protection
Immunizations	DOHMH	Department of Health and Mental Hygiene
Infant mortality	DOHMH	Department of Health and Mental Hygiene
Inmates	DOC	Department of Correction
Investigation	DOI	Department of Investigation
Juvenile delinquency	DOP	Department of Probation
Land use applications	DCP	Department of City Planning
Landmarks	LPC	Landmarks Preservation Commission
Libraries	BPL	Brooklyn Public Library
Libraries	NYPL	New York Public Library
Libraries	QPL	Queens Borough Public Library
Mammogram screening	HHC	Health and Hospitals Corporation
Medallions/yellow cabs	TLC	Taxi and Limousine Commission
Medical care	HHC	Health and Hospitals Corporation
Medical emergencies	FDNY	Fire Department of New York
Minority/Women-owned business enterprises	SBS	Small Business Services
New buildings	DOB	Department of Buildings
New Housing Marketplace Plan	HPD	Department of Housing Preservation and Development



Newsstands	DOT	Department of Transportation
Noise complaints	DEP	Department of Environmental Protection
NYC business solutions	SBS	Small Business Services
NYC.gov	DoITT	Department of Information Technology and Telecommunications
Out-of-School Time programs	DYCD	Department of Youth and Community Development
Parking meters	DOT	Department of Transportation
Parking tickets	DOF	Department of Finance
Parks	DPR	Department of Parks & Recreation
Permanent housing	DHS	Department of Homeless Services
Pest control	DOHMH	Department of Health and Mental Hygiene
Pothole	DOT	Department of Transportation
Prenatal care	HHC	Health and Hospitals Corporation
Primary care	HHC	Health and Hospitals Corporation
Probationers	DOP	Department of Probation
Property tax	DOF	Department of Finance
Pruning (tree)	DPR	Department of Parks & Recreation
Public health insurance	HRA	Human Resources Administration
Public housing	NYCHA	New York City Housing Authority
Public wholesale markets	BIC	Business Integrity Commission
Rats	DOHMH	Department of Health and Mental Hygiene
Ready New York guides	OEM	Office of Emergency Management
Recreation center	DPR	Department of Parks & Recreation



Records	DORIS	Department of Records and Information Services
Recycling	DSNY	Department of Sanitation
Refuse	DSNY	Department of Sanitation
Reservoir capacity	DEP	Department of Environmental Protection
School safety	NYPD	New York City Police Department
Section 8 housing	NYCHA	New York City Housing Authority
Senior centers	DFTA	Department for the Aging
Sewage treatment plants	DEP	Department of Environmental Protection
Sewer backup	DEP	Department of Environmental Protection
Shelter services	DHS	Department of Homeless Services
Smoking	DOHMH	Department of Health and Mental Hygiene
Staten Island ferry	DOT	Department of Transportation
Stimulus	DYCD EDC	Department of Youth and Community Development Economic Development Corporation
Street cave-in	DEP	Department of Environmental Protection
Street lights	DOT	Department of Transportation
Street signs	DOT	Department of Transportation
Street work	DOT	Department of Transportation
Streets	DOT	Department of Transportation
Structural fires	FDNY	Fire Department of New York
Swimming pools	DPR	Department of Parks & Recreation
Syphilis	DOHMH	Department of Health and Mental Hygiene
Taxes	DOF	Department of Finance



Tobacco regulations	DCA	Department of Consumer Affairs
Torts	LAW	Law Department
Toxicology	OCME	Office of Chief Medical Examiner
Traffic accidents	DOT	Department of Transportation
Traffic fatalities	DOT	Department of Transportation
Traffic signals	DOT	Department of Transportation
Training grant	SBS	Small Business Services
Trees planted	DPR	Department of Parks & Recreation
Tuberculosis	DOHMH	Department of Health and Mental Hygiene
Unemployment	EDC	Economic Development Corporation
Water main	DEP	Department of Environmental Protection
West Nile virus	DOHMH	Department of Health and Mental Hygiene
Workforce 1	SBS	Small Business Services





INDEX

A

abatement 3, 60, 117
abscond rate 133, 134
abuse 3, 5, 11, 12, 24, 26, 27, 29-31,
125, 134
academic performance 15, 16
access 3, 5, 11, 23, 25, 29, 32, 43, 50,
52, 58-60, 62, 63, 65, 75, 79-81, 83, 84, 103,
125, 159, 161, 163, 165, 169, 175, 181, 183
access to City government 79, 80
accessibility 29, 55, 79, 147
acute care 11
adjournment 151
admissions 11, 125, 133, 134, 180
adoption 6, 9, 13, 20, 22, 26, 29-31, 33,
38, 41, 46, 53, 58, 62, 66, 70, 73, 78, 82, 85,
89, 94, 97, 101, 105, 109, 116, 119, 123, 127,
129, 131, 135, 139, 142, 145, 148, 152, 155,
161, 164, 167, 172, 177, 176, 180, 182, 184
adult AIDS 4
Adult Basic Education 45
adult literacy programs 43
Adult Protective Services 24, 25
adult shelter system 37
Advanced Life Support 118
affordable housing 63, 64, 67, 68, 70
aftercare services 133
Agency Resources 6, 9, 13, 20, 22, 26, 33, 38,
41, 46, 53, 58, 62, 66, 70, 73, 78, 82, 85, 89,
94, 97, 101, 105, 109, 116, 119, 123, 127, 131,
135, 139, 142, 145, 148, 152, 155, 161, 164,
167, 172, 177, 176, 180, 182, 184
aging 30, 39
AIDS 4
air complaints 50, 52
allegation of abuse and neglect 29
alterations 61
alternative fuel vehicles 75
ambulance 117-119
apartments 63, 64
applications 24, 35, 45, 50, 55, 61, 76, 95-97,
99, 100, 153, 154, 159, 169
archeology 100
arrest 115, 130, 143, 144
asbestos 49, 52, 60
assaults 125, 126, 133, 134
asthma 3, 4, 11, 12
at-risk properties 68
attendance 15, 16, 37, 40, 64, 65, 91-94,
125, 126, 175-177, 181, 183

audits 24, 26, 27, 45, 61, 62, 75, 159,
160, 162
autopsy 7, 8
average daily cost 134
average length of stay 11, 12, 36, 37, 134
average weekly scheduled hours 175-177

B

baccalaureate 179
background investigations 143, 144, 153, 154
Beacon 43, 44
bed capacity 125
benefits 24, 25, 39, 40, 163, 165
bias-related harassment 147
bicycle 55, 57, 95
BID 21, 77, 169, 171
bid price 21
bids 76, 171, 172
birth certificate 6, 85
blood lead levels 3, 5
bridges 55, 56, 135
Brooklyn Public Library 175
budget 6, 9, 13, 15, 20-22, 26, 33, 38,
41, 43, 46, 53, 58, 62, 66, 70-73, 78, 80, 82,
85, 89, 91-94, 97, 101, 105, 109, 116, 119,
123, 127, 131, 135, 139, 142, 145, 148, 152,
155, 161, 164, 167, 172, 177, 176, 180, 182,
184
Building Code 59, 60
Building conditions 15
building violations 16, 19
buildings 15, 16, 21, 59-61, 63, 67, 68, 75,
76, 99, 100, 117, 118
buprenorphine 5
Business Improvement Districts 172

C

cable complaints 79, 80
cable television service 79, 80
cancer 3, 5, 11
capacity 19, 21, 23, 25, 26, 30, 32, 39, 40,
43, 50, 79, 83, 84, 125, 126
capital commitments 6, 13, 22, 26, 38, 41, 53,
58, 66, 70, 73, 78, 89, 94, 105, 116, 119, 127,
135, 164, 177
Capital Improvement Projects 21
capital projects 55, 63, 64, 73, 91, 93, 103,
104, 163
caregivers 39, 40

caseload 23-25, 30, 107, 125, 143, 144, 147, 151

cases 3-5, 8, 23-25, 56, 60, 69, 70, 87, 89, 92, 107, 115, 129, 130, 134, 135, 137, 138, 141-144, 147, 148, 151, 159, 160, 162

catch basin 49, 51

census 30

central business district 56, 58

Certificates of Correction 60, 61

Certificates of No Effect 100

Certificates of Occupancy 61

certified teachers 15, 20

child 3, 11, 12, 23, 24, 29-33, 37, 134, 135

child abuse 29, 134

child care 3, 29-32

child care voucher 32

Child Safety Conferences 33

child support 23, 24

childhood diseases 3

children 3-5, 16, 29-32, 35-38, 92, 93, 121, 133, 135, 175

chronic diseases 3

citizenship 43, 45

City Hall Library 83, 84

City Marshal 145

City's official website 79

Citywide Incident Management System 121

civil service exams 75, 76

civilian fire fatalities 117, 118

claims 26, 137, 138

class size 16, 19

cleanliness 35, 37, 55, 57, 75, 76, 79, 87, 91, 92, 94

clinics 3, 11, 12

code compliance 69, 70

coliform 50

colonoscopy 4

comfort stations 91, 92

commercial 3, 117, 118, 153, 154, 163, 169-171

commercial carting 153, 154

Community Alternative Systems Agency 23

community centers 43, 63-65, 91

community development 43-45

Community Relations Bureau 147

community-based organizations 39, 43

community-based programs 35

community-based services 3, 125, 142

complaints 4, 5, 25, 49-52, 59-62, 67, 69, 73, 79, 80, 99, 115, 137, 138, 143, 144, 147, 153, 165, 175, 181-184

compliance 5, 11, 49, 50, 59, 67, 69, 70, 75, 99, 107, 108, 117, 121, 159, 162, 165, 166, 175

congestion 55, 56, 95

congregate care 23, 31

construction 7, 15, 21, 22, 49, 55, 57, 59-64, 67, 68, 71-73, 75, 76, 89, 92, 103, 117, 163, 164, 170

consumer complaints 153, 165, 175

Consumer Protection Laws 165

conviction 142

correctional facilities 3, 125

corruption 143-145

corruption prevention 144

cost of cleaning 76

cost per ton 57, 88

counseling 3, 45

counterterrorism 113, 114

Courtesy, Professionalism and Respect 115

courts 83, 84, 91, 125, 129, 130

cremation 7, 8

crime 8, 15, 39, 63, 64, 113, 114, 116, 125, 142, 153

crisis intervention 23

critical incidents 37

Cultural Institutions Group 103-105

custody 7, 125, 129, 133, 134

Customer Service Center 6, 8, 12, 19, 22, 26, 32, 38, 40, 45, 52, 58, 62, 65, 70, 73, 77, 79, 81, 85, 89, 93, 97, 100, 105, 109, 116, 119, 123, 127, 131, 135, 138, 142, 145, 148, 152, 154, 161, 165, 166, 171, 175-177, 180, 182, 184

D

day care 3, 5, 145

death certificate 85

decisions 107, 151

degree 23, 44, 71, 179

Department of Homeland Security 121

design 15, 21, 71-73, 76, 95

detention 129, 130, 133-135

development 15, 21, 39, 43-45, 67, 75, 76, 87, 95, 96, 103, 104, 163-165, 169, 171

developmental disabilities 3, 5

developmentally delayed 3

diabetes 3

Diagnostic and Treatment Centers 11, 12

disabled 23, 25, 40, 58, 63, 64

discharge planning 11, 135

discrimination 147, 148

disposal 81, 84, 87-89, 93

dispositions 56, 89, 92, 115, 141

district 3, 18, 19, 56, 58, 83, 84, 87, 99, 100, 103, 169

District Public Health Offices 3

DNA 7, 8

docket 138

dog licenses 5

domestic violence 23-25, 114, 116

drills 121, 122
drinking fountains . . . 91, 92
drug abuse 5

E

Early Intervention Program . . . 5
economic development 95, 96, 103, 163,
169, 171
economy 23, 39, 67, 103, 104, 163, 164
education 15, 17, 18, 21, 23, 24, 30, 43-45,
83, 117, 118, 121, 122, 148, 165, 166, 179-
181, 183
effluent 50
elderly crime victims 39
elementary/middle schools 9
emergency 11, 12, 25, 26, 35, 37, 59, 60, 63-
65, 67, 69, 113, 117, 118, 121, 122
emergency conditions 117, 118, 121, 122
emergency management 121
Emergency Operations Center 121, 122
emergency response 121, 122
emergency room 11, 12
emergency shelter 35, 37
Emergency Transfer Program 65
Empire Zones 169
employment 23, 24, 39, 40, 43, 44, 65, 75, 77,
147, 169, 170
employment discrimination . . . 147
energy 23, 75, 77, 163, 169, 170, 180
enforcement 49, 52, 61, 67, 79, 91, 99, 100,
107, 108, 131, 147, 151, 159, 165, 175
English for Speakers
of Other Languages 45
English Language Arts 15-17
English Language Learners 17
Enhanced Supervision Program . . . 129, 130
enrollment 11, 16, 17, 32, 43, 44, 129, 179
environment 29, 43, 44, 63, 64, 75, 76, 87,
113, 125, 126, 169, 171
Environmental Control Board 52, 53, 60-62,
100, 151
environmental intervention 3, 5
Environmental Police 50
escapes 126, 134
ESOL 45
Esperanza 129, 130
Expedited Certificates Of No Effect . . . 100
expenditures 6, 9, 13, 20, 26, 33, 38, 41, 46,
53, 58, 62, 66, 70, 73, 78, 82, 85, 89, 94, 97,
101, 105, 109, 116, 119, 123, 127, 131, 135,
139, 142, 145, 148, 152, 155, 161, 163, 164,
167, 172, 177, 176, 180, 182, 184
exterminations 4, 5

F

Family Court 23, 116, 129, 130, 141
Family Health Plus 11, 12
family shelter system 37
fare 109, 176
federal rent subsidies 63
felonies 16, 92, 113, 114
felony 64, 113, 114
field audit 162
findings on the merits 137, 138
fingerprint checks 143
fire fatalities 117, 118
fire incidents 117
fire prevention 117, 118
fire safety 117, 118
Fire Safety Education 117, 118
Five-Year Capital Plan 15, 21
flu 4, 6, 121
food establishments 3
food stamp 25, 26
food stamps 23-25
for-hire vehicles 107, 108, 175
Forensic Laboratory Services 7
foster boarding homes 30, 31
foster care 29-31
foster home 31
foster homes 29
franchise 81

G

gang 114
graduation 15, 179
grants 105
Greenways 93

H

harbor 50
HASA 23-25
hazardous building violations 16, 19
hazardous materials 49, 52
hazardous violations 113, 115
HDC 68
Head Start 29, 32
health care 3, 11, 23, 133
health insurance 23, 25
health interventions 11
health services 3, 11, 125, 134
healthcare 134
hearings 97, 99, 147, 151, 152, 159, 160,
165
heat 64, 67, 69, 70, 81, 121
heat and hot water 69
high school 15-18, 21, 43, 44, 179
high-risk probationers 130

highways 36, 55, 57
 hiring 75, 76, 170
 historic districts. 99, 100
 historic house museums 91, 92, 94
 HIV/AIDS 3, 4, 11, 25
 home attendant 25
 home care. 11, 25, 39-41
 home delivered meals . . . 39, 40
 home improvement contractors . . . 166
 homeland security. . . 117, 121
 homeless 25, 35-38, 43-45, 67, 68, 70
 homeless individuals 35-37, 68, 70
 homeless prevention. 35
 homeless shelter 38
 homeless youth 43-45
 homelessness . . . 35, 36, 38
 hospitals 11, 12
 housekeeper services 25
 housing 5, 23-25, 35-37, 40, 63-65, 67-70, 95,
 96, 113, 114, 125, 147
 housing developments . . . 63, 64, 114
 housing discrimination. . . 147
 Human Rights Law 147, 148
 human services contract budget. . . 6, 26, 33, 38,
 41, 46, 172
 hurricane 123
 hydrants 51

I

illegal dumping 89
 illegal work 99
 immigrants 43
 immigration 45
 immunization. . . 3, 12
 immunizations. 4
 incident responses. . . 122
 independent living. . . 35, 37, 44
 independent living beds 44
 Industrial Development Agency. . . 163, 164
 infant mortality rate 4
 infestation 3
 infrastructure . . . 71, 72, 79, 91, 93
 inmate violence. 125
 inmates. 125, 126
 inspections 3-5, 37, 49, 50, 55, 57-60, 62,
 69, 76, 79, 87, 89, 107-109, 117, 118, 165, 175
 Internet. 79, 80, 175
 intervention 3-5, 23, 129, 147
 investigation. . . . 29, 30, 99, 117, 129, 130, 137,
 138, 143, 144
 investigations. . . . 7, 8, 29, 30, 61, 99, 100, 117,
 118, 129, 130, 135, 137, 138, 143-145, 147,
 153, 154
 IPSIG 144

J

jail 125, 127
 job 23, 24, 43, 60, 63, 65, 75, 77,
 163, 164, 169, 170
 job training. 63, 65
 judgments. 69
 juvenile 114, 129, 130, 133-135, 141, 142

K

kindergarten 19, 30

L

land use 95-97
 landlords 67
 landmarks. 99, 100
 lane miles. 57, 72
 lawsuits 141
 lead 3, 5, 23, 24, 69
 lead poisoning. 3, 5
 lease 75, 76, 163, 164
 length of stay . . . 11, 12, 31, 35-37, 134
 liability. 141, 159, 160, 162
 library. 83, 84, 175-177
 license 60, 61, 108, 109, 151, 153, 154,
 165, 166, 169, 175, 176
 license laws 165
 lifeguards. 93
 LifeNet. 5, 6
 literacy 43, 45
 litigation. 141, 165
 litter 87
 LMEP. 170
 loans. 169, 170
 Local Development Corporations 171
 Local Law 77, 87, 151
 lots 76, 87, 88, 91
 low-income 23, 32, 43
 Lower Manhattan . . . 96, 163, 170

M

maintenance 11, 37, 55, 63, 65, 67, 69, 70, 75,
 76, 81, 91, 92, 94, 125, 181
 major crimes . . . 18, 114
 major felony crime. 64, 113, 114
 managed care. . . 11, 12
 manufacturing. 163, 169
 marriage certificate 85
 math 15-17
 meals 39, 40
 medallion. 107, 108, 175

mediation 137, 138
 Medicaid 11, 12, 23, 24, 26, 27
 Medicaid Managed Care 11, 12
 medical emergencies 117, 118
 medical screening 134
 mental health 3-5, 11, 12, 125, 134, 135
 mental health services 3, 134
 mental retardation 3
 meters 11, 51, 55, 56
 MFTA 104
 Minority 169-171
 Model Offices 23
 monuments 91, 92, 94
 mortuary 7
 Municipal Archives 83, 84
 municipal hospital 11
 murder 113, 114, 116

N

narcotic 134
 narcotics arrests 114
 National Council Licensure Examination 179
 neglect 29-31, 129, 134
 neighborhood-based services 29
 neonatal 11
 New Housing Marketplace Plan 67, 68, 70
 new school 21
 new schools 15, 21
 new seats 19, 21
 New York Public Library 175, 176
 New York State Teacher Certification 179
 noise 49, 50, 52, 81, 115, 116
 noise complaints 49, 50, 52
 non-English speaking 15
 non-secure detention 133, 134
 nonemergency 59, 60, 64, 67, 69, 79
 nonemergency City services 79
 nonprofit 68, 163
 Notices of Violation 50, 52, 53, 100, 152
 nutrition 3, 26, 39
 NYC.gov 79, 80

O

obstetric 11
 occupancy rate 30, 64, 164
 older youth 64
 online forms 80
 Operation Refusal 108, 175
 OST 43, 44
 out-of-school time 43, 44
 outpatient mental health 5
 outpatient services 11
 outreach 3, 11, 35, 36, 99, 117, 121, 122,
 148, 165, 181, 183

outreach teams 36
 overall condition 91, 92, 94

P

paper recycling 88
 parent coordinator 18
 parental involvement 15, 18
 parking 55, 56, 58, 77, 81, 91, 95, 116,
 159-162
 parking summonses 160
 parking ticket 159, 160, 162
 parkland 87
 parks 36, 91, 92, 94
 patients 4, 11, 12
 pediatric AIDS 4
 pediatric asthma 12
 permanent housing 35-37
 permits 55, 57, 59, 89, 100, 169
 personnel 6, 7, 9, 13, 20, 22, 26, 33, 38, 46,
 53, 58, 62, 66, 70, 73, 75, 76, 78, 82, 85, 89,
 94, 97, 101, 105, 109, 113, 116, 119, 123, 127,
 131, 133, 135, 139, 142, 145, 148, 152, 155,
 161, 164, 167, 172, 177, 176, 180, 182, 184
 pest control 4, 5
 Plan Examiner 62, 81
 plan review 61
 planning 11, 21, 29, 79, 87, 95-97, 121,
 135, 179
 playgrounds 91, 92
 police misconduct 137, 138
 pollution 49, 52
 pools 91, 93
 potholes 55, 57
 pre-complaint resolutions 147
 pre-sentence investigations 129
 preparedness 121, 122
 preservation 67, 68, 99
 prevention services 35, 133
 preventive services 29, 31, 35, 36
 primary 5, 11, 12, 15, 121, 163, 181-184
 principals 15, 18
 Priority A complaints 60
 Priority B complaints 59, 60
 private ferry 55, 57
 private sector 121, 122
 private transfer station 89
 probable cause determination 147
 probation 129-131
 probation officer 129, 130
 probationers 129, 130
 procure 75, 77
 procurement 3, 71, 75, 77, 169
 professionally certified 60-62
 Project Safety 21
 promoted 16

property documents 159, 161
 property records 159
 prosecution. . . . 141-144
 protective services. . . 23-25
 pruning. 92, 93
 psychiatry. 11, 12
 public assistance 26
 public buildings. . . . 75
 public health insurance 23, 25
 public housing. 63-65, 113
 public pay telephones. . . 79, 80
 public records 83, 84, 159, 161
 public wholesale markets 153, 154

Q

quality of life . . . 11, 49, 52, 92, 103, 104, 113, 115
 quality-of-life. . . 113, 115, 116, 151-153
 Queens Borough Public Library. . . 175, 177

R

rat infestation . . . 3
 rats 5
 Ready New York. . . . 121-123
 real estate. 68, 76, 151, 163
 rearrest rate 130
 records 4, 67, 83, 84, 143, 144, 159, 161, 181, 183
 recreation 91-94, 135
 recycling 87-89
 reference queries. . . . 175-177
 refuse 87, 88
 Regents exams 15
 rehabilitation . . . 11
 repairs 49, 51, 55
 research requests. . . . 83
 residential. 23, 30, 59-62, 67, 68, 70, 117, 118
 residents 11, 12, 23, 25, 36, 37, 49, 63-65, 79, 87, 103, 104, 113, 115, 117, 121, 122, 133, 134, 175
 response time . . . 4, 5, 7, 49, 83, 84, 113, 115, 117, 118, 160
 restaurants inspected 4, 5
 restitution. 165, 167
 revenue. 12, 26, 49, 51, 75, 76, 87, 88, 159, 162, 163
 revenues 6, 9, 13, 20, 26, 33, 41, 53, 58, 62, 66, 70, 73, 78, 82, 85, 89, 94, 97, 101, 109, 116, 119, 127, 131, 142, 145, 152, 155, 159-161, 163, 164, 167, 172, 176, 180, 182, 184
 revisits 11, 12
 rodent. 4, 6
 runaway and homeless youth 43, 44
 Ryan White 4

S

safety 3-5, 15, 16, 18, 21, 23, 24, 29, 33, 35, 37, 39, 49, 52, 55, 56, 59, 60, 71, 72, 91, 92, 107, 108, 113-115, 117, 118, 121, 122, 125, 129, 133, 143, 175
 safety & emissions. 107, 108, 175
 Safety Net Assistance. . . . 24
 sanitation 4, 87, 88, 154, 171, 172
 school construction 15, 21, 22
 school safety . . . 15, 16, 18, 114
 school-based clinics. . . . 11
 Schools Under Registration Review . . . 17
 scorecard 80
 SCRIE 40, 41
 searches 125, 126, 134
 seats 19, 21, 30
 Section 8 63-65
 secure detention 133, 134
 security. 49, 50, 63, 75, 79, 91, 113, 114, 117, 121, 125, 133, 134
 self-sufficiency 23, 24
 senior centers . . . 39, 40, 63, 65
 seniors 4, 39, 40, 93
 service plans . . . 5
 settlement. 147, 151, 165, 167
 settlements 69, 165, 167
 sewer 49, 51, 52, 71
 sexual assault . . . 8
 sexually transmitted diseases 3
 shelter. 24, 25, 35-38, 45
 shelter safety . . . 35
 shelter services 35-37
 shelter services system. . . 35-37
 shelters. 24, 25, 35, 37, 43, 44, 57
 sidewalk cafes. 166
 sidewalk ratings 171
 sidewalks 55, 57, 87, 88
 signals 55
 signs 5, 55, 56, 58, 59
 single adults . . . 35-38
 slashings. 126
 small business . . 169, 171
 smoke. 4
 smoking 3
 snow. 87, 88
 special education. . . . 15, 17, 18
 special needs . . . 67, 68, 70
 spray showers 91, 92
 SSI 23, 25
 stabbings 126
 State Central Registry . . . 30
 Staten Island Ferry. 55, 57, 141
 STD 3
 street cave-in . . . 49, 51
 street cleanliness 87

street homeless 35, 36
 streetlight 58
 streets 36, 55, 57, 79, 80, 87, 88
 structural fires . . . 117, 118
 structures 55, 71, 72, 99
 student attendance . . . 15
 student enrollment . . . 16, 179
 students 15-17, 19, 179
 students enrolled 17
 subsidies 63, 163
 substantiated investigations . . . 30, 137
 suicides 125-127
 suing the City . . . 142
 Summer Youth Employment Program 44
 summonses 57, 61, 88, 91, 92, 94, 107-109,
 113, 115, 116, 160, 175
 supportive housing 5
 supportive services 4, 39, 40
 surplus 75-77
 survey 50
 SYEP 44
 syphilis 3, 4

T

tax 67, 76, 159-165, 169, 170
 taxes 159, 160, 162
 taxi 58, 81, 107, 109, 175, 176
 teacher certification 179
 teacher qualifications 15
 technical assistance 95, 99, 103, 147, 148,
 169
 technology 79
 telephone 79, 83, 123, 176
 temporary housing 24, 25, 35, 36
 temporary shelter 35
 tenants 67, 68, 75, 169, 170
 terrorist acts 117
 test 7, 75, 76, 179
 311 Citizen Service Center . . . 176
 tobacco 3, 165, 166
 tort 56, 89, 92, 115, 141
 towing 159, 160
 trade waste 154
 traffic 55, 56, 58, 113, 115
 traffic controls 55
 traffic fatalities 55, 56, 113, 115
 traffic safety 55, 113, 115
 traffic signals 55
 training 3, 4, 24, 29, 30, 39, 40, 43, 44,
 63, 65, 75, 76, 113, 114, 121, 122, 125, 126,
 147, 148, 169, 170, 180, 181, 183
 transit system 113, 114
 transportation 36, 49, 55, 57, 95, 107, 108, 121,
 133
 trees 91, 92, 94

trials 147, 151
 tuberculosis 3, 4

U

unemployment 35, 163, 164
 unemployment rate . . . 163, 164
 uninsured patients 12
 units 5, 63, 64, 67, 68, 70, 77, 113,
 117, 118, 125
 urban design 95

V

vacant lots 87, 88
 vehicle 77, 78, 81, 107, 108, 116, 161,
 163, 175
 VENDEX 44, 144, 145
 victim 126
 Victim Identification
 Notification Everyday . . . 126
 VINE 126
 violations 4, 16, 19, 52, 53, 59-62, 67-69,
 99, 107, 113-115, 147, 151-154
 violence 7, 23-25, 114, 116, 125, 153
 vital record 83, 84
 voucher 32

W

wait times 159
 warning letters 100
 waste 24, 26, 27, 87, 88, 143, 154
 waste transfer stations 87
 wastewater treatment 49, 50
 water conservation 49
 water consumption 50
 water mains 71, 72
 water quality 49, 50
 water supply 49, 50
 waterfront 163
 watershed 49, 50
 weapons 125, 126
 WeCare 24, 25
 Weights and Measures Laws 165
 welfare 23, 26, 49
 WEP 6, 20, 26, 33, 41, 58, 70, 78, 89,
 94, 116, 119, 176, 180
 West Nile virus 4
 whistleblower 144
 work orders 55, 57, 60, 75, 76
 workforce 43, 75, 76, 169, 170
 Workforce1 169-171
 working families 63, 64
 World Trade Center 7, 8

Y

youth 43-45, 64, 65, 92, 93, 129, 130,
133-135, 141, 142
youth employment 44, 65
youth programs 43
youth workforce development 43

Z

zoning 59, 60, 95, 97