



MAYOR'S MANAGEMENT REPORT

SEPTEMBER 2011

CITY OF NEW YORK

MICHAEL R. BLOOMBERG, MAYOR

CASWELL HOLLOWAY
DEPUTY MAYOR FOR OPERATIONS

ELIZABETH WEINSTEIN
DIRECTOR, MAYOR'S OFFICE OF OPERATIONS

CELEBRATING OUR CITY

COVER IMAGE:

Splotch 15, 2005

Sol LeWitt, artist

Acrylic on fiberglass

12' x 8'4" x 6'8"

LeWitt Collection, Chester, CT

Photo: Jason Wyche, courtesy Public Art Fund

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Sol LeWitt Structures, 1965-2006 is on view in City Hall Park until December 3, 2011.

For more information, visit www.publicartfund.org



THE MAYOR'S MANAGEMENT REPORT FISCAL 2011

City of New York
Michael R. Bloomberg, Mayor

Caswell Holloway
Deputy Mayor for Operations

Elizabeth Weinstein
Director, Mayor's Office of Operations

September 2011



TABLE OF CONTENTS

MMR User's Guide	ii
Introduction	vii
HEALTH, EDUCATION AND HUMAN SERVICES	
Department of Health and Mental Hygiene	3
Office of Chief Medical Examiner	9
Health and Hospitals Corporation	13
Department of Education	17
School Construction Authority	23
Human Resources Administration	25
Administration for Children's Services	31
Department of Homeless Services	39
Department for the Aging	45
Department of Youth and Community Development	49
INFRASTRUCTURE, ADMINISTRATIVE AND COMMUNITY SERVICES	
Department of Environmental Protection	55
Department of Transportation	63
Department of Buildings	69
New York City Housing Authority	75
Department of Housing Preservation and Development	81
Department of Design and Construction	87
Department of Citywide Administrative Services	91
Department of Information Technology and Telecommunications	97
311 Customer Service Center	103
Department of Records & Information Services	105
Department of Sanitation	109
Department of Parks & Recreation	113
Department of City Planning	119
Landmarks Preservation Commission	123
Department of Cultural Affairs	127
Taxi and Limousine Commission	131

PUBLIC SAFETY AND LEGAL AFFAIRS

New York City Police Department137
Fire Department143
Office of Emergency Management147
Department of Correction151
Department of Probation155
Civilian Complaint Review Board159
Law Department163
Department of Investigation165
City Commission on Human Rights169
Office of Administrative Trials and Hearings173
Business Integrity Commission177

BUSINESS AFFAIRS

Department of Finance183
New York City Economic Development Corporation187
Department of Consumer Affairs191
Department of Small Business Services195

NON-MAYORAL AGENCIES

Public Libraries203
City University of New York209
Board of Elections211

List of Key Topics by MMR Agency213

Index221

MMR USER'S GUIDE

1



DEPARTMENT OF PARKS & RECREATION Adrian Benepe, Commissioner

2

Key Public Service Areas

- ✓ Maintain a green, clean and safe park system and urban forest for all New Yorkers.
- ✓ Provide recreational opportunities for New Yorkers of all ages.

Critical Objectives

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

3

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 2,500 greenstreet sites, over 1,000 playgrounds, more than 800 athletic fields, more than 550 tennis courts, 54 outdoor swimming

Performance Report

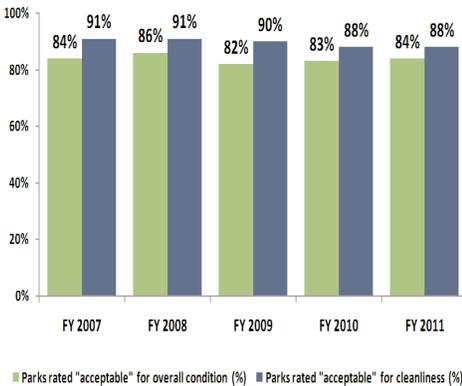
- ✓ Maintain a green, clean and safe park system and urban forest for all New Yorkers.

5

- Overall condition ratings of parks improved by 1 point to 84 percent while cleanliness ratings remained at 88 percent; both were slightly below target levels. Ratings are based on established standards and reflect the results of approximately 4,900 inspections conducted by trained Parks inspectors.
- Largely as a result of the extensive damage caused by the September 2010 tornado, the Department removed 6.8 percent more trees in Fiscal 2011, but the percent removed within 30 days of a service request declined to 93 percent from 99 percent. Year-end average performance was affected by longer processing times during the three-month period immediately following the tornado.

6

Parks Rated "Acceptable" for Overall Condition and Cleanliness (%)



7

9

Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Parks rated "acceptable" for overall condition (%)	84%	86%	82%	83%	84%	85%	85%
★ Parks rated "acceptable" for cleanliness (%)	91%	91%	90%	88%	88%	90%	90%
Summons issued	28,714	21,149	22,145	17,264	17,054	*	*
★ MillionTreesNYC							
- Trees planted - Parks	NA	81,881	121,188	107,272	100,247	60,000	60,000
★ - Trees planted - Other	NA	31,889	22,958	17,639	12,956	40,000	40,000

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

8

10



Agency Customer Service

The Department of Parks and Recreation serves its customers through its walk-in facilities, website and correspondence.

Indicator	DPR FY10	Citywide FY10	DPR FY11	Citywide FY11	DPR Change 2010 to 2011	Citywide Change 2010 to 2011
Average response time for email correspondence (days)	16	5	18	7	13%	40%
Average response time for letters/mail correspondence (days)	20	15	13	11	-35%	-27%
Service requests meeting expected time of action (%)	92.3%	79.1%	93.4%	82.1%	1.1%	3%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	80	83	85	85	7%	2%
Number of 311 inquiries (to MMR agencies)	250,231	7,489,368	210,552	7,252,869	-16%	-3%
Number of agency customers surveyed for overall customer satisfaction	8,416	960,685	9,453	1,021,939	12%	6%
Number of completed customer requests for interpretation	52	1,786,715	39	1,277,020	-25%	-29%

11

311 Customer Service Center Requests for Service

Top Service Requests	Total 2010	Target - 2010 Days to Action	Actual - 2010 Days to Action	% Meeting 2010 Target	Total 2011	Target - 2011 Days to Action	Actual - 2011 Days to Action	% Meeting 2011 Target
Damaged Tree - Branch or Limb Has Fallen Down	9,531	8.0	3.0	94%	9,071	8.0	4.0	97%
Dead Tree - Dead/Dying Tree	6,350	7.0	5.0	87%	6,262	7.0	4.0	94%
New Tree Request - For One Address	2,448	180.0	40.0	94%	5,999	180.0	63.0	87%
Overgrown Tree/Branches - Hitting Building	3,573	30.0	7.0	95%	3,218	30.0	9.0	96%
Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program	4,051	30.0	9.0	93%	4,294	30.0	20.0	92%

12

311 Customer Service Center Inquiries

Top DPR-related Inquiries	Total 2010	% of DPR Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DPR Inquiries in 2011	Rank in # of Calls in 2011
Removal of Large Branch or Entire Tree - City Tree or Property	29,903	3%	2	28,023	13%	1
Wood Disposal Chipping and Pickup - Manhattan Brooklyn Queens and Northwest Staten Island	33,709	3%	1	25,385	12%	2
Find a Park	21,560	2%	3	16,009	8%	3
Find a Public Swimming Pool	11,754	1%	5	12,193	6%	4
Standing Dead Tree Removal - City Tree	10,965	1%	6	9,491	5%	5

13

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$332.6	\$370.6	\$379.6	\$382.7	\$376.0	\$362.7	\$290.2	\$313.2
<i>Revenues (\$ millions)</i>	\$75.8	\$97.5	\$110.2	\$59.0	\$63.8	\$68.3	\$72.5	\$72.6
<i>Personnel (Total FT and FTE)</i>	6,947	7,245	7,395	7,242	6,364	6,393	5,217	5,316
<i>Full-time personnel</i>	3,052	3,702	3,760	3,581	3,354	3,415	3,081	2,681
<i>Full-time equivalent (FTE) personnel</i>	3,895	3,543	3,635	3,661	3,010	2,978	2,136	2,635
- <i>Parks Opportunity Program (POP) participants</i> ⁴	2,200	2,293	2,203	2,053	1,742	1,733	1,582	1,733
<i>Overtime paid (\$000)</i>	\$6,725	\$7,540	\$6,912	\$6,670	\$5,464	*	*	*
<i>Capital commitments (\$ millions)</i>	\$476.0	\$507.4	\$550.6	\$542.1	\$395.9	\$1,145.6	\$143.7	\$467.5
<i>Work Experience Program (WEP) participants assigned</i>	139	48	542	59	87	*	*	*

¹January 2011 Financial Plan ²Authorized Budget Level ³Expenditures include all funds **"NA"** means Not Available in this report

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

14

15

Noteworthy Changes, Additions or Deletions

- The Department will no longer report data for the indicators 'Acres improved' and 'Acres restored.'
- Historical data for trees planted by both Parks and others as part of the MillionTreesNYC initiative has been revised.
- The unit of measure for miles of greenway added has been changed from linear miles to lane miles. All historical data has been revised.
- The Fiscal 2012 target for 'Capital projects completed,' previously reported as 160, has been updated to 132 to reflect revised projections.

For more information please visit the website at: www.nyc.gov/parks

16

KEY TO USER'S GUIDE

1. **Easily Recognized Icon** – appears on every page of the agency section for fast reference.
2. **Key Public Service Areas** – the agency's long-term goals for delivering services to citizens.
3. **Critical Objectives** – steps the agency will take in pursuit of its Key Public Service Areas.
4. **Scope of Agency Operations** – a quick summary of agency activities, facilities and resources.
5. **Performance Report** – bulleted highlights, statistics and charts that show what measures an agency has taken and how it is progressing in achieving its Critical Objectives and key public service goals.
6. **Charts** – shows trends over time, or other comparisons related to services.
7. **Performance Statistics** – statistical measurements of agency inputs, workloads and results.
8. **Target** – projected levels of performance. (An asterisk means no target is available.)
 - **FY11** – the target for Fiscal 2011 based on the City's January 2011 Financial Plan.
 - **Updated FY12** – the target for Fiscal 2012 (July 2011 through June 2012) based on the City's Adopted Budget.
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. **NA** – data for the reporting period is not currently available.
11. **Agency Customer Service** - statistics on agency performance in providing service to its customers through call centers, walk-in facilities, website and correspondence.
12. **311 Customer Service Center Requests for Service** – for 12 agencies which handle 311 service requests, a table lists the year's top five service request (SR) types generated by calls to the City's 311 Customer Service Center, and performance data for each type including expected time to take action, actual time to take action, and the percentage of SRs where action was taken within the expected time.
13. **311 Customer Service Center Inquiries** – a table lists the year's top five categories of agency-related inquiries received by the City's 311 Customer Service Center.
14. **Agency Resources** – an overview of an agency's current and historical resources that affect performance.
15. **Noteworthy Changes, Additions or Deletions** – details and explanations of changes to agency performance statistics.
16. **Hyperlinks** – a working connection that the online reader can use to reach the agency's website for additional information. These hyperlinks are located within agency MMR chapters to take the reader to related information directly, and at the end of chapters to reach the agency's home page.

THE MAYOR'S MANAGEMENT REPORT ON THE INTERNET

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

[Fiscal 2011 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;

[Indicator Definitions](#) - provides a description and the source of the information for each performance statistic in the Mayor's Management Report;

[My Neighborhood Statistics](#) - provides users with the ability to quickly display community information based on a street address or intersection. Color-shaded maps also allow for easy comparisons of highs and lows in different neighborhoods;

[MMR Archives](#) - Fiscal 1997 through Preliminary Fiscal 2011 MMRs and PMMRs;

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



INTRODUCTION

MAYOR'S MANAGEMENT REPORT (MMR)

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

The MMR covers primarily the operations of City agencies that report directly to the Mayor. A total of 44 agencies and organizations are included. While not all agency activities are represented, those that have a direct impact on citizens - including the provision of fundamental support services to other agencies involved in serving citizens - are addressed. These activities, and the City's overall goals in connection with these activities, are identified in the "Key Public Service Areas" listed at the beginning of each agency chapter. Within these service areas, "Critical Objectives" identify the steps the agency is taking to pursue its goals and to deliver services as effectively as possible. The Key Public Service Areas and Critical Objectives presented in the report are a direct statement of the policy priorities and operational strategies of the City's Commissioners and agency heads, and were developed through collaboration between the Mayor's Office of Operations and the senior managers of each agency.

The MMR's statistical tables present the following types of standard information for each performance measure:

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

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

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



1. Community-level information for selected performance measures, disaggregated by local service district (Community Board, Police Precinct, or School District). This information is made available through the interactive My Neighborhood Statistics feature of NYC.gov.
2. Definitions of each agency performance measure, including the data source.
3. Additional tables showing special information of interest across agencies, not otherwise represented in the main report. Topics include workforce absence rates, vehicle fleets, and budgetary units of appropriation.

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

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

NYCSTAT AND THE MMR

The components of NYCStat are as follows:

1. **CPR Agency Performance Reporting.** The interactive dashboard includes data from the same City agencies and covered organizations that are represented in the Mayor's Management Report. Data for more than 500 performance measures are updated monthly, quarterly, or annually depending on the specific measurement. The Agency Performance Reporting application is designed to track the most critical information about all important services delivered by New York City government to its citizens.
2. **NYC*SCOUT.** Since October 2007, inspectors of the Mayor's Street Condition Observation Unit (SCOUT) have surveyed all the City's streets monthly to record quality-of-life conditions on streets and sidewalks. The NYC*SCOUT web application provides street maps down to the neighborhood level showing the location of conditions identified by SCOUT such as potholes and catch basin defects, and allows users to track the progress of repairs for specific problem conditions.
3. **Mayor's Management Report (MMR).** NYCStat is the user's quickest link to the twice-yearly MMR, including the additional information described in the first section of this Introduction.
4. **My Neighborhood Statistics (MNS).** Community-level information for approximately 60 selected performance measures, disaggregated by local service district (Community Board, Police Precinct, or School District), is presented in the form of thematic maps and accompanying tables.
5. **Scorecard Cleanliness Ratings.** Scorecard is an inspection program run by the Mayor's Office of Operations. The program measures and reports on the cleanliness of City streets and sidewalks across the City's five boroughs.
6. **311 Information.** Data derived from the 311 Customer Service Center includes:
 - a. **311 Performance Reports/Most Frequent Inquiries.** Basic data on 311 Customer Service Center operations, including the most frequent inquiries, trends in daily call volumes and service levels.
 - b. **Detailed Reports/Local Law 47 of 2005.** Monthly reports, mandated by local law, list selected 311 service requests including the time to respond to each request, broken down by borough, Community Board, City Council District, and zip code.



- c. **NYC Feedback: Citywide Customer Survey Results.** Results of the 2008 survey of New Yorker’s opinions on the delivery of City services, including results within each Community Board.
- d. **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.

Relationship between CPR Agency Performance Reporting and the MMR

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

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

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

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

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

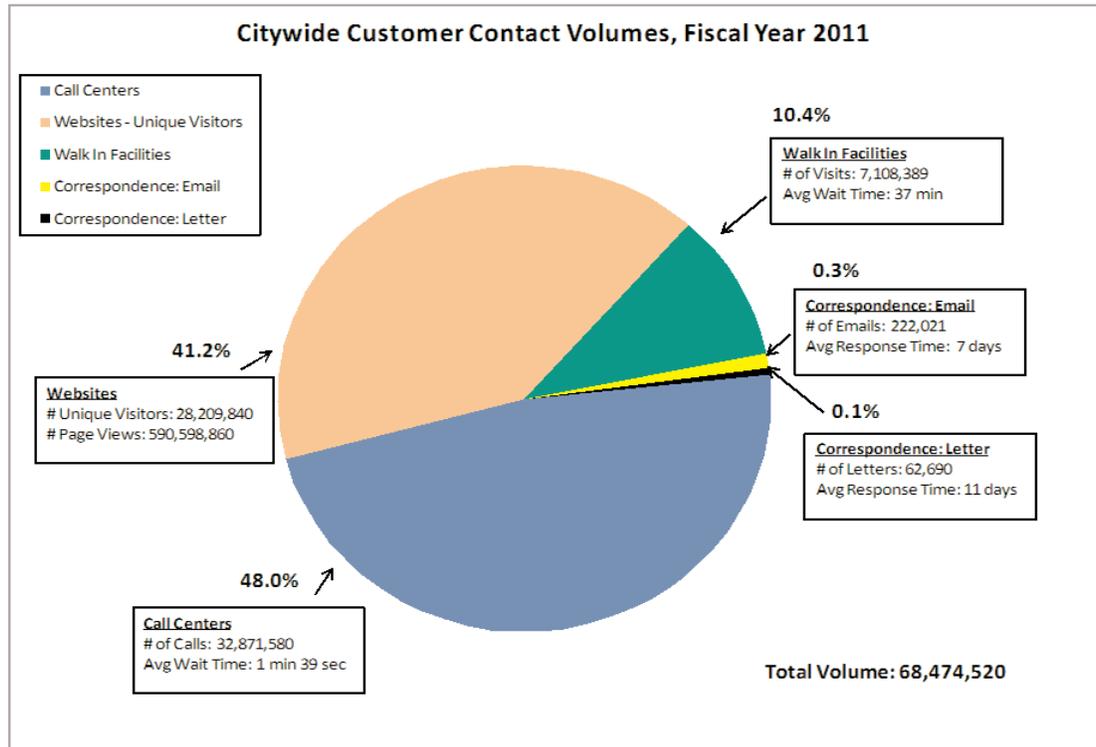
Since the critical indicators receive real-time updates in the NYCStat system, their progress can be tracked between MMR releases. While some of these indicators are only updated once a year, the majority are updated on a monthly or quarterly basis. Updates may include revisions or corrections to figures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



CUSTOMER SERVICE

Since May 2008, the Mayor’s Office of Operations has partnered with City agencies to improve customer service across all delivery channels. The Office began reporting customer service data in the Fiscal 2009 Mayor’s Management Report. In this edition of the Report all citywide averages for Fiscal 2010 customer service measures have been corrected.

The pie chart below summarizes customer contact volumes for Fiscal Year 2011.



These agencies provide customer service data: 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, and TLC.

In Fiscal 2010, the Office of Operations added three additional types of data for each agency providing customer service, in their respective chapters:

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

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

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

Finally, the Office of Operations launched a CPR: Customer Service Reporting site in Fiscal 2011 which allows the public to review and compare customer service performance across agencies. The site is available on the Office of Operations website, www.nyc.gov/operations.

HEALTH, EDUCATION AND HUMAN SERVICES



Department of Health and Mental Hygiene
Office of Chief Medical Examiner



Health and Hospitals Corporation



Department of Education
School Construction Authority



Human Resources Administration



Administration for Children's Services



Department of Homeless Services



Department for the Aging



Department of Youth and Community Development



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Thomas A. Farley, Commissioner

Key Public Service Areas

- ✓ Promote health 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 contracts for: mental health services; developmental disability services; alcohol and drug use services; and Early Intervention services for 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; five TB/chest centers; nine STD clinics; HIV prevention and control services; health services at more than 1,250 schools; and health and mental hygiene services in the City's correctional facilities. DOHMH has programs to prevent and control chronic diseases such as heart disease, diabetes, asthma and cancer. The Department has also made reducing obesity- and tobacco-related illnesses a priority. DOHMH generates community health profiles; issues birth and death certificates; conducts health and safety inspections to enforce the City Health Code; and protects public safety through immediate response to emergent public health threats.

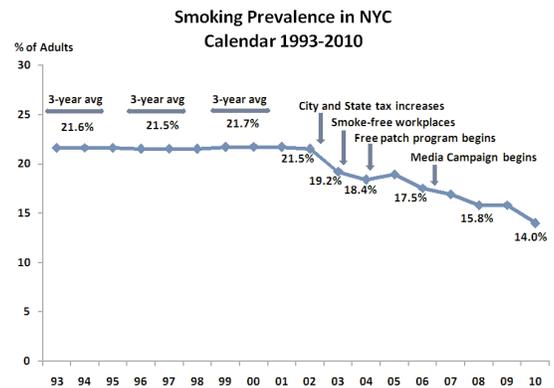
Critical Objectives

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

Performance Report

✓ Promote health and reduce health disparities among New York City communities.

- The adult smoking rate in New York City was 14 percent in Calendar 2010, compared to 15.8 percent in Calendar 2009, the lowest rate recorded. Tobacco control efforts including three recent cigarette tax increases and ongoing anti-tobacco educational campaigns likely contributed to this decline. The

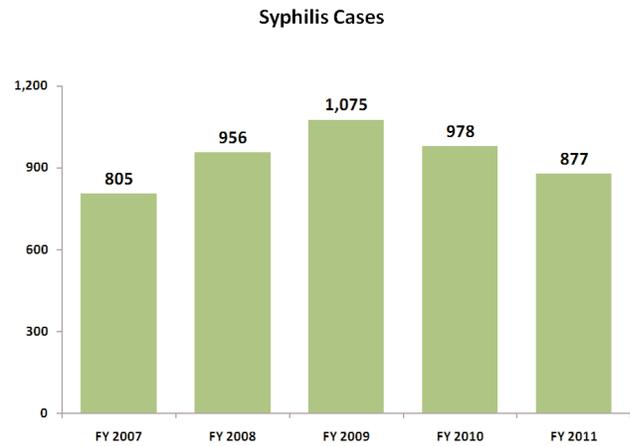


- Department continues its efforts to reduce smoking rates through media and education campaigns and offering nicotine replacement therapies.
- The percent of adults, aged 50+, who received a colonoscopy in the past ten years increased 1.5 percentage points but was 9.5 percentage points below target. The variance may be due to a waning effect of policy efforts related to colon cancer screening, new guidelines regarding colon cancer screening and changes to reimbursement for screening through Medicare in 2002, and then through private insurance shortly thereafter.
 - The hospitalization rate for asthma among children ages 0-14 increased 5.5 percent between Calendar 2009 and Calendar 2010, which was 17 percent above target. Asthma hospitalization rates have been fairly stable for several years, though some year-to-year fluctuations are expected due to factors such as year to year differences in respiratory virus infection rates



and severity, weather, air quality, and hospital admitting practices. The introduction of novel H1N1 influenza in the spring of 2009 affected children and younger adults disproportionately in comparison to usual seasonal flu and may have contributed to this increase.

- The number of new adult AIDS cases diagnosed declined by 33 percent in Calendar 2010. The decrease in AIDS cases is following the trend that has been evident for the past few years which could stem from successful DOHMH-led efforts to engage New Yorkers recently diagnosed with HIV in timely medical care or a decline in the number of people becoming infected with HIV in previous years.
- The 17.8 percent decline in HIV tests from Fiscal 2010 to Fiscal 2011 is due to incomplete reporting from contracted providers. Fiscal 2011 data reporting for all contracted providers has not been completed for the final part of the fiscal year. This indicator will be updated in the Preliminary Fiscal 2012 Mayor's Management Report.
- The number of syphilis cases reported during Fiscal 2011 decreased 10 percent from the same period in Fiscal 2010, to 877, while the number of new tuberculosis cases declined by 6 percent, to 711, from Calendar 2009 to 2010.



Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Adults who smoke (%) (CY)	17.5%	16.9%	15.8%	15.8%	14.0%	13.2%	12.0%
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	59.7%	61.7%	65.6%	66.0%	67.5%	76.0%	80.0%
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	NA	35.9%	32.6%	31.6%	30.3%	*	*
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	57.3%	54.7%	56.6%	52.6%	62.3%	64.0%	64.0%
★ Hospitalization rate for asthma among children ages 0-14 (per 1,000 children) (CY) (preliminary)	5.4	5.2	5.2	5.2	5.5	4.7	4.7
★ Infant mortality rate (per 1,000 live births) (CY)	5.9	5.4	5.5	5.3	4.9	5.1	4.7
★ Children in the public schools who have completed required immunizations (%)	98.4%	97.9%	98.8%	98.8%	98.8%	98.8%	98.8%
Number of male condoms distributed (000)	17,770	39,070	41,838	36,838	36,309	*	*
Number of New Yorkers who die from HIV/AIDS (CY)	1,209	1,115	1,073	933	832	900	875
★ New adult AIDS cases diagnosed (CY) (preliminary)	3,695	3,388	3,124	2,969	2,225	*	*
Persons diagnosed, living and reported with HIV/AIDS (CY)	100,610	102,906	105,633	108,886	110,248	*	*
★ HIV tests conducted (preliminary)	170,539	201,636	268,971	286,170	242,961	*	*
Unduplicated clients enrolled in HIV/AIDS (Ryan White) health and supportive services (FY March - February) (000)	42.0	64.7	88.0	87.5	80.6	*	*
★ Syphilis cases	805	956	1,075	975	899	*	*
★ New tuberculosis cases (CY) (preliminary)	953	914	895	760	711	*	*
Patients who complete treatment for active tuberculosis (%) (CY)	92.5%	92.0%	94.0%	90.5%	91.0%	94.0%	93.0%

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

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

- The number of supportive housing units available to persons with severe mental illness increased 14.8 percent between Fiscal 2010 and Fiscal 2011. The increase is due to changes in State Policies,



increasing the number of units for the Office of Mental Health (NYS) and new units of housing produced under the New York/New York III agreement.

- The number of new buprenorphine patients increased by 23.6 percent between Calendar 2009 and Calendar 2010. The increase reflects the expanded availability of this medication to treat opioid dependence, as additional sites have begun prescribing buprenorphine, while information and education about the medication has increased access among individuals experiencing opioid dependence in New York City.
- Deaths from unintentional drug overdose decreased by 13.7 percent between Calendar 2009 and Calendar 2010. This reduction may be attributed to several factors, including considerable increases in the number of patients accessing buprenorphine treatment for opioid dependence, and expanded overdose prevention education and naloxone availability to reverse opioid overdose. Of note, deaths involving prescription opioids and benzodiazepines have grown over this period, while deaths involving heroin, cocaine, and methadone show continued declines.

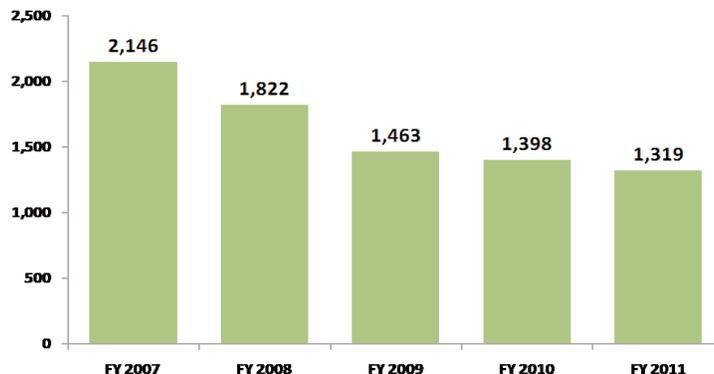
Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health, and dental)	881,443	817,437	838,467	817,012	803,871	*	*
Children with Initial Early Intervention program service plans (000)(CY)	17.2	15.8	17.7	16.9	15.4	*	*
Children authorized for Early Intervention services during the year (000)(CY)	33.1	31.5	32.7	34.9	33.9	*	*
Adult New Yorkers without a regular doctor (%) (CY)	21.0%	19.4%	15.6%	18.1%	16.7%	*	*
Screening rates for breast cancer (CY)	75.2%	73.9%	77.8%	78.5%	76.7%	79.5%	80.0%
Screening rates for cervical cancer (CY)	80.6%	79.8%	82.5%	81.6%	78.4%	83.0%	83.0%
Calls to LifeNet (000)	89.1	88.4	94.5	97.2	92.9	*	*
Individuals in the assisted outpatient mental health treatment program	1,099	1,061	1,274	1,344	1,315	*	*
Units of supportive housing available to persons with severe mental illness (000)	14.5	15.3	15.9	17.3	20.3	17.7	17.7
New buprenorphine patients	2,880	4,177	6,733	7,006	9,167	7,600	8,000
★ Deaths from unintentional drug overdose	979	695	631	624	549	*	*
Alcohol-attributable mortality (CY)	1,563	1,680	1,702	1,675	1,629	*	*

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

✓ **Improve environmental health and safety.**

- Pest control initial inspections increased 24.9 percent in Fiscal 2011 to approximately 114,000, compared to 85,000 in Fiscal 2010. In the past year, the Department's indexing initiative, which includes regular proactive inspections of selected geographic areas of Active Rat Signs (ARS) of all properties within specific high-need community districts, was expanded to include Manhattan. Index inspections target the highest need areas for regular inspections and reinspections. More inspectors have been trained in indexing to account for the expansion.
- Initial pest control inspections with signs of active rats declined by 5.3 percentage points to 9.8 percent and compliance pest control inspection found to be rat free improved by 3.6 percentage points from Fiscal 2010 to Fiscal 2011. The Department focused on properties with repeat failures in the Bronx in Fiscal 2010 and was expanded to Manhattan properties in Fiscal 2011.

Children Aged 6 Months to Less Than 6 Years Newly Identified with Blood Lead Levels Greater Than or Equal to 10 Micrograms per Deciliter





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Childhood blood lead levels - New cases among children less than 18 years requiring environmental intervention for lead poisoning</i>	712	584	500	532	470	*	*
<i>- Primary address inspected within 5 business days (%)</i>	89.9%	90.2%	88.6%	86.9%	85.0%	95.0%	90.0%
★ <i>- New cases among children aged 6 months to less than 6 years with blood lead levels greater than or equal to 10 micrograms per deciliter</i>	2,146	1,822	1,455	1,398	1,319	*	*
<i>Day Care site complaints received</i>	1,663	1,554	1,525	1,416	1,325	*	*
<i>Day care initial site inspections</i>	17,668	18,695	15,989	20,280	21,610	*	*
<i>Restaurants inspected (%)</i>	99.7%	80.1%	99.1%	99.7%	99.8%	100.0%	100.0%
★ <i>Food Service Establishments scoring 28 or more points on initial inspection ('C' grade equivalent)</i>	23.7%	25.6%	24.3%	21.0%	28.2%	*	*
★ <i>Pest control complaints received by DOHMH (000)</i>	22.5	23.0	22.1	21.8	22.5	*	*
<i>Initial pest control inspections (000)</i>	NA	72	89	85	114	*	*
<i>Initial Inspections with active rat signs (ARS) (%)</i>	NA	22.3%	13.1%	15.1%	9.8%	*	*
★ <i>Compliance inspections found to be rat free (%)</i>	NA	42.2%	40.8%	43.5%	47.1%	*	*
<i>Dog licenses issued (000)</i>	100.6	91.8	101.0	99.4	97.6	105.0	105.0

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

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

- The average response time for birth certificates declined by 29.5 percent between Fiscal 2010 and Fiscal 2011. The average response time for death certificates declined by 38 percent for the same period. The Office of Vital Records has improved the average response time to requests for birth and death certificates through the expansion of online ordering. Vital Records also streamlined its internal procedures for processing online orders to speed processing of these orders. Additional information on customer service-related performance is available in the "311 Customer Service Center Requests for Service" section of this chapter.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Average response time for birth certificates by mail/online (days)</i>	NA	NA	5.1	5.7	4.4	5.0	5.0
★ <i>Average response time for death certificates by mail/online (days)</i>	NA	NA	12.0	9.8	7.1	8.0	8.0

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



Agency Customer Service

The Department of Health and Mental Hygiene provides service to its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	DOHMH FY10	Citywide FY10	DOHMH FY11	Citywide FY11	DOHMH Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average call wait time (min:sec)</i>	00:49	01:19	07:58	01:39	876%	25%
<i>Average response time for email correspondence (days)</i>	11	5	14	7	27%	40%
<i>Average response time for letters/mail correspondence (days)</i>	29	15	43	11	48%	-27%
<i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i>	38:00	28:00	17:00	37:00	-55%	32%
<i>Service requests meeting expected time of action (%)</i>	NA	79.1%	80.2%	82.1%	NA	3%
<i>Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)</i>	85	83	86	85	1%	2%
<i>Number of 311 inquiries (to MMR agencies)</i>	446,761	7,489,368	451,431	7,252,869	1%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	1,596	960,685	987	1,021,939	-38%	6%
<i>Number of completed customer requests for interpretation</i>	14,357	1,786,715	12,256	1,438,872	-15%	-19%

311 Customer Service Center Requests for Service

Top Service Requests	Total 2010	Target - 2010 Days to Action	Actual - 2010 Days to Action	% Meeting 2010 Target	Total 2011	Target - 2011 Days to Action	Actual - 2011 Days to Action	% Meeting 2011 Target
<i>Food Establishment</i>	NA	NA	NA	NA	5,953	14.0	2.0	97%
<i>Food Poisoning</i>	NA	NA	NA	NA	2,831	3.0	1.0	97%
<i>Indoor Air Quality</i>	NA	NA	NA	NA	5,459	14.0	4.0	96%
<i>Smoking</i>	NA	NA	NA	NA	2,018	14.0	16.1	44%
<i>Rodent</i>	NA	NA	NA	NA	22,476	14.0	12.0	73%

311 Customer Service Center Inquiries

Top DOHMH-related Inquiries	Total 2010	% of DOHMH Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DOHMH Inquiries in 2011	Rank in # of Calls in 2011
<i>Birth Certificate from 1910 to Present</i>	13,177	3%	7	51,368	11%	1
<i>NPG - Enrollment Application</i>	32,186	7%	2	28,224	6%	2
<i>Rodent Complaint - Other Location</i>	21,857	5%	4	22,934	5%	3
<i>LifeNet</i>	19,629	4%	5	18,611	4%	4
<i>Status of a Birth Certificate Order</i>	17,112	4%	6	14,393	3%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$1,500.3	\$1,518.5	\$1,646.3	\$1,619.9	\$1,622.7	\$1,600.7	\$1,483.6	\$1,521.8
<i>Revenues (\$ millions)</i>	\$71.8	\$129.5	\$65.3	\$69.2	\$79.0	\$76.9	\$80.2	\$33.6
<i>Personnel</i>	5,595	6,070	6,073	5,578	5,270	5,898	5,358	5,393
<i>Overtime paid (\$000)</i>	\$5,184	\$5,509	\$6,216	\$7,772	\$3,387	*	*	*
<i>Capital commitments (\$ millions)</i>	\$62.5	\$52.7	\$51.1	\$50.5	\$138.9	\$368.5	\$58.0	\$80.0
<i>Human services contract budget (\$ millions)</i>	\$857.1	\$800.6	\$947.8	\$934.4	\$888.3	\$893.6	\$901.7	\$905.3
<i>Work Experience Program (WEP) participants assigned</i>	170	192	188	293	38	*	*	*

¹January 2011 Financial Plan ²Authorized Budget Level ³Expenditures include all funds "NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/doh



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

OFFICE OF CHIEF MEDICAL EXAMINER

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

Key Public Service Areas

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

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.

Performance Report

✓ Perform forensic investigations.

- In Fiscal 2011, there were declines in most OCME performance indicators, with longer turnaround times for autopsy reports and DNA and toxicology case reports. The median time to complete autopsy reports increased 15 percent to 61.5 days, from 53.5 days in Fiscal 2010, although the number of autopsies performed decreased slightly. The median time to complete toxicology cases was 40.5 days, up 16 percent from 35 days in Fiscal 2010, despite a three percent decrease in toxicology cases received at OCME. The average time to complete analysis of a DNA case at OCME rose 9 percent to 83 days in Fiscal 2011, from 76 days the previous year, although submissions for DNA analysis decreased 12 percent. The agency attributes these increases to reduced staffing in its laboratories and elsewhere at OCME. The agency will focus on improved reporting efficiency in Fiscal 2012 and anticipates that this may lower its report production times.

Median Time to Complete Autopsy Reports (Days)





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Median tme for MLI scene arrivals (hours)	1.9	1.5	1.6	1.6	1.7	*	*
★ Median time to complete autopsy reports (days)	66.0	49.0	48.0	53.5	61.5	51.0	51.0
Median time to process cremation requests (hours)	1.6	1.4	0.9	1.2	1.2	1.5	1.5
★ Median time to complete toxicology cases (days)	32.0	26.0	30.5	35.0	40.5	28.0	28.0
Median time to complete toxicology sexual assault cases (days)	14.0	16.0	17.5	17.0	21.0	17.0	17.0
Median time to complete toxicology DUI cases (days)	15.0	12.5	13.5	13.0	16.0	10.0	10.0
Average days to complete analysis of a DNA case	57.0	49.0	89.8	76.0	83.0	75.0	75.0
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	68.0	65.0	97.0	112.0	114.0	90.0	90.0
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	NA	36.0	70.5	58.0	65.0	*	*
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	49.0	37.0	17.5	19.0	27.0	50.0	50.0
DNA matches with profiles in database	621	1,453	1,264	1,264	1,629	*	*

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

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

- Phase 3 of the World Trade Center remains recovery effort was concluded, and five additional remains were recovered from sifting operations. OCME continues its related DNA identification work; 38 previously discovered remains yielded profiles linking them to other previously discovered remains, and 2 new victim identifications were made. OCME continues to monitor all excavation at the World Trade Center site.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Remains recovered following a disaster or mass fatality incident (cumulative)	21,404	21,741	21,745	21,813	21,818	*	*
Remains identified following a disaster (cumulative)	10,976	11,989	12,762	12,770	12,810	*	*

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

Agency Customer Service

The Office of Chief Medical Examiner serves its customers through its walk-in facilities, website and correspondence.

Indicator	OCME FY10	Citywide FY10	OCME FY11	Citywide FY11	OCME Change 2010 to 2011	Citywide Change 2010 to 2011
Average response time for email correspondence (days)	1	5	1	7	0%	40%
Average response time for letters/mail correspondence (days)	8	15	14	11	75%	-27%
Number of 311 inquiries (to MMR agencies)	2,074	7,489,368	1,993	7,252,869	-4%	-3%
Number of completed customer requests for interpretation	125	1,786,715	469	1,438,872	275%	-19%



311 Customer Service Center Inquiries

Top OCME-related Inquiries	Total 2010	% of OCME Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of OCME Inquiries in 2011	Rank in # of Calls in 2011
<i>Death Inquiries</i>	1,306	63%	1	1,277	64%	1
<i>Autopsy Report</i>	356	17%	2	303	15%	2
<i>Proof of Death</i>	295	14%	3	262	13%	3
<i>Cremation Inquiries</i>	98	5%	4	125	6%	4
<i>World Trade Center DNA Samples</i>	19	1%	5	26	1%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$61.5	\$68.4	\$79.1	\$65.6	\$73.9	\$74.9	\$59.3	\$60.9
<i>Revenues (\$000)</i>	\$6	\$5	\$6	\$2	\$39	\$503	\$503	\$503
<i>Personnel</i>	588	661	652	652	606	705	691	691
<i>Overtime paid (\$000)</i>	\$3,279	\$2,869	\$1,383	\$1,791	\$1,520	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/ocme





HEALTH AND HOSPITALS CORPORATION

Alan D. Aviles, President

Key Public Service Area

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

Scope of Agency Operations

The Health and Hospitals Corporation (HHC), the largest municipal hospital and health care system in the country, is a \$6.8 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 approximately 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 serves 1.3 million New Yorkers every year and is the single largest provider of health care to uninsured New Yorkers.

Critical Objectives

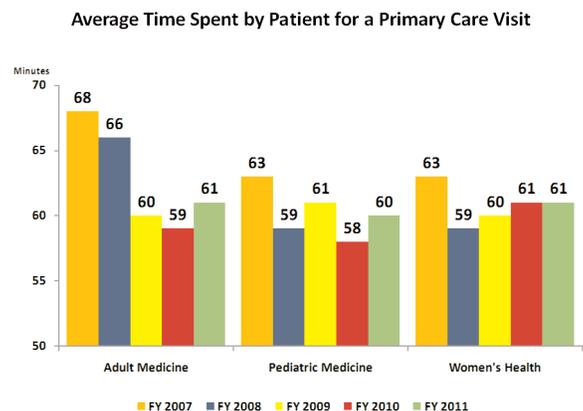
- Improve health outcomes.
- Achieve/surpass local and national performance for specific health interventions and efficient delivery of health services.
- Reduce unnecessary emergency room visits and rehospitalizations.
- Improve access to outpatient services.
- Expand enrollment in insurance programs.

Performance Report

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

- HHC continues to surpass its target for the percentage of eligible women ages 40 to 70 receiving a mammogram with an achievement of 72 percent at the end of Fiscal 2011. HHC encourages women to take steps such as regular examinations to help prevent illness or to diagnose breast cancer as early as possible, when treatment can be most successful. In addition, the "Give your Mother a Gift" mammogram outreach campaign provides mammograms at no cost to eligible patients every year during the month of May.
- The general care average length of stay (excluding psychiatry and rehabilitation) remained at 4.6 days from Fiscal 2010 to 2011 and has bested the corporate target of 4.7 days. HHC continues to focus on process improvements in admissions and discharge planning to sustain operational efficiencies which contribute to length of stay reductions.
- In Fiscal 2011, the proportion of patients living with HIV/AIDS who use dedicated HIV clinics located at HHC acute care facilities continues to meet the corporate goal with a utilization rate of over 99 percent. HHC serves more than 19,000 HIV/AIDS patients or about one fifth of the 100,000 plus people known to be living with HIV/AIDS in New York City, and is committed to improving the quality of life for these patients.
- In Fiscal 2011, the average cycle time for pediatric primary care services was 60 minutes, meeting the corporate target

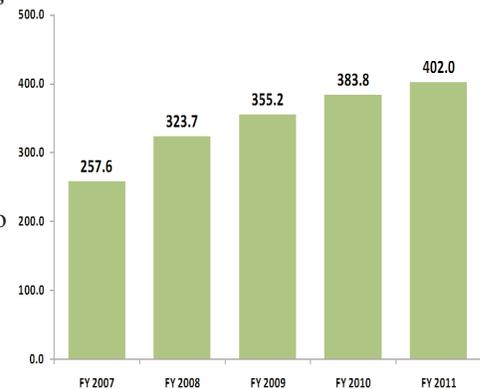
The average cycle time for women's health primary care clinic visits and adult medicine were both slightly above the target at 61 minutes. All three primary care clinics have decreased their average cycle time for a primary care clinic visit since Fiscal 2007.





- As a result of continuing facility-specific asthma action plans, the rate of emergency room revisits within seven days of discharge for pediatric asthma patients decreased from 3.2 percent in Fiscal 2010 to 2.7 percent in Fiscal 2011. These plans use electronic health records to create self-management regimens for patients, which provide detailed instructions about the use of prescribed medication, flow meters and advice about how to avoid asthma triggers.
- The number of adult psychiatric patients that have been re-hospitalized within 15 days of discharge decreased from 5.1 percent in Fiscal 2010 to 4.8 percent in Fiscal 2011. This decrease is attributed to effective discharge planning and transitioning of patients from the hospital to the community.
- As part of HHC's efforts to enroll uninsured patients into public health insurance, the number of individuals enrolled in managed care continued to rise from Fiscal 2010.

MetroPlus Public Health Insurance Enrollment (000)



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Percentage of prenatal patients retained in care through delivery	87.2%	89.0%	89.2%	86.5%	86.4%	90.0%	90.0%
★ Percent of eligible women aged 40-70 receiving a mammogram screening from HHC	70.0%	70.9%	71.0%	72.8%	72.0%	70.0%	70.0%
★ Percent of HIV patients using dedicated HIV clinics	98.9%	99.0%	99.3%	99.2%	99.2%	99.0%	99.0%
Percent of two-year olds immunized	97.0%	97.0%	97.0%	96.5%	NA	98.0%	98.0%
★ General Care average length of stay (days)	4.7	4.7	4.6	4.6	4.6	4.7	4.7
★ Emergency room revisits for adult asthma patients (%)	6.8%	5.2%	4.7%	5.1%	5.1%	5.0%	5.0%
★ Emergency room revisits for pediatric asthma patients (%)	4.2%	3.1%	3.3%	3.2%	2.7%	3.2%	3.2%
Percent of adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days	5.0%	4.6%	5.2%	5.1%	4.8%	5.0%	5.0%
★ 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	59.0	61.0	60.0	60.0
★ 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	58.0	60.0	60.0	60.0
★ 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	61.0	61.0	60.0	60.0
★ Uninsured patients served	413,294	448,705	452,576	477,957	NA	*	*
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	390,757	373,284	436,526	474,118	498,324	450,000	450,000
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	257,600	323,746	355,172	383,797	401,967	370,000	370,000
★ Net days of revenue for accounts receivable	59.34	59.17	56.28	55.51	52.28	56.00	56.00

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

311 Customer Service Center Inquiries

Top HHC-related Inquiries	Total 2010	% of HHC Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of HHC Inquiries in 2011	Rank in # of Calls in 2011
Find a Public Hospital	56,830	5%	1	51,332	72%	1
Find a Child Health Clinic	2,389	0%	4	2,582	4%	2
Immunization 19 and Older	2,785	0%	3	2,372	3%	3
Become a Nurse	2,829	0%	2	2,209	3%	4
Immunization Multiple Individuals	1,740	0%	7	1,503	2%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$5,434.8	\$5,823.5	\$5,955.4	\$6,113.4	\$6,294.7	\$6,599.8	\$6,691.3	\$6,719.0
<i>Revenues (\$ millions)</i>	\$6,574.9	\$6,702.8	\$6,188.8	\$6,478.7	\$6,847.9	\$7,327.1	\$7,056.1	\$7,221.7
<i>Personnel</i>	39,791	40,522	40,834	39,872	38,898	38,729	38,129	38,129
<i>Overtime paid (\$000)</i>	\$93,216	\$106,490	\$106,986	\$123,086	\$125,948	*	*	*
<i>Capital commitments (\$ millions)</i>	\$167.2	\$178.7	\$229.5	\$124.4	\$147.4	\$295.5	\$218.2	\$219.3

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Data for the indicator ‘Uninsured patients served’ is collected on a calendar year basis and 2011 data will be published in the Preliminary Fiscal 2012 Mayor’s Management Report.
- Fiscal 2011 Data for the indicator ‘Percent of two-year olds immunized’ will be available in October 2011 and will be published in the Preliminary Fiscal 2012 Mayor’s Management Report.

For more information please visit the website at: www.nyc.gov/hhc





DEPARTMENT OF EDUCATION

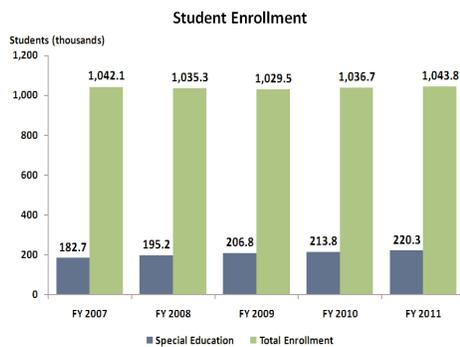
Dennis M. Walcott, Chancellor

Key Public Service Areas

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

Scope of Agency Operations

The Department of Education (DOE) provides primary and secondary education to over 1 million pre-kindergarten to grade 12 students in 32 school districts in over 1,500 schools, and employs approximately 75,000 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.
- Enhance the ability of non-English speaking students to learn English and improve academic progress.
- Ensure students are appropriately placed in special education.
- Ensure resources to support student academic performance.
- Increase the proportion of certified teachers and overall principal and teacher qualifications.
- Increase parent involvement in school programs.
- Address crime in schools.
- Improve building conditions.
- Work with the School Construction Authority to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

Performance Report

✓ Improve academic performance.

- Quality Review data for the 2010-11 school year is now available. The Quality Review office increased the rigor of the review and of the scoring process. For the 2010-11 School Year, the proportion of schools rated well-developed or proficient declined 10.6 percentage points to 84.1 percent. This change reflects a higher standard of school performance for schools to meet. By raising the bar for schools across the city, the office will continue to push to ensure all schools are ready for the increased challenge of the Common Core Learning Standards.
- The percentage of students in grades 3 through 8 meeting or exceeding standards on English Language Arts (ELA) and Math exams increased slightly since last school year – 1.5 and 3.3 points, respectively. The percentage of students in grades 3 through 8 scoring below standards progressing to a higher level, however, increased dramatically for both exams – approximately 25 point gains for each. These trends show that despite changes to the exams made by the State Education Department, progress continues to be made in New York City public schools.
- Attendance rates remained stable during the 2010-11 School Year. Average daily attendance was 90.5 percent, and students with a 90 percent or better attendance rate was 73.9 percent.
- Four and six year graduation and dropout rates are now available for School Year 2010 and School Year 2008, respectively. The percent of all students in the cohort graduating within 4 years increased from School Year 2009 to School Year 2010 for both general education and special education students – 2 points to 65.1 percent and 4 points to 30.7 percent, respectively.



- During the reporting period, the proportion of English Language Learners (ELL) testing out of ELL programs increased slightly from 15.4 percent in 2009-10 to 16.4 percent in 2010-11.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Percent of schools with scores of Well Developed on Quality Reviews	NA	NA	48.1%	43.8%	39.1%	*	*
★ Percent of schools with scores of Proficient on Quality Reviews	NA	NA	44.8%	50.9%	45.0%	*	*
★ Percent of schools with scores of Developing on Quality Reviews	NA	NA	4.8%	3.3%	12.2%	*	*
★ Percent of schools with scores of Underdeveloped on Quality Reviews	NA	NA	2.2%	2.0%	3.7%	*	*
★ Percent of schools receiving an A on school Progress Report	23.0%	38.0%	75.1%	28.8%	NA	*	*
★ Percent of schools receiving a B on school Progress Report	39.0%	41.0%	17.0%	33.5%	NA	*	*
★ Percent of schools receiving a C on school Progress Report	26.0%	15.0%	5.7%	32.0%	NA	*	*
★ Percent of schools receiving a D on school Progress Report	8.0%	4.0%	1.9%	4.7%	NA	*	*
★ Percent of schools receiving an F on school Progress Report	4.0%	2.0%	0.2%	1.0%	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	1,036.7	1,043.8	*	*
★ Average daily attendance (%)	89.0%	89.8%	90.0%	90.7%	90.5%	90.0%	90.0%
- Elementary/middle (%)	91.1%	92.6%	92.4%	93.3%	93.1%	92.0%	92.0%
- High school (%)	82.1%	83.4%	84.3%	86.9%	86.5%	83.0%	83.0%
Students with 90% or better attendance rate (%)	69.1%	70.2%	69.8%	74.3%	73.9%	72.0%	72.0%
★ Students in grades 3 to 8 meeting or exceeding standards - English Language Arts (%)	50.8%	57.6%	68.8%	42.4%	43.9%	62.0%	62.0%
★ - Math (%)	65.1%	74.3%	81.8%	54.0%	57.3%	78.0%	78.0%
Students in grades 3 to 8 scoring below standards progressing into a higher level - English Language Arts (%)	61.6%	64.8%	78.8%	25.7%	50.3%	*	*
- Math (%)	50.0%	59.2%	68.6%	30.5%	54.9%	*	*
Students in grades 3 to 8 progressing from below standards to meeting standards - English Language Arts (%)	20.3%	27.3%	37.9%	5.9%	18.4%	*	*
- Math (%)	23.9%	31.3%	38.6%	4.3%	24.3%	*	*
Students in grades 1 to 9 promoted (%)	96.6%	97.4%	97.7%	93.2%	NA	98.0%	98.0%
Students in the graduating class taking required Regents examinations	43,747	51,247	53,087	55,378	NA	45,000	45,000
Students passing required Regents examinations (%)	63.1%	63.1%	66.4%	70.8%	NA	66.0%	66.0%
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	79.5%	81.9%	84.6%	87.4%	NA	82.0%	82.0%
- Math (%)	77.8%	79.0%	80.6%	82.2%	NA	79.0%	79.0%
- United States history and government (%)	77.4%	79.4%	82.1%	83.6%	NA	76.0%	76.0%
- Global history (%)	68.7%	69.5%	72.5%	76.7%	NA	71.0%	71.0%
- Science (%)	72.8%	73.3%	76.1%	80.6%	NA	76.0%	76.0%
Students in graduating class with a 55 to 100 passing score on the Regents Examination - English (%)	91.0%	91.5%	91.2%	91.8%	NA	93.0%	93.0%
- Math (%)	93.2%	92.9%	92.3%	91.9%	NA	96.0%	96.0%
- United States history and government (%)	92.6%	92.3%	92.0%	91.7%	NA	96.0%	96.0%
- Global history (%)	87.6%	86.8%	87.0%	87.9%	NA	90.0%	90.0%
- Science (%)	90.1%	90.1%	91.0%	91.6%	NA	92.0%	92.0%
★ Percent of all students in cohort graduating from high school in 4 years (NYSSED)	52.8%	56.4%	59.0%	61.0%	NA	*	*
★ Percent of all students in cohort graduating from high school in 6 years (NYSSED)	65.6%	69.2%	NA	NA	NA	*	*
★ Percent of students with disabilities in cohort graduating from high school in 4 years (NYSSED)	18.3%	22.5%	24.7%	27.9%	NA	*	*
★ Percent of students with disabilities in cohort graduating from high school in 6 years (NYSSED)	30.7%	34.5%	NA	NA	NA	*	*

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Percent of all students in cohort dropping out from high school in 4 years (NYSESED)</i>	15.8%	13.5%	11.8%	12.1%	NA	*	*
<i>Percent of all students in cohort dropping out from high school in 6 years (NYSESED)</i>	23.7%	20.2%	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%	21.0%	20.9%	NA	*	*
<i>Percent of students with disabilities in cohort dropping out from high school in 6 years (NYSESED)</i>	35.7%	30.9%	NA	NA	NA	*	*
<i>Students enrolled as English Language Learners (000)</i>	140	148	149	165	164	*	*
<i>English Language Learners testing out of ELL Programs (%)</i>	12.0%	13.4%	15.1%	15.4%	16.4%	17.0%	17.0%
★ <i>English Language Learners testing out of ELL programs within 3 years (%)</i>	50.8%	52.5%	50.6%	54.1%	51.5%	55.0%	55.0%
<i>Students receiving special education services (Preliminary unaudited)</i>	182,730	195,201	206,760	213,831	220,289	*	*
<i>Special education enrollment - school-age</i>	162,714	173,856	184,020	190,092	194,503	*	*
- <i>Public school</i>	149,129	154,881	162,034	166,761	169,948	*	*
- <i>Non-public school</i>	13,585	18,975	21,986	23,331	25,253	*	*
<i>Special education enrollment - pre-school</i>	20,016	21,345	22,740	23,739	25,786	*	*
- <i>Public school</i>	787	772	781	748	699	*	*
- <i>Non-public school</i>	19,229	20,573	21,959	22,991	25,087	*	*
<i>Students recommended for special education services</i>	24,404	24,077	23,050	22,967	15,528	*	*
<i>Students no longer in need of special education services</i>	5,626	6,257	6,183	6,469	6,438	*	*
★ <i>Students in special education scoring below standards progressing into a higher level - English Language Arts (%)</i>	47.1%	55.3%	73.2%	20.0%	36.4%	*	*
★ <i>- Math (%)</i>	35.8%	45.9%	60.1%	23.2%	42.0%	*	*
<i>Schools Under Registration Review</i>	35	32	20	14	NA	*	*
<i>Average lunches served daily</i>	627,915	624,266	623,039	642,264	648,141	*	*
<i>Average breakfasts served daily</i>	189,804	198,990	205,317	220,923	224,623	*	*
<i>Average expenditure per student (\$)</i>	\$16,195	\$17,696	\$17,929	NA	NA	*	*
- <i>Elementary school (\$)</i>	\$16,548	\$18,141	\$18,265	NA	NA	*	*
- <i>Middle school (\$)</i>	\$15,949	\$17,496	\$17,582	NA	NA	*	*
- <i>High school (\$)</i>	\$13,890	\$15,371	\$15,648	NA	NA	*	*
- <i>Full-time special education (District 75) (\$)</i>	\$61,009	\$65,681	\$69,376	NA	NA	*	*
<i>Average direct services to schools expenditure per student (\$)</i>	\$14,286	\$15,498	\$16,510	NA	NA	*	*

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

✓ Ensure principal and teacher quality.

- For the 2010-11 School Year, the total number of public school teachers declined to 74,958 and the number of teachers with 5 or more years of teaching experience improved to 72.2 percent.
- The experience of the principals within the school system has continued to increase. Principals with more than 3 years of experience as principal rose from 59.7 percent in 2009-10 to 61.3 percent during 2010-11.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Teachers</i>	77,160	79,109	79,021	76,795	74,958	*	*
<i>Teachers with 5 or more years teaching experience (%)</i>	62.2%	61.5%	64.4%	69.2%	72.2%	*	*
<i>Teachers hired to fill projected vacancies (%)</i>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>Principals with more than 3 years experience as principal (%)</i>	53.5%	62.2%	53.5%	59.7%	61.3%	*	*
<i>Teachers absent more than 10 days (%)</i>	18.0%	13.4%	12.9%	12.6%	12.8%	*	*

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



✓ **Promote parental involvement in education.**

- Parent coordinators held the 30 percent more workshops for parents, but fewer parents attended these workshops. The Department has since issued a survey to determine how better to engage with parents given their busy schedules. Early findings highlight the importance of using technology and different communication media as mechanisms.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Phone calls responded to by parent coordinator (000)</i>	1,353	1,572	2,006	1,973	1,613	1,500	1,500
<i>Parent walk-ins receiving parent coordinator assistance (000)</i>	775	778	794	857	735	759	759
<i>Parent coordinator workshops held for parents (000)</i>	21	38	35	26	34	35	35
<i>Parents attending parent coordinator workshops (000)</i>	426	706	670	595	459	600	600
<i>Parents attending parent-teacher conferences (000)</i>	826	1,152	1,167	792	639	1,282	1,282

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

✓ **Ensure school safety.**

- During Fiscal 2011, all three school safety measures improved. Totals for the seven major felonies declined by nearly 5 percent, from 839 to 801. The incidence of other criminal categories and other incidents each declined by 6 and 4 percent, respectively.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>School safety - Seven Major Crimes</i>	1,164	1,042	902	839	801	*	*
★ <i>- Other criminal categories</i>	4,635	4,533	3,559	3,302	3,089	*	*
★ <i>- Other incidents</i>	8,687	7,456	5,843	5,354	5,119	*	*

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

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

- Average class size increased across all grades during the 2010-11 school year. With school budgets declining, DOE has managed to avoid massive increases in class size by working with schools to avoid cuts to classroom staff where possible.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Average class size (end of October) (Preliminary Unaudited) - Kindergarten</i>	20.7	20.6	20.7	21.7	22.3	*	*
★ <i>- Grade 1</i>	21.3	21.1	21.3	22.0	23.0	*	*
★ <i>- Grade 2</i>	21.1	21.1	21.4	22.2	23.3	*	*
★ <i>- Grade 3</i>	21.3	21.0	21.9	22.5	23.8	*	*
★ <i>- Grade 4</i>	23.9	23.5	23.4	24.4	25.1	*	*
★ <i>- Grade 5</i>	25.0	24.1	24.2	24.8	25.5	*	*
★ <i>- Grade 6</i>	26.0	25.5	25.6	26.1	26.5	*	*
★ <i>- Grade 7</i>	27.2	26.2	26.5	26.8	27.3	*	*
★ <i>- Grade 8</i>	27.2	26.6	26.8	27.5	27.6	*	*
<i>Schools that exceed capacity - Elementary schools (%)</i>	27.0%	26.0%	28.0%	31.0%	NA	*	*
<i>- Middle schools (%)</i>	13.0%	14.0%	12.0%	9.0%	NA	*	*
<i>- High schools (%)</i>	38.0%	40.0%	37.0%	37.0%	NA	*	*
<i>Students in schools that exceed capacity - Elementary/middle schools (%)</i>	20.0%	20.0%	22.0%	24.0%	NA	*	*
<i>- High schools (%)</i>	59.0%	57.0%	52.0%	53.0%	NA	*	*

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



Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Total new seats created	5,556	12,932	14,329	18,525	3,684	3,684	8,800
Hazardous building violations total backlog	238	260	163	204	NA	*	*
★ School building ratings - Good condition (%)	2.9%	2.4%	1.7%	1.7%	NA	*	*
★ - Fair to good condition (%)	32.4%	37.1%	46.2%	47.2%	NA	*	*
★ - Fair condition (%)	64.6%	60.3%	52.0%	51.0%	NA	*	*
★ - Fair to poor condition (%)	0.2%	0.1%	0.2%	0.1%	NA	*	*
- Poor condition (%)	0.0%	0.0%	0.0%	0.0%	NA	*	*

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

Agency Customer Service

The Department of Education serves its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	DOE FY10	Citywide FY10	DOE FY11	Citywide FY11	DOE Change 2010 to 2011	Citywide Change 2010 to 2011
Average response time for email correspondence (days)	8	5	10	7	25%	40%
Average response time for letters/mail correspondence (days)	7	15	8	11	14%	-27%
Average wait time to speak with a customer service agent at a walk-in facility (min:sec)	15:00	28:00	15:00	37:00	0%	32%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	87	83	92	85	6%	2%
Number of 311 inquiries (to MMR agencies)	279,279	7,489,368	255,155	7,252,869	-9%	-3%
Number of agency customers surveyed for overall customer satisfaction	923,985	960,685	961,589	1,021,939	4%	6%
Number of completed customer requests for interpretation	12,840	1,786,715	8,669	1,438,872	-32%	-19%

311 Customer Service Center Inquiries

	Total 2010	% of DOE Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DOE Inquiries in 2011	Rank in # of Calls in 2011
Top DOE-related Inquiries						
Find a School	59,141	21%	1	45,268	18%	1
Public School Calendar	48,414	17%	2	44,838	18%	2
Find a School Zone	17,833	6%	3	20,792	8%	3
Find a School District by Location	12,829	5%	4	12,476	5%	4
Department of Education Worker or Agency Complaint or Compliment	9,426	3%	6	10,692	4%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$15,844.4	\$16,977.0	\$17,903.1	\$18,498.5	\$18,905.2	\$18,819.6	\$19,119.7	\$19,423.3
<i>Revenues (\$ millions)</i>	\$61.1	\$69.9	\$59.7	\$68.1	\$69.2	\$57.9	\$57.9	\$64.9
<i>Personnel</i>	137,678	140,268	139,208	136,368	134,209	135,777	130,194	131,282
<i>Overtime paid (\$000)</i>	\$12,727	\$14,637	\$12,257	\$13,297	\$9,582	*	*	*
<i>Work Experience Program (WEP) participants assigned</i>	216	212	139	238	296	*	*	*

¹January 2011 Financial Plan ²Authorized Budget Level ³Expenditures include all funds "NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Data in several categories for the 2010-11 School Year is subject to a traditional reporting lag and will be reported in the Preliminary 2012 Mayor's Management Report, including: results of school Progress Report ratings; the percent of students in grades 1-9 who are promoted; students in the graduating class taking Regents exams, and performance on Regents exams; graduation rates for general and special education; data on expenditures per student; schools that exceed capacity; and school building ratings within the five categories.
- Dennis M. Walcott succeeded Cathleen P. Black as Chancellor during the reporting period.

For more information please visit the website at: www.nyc.gov/doi



DEPARTMENT OF EDUCATION

SCHOOL CONSTRUCTION AUTHORITY

Lorraine Grillo, President/CEO

Key Public Service Area

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

Scope of Agency Operations

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

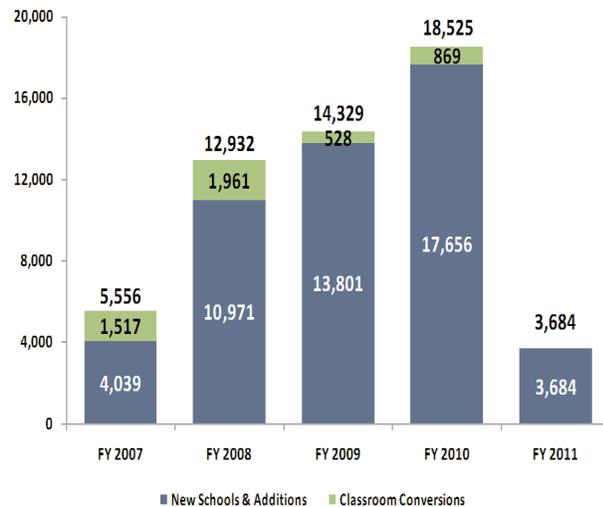
Critical Objectives

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

Performance Report

- ✓ Design and construct new schools, additions and capital improvement projects authorized by the Department of Education.
 - SCA created 3,684 new seats during Fiscal 2011, compared to 18,525 during the prior year. SCA attributes the change in number of new schools and additions delivered (and resulting seats) to the transition to the Fiscal 2010-14 Capital Plan. The number of buildings and seats opened in Fiscal 2010 was the largest number of both buildings and seats funded from the last plan to be opened in any one year. While the Fiscal 2005-09 plan funded over 54,000 new seats, the current plan funds approximately 29,000 seats.
 - Capital improvement projects declined overall in terms of timeliness and project completion within budget in Fiscal 2011. The percentage of capital improvement projects constructed on time or early decreased by 14 points and the percentage of capital improvement projects constructed within budget also decreased 15 points in Fiscal 2011. SCA attributes these declines to more stringent and additional required US Environmental Protection Agency protocols.

Total New Seats Created





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Total new seats created</i>	5,556	12,932	14,329	18,525	3,684	3,684	8,800
★ <i>New schools and additions constructed</i>	12	18	23	26	8	8	11
<i>New schools and additions - construction funds committed as a percent of initial authorized budget (%)</i>	95.0%	94.0%	95.7%	94.6%	92.9%	100.0%	100.0%
★ <i>Scheduled new seats constructed on time (%)</i>	100%	100%	100%	100%	100%	100%	100%
★ <i>Construction bid price for school capacity projects per square foot (\$)</i>	\$440	\$468	\$427	\$443	\$475	*	*
<i>Average new school construction cost per square foot - Early childhood (\$)</i>	NA	\$543	NA	\$628	NA	*	*
- <i>Elementary (\$)</i>	\$401	\$410	\$551	\$561	\$560	*	*
- <i>Intermediate (\$)</i>	\$427	NA	\$571	\$515	NA	*	*
- <i>High school (\$)</i>	NA	\$452	\$479	\$586	NA	*	*
★ <i>Capital improvement projects constructed on time or early (%)</i>	64%	79%	77%	83%	69%	80%	80%
★ <i>Capital improvement projects constructed within budget (%)</i>	93%	90%	86%	88%	73%	80%	80%
<i>Ultimate cost of insurance losses as % of construction value (per calendar year)</i>	5.29%	6.68%	6.31%	5.96%	NA	*	*

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

311 Customer Service Center Inquiries

	Total 2010	% of SCA Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of SCA Inquiries in 2011	Rank in # of Calls in 2011
<i>Top SCA-related Inquiries</i>						
<i>School Construction Complaint</i>	1,629	84%	1	1,195	86%	1
<i>School Construction Information</i>	309	16%	2	189	14%	2

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Personnel</i>	561	676	707	690	674	715	715	715
<i>Capital commitments (\$ millions)</i>	\$3,043.8	\$3,183.4	\$2,632.5	\$2,247.1	\$1,726.2	\$1,974.9	\$1,858.0	\$3,262.6

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/sca



HUMAN RESOURCES ADMINISTRATION

Robert Doar, Commissioner

Key Public Service Areas

- ✓ Provide services that will ensure the self-sufficiency of lower-income New Yorkers, especially current or potential cash assistance participants: 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; 15 use a model office system designed to streamline workflow and enhance access to services. Family Services Call Center and its satellites and the Special Projects Center provide specialized services. Food stamps are provided at 17 offices (12 are Model Offices and two are for 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 adult protective services through 6 borough offices and 6 contracted programs. HRA determines the personal care eligibility of disabled or frail Medicaid recipients at 8 Community Alternative System Agency offices and contracts with 63 vendors for services. 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.

Performance Report

- ✓ Provide services that will ensure the self-sufficiency of lower-income New Yorkers, especially current or potential cash assistance participants: 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.
- For Fiscal 2011, HRA achieved 76,133 job placements, which is approximately the same number as in Fiscal 2010. For calendar 2011, however, HRA increased its job placement goal to 85,000 placements. The percent of cash assistance cases that retained employment for 180 days remained above target.
- The City's federal family work participation rate averaged 34.2 percent for the first six months of the federal fiscal year that ends in September 2011. The federal government has set an overall annual work participation rate of 50 percent. It is anticipated, however, that because of its family caseload reduction, the State and the City will receive percentage point credits which will reduce its work participation rate. While these adjustments will not be finalized until after the 2011 federal fiscal year has concluded, HRA anticipates that with the credits and its continued efforts to enhance work participation, the City will achieve its required work participation rate, as it has in previous years.
- For the state fiscal year that ended in March 2011, the City achieved a Safety Net work participation rate that was above the State requirement of 50 percent, and for the current state fiscal year, ending in March 2012, it has continued to perform above the required rate.
- The amount of Child Support collected in Fiscal 2011 was \$18.2 million more than the target set by the agency for the fiscal year, and \$31.9 million, or 4.6 percent, more than the amount collected in Fiscal 2010. The rest of New York State increased the amount it collected by 1.5 percent during the same period.

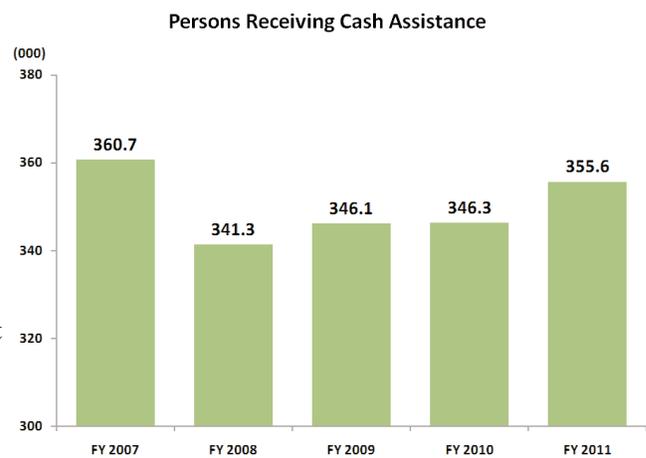


Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Cash assistance applicants and recipients placed into jobs (000)	74.9	80.2	78.7	76.8	76.1	*	*
★ Percent of cash assistance applicants and recipients placed into jobs as compared to monthly goal (calendar year-to-date) (%)	87.5%	100.4%	95.4%	99.0%	89.0%	*	*
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%	56.6%	55.2%	*	*
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%	59.0%	59.9%	50.0%	50.0%
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	39.0%	36.3%	32.3%	35.6%	NA	50.0%	50.0%
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%	53.7%	52.8%	*	*
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%	65.6%	64.6%	*	*
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%	80.4%	80.0%	75.0%	75.0%
★ Cash assistance cases that remained closed for 180 days due to employment (Calendar year-to-date average) (%)	80.8%	80.3%	79.8%	80.3%	80.7%	75.0%	75.0%
Child support collected (\$ million)	\$601.9	\$641.6	\$671.3	\$686.4	\$718.3	\$700.1	\$732.7
★ Current obligations collected (%)	69.3%	70.2%	70.4%	69.3%	69.1%	69.0%	69.0%
★ Child support cases with orders of support (%)	72.0%	72.4%	76.2%	70.5%	69.7%	73.0%	73.0%

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

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

- The number of persons receiving cash assistance increased by 2.7 percent as of June 2011 compared to June 2010. The number of recipients as of June 2011 is, however, 23 percent lower than it was at the start of the current administration.
- The Fiscal 2011 average annual administrative cost per cash assistance case was \$436.41, which is \$125.53 per case, or 22.31 percent, lower than it was in Fiscal 2010. This reduction of the cost per case was primarily due to decreases in the overall fringe benefit of \$44.5 million, salary costs of \$6.3 million, overhead of \$10.7 million, and net other than personal services (OTPS) of \$3.4 million for an approximate overall decrease in costs of \$64.9 million in Fiscal 2011.
- The number of persons receiving food stamps in June 2011 increased by 5.7 percent, compared to June 2010, due, in large part, to the number of food stamp recipients with no cash assistance increasing by 8.2 percent. In April 2011, the Agency received a United States Department of Agriculture award for outstanding efforts to increase participation in the Food Stamp program.
- The total number of public health insurance Medicaid enrollees increased by 2.4 percent as of June 2011, compared to June 2010, and among these, the number of Medicaid-only enrollees increased by 3 percent during the same period.



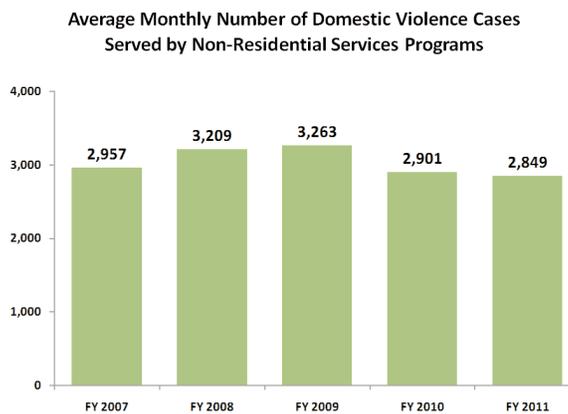


Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Persons receiving Cash Assistance (000)	360.7	341.3	346.1	346.3	355.6	*	*
★ Cash assistance application timeliness rate (%)	86.6%	90.7%	88.9%	91.9%	90.8%	*	*
★ Cash assistance fair hearing win rate (%)	86.0%	86.6%	87.2%	87.9%	89.3%	*	*
Average annual administrative cost per Cash Assistance case (\$)	\$434.27	\$461.83	\$482.41	\$561.96	\$436.41	*	*
Persons receiving food stamps (000)	1,095.0	1,241.6	1,502.4	1,731.9	1,830.9	*	*
- Non-cash assistance persons receiving food stamps (000)	521.5	607.4	860.1	1,071.0	1,159.1	*	*
- SSI persons receiving food stamps (000)	180.2	231.9	243.3	258.4	262.9	*	*
★ Food stamp estimated payment error rate (%)	5.53%	5.43%	6.68%	6.74%	NA	*	*
Public health insurance enrollees (000)	2,560.0	2,563.8	2,704.9	2,843.6	2,912.7	*	*
- Public health insurance Medicaid-only enrollees (000)	1,795.6	1,820.4	1,949.2	2,088.4	2,150.9	*	*
★ Client responses to public health insurance mailed renewal notices (%)	68.3%	68.6%	74.6%	74.6%	74.4%	*	*
★ Clients found eligible for public health insurance who responded to a mailed renewal notice (%)	90.9%	91.6%	95.4%	93.9%	92.7%	*	*
★ Public health insurance fair hearing win rate (%)	83.4%	82.3%	81.7%	84.6%	88.8%	*	*

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

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

- HRA was able to slightly reduce the number of ‘Average weekly billable hours for personal care services’ in Fiscal 2011 compared to Fiscal 2010. HRA continues to focus on staff training to improve the accuracy and consistency of assessments and service plans.
- As of February 2011, the Adult Protective Service (APS) vendor assessment process was reviewed and guidance provided to ensure adherence to the eligibility criteria. As a result, a significant number of vendor assessment cases were recategorized as undercare cases and eligible for services, and the number of assessment cases declined. Overall, there were approximately 21.1 percent fewer adult protective services assessment cases as of the end of Fiscal 2011 compared to the end of Fiscal 2010, whereas the number of undercare cases increased by approximately 9.2 percent.
- HRA developed a new computerized tracking system that allows it to determine with more precision ‘Average days to initiate Home Attendant and Housekeeper Services for all cases,’ and began reporting in January of 2011. The data produced since January 2011 is not comparable to data produced before that time. Therefore, HRA will not report on this indicator for Fiscal 2011 since it does not have a full year of data to report. It will again report on this indicator in Fiscal 2012.
- The number of individuals receiving HIV/AIDS Services Administration’s (HASA)/AIDS services increased by 1.6 percent as of June 2011, compared to June 2010. In Fiscal 2011, the time to complete the review of applications for enhanced housing benefits improved by 11.8 percent, compared to Fiscal 2010, and the time to issue ongoing enhanced housing benefits to eligible clients improved by 5.1 percent. This improvement in service delivery was largely due to electronic enhancements to the application process.
- The percent of families entering HRA’s domestic violence shelters who were found eligible for services at Prevention Assistance in Transition for Homelessness (PATH) increased by 9.8 percentage points in Fiscal 2011 from Fiscal 2010. This was due to improved efforts by Agency staff to place eligible clients in domestic violence shelters, use of computerized domestic violence shelter referral and placement system (SORTS), and an increase in available beds in domestic violence shelters. In





the shelters, clients receive a full complement of services to support their transition into safety and stability.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Cases receiving home care services	NA	82,540	83,899	85,251	88,722	*	*
★ Average days to initiate home attendant and housekeeper services for all cases	15.1	14.3	15.7	13.9	NA	*	*
★ Personal care services - average weekly billable hours	NA	46.9	48.2	48.3	47.8	*	*
★ 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	3,405	2,668	*	*
Adult protective services (APS) cases eligible for services	NA	5,989	6,171	5,889	6,428	*	*
★ Individuals referred to an adult protective services (APS) field office visited within three working days (%)	85.1%	95.7%	98.4%	98.9%	99.7%	85.0%	85.0%
Adult protective services (APS) assessment cases accepted or denied for undercare within State-mandated 60 days (%)	88.0%	90.0%	96.4%	96.4%	98.4%	*	*
Individuals receiving HIV/AIDS services	31,040	30,915	31,289	32,119	32,618	*	*
★ 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	6.8	6.0	*	*
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	NA	NA	NA	17.5	16.6	*	*
HASA clients receiving ongoing enhanced housing benefits (%)	79.5%	83.0%	81.1%	80.7%	81.4%	*	*
Individuals and families at imminent risk diverted from becoming homeless (%)	99.4%	99.5%	92.2%	94.4%	90.1%	95.0%	95.0%
Total WeCARE cases	25,312	24,366	24,999	25,342	24,395	*	*
Number of WeCARE federal disability awards	3,150	4,927	6,419	7,128	6,305	*	*
Domestic violence non-residential services programs active caseload	2,957	3,209	3,263	2,901	2,849	*	*
Number of domestic violence emergency beds (capacity)	2,081	2,144	2,144	2,208	2,228	*	*
★ Families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	17.6%	27.0%	62.2%	70.0%	79.8%	*	*

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

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

- The percent of human service contracts processed on a timely basis increased by one percentage point in Fiscal 2011, compared to Fiscal 2010. Contract processing has been impacted by the implementation of multiple new automated tracking and management systems, as well as the need to process a large number of social service contracts with similar start dates. Moreover, the implementation of new business procedures has affected contracting processing times. As greater familiarity is gained in utilizing each of these systems, HRA fully expects procurement timeliness rates to continue improving.
- HRA filed 100 percent of its claims for state and federal funding within 60 days of the close of the expenditure month during Fiscal 2011.
- HRA's continuing efforts to combat Medicaid fraud and abuse by clients and providers, as well as to collect monies owed from lawsuit settlements, property liens and other windfalls pursuant to NYS Social Services law resulted in a slight increase in recoveries and cost avoidance in Fiscal 2011, compared to Fiscal 2010.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ HRA human services contracts submitted to the Comptroller on time (%)	94.0%	97.0%	97.0%	61.0%	62.0%	*	*
★ Billed revenue as a percentage of budgeted revenue (%)	82.25%	83.82%	78.50%	78.21%	80.21%	*	*
★ Percentage of claims filed within 60 days of the close of the expenditure month (%)	90.0%	89.0%	100.0%	100.0%	100.0%	*	*
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$ millions)	\$73.2	\$82.8	\$180.8	\$233.7	\$235.6	*	*

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

Agency Customer Service

The Human Resources Administration serves its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	HRA FY10	Citywide FY10	HRA FY11	Citywide FY11	HRA Change 2010 to 2011	Citywide Change 2010 to 2011
Average call wait time (min:sec)	NA	1:19	5:32	1:39	NA	25%
Average response time for email correspondence (days)	11	5	8	7	-27%	40%
Average response time for letters/mail correspondence (days)	9	15	10	11	11%	-27%
Average wait time to speak with a customer service agent at a walk-in facility (min:sec)	40:00	28:00	58:00	37:00	45%	32%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	78	83	79	85	1%	2%
Number of 311 inquiries (to MMR agencies)	416,158	7,489,368	429,671	7,252,869	3%	-3%
Number of agency customers surveyed for overall customer satisfaction	13,460	960,685	11,216	1,021,939	-17%	6%
Number of completed customer requests for interpretation	703,994	1,786,715	914,256	1,438,872	30%	-19%

311 Customer Service Center Inquiries

Top HRA-related Inquiries	Total 2010	% of HRA Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of HRA Inquiries in 2011	Rank in # of Calls in 2011
Supplement Nutrition Assistance Program (SNAP) - Find a Food Stamp Center	50,548	12%	3	56,154	13%	1
Public Assistance or Welfare Information	55,374	13%	1	53,967	13%	2
Supplement Nutrition Assistance Program (SNAP) - Food Stamp Assistance	55,025	13%	2	45,780	11%	3
Medicaid - Existing Applicant or Enrollee	32,939	8%	4	36,984	9%	4
One Shot Deal - Short Term Emergency Assistance	23,410	6%	5	24,731	6%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$7,425.2	\$8,681.9	\$8,327.8	\$8,482.4	\$8,120.4	\$8,189.5	\$9,331.3	\$9,294.1
<i>Revenues (\$ millions)</i>	\$42.5	\$29.5	\$27.5	\$25.8	\$26.9	\$25.6	\$25.6	\$25.6
<i>Personnel</i>	14,006	14,202	14,114	14,019	13,840	14,480	14,282	14,659
<i>Overtime paid (\$000)</i>	\$28,852	\$31,668	\$28,231	\$19,445	\$22,316	*	*	*
<i>Capital commitments (\$ millions)</i>	\$28.4	\$11.6	\$11.7	\$11.4	\$23.7	\$78.4	\$11.0	\$23.7
<i>Human services contract budget (\$ millions)</i>	\$664.6	\$622.7	\$584.7	\$609.2	\$674.2	\$664.7	\$606.0	\$607.8
<i>Work Experience Program (WEP) participants assigned</i>	670	736	627	663	1,213	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- HRA has refined its method of calculating the indicator 'average annual administrative cost per cash assistance case (\$).' The new method improves the HRA's ability to determine unduplicated cases and has resulted in a determination of fewer unduplicated cases than was possible with the previous method. HRA used this new method to recalculate the indicator value for Fiscal 2010 and to determine its value for Fiscal 2011. The indicator value is determined by dividing total costs for cash assistance cases by the number of unduplicated cases. With this change, the Fiscal 2010 unduplicated cash assistance case count decreased by 89,960 cases, and therefore, the cost per case for that fiscal year increased by \$88.50.

For more information please visit the website at: www.nyc.gov/hra



ADMINISTRATION FOR CHILDREN'S SERVICES

Ronald E. Richter, Commissioner

Key Public Service Areas

- ✓ Protect children from abuse and neglect.
- ✓ Provide preventive and foster care services to meet the needs of children and families.
- ✓ Ensure timely reunification or adoption services based on the needs of the child.
- ✓ Ensure access to quality, safe child care and Head Start services in communities.
- ✓ Provide custody and care of youth in secure and safe detention facilities.
- ✓ Provide services to prevent youth from returning to the juvenile justice system.

Scope of Agency Operations

The Administration for Children's Services (ACS) protects the City's children from abuse and neglect, strengthens families, provides Child Care/Head Start programs, and provides Youth and Family Justice services. The Child Care division provides quality child development services for children in low income working families and children whose parents are entering the work force from public assistance. ACS also funds and supports Head Start centers and purchases services from private-non-profit agencies or informal private providers. The Youth and Family Justice division is charged with protecting public safety by detaining and providing short-term assistance to delinquent youth and their families while their cases are being processed by the courts; developing alternatives to incarceration for youth 15 years and under who have been found delinquent, and helping families whose youth are out of control. The Child Welfare division is charged with protecting the City's children from abuse or neglect within their families. Direct services for children and families, such as foster care, adoption and preventive services, are provided through contracts with private providers.

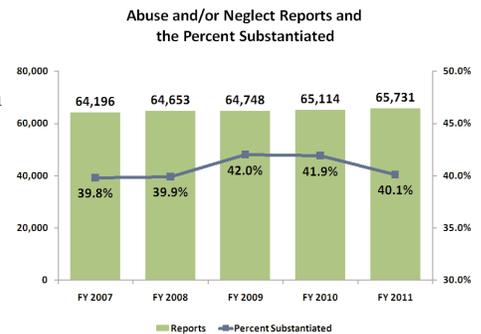
Critical Objectives

- Respond within 24 hours to every allegation of abuse and neglect, and perform thorough assessments of safety and risk.
- Increase access to quality neighborhood-based services to support families and prevent placement or re-entry into foster care.
- Maximize rate of placement of children in foster homes within their own neighborhoods.
- Maximize rate of placement of children in foster care with family members and placement of children with their siblings as appropriate.
- Enhance family involvement in service planning for children in foster care.
- Provide a safe, stable foster care environment for children.
- Decrease the length of time children remain in foster care.
- Ensure availability and accessibility of child care services in communities.
- Maintain security and safety in detention facilities.
- Assure quality health care for detainees.
- Maximize the effectiveness of prevention and aftercare services.

Performance Report

✓ Protect children from abuse and neglect.

- Since 2006, reports of child abuse and/or neglect have increased annually. This trend continued between fiscal years 2010 and 2011 as reports increased from 65,114 to 65,731, respectively. The percent of investigations where credible evidence of abuse and/or neglect was found decreased slightly from 41.9 percent in Fiscal 2010 to 40.1 percent in Fiscal 2011, remaining well above the national average.
- Between Fiscal 2010 and Fiscal 2011 the percentage of abuse and neglect reports that have been responded to within 24 hours declined from 95.8 percent to 93.5 percent. In examining ways to improve ACS' reporting of the 24 hour response rate, various modifications to the current process utilized in the borough offices have been explored. It is now ACS' assessment that an automated report is the best approach to ensure more accurate and timely reporting. ACS intends to transition to an automated process that will allow for improved monitoring of these contacts and contribute to increased timeliness of investigation initiation.





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Number of State Central Register Consolidated investigations	59,615	59,317	59,161	59,228	59,982	*	*
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)	96.0%	97.3%	97.6%	95.8%	93.5%	100.0%	100.0%
Substantiation rate	40.0%	39.9%	42.0%	41.9%	40.1%	*	*
★ Children in substantiated investigations with repeat substantiated investigations within a year (%) (Preliminary)	14.7%	14.2%	14.7%	16.9%	17.0%	12.0%	12.0%
★ Average child protective specialist caseload	14.9	11.0	9.3	9.1	9.4	12.0	12.0

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

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

- The average daily number of children receiving preventive services through ACS contracted programs decreased by 20.2 percent, from 29,945 in Fiscal 2010 to 23,881 in Fiscal 2011. This change is the result of a reduction in contract preventive services slots due to continuing pressures on prevention resources. ACS has monitored the closing of cases to ensure sound decision-making and safety for children. It is expected that the number of children receiving preventive services will increase in Fiscal 2012 with additional prevention resources.
- The number of reports of abuse and/or neglect of children in foster care and child care received during Fiscal 2011 fell to 2,416 from 2,548 in Fiscal 2010. This decline was primarily due to the 6 percent decline in reports of abuse and/or neglect in foster care from 2,170 in Fiscal 2010 to 2,040 in Fiscal 2011. Reports for child care remained stable at about 375 for the same period. During Fiscal 2011, 34.7 percent of the foster care reports and 29.7 percent of the child care reports were substantiated. While the substantiation rate for child care reports has remained stable after consecutive annual increases, the foster care indication rate continues to increase.
- The percent of children placed in their home communities upon admission has improved from 31.2 percent in Fiscal 2010 to 35.4 percent in Fiscal 2011. The percent of children placed in their own borough also improved from 58.9 percent to 60.5 percent during this period.
- The number of children entering foster care decreased from 7,108 to 6,313 between Fiscal Years 2010 and 2011. This decrease was driven by improved placement decision-making as a result of child safety conferences, a reduction in very short stays in foster care of less than thirty days, and declines in Persons In Need of Service (PINS) and juvenile delinquent (JD) placements as a result of PINS diversion and alternatives to juvenile detention placement programs.
- The percent of children entering foster care that are placed with relatives has increased consistently since Fiscal 2008. Between Fiscal 2010 and Fiscal 2011, the percentage increased from 25.0 percent to 26.8 percent. In addition, the proportion of siblings who were placed together in the same foster home increased from 83.0 percent to 85.2 percent during the same period.
- ACS is continuing to see declines in the foster care census from its recent high of 16,854 in Fiscal 2007. Following efforts to increase the number of adoptions and decrease the length of time all youth spend in foster care, the average number of children in foster care declined 6.6 percent from 15,895 in Fiscal 2010 to 14,853 in Fiscal 2011. The number of children in residential care continued to decline, decreasing by 22.8 percent from 1,970 children to 1,521. There also was a 6.9 percent decrease in the number of children in kinship homes and a 2.7 percent decrease in non-relative foster boarding homes.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Children receiving contract preventive services	29,498	31,875	31,752	29,945	23,881	*	*
★ Children in foster care (average)	16,854	16,701	16,439	15,895	14,843	*	*
- Children in foster kinship homes	4,738	5,399	5,575	5,559	5,178	*	*
- Children in nonrelative foster boarding homes	9,517	8,944	8,705	8,367	8,144	*	*
- Children in congregate care	2,600	2,358	2,159	1,970	1,521	*	*
All children entering foster care (preliminary)	7,072	7,401	7,406	7,108	6,313	*	*
★ Children who re-enter foster care within a year of discharge to family (%) (Preliminary)	11.4%	11.1%	14.1%	11.0%	11.2%	10.0%	10.0%
Children placed in foster care in their borough (%) (Preliminary)	65.7%	54.0%	57.8%	58.8%	60.5%	*	*
★ Children placed in foster care in their community	33.9%	29.1%	32.7%	31.2%	35.4%	*	*
★ Children entering foster care who are placed with relatives (%) (Preliminary)	28.1%	24.3%	24.5%	25.0%	26.8%	*	*
Siblings placed simultaneously in the same foster home (%) (Preliminary)	85.3%	79.7%	80.9%	83.0%	85.2%	*	*
Children in foster care who had one or fewer transfers from one facility to another (%)	56.8%	58.6%	59.2%	58.2%	57.9%	*	*
Abuse and/or neglect reports for children in foster care and child care	1,688	2,027	2,366	2,548	2,416	*	*
- for children in foster care	1,336	1,650	1,940	2,170	2,040	*	*
- for children in child care	352	377	426	377	375	*	*
Abuse and/or neglect reports for children in foster care and child care that are substantiated (%) (Preliminary)	23.2%	29.4%	31.5%	32.5%	33.9%	*	*
- for children in foster care (%) (Preliminary)	19.5%	30.0%	31.8%	33.3%	34.7%	*	*
- for children in child care (%) (Preliminary)	21.0%	26.8%	30.1%	28.3%	29.7%	*	*
Cost per foster care case \$ - Congregate care by level of need - Level 1	\$191.93	\$201.88	\$213.44	\$221.42	\$252.76	*	*
- Level 2	\$205.62	\$215.82	\$225.35	\$231.76	\$240.69	*	*
- Level 3	\$262.00	\$271.07	\$294.63	\$306.51	\$311.59	*	*
- Foster boarding home	\$57.69	\$63.46	\$66.94	\$68.35	\$63.69	*	*

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

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

- The median length of stay for children entering foster care for the first time and who are returned to their parents increased from 5.3 months in Fiscal 2010 to 6.4 months in Fiscal 2011, which is slightly higher than ACS' target of 6 months, but substantially lower than prior fiscal years.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
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	5.3	6.4	6.0	6.0
Children returned to parent(s) within 12 months (%) (Preliminary)	60.0%	66.8%	65.4%	64.2%	61.4%	60.0%	60.0%
Children eligible for adoption (average)	2,561	2,098	1,839	1,780	1,697	*	*
Children adopted	1,562	1,472	1,344	1,156	1,186	*	*
Median length of stay in foster care before child is adopted (months)	54.2	53.8	53.7	53.1	52.9	50.0	50.0
Average time to complete adoption (years)	3.4	3.4	3.2	3.2	3.0	3.0	3.0
★ Children eligible for adoption who are adopted (%)	61.0%	70.2%	73.1%	64.9%	69.9%	*	*

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



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

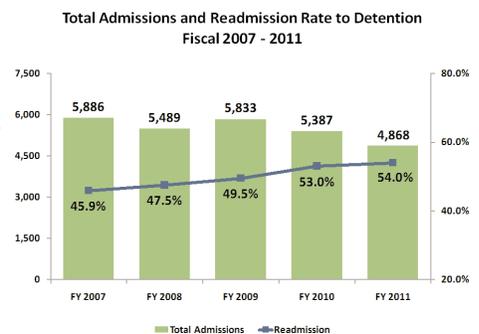
- The average child care occupancy rate decreased slightly to 89.9 percent during Fiscal 2011 compared to 90.6 percent in Fiscal 2010. This change was largely the result of a correction to the reporting system that improves the method of data reporting rather than a material change to the number of service recipients.
- The number of children using vouchers for child care declined from 72,200 children in 2010 to 68,494 children during Fiscal 2011, driven primarily by a reduction in voucher resources.
- The cost per Head Start slot increased 8.8 percent from \$10,359 in Fiscal 2010 to \$11,271 in Fiscal 2011. This increase in costs reflects the full implementation of adding Universal Pre-Kindergarten services to ACS Head Start.

Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Total Head Start enrollment	18,782	18,147	18,561	18,563	18,423	*	*
★ Head Start capacity filled (%)	93.5%	92.0%	96.0%	96.1%	95.4%	95.0%	95.0%
★ Total enrollment in subsidized child-care (low-income working/other families and TANF)	106,761	102,292	104,275	102,246	98,643	102,000	102,000
★ Total contracted child care capacity filled (%)	87.1%	89.1%	94.8%	90.6%	89.9%	99.0%	99.0%
Contracted family child care capacity filled (%)	97.9%	98.4%	102.7%	102.5%	94.0%	99.0%	99.0%
Contacted group child care capacity filled (%)	83.5%	85.6%	91.7%	85.6%	88.1%	99.0%	99.0%
Total number of children using vouchers for child care (low-income working/other families)	24,104	23,281	22,069	20,801	18,595	*	*
Total number of children using vouchers for child care (TANF)	49,147	47,632	49,463	51,399	49,889	*	*
Total number of children using vouchers for child care (TANF and low-income working /other families)	76,285	70,913	71,532	72,200	68,484	*	*
Cost per child care slot - Group child care (voucher) (\$)	\$9,675	\$9,874	\$10,080	\$9,767	\$9,926	*	*
- Family child care (voucher) (\$)	\$6,959	\$7,048	\$7,151	\$8,590	\$8,124	*	*
- Group child care (contract) (\$)	\$13,214	\$13,095	\$12,710	\$13,672	\$13,995	*	*
- Family child care (contract) (\$)	\$7,194	\$7,306	\$7,457	\$7,910	\$8,044	*	*
Cost per Head Start slot (\$)	\$10,272	\$10,461	\$10,820	\$10,359	\$11,271	*	*

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

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

- As a result of interagency reform efforts led by the Administration for Children's Services, the Department of Probation, Corporation Counsel, the Office of the Criminal Justice Coordinator and the Court system, New York City is experiencing substantial progress in meeting the two interconnected goals of building stronger and safer communities while keeping young people in their communities. The most recent data available show that while the percent of youth detained at arraignment has decreased 28 percent since 2006, the percent of youth who are rearrested while their cases are pending has also decreased by 31 percent. In addition, the City's alternative to placement program, the Juvenile Justice Initiative, has seen a 10 percent decrease in youth who are arrested within one year of entry into the program.

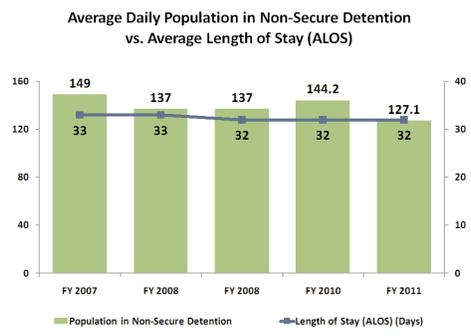
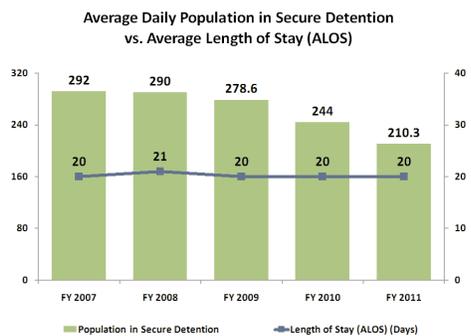


- Between Fiscal Years 2010 and 2011, total admissions to detention decreased by 9.6 percent, and the average daily population in detention decreased 13.1 percent, while the average length of stay in detention remained constant at 26 days. These overall reductions in the use of detention, compared to Fiscal 2010, demonstrate the continued success of the City's juvenile justice reform efforts to use detention



more appropriately. The City's risk assessment instrument (RAI) assigns a level of risk to youth arraigned in family court, and has increased the number of low- and mid-risk youth diverted to community-based alternatives rather than detention.

- The rate of youth on staff assaults with injury increased from 0.02 per 100 average daily population in Fiscal 2010 to 0.03 in Fiscal 2011. This increase is largely explained by a change in the incident tracking system which captured events of assaults with injury prior to Fiscal 2011 and now captures number of victims injured in each event.
- Both the rate of incidents where a weapon was recovered and the rate of narcotics recovered in detention increased by 33.0 percent between Fiscal 2010 and Fiscal 2011.
- The general health care cost per juvenile per day decreased from \$88.00 to \$47.00 between Fiscal 2010 and Fiscal 2011. This reduction was achieved largely through a reduction in the number of health services personnel required to provide coverage as a result of the closure of the Bridges facility.
- The percent of youth in care during the reporting period that received mental health services increased from 44.0 percent in Fiscal 2010 to 48.0 percent in Fiscal 2011. This increase is the result of the overall decline in population and reduced waiting periods prior to a juvenile's referral to a mental health service provider.



Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Total admissions	5,886	5,490	5,833	5,387	4,868	*	*
★ Average length of stay	27	28	26	26	26	*	*
★ Average daily population (ADP)	440.5	426.4	429.6	388.2	337.4	*	*
★ Average daily cost per youth per day (\$)	\$520	\$588	\$622	\$706	\$705	*	*
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP)	0.35	0.37	0.33	0.35	0.36	*	*
★ Youth on staff assaults and altercations with injury rate (per 100 Total ADP)	0.03	0.03	0.03	0.02	0.03	*	*
★ Escapes from secure detention	0	0	0	1	0	0	0
★ Abscond rate in non-secure detention (average per 100 Total ADP in non-secure)	0.04	0.03	0.04	0.02	0.02	0.06	0.06
★ Weapon recovery rate (average per 100 Total ADP)	0.08	0.06	0.04	0.03	0.04	*	*
★ Narcotics recovery rate (average per 100 Total ADP)	0.04	0.05	0.04	0.03	0.04	*	*
★ Child abuse and/or neglect allegation rate (internal) (average per 100 Total ADP)	0.09	0.08	0.13	0.11	0.09	*	*
Child abuse/neglect allegations cases (internal) reported by OCFS as Substantiated	NA	NA	NA	30	13	*	*
★ Residents seen within 24 hours of sick call report (%)	95%	97%	98%	100%	100%	95%	95%
★ In-care youth who were referred for mental health services (%)	NA	NA	43%	48%	44%	*	*

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>In-care youth who were referred for and received mental health services (%)</i>	NA	NA	37%	44%	48%	*	*
★ <i>General healthcare cost per youth per day (\$)</i>	\$73	\$83	\$95	\$88	\$47	*	*

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

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

- The percent of youth admitted during Fiscal 2011 with at least one prior admission increased slightly compared to the previous reporting period. The use of the RAI, among other reforms has reduced the use of detention for low- and medium-risk youth, while increasing the proportion of high-risk youth—those youth with the greatest likelihood of prior juvenile justice system involvement and detention admissions—in detention.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Youth with previous admission(s) to detention (%)</i>	45.9%	47.5%	49.4%	53.0%	54.0%	*	*

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

Agency Customer Service

The Administration for Children’s Services provides service to its customers through its website and correspondence.

Indicator	ACS FY10	Citywide FY10	ACS FY11	Citywide FY11	ACS Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	8	5	8	7	0%	40%
<i>Average response time for letters/mail correspondence (days)</i>	7	15	8	11	14%	-27%
<i>Number of 311 inquiries (to MMR agencies)</i>	148,866	7,489,368	127,985	7,252,869	-14%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	26	960,685	NA	1,021,939	NA	6%
<i>Number of completed customer requests for interpretation</i>	53,614	1,786,715	48,065	1,438,872	-10%	-19%

311 Customer Service Center Inquiries

Top ACS-related Inquiries	Total 2010	% of ACS Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of ACS Inquiries in 2011	Rank in # of Calls in 2011
<i>Child Care Financial Assistance - Eligibility Information and Application By Mail</i>	11,962	8%	3	20,038	16%	1
<i>Child Care Financial Assistance - Recertification</i>	12,899	9%	1	12,886	10%	2
<i>Child Care Financial Assistance - Children's Services Clients</i>	6,228	4%	8	12,502	10%	3
<i>Child Care Financial Assistance - Eligibility and Application Online</i>	6,676	4%	5	10,410	8%	4
<i>Child Care Financial Assistance - Eligibility and Application In Person or By Phone</i>	8,237	6%	4	9,969	8%	5



Agency Resources

Agency Resources ⁴	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
Expenditures (\$ millions) ³	\$2,886.4	\$2,985.5	\$2,978.7	\$3,018.5	\$3,012.1	\$2,962.2	\$2,710.7	\$2,804.0
Revenues (\$ millions)	\$2.4	\$3.8	\$4.8	\$3.1	\$2.8	\$3.4	\$3.4	\$3.4
Personnel	7,697	7,925	7,463	6,564	6,213	6,768	6,367	6,695
Overtime paid (\$000)	\$32,180	\$28,082	\$19,756	\$21,811	\$8,844	*	*	*
Capital commitments (\$ millions)	\$25.4	\$6.5	\$8.6	\$6.8	\$10.1	\$91.5	\$16.5	\$22.7
Human services contract budget (\$ millions)	\$1,601.8	\$1,628.2	\$1,629.6	\$1,716.3	\$1,609.0	\$1,593.8	\$1,395.4	\$1,519.8
Work Experience Program (WEP) participants assigned	77	125	64	76	143	*	*	*

¹January 2011 Financial Plan ²Authorized Budget Level ³Expenditures include all funds *NA* means Not Available in this report

⁴This table includes resources for the Administration for Children's Services and those reported previously for, or allocated through FY 2011 to, the Department of Juvenile Justice.

Noteworthy Changes, Additions or Deletions

- Prior to Fiscal 2011 the number of 'youth on youth assaults/altercations with injury' and 'youth on staff assaults with injury' were tracked by the number of events. Beginning in July of Fiscal 2011 these indicators captured the number of youth and staff aggressors and victims injured in assaults. In December 2011 a new incident database which allows for more precise incident tracking was implemented and these indicators began tracking only the number of victims injured in assaults.
- Ronald E. Richter succeeded John B. Mattingly as Commissioner in September 2011.

For more information please visit the website at: www.nyc.gov/acs





DEPARTMENT OF HOMELESS SERVICES

Seth Diamond, Commissioner

Key Public Service Areas

- ✓ Prevent homelessness.
- ✓ Conduct outreach to street homeless individuals.
- ✓ Provide temporary emergency shelter for eligible homeless people.
- ✓ Assist homeless individuals and families to live independently by supporting their efforts to gain employment and access other appropriate benefits and services.

Critical Objectives

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

Scope of Agency Operations

The Department of Homeless Services (DHS) manages 10 City-run and 208 privately-run shelter facilities, consisting of 61 adult facilities and 145 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."

Performance Report

✓ Prevent homelessness.

- DHS continues to exceed its prevention targets for all populations by helping more than ninety percent of clients in all populations receiving prevention services stay in their communities and avoid shelter entry. Compared to Fiscal 2010, the rate for adult families increased slightly while the rates for families with children and single adults saw a slight decrease.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	96.3%	96.0%	95.8%	94.6%	91.4%	90.0%	90.0%
★ Adult families receiving preventive services who did not enter the shelter system (%)	97.7%	95.9%	98.6%	94.6%	95.5%	90.0%	90.0%
★ Families with children receiving preventive services who did not enter the shelter system (%)	90.7%	89.8%	91.3%	92.6%	90.7%	90.0%	90.0%

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



✓ **Conduct outreach to street homeless individuals.**

- The Homeless Outreach Population Estimate (HOPE) conducted in Fiscal 2011 estimated 2,648 unsheltered individuals in New York City, a 40 percent decrease from the baseline estimate conducted in 2005 and a 15 percent decrease from the estimate in Fiscal 2010.
- DHS placed 557 chronically homeless individuals from the street into permanent or temporary housing compared with 880 in Fiscal 2010, The number of placements is expected to fluctuate as new Safe Haven beds come on line. No new beds were brought on line in Fiscal 2011 and many of those placed in beds successfully have remained in the program resulting in fewer opportunities for new placements in 2011.
- Each year, street outreach teams respond to approximately 500 calls from citizens who see an individual on the street who may be in need of assistance and alert DHS by calling 311. In Fiscal 2011, DHS and its outreach providers returned calls to 100 percent of citizens who called 311 to assist a street homeless individual and requested a call back. Public involvement is essential to reducing the number of street homeless individuals in New York City, and the agency's success here exhibits the value it places on citizen involvement.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City (HOPE)</i>	3,755	3,306	2,328	3,111	2,648	*	*
<i>Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams</i>	NA	NA	689	880	577	*	*
<i>Response rate to 311 calls from constituents for homeless person assistance</i>	NA	NA	NA	94.6%	100.0%	*	*

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

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

- The number of single adults entering shelter increased by 5 percent in Fiscal 2011 compared to Fiscal 2010. New York and other cities utilized federal stimulus funding to expand services to help families and individuals find suitable alternatives to entering shelter and rapidly re-house those who do. Thanks, in part, to this additional funding, the number of adult families and families with children entering shelter decreased by 9 percent and 15 percent, respectively, from Fiscal 2010 to Fiscal 2011.
- The average number of families with children in shelter per day decreased by 5 percent, from 8,629 in Fiscal 2010 to 8,165 in Fiscal 2011. This is a direct result of the reduction in the number of families entering the shelter system.
- While the overall average daily census for single adults increased in Fiscal 2011 by 17 percent, it began to decline in the last quarter of the Fiscal Year and has continued into Fiscal 2012. This recent decline is a result of strong placements of single adults into permanent housing in Fiscal 2011, 16 percent over Fiscal 2010 levels.
- The number of critical incidents per 1,000 residents in the Families with Children and Adult Family shelter systems has increased since Fiscal 2010 due to an expansion of the definition of critical incidents. In keeping with the City's commitment to combat domestic violence (DV), DHS retrained shelter staff to identify domestic violence and now classifies any DV incident in the family shelter system as critical.

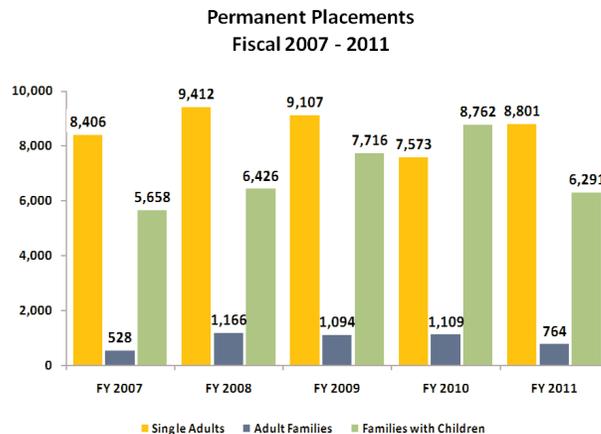


Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Single adults entering the DHS shelter services system	17,635	18,277	18,480	19,607	20,615	*	*
★ Adult families entering the DHS shelter services system	1,071	1,040	1,278	1,208	1,096	*	*
★ Families with children entering the DHS shelter services system	10,733	9,664	12,959	14,586	12,444	*	*
★ Average number of single adults in shelter per day	7,260	6,737	6,526	7,167	8,387	*	*
★ Average number of adult families in shelters per day	1,403	1,294	1,276	1,309	1,315	*	*
★ Average number of families with children in shelters per day	7,392	7,548	7,948	8,629	8,165	*	*
Cost per day for shelter facilities - Single adult facilities (\$)	\$63.75	\$72.38	\$70.18	\$69.25	\$73.58	*	*
- Family facilities (\$)	\$94.97	\$99.81	\$105.22	\$100.49	\$100.12	*	*
VENDEX evaluations for human services contracts completed on time, as compared to the goal (%)	NA	NA	NA	NA	93.6%	*	*
Families suitably placed in the shelter services system within 10 days (%)	99.2%	99.9%	100.0%	100.0%	100.0%	95.0%	95.0%
Average school attendance rate for children in the DHS shelter services system (%)	79.7%	79.7%	81.0%	82.0%	81.2%	*	*
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	82.6%	82.9%	81.3%	84.3%	83.3%	85.0%	85.0%
★ Safety, maintenance, and cleanliness deficiencies noted on independent inspections of adult shelters	79	93	54	39	29	*	*
★ Critical incidents in the adult shelter system, per 1,000 residents	1.5	0.5	0.4	0.8	0.2	*	*
★ Critical incidents in the adult family shelter system, per 1,000 residents	1.0	1.6	1.6	7.4	8.2	*	*
★ Critical incidents in the families with children shelter system, per 1,000 residents	1.3	0.6	1.2	0.3	1.7	*	*

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

✓ **Assist homeless individuals and families to live independently by supporting their efforts to gain employment and access other appropriate benefits and services.**

- The length of stay in shelter for all populations remains at historically low levels. This success is attributable to DHS's continued emphasis on linking clients to employment, rehabilitative and supportive services to help them exit shelter.
- Cancellation of the Advantage program by the State of New York at the end of March caused a reduction in the number of permanent placements for families. The department has stabilized exits since the program ended.
- The East River Job Center, which is operated by the Human Resources Administration (HRA) and serves homeless individuals and families, exceeded its job placement goals for Fiscal 2011. The Center placed 9,661 homeless individuals and families into jobs, 125 percent of the target. Employment is a cornerstone of DHS's efforts to help homeless New Yorkers move back to independence.





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Average length of stay for single adults in shelter (days)	308	283	261	245	250	*	*
★ Average length of stay for adult families in shelter (days)	516	505	370	325	349	*	*
★ Average length of stay for families with children in shelter (days)	292	324	281	243	258	*	*
★ Single adults placed into permanent housing (Preliminary)	8,406	9,412	9,107	7,573	8,801	8,000	8,000
★ Adult families placed into permanent housing (Preliminary)	528	1,166	1,094	1,109	764	*	*
★ Families with children placed into permanent housing (Preliminary)	5,658	6,426	7,716	8,762	6,291	*	*
★ Single adults placed into permanent housing who return to the DHS shelter services system within one year (%)	14.1%	15.8%	12.9%	12.1%	12.1%	*	*
★ Adult families placed into permanent housing who return to the DHS shelter services system within one year (%)	2.9%	5.3%	2.8%	6.4%	8.3%	*	*
★ Families with children placed into permanent housing who return to the DHS shelter services system within one year (%)	3.1%	4.2%	3.4%	3.8%	2.8%	*	*
East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal (%)	NA	NA	NA	NA	125.0%	*	*

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

Agency Customer Service

The Department of Homeless Services serves its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	DHS FY10	Citywide FY10	DHS FY11	Citywide FY11	DHS Change 2010 to 2011	Citywide Change 2010 to 2011
Average response time for email correspondence (days)	11	5	11	7	NA	40%
Average response time for letters/mail correspondence (days)	13	15	11	11	NA	-27%
Average wait time to speak with a customer service agent at a walk-in facility (min:sec)	26:00	28:00	29:00	37:00	12%	32%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	78	83	80	85	3%	2%
Number of 311 inquiries (to MMR agencies)	159,386	7,489,368	195,441	7,252,869	23%	-3%
Number of agency customers surveyed for overall customer satisfaction	2,067	960,685	2,395	1,021,939	16%	6%
Number of completed customer requests for interpretation	2,378	1,786,715	3,814	1,438,872	60%	-19%

311 Customer Service Center Inquiries

Top DHS-related Inquiries	Total 2010	% of DHS Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DHS Inquiries in 2011	Rank in # of Calls in 2011
Advantage Program - Assistance for Enrolled Tenant	25,286	16%	2	36,949	19%	1
Homeless Shelter Intake for Single Adults	26,836	17%	1	24,701	13%	2
Advantage Program - Assistance for Landlord or Broker After Lease Signing	10,495	7%	5	23,718	12%	3
Homeless Shelter Intake for Families with Children	24,698	15%	3	22,412	11%	4
Budget Cuts to Advantage Program	NA	NA	NA	15,517	8%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$732.6	\$785.5	\$851.3	\$942.0	\$1,047.5	\$1,045.2	\$804.0	\$791.0
<i>Personnel</i>	2,078	2,084	2,027	1,927	1,838	2,012	1,915	1,915
<i>Overtime paid (\$000)</i>	\$8,146	\$9,067	\$9,987	\$9,136	\$5,939	*	*	*
<i>Capital commitments (\$ millions)</i>	\$21.8	\$69.2	\$25.5	\$33.7	\$19.1	\$56.2	\$19.0	\$32.1
<i>Human services contract budget (\$ millions)</i>	\$534.2	\$576.5	\$643.8	\$739.2	\$843.0	\$840.0	\$598.6	\$582.8

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Going forward, the Department will report exits from shelter in place of permanent housing placements.

For more information please visit the website at: www.nyc.gov/dhs





DEPARTMENT FOR THE AGING

Lilliam Barrios-Paoli, Commissioner

Key Public Service Areas

- ✓ Promote independence and opportunities for older New Yorkers.
- ✓ Assist seniors in accessing existing resources.

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 over 700 contracts which include discretionary funds with community-based organizations, including the administration of 256 contracted senior centers, and also provides more than 10 million meals annually, both home-delivered and at senior centers.

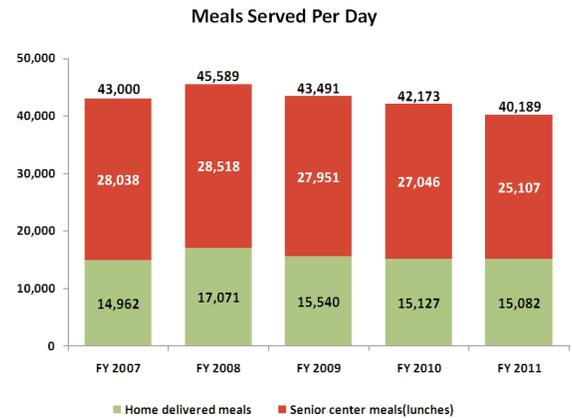
Critical Objectives

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

Performance Report

✓ Promote independence and opportunities for older New Yorkers.

- This year DFTA served 6.3 million meals at senior centers to older New Yorkers, a 7 percent decline from last year's 6.8 million meals. Fewer meals were served in large part due to the particularly intense snowstorm season last winter, which affected senior



center attendance in December and January. The citywide utilization rate of DFTA's 256 senior center sites is 88 percent with meals served to approximately 25,100 seniors daily.

- During Fiscal 2011 the number of meals delivered to seniors in their homes dropped slightly to 3.77 million meals from 3.80 million in the prior year.
- Although the effects of the current economic recession continue to create challenges to identifying employment opportunities, the Department continues to work towards its goal of placing those most in need. During Fiscal 2011, the Department placed 162 seniors in paying jobs, 35 more than last year, through a federal Older Americans Act program to help low income new Yorkers, aged 55 and older, receive unique job training that emphasizes both community service and the elimination of barriers to employment.
- This year DFTA provided 1,033,407 hours of home care services. The number of clients receiving home care services declined by 36 percent from Fiscal 2010 to Fiscal 2011 due to budget restrictions that closed new enrollments.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Average daily attendance at senior centers</i>	NA	NA	27,951	27,176	25,107	*	*
★ <i>Citywide senior center utilization rate (%)</i>	NA	NA	NA	NA	88.0%	*	*
★ <i>Senior center lunches served</i>	7,009,500	7,025,805	6,987,646	6,801,948	6,301,828	7,544,254	7,085,852
★ <i>Home delivered meals served</i>	3,740,621	4,210,538	3,936,718	3,860,416	3,770,569	4,382,789	4,257,750
★ <i>Total recipients of home care services (annual)</i>	NA	NA	6,064	5,206	3,012	*	*
★ <i>Hours of home care services provided</i>	1,590,952	1,746,742	1,534,705	1,622,966	1,033,407	1,059,179	1,039,003
<i>Seniors trained for unsubsidized employment (Title V)</i>	268	305	308	542	706	*	*
<i>Senior trainees placed in unsubsidized employment (Title V)</i>	188	185	161	123	162	*	*

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

✓ **Assist seniors in accessing existing resources.**

- The number of caregivers who received casework services or training through DFTA's in-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center increased by 15 percent in Fiscal 2011, with 9,359 caregivers served. At the same time the number of caregivers receiving supportive services from DFTA's contracted providers increased by 42 percent to 8,783. This is due to contracting with two additional providers for caregiver services.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Caregivers who received casework services or training through DFTA's In-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center</i>	3,690	6,278	7,746	8,770	9,359	*	*
★ <i>Caregivers who received supportive services through DFTA's contracted providers</i>	7,553	7,495	6,414	6,202	8,783	*	*

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



Agency Customer Service

The Department for the Aging serves its customers through its walk-in facilities, website and correspondence.

Indicator	DFTA FY10	Citywide FY10	DFTA FY11	Citywide FY11	DFTA Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	5	5	11	7	120%	40%
<i>Average response time for letters/mail correspondence (days)</i>	13	15	13	11	0%	-27%
<i>Service requests meeting expected time of action (%)</i>	85.4%	79.1%	95.7%	82.1%	12%	3%
<i>Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)</i>	93	83	85	85	-9%	2%
<i>Number of 311 inquiries (to MMR agencies)</i>	127,803	7,489,368	98,949	7,252,869	-23%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	143	960,685	NA	1,021,939	NA	6%

311 Customer Service Center Requests for Service

Top Service Requests	Total 2010	Target - 2010 Days to Action	Actual - 2010 Days to Action	% Meeting 2010 Target	Total 2011	Target - 2011 Days to Action	Actual - 2011 Days to Action	% Meeting 2011 Target
<i>Elder Abuse</i>	1,375	5.0	18.0	66%	930	5.0	2.0	88%
<i>Eviction</i>	491	3.0	1.0	85%	257	3.0	1.4	85%
<i>Home Repair</i>	1,317	14.0	2.0	99%	1,114	14.0	2.0	100%
<i>Housing Options</i>	3,974	14.0	9.0	86%	1,985	14.0	5.0	96%
<i>Weatherization</i>	507	14.0	2.0	99%	458	14.0	2.0	100%

311 Customer Service Center Inquiries

Top DFTA-related Inquiries	Total 2010	% of DFTA Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DFTA Inquiries in 2011	Rank in # of Calls in 2011
<i>HEAP - Seniors Only - Application</i>	8,999	7%	2	10,503	11%	1
<i>Case Assistance for Seniors</i>	11,595	9%	1	9,293	9%	2
<i>Housing Options - Low-Income Senior</i>	1,996	2%	22	8,761	9%	3
<i>Lawyer Referral - For Seniors</i>	5,300	4%	6	7,178	7%	4
<i>Job Placement and Training for Seniors</i>	2,922	2%	15	4,910	5%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$271.9	\$290.5	\$290.3	\$281.6	\$277.0	\$270.0	\$217.2	\$258.7
<i>Revenues (\$ millions)</i>	\$0.4	\$1.5	\$2.0	\$3.5	\$2.1	\$3.0	\$1.0	\$1.0
<i>Personnel</i> ⁴	835	870	875	900	1,034	993	812	809
<i>Overtime paid (\$000)</i>	\$13	\$16	\$23	\$28	\$14	*	*	*
<i>Capital commitments (\$ millions)</i>	\$4.9	\$4.4	-\$0.9	\$4.2	\$1.1	\$30.7	\$1.0	\$8.0
<i>Human services contract budget (\$ millions)</i>	\$214.0	\$229.1	\$223.7	\$215.4	\$206.9	\$204.5	\$159.3	\$198.9
<i>Work Experience Program (WEP) participants assigned</i>	562	598	799	566	795	*	*	*

¹January 2011 Financial Plan ²Authorized Budget Level ³Expenditures include all funds *NA* means Not Available in this report

⁴The Department's personnel resources include the full-time equivalents of seniors paid as foster grandparents and seniors who are job trainees, which together make up approximately 65 percent of its total personnel.

Noteworthy Changes, Additions or Deletions

- The indicator 'Senior centers operating at 90% capacity' has been replaced by 'Citywide utilization rate,' which reflects the utilization of the system as a whole as a percentage of the total systemwide capacity.

For more information please visit the website at: www.nyc.gov/aging



DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Jeanne B. Mullgrav, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Youth and Community Development (DYCD) supports youth and adults through 2,572 contracts with community-based organizations throughout New York City. These include 485 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 296 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 15 family literacy programs. The Department also administers a network of 80 Beacon community centers, housed in public schools citywide, which serve youth, adults and families during out-of-school hours. Through a range of programs, DYCD contractors assist immigrants in becoming citizens and in taking part in the civic and cultural life of their new communities. In addition, DYCD implements and oversees the City's youth workforce development program, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. DYCD is also responsible for the City's runaway and homeless youth programs.

Critical Objectives

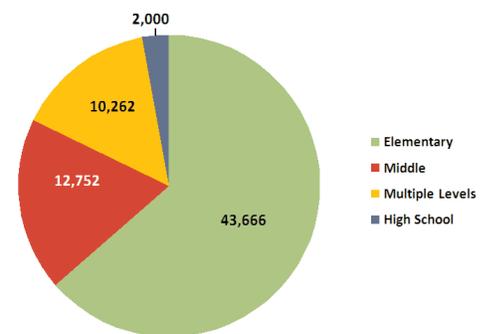
- Implement and expand a citywide program of educational, recreational and cultural activities to operate during non-school hours.
- Support youth development and community engagement through school-based and community-based centers.
- Help runaway and homeless youth to reunite with their families or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

Performance Report

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

- The Out-of-School Time (OST) program enrollment for Fiscal 2011 was 68,680, a decrease from 73,186 in Fiscal 2010. This was the result of reductions in program funding and the number of component programs. However, the OST program exceeded its Fiscal 2011 enrollment target of 58,000 participants, and the percentage of OST programs meeting target enrollment was above target in Fiscal 2011 for each grade level area and for each time period.
- The number of youth served in Runaway and Homeless Youth (RHY) Program crisis beds increased from 1,489 in Fiscal 2010 to 1,686 in Fiscal 2011, due in part to two providers who began services late in Fiscal 2010 being fully operational in Fiscal 2011. Youth served by street outreach increased from 8,044 in Fiscal 2010 to 12,489 in Fiscal 2011 because outreach providers brought on new staff and received intensive training from DYCD. However, the number of youth served in drop-in centers decreased from 14,067 in Fiscal 2010 to 10,728 in Fiscal 2011, due to reduced operating hours at two of the five borough-based drop-in centers.
- The Beacon programs' annual enrollment as a percentage of minimum target decreased from 119 percent in Fiscal 2010 to 108 percent in Fiscal 2011.

Out-of-School Time (OST) Program Participation by School Level FY 2011



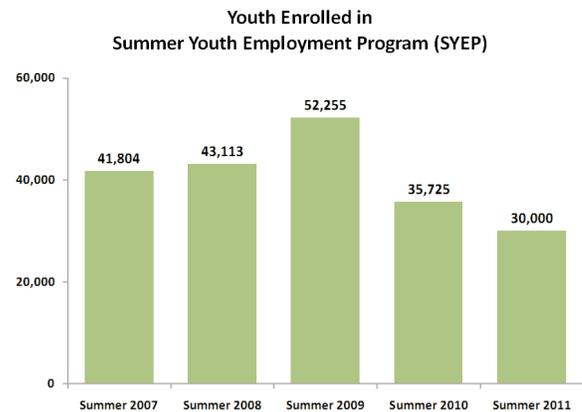


Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Out-of-School Time (OST) enrollment</i>	78,364	87,256	85,513	73,186	68,680	58,000	58,000
★ <i>OST program participation rate - elementary (school year) (%)</i>	81%	78%	82%	86%	86%	80%	80%
★ <i>OST programs meeting target enrollment (school year) (%)</i>	90%	86%	93%	98%	97%	85%	85%
★ <i>OST programs meeting target enrollment (summer) (%)</i>	86%	95%	94%	97%	99%	85%	85%
<i>OST programs meeting target enrollment - elementary (%)</i>	99%	89%	99%	100%	99%	90%	90%
<i>OST programs meeting target enrollment - middle school (%)</i>	94%	89%	91%	98%	96%	85%	85%
<i>OST programs meeting target enrollment - high school (%)</i>	75%	77%	81%	85%	81%	80%	80%
<i>Calls to Youth Connect</i>	42,335	47,688	48,469	46,685	41,621	48,000	48,000
<i>Beacon programs' enrollment as percentage of the minimum annual target (%)</i>	125%	103%	107%	119%	108%	100%	100%
<i>Runaway and homeless youth served - crisis beds</i>	2,421	1,824	1,713	1,489	1,686	1,860	1,860
<i>Runaway and homeless youth served - transitional independent living beds</i>	218	244	275	294	248	250	250
★ <i>Utilization rate for crisis beds (%)</i>	100%	100%	100%	98%	82%	90%	90%
★ <i>Utilization rate for transitional independent living beds (%)</i>	83%	86%	82%	80%	73%	85%	85%
★ <i>Youth reunited with family or placed in a suitable environment from crisis shelters (%)</i>	65%	75%	72%	81%	79%	60%	60%
★ <i>Youth reunited with family or placed in a suitable environment from transitional independent living (TIL) centers (%)</i>	91%	89%	90%	86%	87%	85%	85%

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

✓ **Prepare youth for economic independence.**

- The Summer Youth Employment Program (SYEP) provided work experience for approximately 30,000 youths during the summer of 2011. This represents a decrease from the summer of 2010, when 35,725 young people were employed, and is a reflection of further reductions in funding on federal, State and City levels.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Summer Youth Employment Program (SYEP) participants</i>	41,650	41,804	43,113	52,255	35,725	30,000	30,000
★ <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%	68%	67%	62%	62%
★ <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%	73%	77%	62%	62%
<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%	63%	61%	50%	50%
<i>In-school youth attaining a degree or certificate by the end of the 3rd quarter after exiting the program (%)</i>	NA	71%	66%	65%	72%	50%	50%

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

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



- The percentage of Community Development program participants achieving target outcomes declined to 60 percent in Fiscal 2011, from 86 percent in Fiscal 2010. This drop reflects more stringent outcome-reporting standards and introduction of a new computerized tracking system, as well as agency efforts to ensure that certain youth programs focused on their intended target population of at-risk youth. Despite the decrease, the Fiscal 2011 value was still above the annual target of 40 percent.
- Citizenship applications to the United States Citizenship and Immigration Services (USCIS) increased from 751 in Fiscal 2010 to 862 in Fiscal 2011, due to more effective outreach efforts by community-based organizations.
- In adult literacy programs for Fiscal 2011, 55 percent of participants in Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) met federal standards of improvement in the ability to read, speak and write English, compared to 53 percent in Fiscal 2010. The number of ABE and ESOL participants decreased from 9,812 in Fiscal 2010 to 7,350 in Fiscal 2011 as a result of reduced funding for adult literacy programs.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Community Development program participants achieving target outcomes designated for clients in each program area (%)</i>	63%	65%	65%	86%	60%	40%	40%
<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	9,812	7,350	6,500	6,500
★ <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%	53%	55%	45%	45%
<i>Participants achieving positive outcomes in immigration initiatives (%)</i>	43%	45%	50%	59%	60%	45%	45%
<i>Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)</i>	6,056	667	798	751	862	550	550

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

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

- DYCD continues to institute improvements and efficiencies in fiscal auditing and the monitoring of contracts. The number of fiscal audits performed was 345 in Fiscal 2011, compared with 347 in Fiscal 2010. DYCD terminated 2 contracts for poor performance in Fiscal 2011, the same number as in Fiscal 2010.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Agency assessments completed as a percent of total agency contracts</i>	87%	90%	98%	90%	90%	90%	90%
<i>Fiscal audits conducted</i>	174	545	344	347	345	345	345
★ <i>Contracts terminated</i>	NA	36	12	2	2	*	*

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



Agency Customer Service

The Department of Youth and Community Development serves its customers through its call center, website and correspondence.

Indicator	DYCD FY10	Citywide FY10	DYCD FY11	Citywide FY11	DYCD Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average call wait time (min:sec)</i>	1:06	1:19	1:26	1:39	30%	25%
<i>Average response time for email correspondence (days)</i>	3	5	3	7	0%	40%
<i>Average response time for letters/mail correspondence (days)</i>	3	15	3	11	0%	-27%
<i>Number of 311 inquiries (to MMR agencies)</i>	29,292	7,489,368	25,759	7,252,869	-12%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	933	960,685	692	1,021,939	-26%	6%
<i>Number of completed customer requests for interpretation</i>	1,189	1,786,715	1,525	1,438,872	28%	-19%

311 Customer Service Center Inquiries

Top DYCD-related Inquiries	Total 2010	% of DYCD Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DYCD Inquiries in 2011	Rank in # of Calls in 2011
<i>Literacy and GED Instruction for Adults</i>	5,646	19%	1	4,355	17%	1
<i>Summer Jobs for Youth - General</i>	3,623	12%	3	3,523	14%	2
<i>Shelter and Assistance for Runaway or Homeless Youth</i>	4,298	15%	2	3,299	13%	3
<i>Literacy and GED Instruction for Non-English Speakers</i>	2,634	9%	4	2,507	10%	4
<i>Youth Services and Counseling - Youth Connect</i>	2,540	9%	5	2,249	9%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$310.6	\$384.1	\$382.7	\$405.9	\$360.4	\$360.0	\$257.8	\$322.8
<i>Personnel</i>	429	452	434	424	398	406	384	384
<i>Overtime paid (\$000)</i>	\$370	\$360	\$196	\$218	\$156	*	*	*
<i>Human services contract budget (\$ millions)</i>	\$230.8	\$288.1	\$290.2	\$300.5	\$268.4	\$264.4	\$191.5	\$254.5

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/dycd

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



311 Customer Service Center



Department of Records & Information Services



Department of Sanitation



Department of Parks & Recreation



Department of City Planning



Landmarks Preservation Commission



Department of Cultural Affairs



Taxi and Limousine Commission



DEPARTMENT OF ENVIRONMENTAL PROTECTION

Carter H. Strickland, Jr., Commissioner

Key Public Service Areas

- ✓ Ensure the sufficiency, quality, and security of the City's water supply.
- ✓ Repair and maintain in-City water delivery and sewer collection systems.
- ✓ Treat wastewater and sewage to maintain and enhance water quality in the receiving waters surrounding the City.
- ✓ Bill and collect revenue for water and sewer usage.
- ✓ Improve public safety and quality of life through enforcement of City laws and rules in the areas of air pollution, asbestos, noise pollution, and hazardous materials.

Scope of Agency Operations

The Department of Environmental Protection (DEP) protects the environmental health, welfare, and natural resources of the City and its residents. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily and serves more than half the population of New York State, and manages 14 in-City wastewater treatment plants as well as seven treatment plants upstate. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 835,000 water and sewer accounts, and manages citywide water conservation programs.

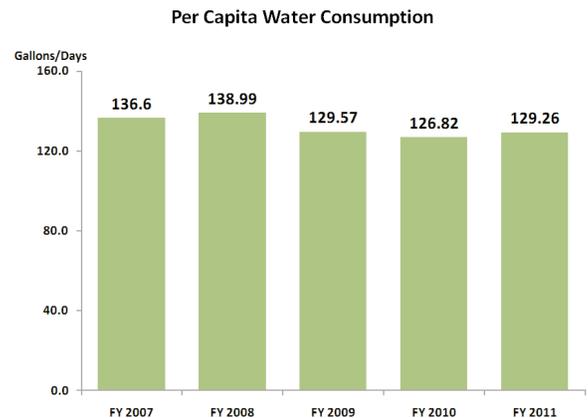
Critical Objectives

- Protect and secure the watershed area.
- Monitor drinking water sources to protect public health, including compliance with federal and State water quality standards.
- Maintain the integrity of the water supply and distribution systems.
- Maintain the integrity of the storm water and wastewater sewer collection system.
- Respond to water and wastewater system emergencies and perform repairs in a timely manner.
- Maintain and enhance water quality in New York Harbor, including compliance with federal and State standards for the treatment of wastewater.
- Ensure that customer billing is accurate and transparent.
- Respond to complaints in a timely manner.
- Enforce the administrative code provisions that regulate asbestos, air, noise, and hazardous materials.
- Respond to asbestos and hazardous materials emergencies in a timely manner.

Performance Report

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

- After peaking in Fiscal 2009 the number of [drinking water](#) sample analyses that exceeded the maximum contaminant level continued to trend down, largely due to the City's decreased reliance on the Croton Water System, which can supply up to 10 percent of the City's demand. In Fiscal 2011, 100 percent of the City's drinking water came from the Catskill/Delaware supply. Except in an emergency, the Department does not expect to use water from the Croton system for in-City distribution until after the Croton water filtration plant comes on-line.
- Environmental Police Officers issued 44 percent more violations and warnings in the City's watershed. The increase is associated with the opening of an additional 23,485 acres to the public over the last two years.
- During Fiscal 2011 average in-City water consumption and per capita consumption increased by less than 2 percent.





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<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%	0.4%	*	*
★ <i>Number of drinking water analyses above maximum contaminant level</i>	65	53	130	15	9	*	*
<i>Completed applications for work to comply with Watershed Rules and Regulations</i>	822	866	678	646	627	*	*
<i>Notices of Violation and Notices of Warning issued in the watershed</i>	137	165	205	275	396	*	*
<i>Patrol hours for Environmental Police and watershed protection staff (000)</i>	307.8	298.9	286.0	304.2	308.6	*	*
★ <i>Percent of reservoir capacity filled (end of month)</i>	92.4%	89.8%	99.1%	91.0%	98.4%	*	*
<i>Average daily in-City water consumption (millions of gallons)</i>	1,097	1,115	1,039	1,017	1,035	*	*

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

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

- Through its proactive cleaning program and pre-storm event inspections of [chronic problem areas](#), the Department has reduced the number of clogged catch basin complaints over the last few years, with complaints decreasing by 7 percent in Fiscal 2011 compared to a year ago, and the percent of backups recurring locally within two years also decreasing. Since Fiscal 2008 the percent of recurring backups has fallen by approximately 6 percentage points. On average, complaints were resolved in 5.1 days, a 39 percent improvement.
- The percent of catch basins surveyed decreased to 29.3 percent from 35.1 percent in Fiscal 2010. By agreement with the New York State Department of Environmental Conservation, the Department inspects each catch basin in the City once every three years. The number inspected each year fluctuates.
- Street cave-in complaints continued on a downward trend for the third consecutive year, declining by 26 percent to 4,656, with response times falling by almost 6 days to 2.4 days. The decrease in complaints is largely due to improvements made over the last three years which have resulted in better identification and, consequently, more accurate reporting of different types of street defects. This has led to a significant reduction in the number of complaints misidentified as cave-ins and, more recently, to much quicker response times.
- Repairs of priority hydrants were completed more quickly, 5.9 days, attributable to procedural changes instituted during Fiscal 2010.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Sewer backup complaints received</i>	23,927	21,797	16,977	14,883	14,450	*	*
★ <i>Sewer backup resolution time (hours)</i>	6.3	6.7	5.6	5.8	5.5	7.0	7.0
★ <i>Percent of sewer backups recurring locally within 2 years</i>	NA	48.3%	48.8%	47.2%	47.9%	*	*
★ <i>Leak complaints received</i>	5,003	4,275	4,583	3,908	4,198	*	*
★ <i>Leak resolution time (days)</i>	12.9	13.4	13.8	15.1	14.1	17.0	17.0
<i>Water main surveyed for leak detection (% linear feet)</i>	56.6%	56.6%	59.7%	59.2%	55.0%	56.0%	56.0%
★ <i>Water main breaks</i>	581	429	513	421	481	575	*
★ <i>Average time to restore water to customers after confirming breaks (hours)</i>	NA	12.1	9.1	5.5	5.4	*	*
<i>Repairs to distribution system</i>	21,146	20,166	18,765	17,777	17,067	19,000	*
★ <i>Catch basin complaints received</i>	14,919	18,305	12,943	11,330	10,539	*	*
★ <i>Catch basin backup resolution time (days)</i>	6.4	6.5	7.0	8.4	5.1	9.0	9.0
★ <i>Percent of catch basin backups recurring locally within 2 years</i>	NA	31.4%	29.6%	27.9%	25.6%	*	*
<i>Catch basins surveyed/inspected (%)</i>	30.7%	36.5%	40.5%	35.1%	29.3%	33.3%	33.3%
★ <i>Street cave-in complaints received</i>	12,079	19,272	9,545	6,302	4,656	*	*
<i>Street cave-in complaints resolved</i>	10,734	15,872	8,780	4,435	3,314	*	*

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Average time to respond to street cave-in complaints and make safe (days)	6.7	8.7	10.4	8.3	2.4	*	*
Broken and inoperative hydrants (%)	0.50%	0.39%	0.45%	0.52%	0.55%	1.00%	1.00%
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	NA	14.8	15.2	7.5	5.9	*	*
★ Average backlog of broken and inoperative hydrants	504	421	492	572	600	*	*

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

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

- The number of days that in-City [wastewater treatment](#) plants (WWTPS) operated with less than the minimum amount of critical equipment rose by 18 percent to 2,296 days. A significant proportion of downtime is the result of ongoing construction work from planned multi-year capital upgrades at 9 of the 14 WWTPs, including projects to address mandates for nitrogen removal and general Clean Water Act compliance. Overall, 43 percent of the downtime was due to planned work.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.9%	99.9%	99.9%	100.0%	100.0%	100.0%	100.0%
★ WWTPs - Critical equipment days below minimum	1,588	1,360	1,158	1,941	2,296	*	*
Percent of out-of-service critical equipment that is attributable to planned work	NA	NA	NA	NA	43%	*	*
Percent of harbor survey stations meeting the swimmable standard of 5mg/L for dissolved oxygen	90%	90%	89%	88%	87%	89%	89%

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

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

- Revenue collections exceeded plan at \$2,919 million, with the increase in the percentage of meter readings and expanded customer outreach services accounting for a significant portion of the higher collection rate.
- Only 12.2 percent of water/sewer bills were based on estimated readings, much better than expected. As of June 2011, the Department had installed 704,727 [automated meter readers \(AMRs\)](#), representing 84 percent of accounts, compared to about 373,551 AMRs, or 45 percent of accounts, as of last June. AMR technology allows meters to be read remotely and accounts for the decrease in the percent of estimated bills issued.
- The growing number of AMR accounts allowed the Department to reduce the number of inspections of its older traditional meters, which must be manually read. DEP reallocated these resources to a number of related activities and accelerated repairs/replacements of the older meters, significantly exceeding the annual target of 5,600.

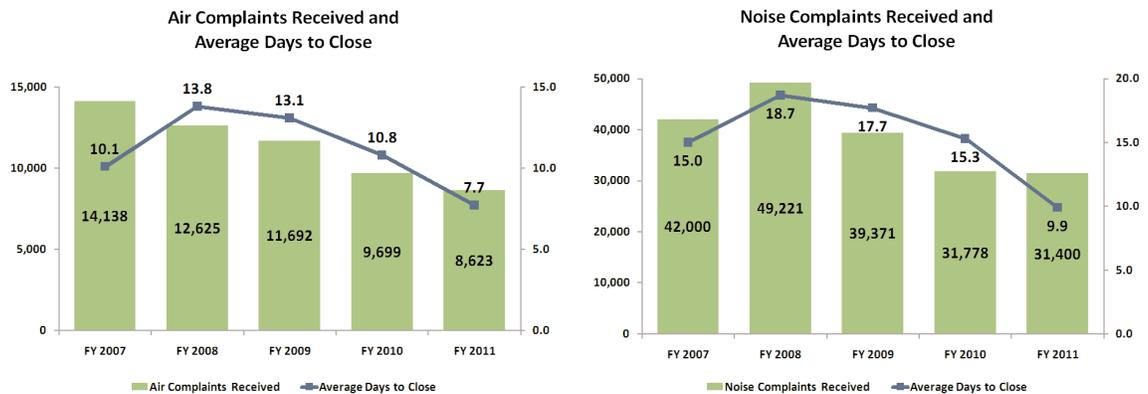


Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Estimated bills (%)	17.6%	16.3%	16.8%	17.0%	12.2%	15.0%	8.0%
Total revenue collected (\$ millions)	\$1,926.0	\$2,173.4	\$2,333.9	\$2,552.4	\$2,918.8	\$2,836.8	\$3,104.6
★ Total revenue as percent of plan	96.3%	97.7%	95.0%	95.2%	102.9%	*	*
★ Percent of billed amount collected in 30 days	NA	54.8%	56.8%	56.4%	53.8%	*	*
Accounts receivable - Total balance (\$ millions)	\$1,107	\$1,046	\$1,131	\$1,242	\$1,385	*	*
- Delinquent for more than 180 days (\$ millions)	\$401	\$323	\$287	\$313	\$398	*	*
- Delinquent for more than 1 year (\$ millions)	\$304	\$233	\$204	\$220	\$279	*	*
Meters repaired/replaced	31,490	29,240	29,719	18,891	9,234	5,600	3,400

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

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

- Due to both a 3.5 percent overall decrease in complaints and the allocation of additional resources to respond to certain simpler complaints that do not require inspections, the average time to close air and noise complaints improved by 3.1 and 5.4 days, respectively.
- A Fiscal 2010 change in the City's rules governing asbestos removal and asbestos-related work established additional filing, approval and inspection requirements. These changes have resulted in an increase in the number of project filings, with concomitant increases in inspections and Department-issued violations. In Fiscal 2011 asbestos violations jumped by 83.3 percent to 3,734. Overall DEP violation issuance rose by close to 29 percent.





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Air complaints received	14,138	12,625	11,692	9,699	8,623	*	*
Air complaints responded to within seven days (%)	86%	82%	79%	76%	73%	85%	85%
★ Average days to close air quality complaints	10.1	13.8	13.1	10.8	7.7	*	*
★ Noise complaints received	42,000	49,221	39,371	31,778	31,400	*	*
Noise complaints not requiring access to premises responded to within seven days (%)	87%	85%	85%	86%	89%	85%	85%
★ Average days to close noise complaints	15.0	18.7	17.7	15.3	9.9	*	*
★ Asbestos complaints received	2,182	2,350	1,391	1,180	1,320	*	*
Asbestos complaints responded to within three hours (%)	95%	99%	99%	100%	100%	90%	90%
★ Average days to close asbestos complaints	0.36	0.29	0.23	0.27	0.24	*	*
Emergencies responded to within one hour (%)	100%	100%	100%	100%	100%	100%	100%
DEP - issued violations	6,822	8,577	7,412	9,466	12,171	*	*
- Air violations	3,769	4,657	4,346	4,983	5,855	*	*
- Noise violations	2,237	3,420	2,559	2,446	2,582	*	*
- Asbestos violations	816	500	507	2,037	3,734	*	*
Notices of Violation (all categories) upheld at the Environmental Control Board (%)	NA	NA	77.6%	77.1%	75.5%	*	*

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

Agency Customer Service

The Department of Environmental Protection serves its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	DEP FY10	Citywide FY10	DEP FY11	Citywide FY11	DEP Change 2010 to 2011	Citywide Change 2010 to 2011
Average call wait time (min:sec)	00:58	01:19	01:13	01:39	26%	25%
Average response time for email correspondence (days)	NA	5	3	7	NA	40%
Average response time for letters/mail correspondence (days)	43	15	13	11	-70%	-27%
Average wait time to speak with a customer service agent at a walk-in facility (min:sec)	09:00	28:00	04:00	37:00	-56%	32%
Service requests meeting expected time of action (%)	NA	79.1%	81.3%	82.1%	NA	3%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	88	83	86	85	-2%	2%
Number of 311 inquiries (to MMR agencies)	418,607	7,489,368	389,887	7,252,869	-7%	-3%
Number of agency customers surveyed for overall customer satisfaction	594	960,685	814	1,021,939	37%	6%
Number of completed customer requests for interpretation	7,585	1,786,715	7,751	1,438,872	2%	-19%



311 Customer Service Center Requests for Service

Top Service Requests	Total 2010	Target - 2010 Days to Action	Actual - 2010 Days to Action	% Meeting 2010 Target	Total 2011	Target - 2011 Days to Action	Actual - 2011 Days to Action	% Meeting 2011 Target
<i>Sewer Maintenance - Catch Basin Clogged/Flooding</i>	9,759	6.0	NA	NA	8,919	6.0	3.3	87%
<i>Sewer Maintenance - Sewer Backup</i>	15,887	0.3	NA	NA	15,285	0.3	0.2	73%
<i>Water Maintenance - Hydrant Running</i>	6,880	2.0	NA	NA	7,454	2.0	2.0	86%
<i>Water Maintenance - Hydrant Running Full</i>	13,656	1.0	NA	NA	9,363	1.0	2.2	82%
<i>Water Maintenance - Leak</i>	12,521	0.7	NA	NA	12,546	0.7	0.5	84%

311 Customer Service Center Inquiries

Top DEP-related Inquiries	Total 2010	% of DEP Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DEP Inquiries in 2011	Rank in # of Calls in 2011
<i>Sewer Backup Complaint</i>	35,666	9%	2	35,103	9%	1
<i>Noise from Construction</i>	35,744	9%	1	34,158	9%	2
<i>Fire Hydrant - Running Full</i>	34,105	8%	3	33,777	9%	3
<i>Fire Hydrant - Running or Leaking</i>	22,481	5%	5	24,064	6%	4
<i>Water Complaint - Residential or Commercial Cold Water - Dirty</i>	19,074	5%	6	17,686	5%	5

Agency Resources

Agency Resources	FY07	A c t u a l				Preliminary Updated		
		FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$868.8	\$919.1	\$1,034.1	\$1,470.9	\$1,011.3	\$1,036.0	\$987.3	\$1,042.1
<i>Revenues (\$ millions)</i>	\$89.4	\$102.9	\$59.8	\$24.0	\$24.5	\$22.2	\$22.8	\$23.0
<i>Personnel</i>	6,247	6,304	6,054	5,963	5,802	6,128	6,084	6,050
<i>Overtime paid (\$000)</i>	\$38,987	\$38,718	\$36,417	\$31,985	\$21,597	*	*	*
<i>Capital commitments (\$ millions)</i>	\$3,689.8	\$3,050.8	\$2,174.8	\$2,649.9	\$1,252.4	\$2,452.9	\$1,717.8	\$2,144.0

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- During the reporting period Caswell F. Holloway served as commissioner of DEP. Carter H. Strickland, Jr. was appointed commissioner in August 2011.
- The Department updated its Fiscal 2012 target for 'Estimated bills (%)', from 15% to 8%, to reflect the impact of AMR technology. The target for 'Total revenue collected (\$ millions)' was also revised, from \$3,108.9 to \$3,104.6.
- The target for 'Meters repaired/replaced' was lowered to 3,400 from 5,600. Concurrent with the Department's efforts to replace meters, contractors responsible for AMR equipment have been replacing water meters that were installed prior to 1998. This resulted in a decrease in the total number of meters the Department was responsible for replacing and a subsequent reduction in plan number.

- The Department will no longer include a target for the metrics ‘Water main breaks’ and ‘Repairs to distribution system’ as the number of breaks and repairs are not driven by any performance goal set by DEP.
- Additionally, DEP corrected Fiscal 2010 data for the metric ‘Water main breaks,’ from 360 to 421.



For more information please visit the website at: www.nyc.gov/dep





DEPARTMENT OF TRANSPORTATION

Janette Sadik-Khan, Commissioner

Key Public Service Areas

- ✓ Ensure the safety of the traveling public.
- ✓ Improve mobility throughout the City.
- ✓ Rehabilitate and maintain the City's bridges.
- ✓ Rehabilitate and maintain the City's streets, sidewalks, and highways.
- ✓ Enhance ferry service, walking, and cycling.

Critical Objectives

- Improve safety for pedestrians, motorists and bicyclists.
- Install and maintain traffic controls and safety devices.
- Manage parking and curbside use.
- Manage the City's bridge inventory to achieve a high state of repair.
- Ensure accessibility of streets and sidewalks citywide.
- Ensure cleanliness of the arterial highway system.
- Ensure the quality of contractor work.
- Expand and improve private ferry service.
- Maintain and improve the Staten Island Ferry operation.
- Expand the bicycle network.

Scope of Agency Operations

The Department of Transportation (DOT) is responsible for the condition and operation of approximately 6,000 miles of streets, highways and public plazas, and 786 bridge structures. DOT ensures traffic safety through several dedicated programs to enhance conditions for pedestrians around schools and in communities with high concentrations of seniors, and with ongoing data-driven review of traffic operations in intersections and corridors throughout the City, as well as through the daily operation of traffic signals at more than 12,300 signalized intersections and over 300,000 street lights. DOT maintains 69 million linear feet of markings on City streets and highways.

DOT manages mobility through the Joint Traffic Management Center in Long Island City, an extensive emergency response operation, its bus rapid transit program, the Staten Island Ferry operation, the bicycle program, sidewalk repair and ADA compliance programs, and the on-street parking system that encompasses approximately 63,000 parking meters.

DOT's infrastructure programs comprise an extensive bridge capital investment and life-cycle maintenance program, roadway resurfacing, repair and maintenance, and a capital program that performs street and sidewalk reconstruction and additional projects such as greenway construction. DOT's alternative fuel program promotes the use of cleaner vehicles in both the public and private sectors.

Performance Report

✓ Ensure the safety of the traveling public.

- Traffic fatalities decreased by almost 9 percent from 259 to 236 in Fiscal 2010. The traffic fatality rate has been steadily declining over the last three years, making Fiscal 2011 the safest year on record in New York City history.
- The Department advanced several of its [safety programs](#) during Fiscal 2011, including installation of 92 speed humps as part of the Safe Routes to School initiative, and installation of more than 2,150 pedestrian countdown signals at 337 intersections citywide.

Pedestrian countdown signals display the number of seconds remaining before the "flashing hand" phase turns solid red and can help pedestrians decide whether there is enough time to cross the street safely.

- Repair times for street lights, traffic signals, and priority regulatory signs were within historical averages and showed no significant changes.

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





Performance Statistics	A c t u a l					T a r g e t	
	FY07	FY08	FY09	FY10	FY11	FY11	Updated FY12
★ <i>Citywide traffic fatalities</i>	310	300	276	259	236	*	*
- <i>Motorists/passengers</i>	136	123	98	97	78	*	*
- <i>Bicyclists/pedestrians</i>	174	177	178	162	158	*	*
★ <i>Overall traffic crashes</i>	175,804	182,805	177,996	183,278	179,112	*	*
★ <i>Average time to respond to traffic signal defect and make safe (hours)</i>	NA	4.0	4.3	3.7	4.1	*	*
★ <i>Average time to repair priority regulatory signs after notification (days)</i>	2.9	1.9	1.6	1.8	1.9	*	*
★ <i>Average time to repair street lights - by DOT (days)</i>	2.4	2.5	2.4	2.2	2.2	*	*
<i>Average time to repair street lights - by ConEd (days)</i>	16.8	12.5	14.0	13.5	14.3	*	*
<i>Speed humps installed near schools</i>	96	32	27	98	92	*	*
<i>Tort cases commenced</i>	1,894	2,146	2,138	2,175	1,983	*	*
<i>Tort dispositions</i>	3,025	2,837	2,406	2,487	2,114	*	*
<i>Tort payout (\$000)</i>	\$100,226.4	\$95,314.1	\$85,744.5	\$72,593.8	\$62,884.2	*	*

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

✓ **Improve mobility throughout the City.**

- The proportion of metered spaces with multi-space parking meters (“muni meters”) increased from 40.9 percent to 42.3 percent. The program is scheduled to advance very quickly in the coming year, with the majority of upgrades completed by the end of Fiscal 2012. As of June 2011, nearly 83 percent of the 4,852 muni-meters installed accepted credit cards.
- The percent of operable on-street parking meters rose to 92.9 percent, a 10 point improvement, and the first time since Fiscal 2007 that operability rose above 90 percent. DOT’s ongoing roll-out of muni-meters, focused repair efforts of single space meters, and investigations of single space meter vandalism, which culminated in 36 arrests, contributed to this improvement.

Performance Statistics	A c t u a l					T a r g e t	
	FY07	FY08	FY09	FY10	FY11	FY11	Updated FY12
★ <i>Average travel speed (miles per hour) - Manhattan Central Business District</i>	NA	NA	9.1	9.3	9.2	*	*
<i>Traffic-monitoring cameras</i>	183	183	183	183	183	*	*
★ <i>On-street parking meters that are operable (%)</i>	90.9%	89.9%	88.7%	82.9%	92.9%	90.0%	90.0%
<i>Percent of metered spaces that have muni-meters (multi-space meters)</i>	25.5%	29.9%	36.6%	40.9%	42.3%	*	*

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

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

- The Department’s [bridge ratings](#) remained stable. All five non-East River, and two East River bridge projects were completed on time. Noteworthy accomplishments include replacement of the 109-year old Willis Avenue Bridge, rehabilitation of the Staten Island Ferry Ramps, and the rehabilitation of the Greenpoint Avenue Bridge over Newtown Creek (a.k.a. J.J. Byrne Memorial Bridge).



Performance Statistics	A c t u a l					T a r g e t	
	FY07	FY08	FY09	FY10	FY11	FY11	Updated FY12
★ Bridges rated							
- Good or very good (%)	41.7%	41.4%	41.8%	41.4%	40.7%	*	*
★ - Fair (%)	57.9%	58.2%	57.8%	58.1%	58.8%	*	*
★ - Poor (%)	0.4%	0.4%	0.4%	0.5%	0.5%	*	*
Bridge projects (structural work) substantially completed on schedule							
- East River (%)	100%	100%	100%	NA	100%	100%	100%
- Non-East River (%)	89%	100%	67%	100%	100%	100%	100%

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

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

- Streets maintained with a pavement rating of good increased from 70.8 percent to 72.3 percent. The Department resurfaced a total of 1,003 lane miles in Fiscal 2011.
- Pothole repairs to the City's streets, bridges and arterials exceeded 418,000 in Fiscal 2011, with the number of street repairs reaching a record high of 305,001.
- The average time to close a pothole work order grew by more than 5 days to 10.8 days due, in large part, to adverse weather conditions. A particularly intense snow season triggered an above average number of emergency snow days, temporarily redirecting work crews to emergency snow removal. These same weather conditions increased the number of potholes. The September 2010 tornado also affected repair times in the early part of the year as work crews were redirected to assist with related emergencies.
- Conversion of newsstands to the new model continued to show excellent progress, increasing from 55.1 percent to 77.7 percent.



Performance Statistics	A c t u a l					T a r g e t	
	FY07	FY08	FY09	FY10	FY11	FY11	Updated FY12
★ Street pavement ratings: percent of lane miles assessed in the 12 months ending June 30th	NA	88.2%	88.6%	87.8%	83.0%	*	*
★ Streets maintained with a pavement rating of							
- Good (%)	70.3%	66.4%	70.9%	70.8%	72.3%	*	*
- Fair (%)	29.6%	33.4%	28.8%	28.9%	27.2%	*	*
- Poor (%)	0.1%	0.2%	0.3%	0.4%	0.5%	*	*
Arterial highway system that is adopted (%)	63.0%	65.3%	61.9%	61.3%	69.3%	75.0%	75.0%
Audited adopted highway miles that receive cleanliness rating of good (%)	94.8%	96.8%	99.3%	99.4%	100.0%	*	*
★ Percent of all NYC highways that receive a cleanliness rating of good	95.7%	98.3%	98.3%	98.1%	97.6%	*	*
Pothole work orders	47,934	48,433	49,906	59,254	56,399	*	*
★ Average time to close a pothole work order where repair was done (days)	2.1	2.7	4.1	5.6	10.8	*	*

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Potholes repaired (Local streets)</i>	205,227	210,032	224,648	295,297	305,001	*	*
<i>Construction permits issued</i>	227,435	253,893	268,915	244,091	264,532	*	*
<i>Inspections of permitted street work</i>	437,101	532,661	558,025	550,906	539,933	*	*
★ <i>Inspected street work rated satisfactory (%)</i>	76%	77%	78%	75%	74%	75%	75%
<i>Summonses issued</i>	26,106	33,403	26,648	25,622	27,511	*	*
★ <i>Post-audit inspections for completed street work</i>	NA	220,272	223,352	228,440	240,634	*	*
★ <i>Post-audit inspections for completed street work that passed inspection (%)</i>	NA	86%	83%	80%	80%	*	*
★ <i>Percent of all crossing points with pedestrian ramps</i>	71%	72%	85%	86%	91%	*	*
★ <i>Percent of existing newsstands converted to new model</i>	NA	30.4%	47.0%	55.1%	77.7%	*	*
<i>Average cost per lane mile resurfaced citywide (\$)</i>	\$118,594	\$137,113	\$136,191	\$166,203	NA	*	*
<i>Average cost per ton of asphalt placed citywide (\$)</i>	\$118.67	\$141.40	\$143.63	\$172.39	NA	*	*
<i>Average in-house cost of asphalt per ton (\$)</i>	\$44.01	\$47.75	\$51.17	\$58.65	NA	*	*
<i>Average vendor cost of asphalt per ton (\$)</i>	\$56.69	\$61.37	\$73.67	\$66.94	NA	*	*

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

✓ Enhance ferry service, walking, and cycling.

- Private ferry ridership increased slightly, less than two percent, but is notable as it follows a two-year decline in ridership. New East River ferry service, a key component of the City's waterfront plan, began in mid-June 2011.
- DOT added 33.1 lane miles to the [bicycle lane network](#), lower than the target; facilities were installed in the Bronx, Brooklyn, Manhattan and Queens. The Department focused on establishing key route connections, requiring broad public involvement and resulting in fewer but higher quality facilities that extended the network in the four boroughs. Bicycle rack installation significantly exceeded target levels at 2,750. The Department launched an unprecedented range of initiatives to engineer streets for pedestrian safety, combat speeding and calm streets for all users, as well as educate bike riders on safety rules.
- DOT continued to make steady progress on the replacement of bus shelters. By June 2011 the Department had replaced 89.5 percent of the approximately 3,300 shelters located citywide, keeping the program on target to be completed during Fiscal 2012.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Staten Island Ferry</i>							
- <i>Trips that are on-time (%)</i>	91.7%	91.0%	91.1%	90.6%	90.9%	90.0%	90.0%
- <i>Ridership</i>	18,952,803	19,756,963	20,118,000	21,464,000	21,404,000	*	*
- <i>Average cost per passenger (\$)</i>	\$4.62	\$5.69	\$5.38	\$5.32	\$5.16	*	*
<i>Private ferry service</i>							
- <i>Average weekday ridership</i>	33,610	33,627	30,694	27,943	28,422	*	*
- <i>Number of routes</i>	21	19	20	21	20	*	*
<i>Bicycle lane miles installed</i>	41.8	70.6	88.7	52.3	33.1	50.0	50.0
★ <i>Bicycle network connectivity index</i>	388	582	919	1,018	1,134	*	*
<i>Bicycle racks installed</i>	320	1,377	1,529	775	2,750	1,500	1,500
★ <i>Percent of existing bus shelters converted to new model</i>	NA	45.5%	59.8%	72.7%	89.5%	*	*
★ <i>Pedestrian volume index</i>	100.0	105.5	99.9	103.4	113.2	*	*

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



Agency Customer Service

The Department of Transportation serves its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	DOT FY10	Citywide FY10	DOT FY11	Citywide FY11	DOT Change 2010 to 2011	Citywide Change 2010 to 2011
Average call wait time (min:sec)	01:04	01:19	01:39	01:39	55%	25%
Average response time for email correspondence (days)	6	5	8	7	33%	40%
Average response time for letters/mail correspondence (days)	6	15	6	11	0%	-27%
Average wait time to speak with a customer service agent at a walk-in facility (min:sec)	03:00	28:00	03:00	37:00	0%	32%
Service requests meeting expected time of action (%)	90.9%	79.1%	90.5%	82.1%	-0.4%	3%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	91	83	91	85	1%	2%
Number of 311 inquiries (to MMR agencies)	519,838	7,489,368	473,975	7,252,869	-9%	-3%
Number of agency customers surveyed for overall customer satisfaction	870	960,685	863	1,021,939	-1%	6%
Number of completed customer requests for interpretation	916	1,786,715	1,108	1,438,872	21%	-19%

311 Customer Service Center Requests for Service

	Total 2010	Target - 2010 Days to Action	Actual - 2010 Days to Action	% Meeting 2010 Target	Total 2011	Target - 2011 Days to Action	Actual - 2011 Days to Action	% Meeting 2011 Target
Top Service Requests								
Street Condition - Pothole	58,209	30.0	5.7	99%	55,955	30.0	11.3	90%
Street Light Condition - Street Light Out	56,627	10.0	0.4	98%	29,733	10.0	2.0	100%
Traffic Signal Condition - Controller	33,939	0.1	0.1	79%	27,174	0.1	0.1	81%
Street Condition - Failed Street Repair	10,938	10.0	4.4	90%	6,229	10.0	5.3	86%
Broken Muni Meter - No Receipt	8,298	14.0	6.1	84%	9,334	14.0	3.8	94%

311 Customer Service Center Inquiries

	Total 2010	% of DOT Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DOT Inquiries in 2011	Rank in # of Calls in 2011
Top DOT-related Inquiries						
Alternate Side Parking Information	104,398	20%	1	104,034	22%	1
Pothole on Street	45,236	9%	4	49,388	10%	2
Streetlight Condition	57,448	11%	2	42,123	9%	3
Traffic or Pedestrian Signal Condition	49,679	10%	3	34,382	7%	4
Muni-Meter Defective or Damaged	27,181	5%	5	26,766	6%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$618.4	\$697.8	\$788.0	\$800.8	\$851.7	\$834.3	\$670.0	\$693.7
<i>Revenues (\$ millions)</i>	\$220.0	\$230.3	\$244.0	\$266.7	\$279.8	\$283.5	\$320.2	\$315.7
<i>Personnel</i>	4,721	4,899	4,951	4,988	4,853	5,142	4,390	4,388
<i>Overtime paid (\$000)</i>	\$47,905	\$48,899	\$51,586	\$52,661	\$37,875	*	*	*
<i>Capital commitments (\$ millions)</i>	\$755.5	\$835.4	\$997.2	\$1,697.5	\$640.6	\$1,331.4	\$1,355.6	\$1,773.8
<i>Work Experience Program (WEP) participants assigned</i>	61	105	85	199	78	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Fiscal 2011 data for the four metrics that report on the average cost of asphalt and roadway resurfacing is not available and will be reported in the Fiscal 2012 Preliminary Mayor's Management Report.

For more information please visit the website at: www.nyc.gov/dot



DEPARTMENT OF BUILDINGS

Robert LiMandri, Commissioner

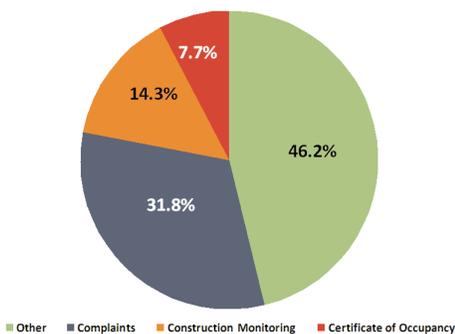
Key Public Service Areas

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

Scope of Agency Operations

The Department of Buildings ensures the safe and lawful use of more than 975,000 buildings and properties by enforcing the City's Building Code, the City's Zoning Resolution, New York State Labor Law and New York State Multiple Dwelling Law. This year the Department reviewed more than 65,000 construction plans, issued more than 130,000 new and renewed permits, performed more than 310,000 inspections, and issued 25 types of licenses and registrations. The Department facilitates compliant construction by continually streamlining the permit application process, and delivers services with integrity and professionalism.

Construction Inspections Completed
Fiscal 2011



Critical Objectives

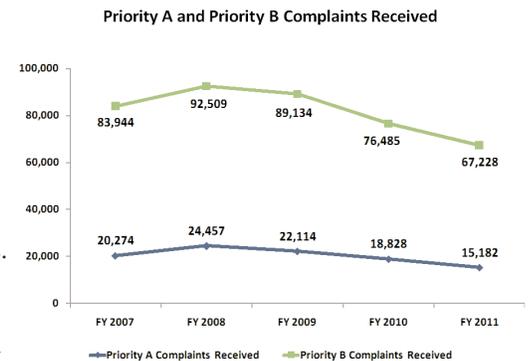
- Protect public safety by inspecting construction and buildings to ensure compliance.
- Prevent construction-related injuries and fatalities.
- Enforce Building Code and zoning regulations.
- Improve the enforceability of violations issued.
- Respond to public complaints in a timely manner.
- Ensure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

Performance Report

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

- The Department completed 171,547 construction inspections. Several factors contributed to the 19 percent decline from the prior year. These include the ongoing drop in construction-related complaints despite the recent increase in job filings and permit issuance; higher than expected inspector attrition; and continued emphasis on lengthier specialized inspections, which is reflected in the average number of inspections.

- Emergency (Priority A) and nonemergency (Priority B) complaints decreased by a combined total of 12,903, or 13.5 percent. However, response times grew longer, particularly for nonemergency complaints. On average, inspector response time to nonemergencies increased by almost 9 days to 28.5



days as the Department continued to prioritize allocation of its resources to emergencies and special inspections, while maintaining adequate response times to emergency complaints.

- Incidents of unsafe façade conditions and falling debris resulting in injuries decreased to 24, down from 42 in Fiscal 2010, and total construction-related incidents declined by nearly 29 percent to 462, with accidents and injuries each experiencing decreases of more than 20 percent. While the number of worker falls was significantly lower, this remains the most common type of accident and is often attributed to workers not following safety guidelines. As part of its annual construction safety initiative, in April 2011 the Department launched a new citywide multi-lingual safety



campaign to encourage all workers, regardless of how experienced they are, to use proper fall protection, such as safety harnesses, guardrails and netting.

- DOB inspectors responded to 18,937 illegal conversion complaints and, after numerous attempts, obtained access to 57 percent of complaint locations, a 12 point improvement from a year ago. The higher access rate corresponds with the Department's increased enforcement efforts during the fiscal year, highlighted by a unique enforcement sting operation; enhanced inspector training; and a new targeted approach to identify high-risk illegal conversions and address dangerous conditions, including joint inspections with the Fire Department and the Department of Housing Preservation and Development. The percent of violations issued in response to investigated complaints remained relatively unchanged at 32.8 percent.
- The Department issued approximately 30 percent fewer licenses and registrations principally due to a change in the licensing renewal period and a decrease in the number of exams offered by the City. License and registration activity tends to follow the overall state of the economy.

Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Construction inspections completed</i>	229,191	229,157	244,585	212,038	171,547	*	*
- <i>Complaints (%)</i>	35.8%	36.3%	31.7%	33.8%	31.8%	*	*
- <i>Certificate of Occupancy (%)</i>	10.0%	9.1%	7.5%	7.4%	7.7%	*	*
- <i>Construction monitoring (%)</i>	20.9%	17.6%	20.0%	16.9%	14.3%	*	*
- <i>Other (%)</i>	33.3%	37.0%	40.8%	42.0%	46.2%	*	*
★ <i>Average construction inspections per inspector day</i>	11.1	9.9	9.5	8.9	8.2	9.0	9.0
★ <i>Construction inspections resulting in at least one Stop Work Order (%)</i>	2.9%	3.5%	2.4%	1.6%	1.4%	*	*
★ <i>Construction inspections resulting in a Vacate Order (%)</i>	1.0%	1.0%	1.0%	1.4%	1.5%	*	*
<i>Construction inspections resulting in at least one Work Without a Permit Violation (%)</i>	3.3%	4.7%	4.5%	4.8%	5.2%	*	*
★ <i>Number of Priority A (emergency) complaints received</i>	20,274	24,457	22,114	18,828	15,182	*	*
★ <i>Number of Priority B (nonemergency) complaints received</i>	83,944	92,509	89,134	76,485	67,228	*	*
<i>Number of Priority A complaints responded to</i>	20,305	24,185	22,145	18,535	15,075	*	*
<i>Number of Priority B complaints responded to</i>	84,629	92,786	89,217	74,708	63,219	*	*
<i>Priority A complaints responded to within 1.5 days (%)</i>	96.6%	95.0%	96.6%	95.7%	94.8%	95.0%	95.0%
<i>Priority B complaints responded to within 40 days (%)</i>	91.5%	92.0%	93.5%	78.2%	68.8%	80.0%	80.0%
★ <i>Average time to respond to Priority A complaints (days)</i>	0.6	0.4	0.4	0.3	0.5	*	*
★ <i>Average time to respond to Priority B complaints (days)</i>	14.6	13.6	10.5	19.8	28.5	*	*
★ <i>Percent of incident inspections resulting in violations</i>	30.1%	75.1%	74.1%	76.0%	74.4%	*	*
★ <i>Number of incidents of unsafe facade conditions and falling debris resulting in injuries</i>	41	45	48	42	24	*	*
★ <i>Percent of unsafe facade conditions and falling debris complaints where access was obtained and violations were written</i>	28.3%	32.2%	34.3%	43.3%	46.2%	*	*
★ <i>Percent of residential illegal conversion complaints where access was obtained</i>	50%	51%	49%	45%	54%	*	*
★ <i>Percent of residential illegal conversion complaints where access was obtained and violations were written</i>	31.4%	35.5%	32.9%	31.5%	36.9%	*	*
★ <i>Percent of after hours work complaints where access was obtained and violations were written</i>	1.7%	6.0%	4.0%	6.3%	3.1%	*	*
★ <i>Percent of failure to maintain complaints where access was obtained and violations were written</i>	48.2%	61.4%	72.6%	73.5%	68.2%	*	*
★ <i>Number of construction-related incidents</i>	398	474	543	649	462	*	*
- <i>Construction-related accidents</i>	104	123	212	244	193	*	*
★ <i>Number of construction-related injuries</i>	116	167	233	254	202	*	*
★ <i>Number of construction-related fatalities</i>	15	25	5	5	4	*	*
<i>Licenses and registrations issued (new and renewal)</i>	12,549	16,426	15,280	15,876	11,055	*	*

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

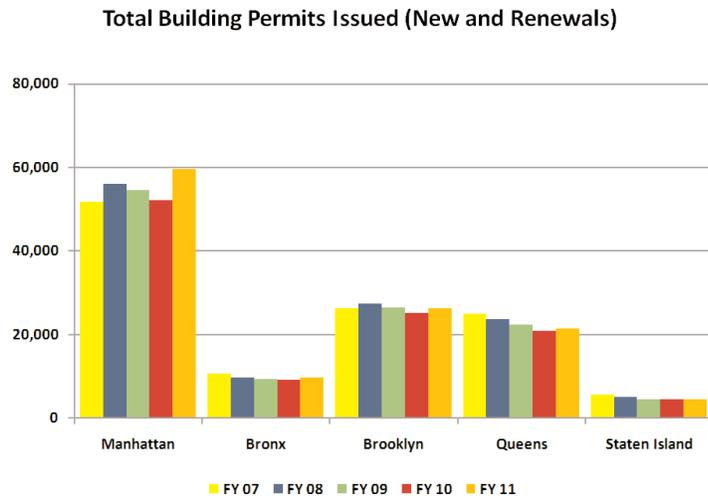


Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Mail-in license renewals processed within 25 days (%)	86.7%	72.9%	47.5%	92.0%	83.3%	70.0%	70.0%
Environmental Control Board violations issued	52,309	66,352	81,287	74,163	62,070	*	*
Percent of Notices of Violation upheld by ECB	81.2%	83.4%	83.2%	81.4%	78.2%	*	*
Certificates of Correction approved	33,544	37,598	45,234	53,473	47,967	*	*

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

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

- Overall job filings grew by close to 9 percent, to 65,358, largely due to a considerable increase in the number of construction plan applications for minor renovations.
- The Department issued or renewed 121,027 building construction permits compared to 111,218 last year.
- Audits of professionally certified jobs resulting in revocation notices dropped by more than 5 points from last year, from 20 percent down to 14.8 percent, primarily due to the Department's more aggressive review of professionally certified jobs, which led to fewer false filings.
- While remaining well below historic levels, applications for new buildings increased for the first time in four years, reflecting a renewed interest in new construction projects. On average, the time to complete initial reviews of plans for minor alterations increased by almost 1 day to 4.8 days, while turnaround times for plan reviews of new buildings and major renovations were faster.



Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Jobs filed	73,830	75,526	64,442	60,235	65,358	*	*
- New Buildings	6,929	4,543	3,039	1,427	1,726	*	*
- Alterations I (major renovation)	7,465	6,378	4,924	4,181	4,127	*	*
- Alterations II and III (minor renovation)	59,436	64,605	56,479	54,627	59,505	*	*
Jobs pending with objections by DOB (%)	39.8%	43.8%	48.6%	45.5%	46.3%	*	*
Jobs approved with modifications made (%)	28.9%	31.9%	37.0%	33.0%	35.9%	*	*
Certificates of Occupancy issued	13,020	11,307	9,219	7,672	7,044	*	*
Jobs professionally certified (%)	48.5%	47.5%	45.5%	45.1%	47.6%	*	*
★ Jobs professionally certified that were audited (%)	24.3%	26.3%	24.2%	24.4%	20.3%	20.0%	20.0%
★ Audits of professionally certified jobs resulting in revocation notices (%)	21.5%	35.2%	26.0%	20.1%	14.8%	*	*
Applications resulting in a permit (%)	75.9%	75.0%	76.4%	75.0%	78.7%	*	*
★ Average days to complete first plan review	2.1	2.7	3.1	5.1	4.7	4.5	4.5
★ - New buildings	4.8	6.9	7.1	16.2	14.9	*	*
- Alteration I (major renovation)	4.4	5.7	7.1	13.7	11.7	*	*
- Alterations II and III (minor renovation)	1.4	2.2	2.5	4.0	4.8	*	*

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



Agency Customer Service

The Department of Buildings serves its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	DOB FY10	Citywide FY10	DOB FY11	Citywide FY11	DOB Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average call wait time (min:sec)</i>	00:13	01:19	00:09	01:39	-31%	25%
<i>Average response time for email correspondence (days)</i>	36	5	20	7	-44%	40%
<i>Average response time for letters/mail correspondence (days)</i>	51	15	20	11	-61%	-27%
<i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i>	17:00	28:00	21:00	37:00	24%	32%
<i>Service requests meeting expected time of action (%)</i>	61.5%	79.1%	60.6%	82.1%	-0.9%	3%
<i>Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)</i>	78	83	81	85	3%	2%
<i>Number of 311 inquiries (to MMR agencies)</i>	438,094	7,489,368	481,098	7,252,869	10%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	150	960,685	100	1,021,939	-33%	6%
<i>Number of completed customer requests for interpretation</i>	57	1,786,715	238	1,438,872	318%	-19%

311 Customer Service Center Requests for Service

	Total 2010	Target - 2010 Days to Action	Actual - 2010 Days to Action	% Meeting 2010 Target	Total 2011	Target - 2011 Days to Action	Actual - 2011 Days to Action	% Meeting 2011 Target
<i>Top Service Requests</i>								
<i>Elevator - Defective/Not Working</i>	6,985	60.0	56.0	55%	6,821	60.0	112.0	30%
<i>General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits</i>	3,747	60.0	15.0	95%	1,845	60.0	26.0	86%
<i>General Construction/Plumbing - Failure To Maintain</i>	6,044	60.0	12.0	92%	5,477	60.0	18.0	84%
<i>Illegal Conversion of Residential Building/Space</i>	22,818	60.0	48.0	58%	18,079	60.0	76.0	50%
<i>No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator</i>	24,499	60.0	21.0	54%	13,850	60.0	36.0	77%

311 Customer Service Center Inquiries

	Total 2010	% of DOB Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DOB Inquiries in 2011	Rank in # of Calls in 2011
<i>Top DOB-related Inquiries</i>						
<i>Cancel/Modify/Reschedule PlanExam/Appointments</i>	43,171	9%	2	49,156	11%	1
<i>Illegal Conversion or Occupancy of Residential Space</i>	33,331	7%	3	33,781	8%	2
<i>Building Construction Complaint - Illegal Construction</i>	23,767	5%	4	22,952	5%	3
<i>Defective or Uninspected Elevator or Escalator Complaint</i>	20,333	4%	5	17,991	4%	4
<i>Unsafe Building Structure</i>	7,661	2%	7	6,944	2%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$87.2	\$99.4	\$109.7	\$101.5	\$99.6	\$99.7	\$89.7	\$94.6
<i>Revenues (\$ millions)</i>	\$133.0	\$152.9	\$147.1	\$132.9	\$164.9	\$142.1	\$132.4	\$146.9
<i>Personnel</i>	1,181	1,240	1,227	1,174	1,094	1,203	1,170	1,163
<i>Overtime paid (\$000)</i>	\$3,995	\$6,919	\$5,645	\$4,317	\$3,200	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- All historical data for the metric ‘Environmental Control Board violations issued’ has been revised to reflect updated numbers.
- The indicator ‘Environmental Control Board violations issued that were upheld in court’ has been replaced with ‘percent of Notices of Violation upheld by the Environmental Control Board.’ The new indicator reports on the overall success rate of DOB’s enforcement efforts.

For more information please visit the website at: www.nyc.gov/buildings





NEW YORK CITY HOUSING AUTHORITY

John B. Rhea, Chairman

Key Public Service Areas

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

Scope of Agency Operations

The New York City Housing Authority (NYCHA) provides affordable housing to nearly 404,000 low- and moderate-income City residents in 334 housing developments with 178,910 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists 95,807 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 70 community centers, 38 senior centers and a variety of programs.

Working Families Placed in Public Housing



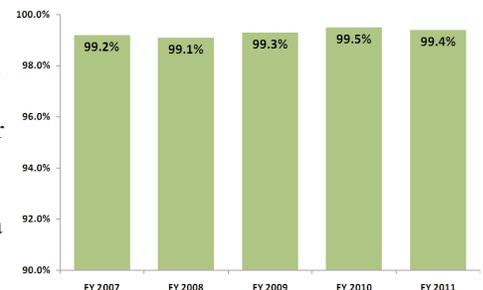
Critical Objectives

- 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.

Performance Report

- ✓ Provide affordable housing for low- and moderate-income New York City residents.
 - The average number of days to re-occupy vacant apartments decreased 4 percent in Fiscal 2011 to 35.2 days from 36.5 days during Fiscal 2010. NYCHA's continued efforts to increase application outreach and improve coverage for available apartments have contributed to the reduction in turn around time.
 - The average time to prepare vacant apartments has decreased by 22 percent in Fiscal 2011 to 30.9 days compared to 39.4 days in Fiscal 2010. Performance remains above the target of 20 days but has significantly improved due to better monitoring of the management of work orders in the move out and apartment preparation process.
 - The percentage of active projects in construction on schedule decreased 16 percent from 87.4 percent to 71.6 percent. This decrease is primarily due to 15 brick and/or roof projects in the construction phase that were impacted by adverse weather conditions.
 - The percentage of overall active capital projects on schedule decreased 11 percentage points from 38.7 percent to 27.5 percent in Fiscal 2011 compared to Fiscal 2010. There were 521 active projects, of which 153 were for bricks and/or roof work and required asbestos removal. In the Spring of 2010, there was a significant change in the Department of Buildings permitting regulations that

Occupancy Rate in Public Housing





required asbestos removal to occur before issuing a work permit. This change delayed the permits, which impacted the start of these projects. A large part of NYCHA's capital plan requires that the asbestos abatement takes place concurrent with the work involved.

- NYCHA is unable to report Fiscal 2011 data for Section 8 families on the waiting list and the number of applicants placed through Section 8 vouchers due to data system issues. In January 2011, NYCHA began implementation of a new data system to manage the processes for the Authority's Leased Housing and Applications and Tenancy Administration Departments, which administer the Section 8 program. During the transition, it became apparent that the new system was not accurately computing results for Section 8 reports. NYCHA is working to reconcile data from the old and new systems and expects to report full Fiscal 2011 data for these indicators in future reports.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Number of apartments (000)	178	178	179	178	179	*	*
★ Occupancy rate (%)	99.2%	99.1%	99.3%	99.5%	99.4%	*	*
★ Average turnaround days for vacant apartments	39.9	46.2	43.9	36.5	35.2	*	*
Average time to prepare vacant apartments (days)	15.7	27.0	30.2	39.4	30.9	20.0	20.0
★ Public housing apartments that are occupied or available for occupation	176,233	175,453	176,428	177,068	177,711	*	*
★ Rent collection (%)	100.5%	100.2%	99.0%	98.7%	99.0%	*	*
Management cost per dwelling unit (\$)	\$793	\$788	\$795	\$826	\$858	\$861	\$856
★ Section 8 Occupied Units (Certificates and Vouchers)	82,801	88,554	95,501	100,570	95,898	*	*
Working families residing in public housing (cumulative) (%)	44.3%	45.2%	46.2%	47.2%	46.7%	*	*
Applicants placed in public housing	5,848	5,220	5,744	5,554	5,650	*	*
- Working families placed in public housing (%)	60.0%	64.1%	64.1%	68.5%	69.2%	50.0%	50.0%
- Disabled persons placed in public housing (%)	27.8%	27.1%	26.4%	24.1%	22.4%	*	*
Families on Section 8 waiting list (000)	100	136	128	125	NA	*	*
Utilization rate for Section 8 vouchers (%)	82.8%	86.8%	94.0%	101.0%	98.3%	97.0%	97.0%
Applicants placed through Section 8 vouchers	5,164	11,847	12,313	7,523	NA	*	*
★ Percentage of active capital projects in construction phase on schedule	62.5%	62.8%	79.6%	87.4%	71.6%	*	*
★ Percentage of active capital projects on schedule	39.0%	22.1%	39.2%	38.7%	27.5%	*	*

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

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

- The average time to resolve non-emergency service requests was 29 days in Fiscal 2011, which was well above the target of 15 days. The average time to resolve emergency service requests was 18.3 hours and the average time to resolve heat service requests was 12.9 hours, both were well below the target of 24 hours. These three indicators were not reported in Fiscal 2010 due to issues related to the implementation of the work order system. NYCHA continues to monitor these indicators to ensure that all service requests are completed in a timely manner.
- The average time to resolve elevator outages decreased by 60 percent from 13.1 hours in Fiscal 2010 to 5.2 hours during Fiscal 2011. The average number of elevator outages per car decreased by 6 percent from 1.15 outages per car in Fiscal 2010 to 1.08 outages per car during Fiscal 2011. The elevator uptime was 99.2 percent for Fiscal 2011 and bested the target of 97 percent. Several factors have contributed to the continued improvement in NYCHA's response to elevator outages: the use of REMS (Remote Elevator Monitoring System) which helps to dispatch staff more efficiently; the centralization of all elevator operations which improves monitoring and follow-up; the hiring of additional elevator staff in Fiscal 2010 and additional overtime use. The new work order management system has brought greater visibility of issues affecting elevators and in turn, has improved the ability of staff to prioritize and better manage outages.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Average time to resolve nonemergency service requests (days)	11.6	6.8	5.1	NA	29.0	15.0	15.0
★ Average time to resolve emergency service requests (hours)	5.1	8.3	NA	NA	18.3	24.0	24.0
Average time to resolve heat service requests (hours)	5.8	8.7	7.4	NA	12.9	24.0	24.0
★ Average time to resolve elevator outages (hours)	10.2	10.4	11.4	13.1	5.2	10.0	10.0
Annual HUD Assessment rating	83.0	NA	83.0	NA	NA	*	*
★ Major felony crimes in public housing developments	4,808	4,686	4,275	4,090	4,406	*	*
Elevator service uptime	97.5%	98.2%	98.1%	97.9%	99.2%	97.0%	97.0%
★ Average outage per elevator per month	1.17	1.15	1.12	1.15	1.08	*	*
Percent of elevator outages due to vandalism	28.3%	29.8%	29.7%	29.9%	31.8%	*	*
★ Number of alleged elevator injuries reported to DOB	28.0	30.0	33.0	30.0	24.0	*	*
Number of elevator related fatalities	1	0	1	0	0	*	*

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

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

- The average daily attendance by the 6-12 age group at community centers increased by 17 percent in Fiscal 2011 to 2,800, compared to 2,402 in Fiscal 2010. The average daily attendance by the 13-19 age group increased by 6 percent to 1,720 compared to 1,616 during the same period. The increase in average daily attendance in the afterschool and evening programs is attributable to increased staff and additional community center facilities. On average, there were 125 staff and 67 community centers in Fiscal 2010 compared to 133 staff and 69 community centers in Fiscal 2011. Since utilization is based on staffing levels, the large increase in attendance relative to staffing levels caused utilization rates at senior centers and community centers to increase dramatically.
- The percent of initial social services tenant contacts conducted within 5 days of referral was down 2 percent from 78 percent in Fiscal 2010 to 76 percent in Fiscal 2011. NYCHA's Social Services Outreach staff continues to be challenged in making contact with residents who are often referred by an external partner and are sometimes reluctant to meet with staff, and may be unable to keep the appointment due to work commitments or other reasons. Borough administrators in the Social Services Department continue to work closely with their Supervisors to ensure that staff efforts are monitored and they are provided with feedback and suggestions to improve their chances of successful contact.
- NYCHA's Emergency Transfer Program is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims. The program is intended to enhance safety for at-risk residents by providing case management and confidential relocation services to another NYCHA development. The number of residents approved for the Emergency Transfer Program increased during Fiscal 2011 to 859 compared to 850 in Fiscal 2010. NYCHA staff in the Emergency Transfer program work directly with residents, or through their advocates to obtain the documentation required to substantiate their request for emergency transfer. As a result of these efforts, they were able to approve a greater number of requests that meet the criteria for transfer this fiscal year.
- The emergency transfer disposition time decreased slightly from 40.34 days in Fiscal 2010 to 39.76 days in Fiscal 2011. Supervisory staff of the Emergency Transfer Program continues to carefully monitor performance for this indicator to ensure that disposition times remain below 45 days. NYCHA continues to perform outreach to residents about the required documentation either directly or through their advocates and are urged to submit documentation in a timely basis so that emergency transfer requests can be dispositioned as quickly as possible.
- The referrals to supportive services rendered to senior residents decreased 1 percent from 96,247 in Fiscal 2010 to 95,299 in Fiscal 2011. NYCHA's Social Services Department has increased its outreach and monitoring work at current program sites, with the highest level of monitoring targeted to isolated, homebound, and seniors aged 85 years and older. In addition, the department continues to



work with partner organizations, such as Visiting Nurse Service and other City Agencies to improve service delivery.

- The resident job placements increased by 38 percent in Fiscal 2011 to 2,090 compared to 1,519 in Fiscal 2010. The increase is due to a 19 percent increase in human resources placements from 820 to 976 and a 59 percent increase in Resident Employment Services (RES) placements from 699 to 1,114. The increase in RES job placements is largely attributable to significant increases in Section 3 placements with NYCHA contractors. Section 3 requires that recipients of certain HUD funding must to the “greatest extent feasible,” provide training, employment, and/or other economic opportunities to Section 3 residents. Placements with NYCHA's construction and other service contractors increased by 170 percent from Fiscal 2010 to Fiscal 2011, primarily due to improved monitoring of the contractually-required resident hiring requirements and expansion of the application of Section 3 requirements to non-construction and non-traditional contracts.

Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Utilization of community centers (ages 6-12) %	96.0%	105.7%	115.8%	173.3%	185.0%	85.0%	85.0%
★ Average daily attendance in community centers ages 6-12	3,906	3,785	2,822	2,402	2,800	*	*
Utilization of community centers (ages 13-19) %	102.0%	97.8%	117.3%	148.7%	151.1%	85.0%	85.0%
★ Average daily attendance in community centers ages 13-19	3,479	3,498	2,314	1,616	1,720	*	*
Utilization of senior centers (%)	94.0%	98.4%	127.1%	155.9%	156.0%	85.0%	85.0%
Initial social service tenant contacts conducted within five days of referral (%)	91%	92%	82%	78%	76%	*	*
Residents approved for the Emergency Transfer Program	641	791	793	850	859	*	*
★ Emergency Transfer Program disposition time	43.24	39.77	41.44	40.34	39.76	*	*
Referrals to supportive social services rendered to senior residents	167,858	215,640	161,465	96,247	95,299	*	*
Job training programs - ratio of job placements to program graduates (current period)	27%	57%	83%	133%	75%	*	*
★ Residents job placements	1,327	1,286	1,223	1,519	2,090	*	*
Youth placed in jobs through youth employment programs	2,015	1,865	2,029	1,343	1,127	*	*

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

Agency Customer Service

The New York City Housing Authority provides service to its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	NYCHA FY10	Citywide FY10	NYCHA FY11	Citywide FY11	NYCHA Change 2010 to 2011	Citywide Change 2010 to 2011
Average call wait time (min:sec)	00:49	01:19	01:09	01:39	41%	25%
Average response time for email correspondence (days)	8	5	9	7	13%	40%
Average response time for letters/mail correspondence (days)	8	15	11	11	38%	-27%
Average wait time to speak with a customer service agent at a walk-in facility (min:sec)	29:00	28:00	20:00	37:00	-31%	32%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	90	83	93	85	4%	2%
Number of 311 inquiries (to MMR agencies)	148,510	7,489,368	119,528	7,252,869	-20%	-3%
Number of agency customers surveyed for overall customer satisfaction	140	960,685	27,674	1,021,939	19667%	6%
Number of completed customer requests for interpretation	81,431	1,786,715	121,980	1,438,872	50%	-19%



311 Customer Service Center Inquiries

Top NYCHA-related Inquiries	Total 2010	% of NYCHA Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of NYCHA Inquiries in 2011	Rank in # of Calls in 2011
<i>Public Housing Maintenance</i>	36,554	4%	1	26,386	22%	1
<i>Public Housing Assistance Status - All Boroughs</i>	NA	NA	NA	15,069	13%	2
<i>Public Housing Application Information and Assistance</i>	21,991	2%	2	14,549	12%	3
<i>Heat Complaint - NYCHA</i>	14,052	1%	3	11,414	10%	4
<i>NYCHA Section 8 Program Cuts</i>	4,713	0%	10	8,820	7%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$2,706.4	\$2,796.5	\$2,971.8	\$3,052.0	\$3,259.1	\$3,016.7	\$3,028.3	\$3,058.7
<i>Revenues (\$ millions)</i>	\$2,593.0	\$2,575.6	\$2,567.5	\$2,859.2	\$2,999.5	\$2,997.9	\$2,986.0	\$3,058.7
<i>Personnel</i>	12,670	12,120	11,553	11,509	11,548	12,105	12,126	12,113
<i>Overtime paid (\$000)</i>	\$18,790	\$41,795	\$53,108	\$75,466	\$93,826	*	*	*
<i>Capital commitments (\$ millions)</i>	\$19.8	\$36.6	\$36.9	\$48.7	\$1.1	\$92.8	\$6.3	\$6.6

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/nycha





DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Mathew M. Wambua, Commissioner

Key Public Service Areas

- ✓ Encourage the preservation and increase the supply of affordable housing.
- ✓ Ensure the quality of the City's housing stock through enforcement of housing maintenance code standards.
- ✓ Make housing affordable to low-income New Yorkers through administration of rent subsidies.
- ✓ Ensure long-term physical and financial viability of existing affordable housing.

Scope of Agency Operations

Using a variety of preservation, development and enforcement strategies, the Department of Housing Preservation and Development (HPD) strives to improve the availability, affordability, and quality of housing in New York City. As the nation's largest municipal housing agency, HPD works with private, public and community partners to strengthen neighborhoods and expand the supply and affordability of the City's housing stock and keep people in their homes.

Critical Objectives

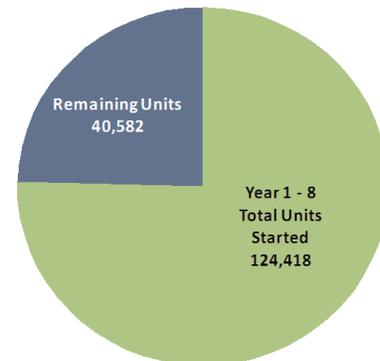
- Provide financial assistance, including tax incentives, to preserve and construct housing units.
- Provide housing programs to serve people with special needs.
- Proactively address the needs of distressed multifamily buildings.
- Respond to heat, hot water and other tenant complaints.
- Correct housing maintenance code violations through coordination with owners or direct City action.
- Litigate against negligent landlords and assist tenants in getting court orders on housing maintenance code violations.
- Administer federal rental subsidies to reach the maximum number of households.
- Monitor existing affordable housing to ensure continued viability.

Performance Report

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

- HPD exceeded its overall Fiscal 2011 target for construction starts under the [New Housing Marketplace Plan \(NHMP\)](#) by 9 percent, with a total of 15,735 units started. As of June 30, 2011 HPD had started nearly 75 percent of the 165,000 units planned under the NHMP.
- New construction completions were higher than expected, while preservation completions were approximately 1,850 units below plan. Longer than anticipated construction schedules for several large projects pushed completion dates into Fiscal 2012. Overall, the Department achieved 91 percent of its Fiscal 2011 goal for construction completions, or 14,106 units.

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



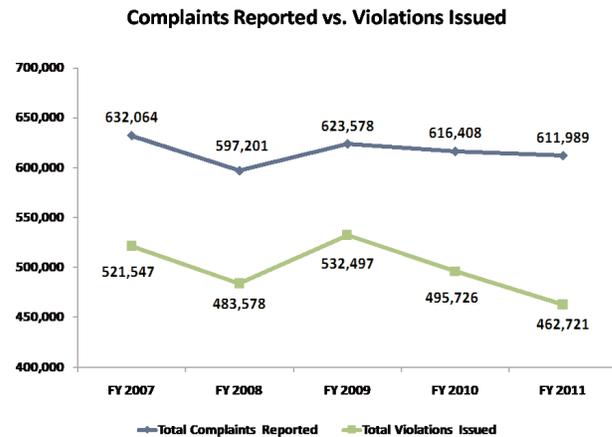


Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Total starts financed or assisted under the New Housing Marketplace Plan (units)	18,465	17,008	12,500	14,767	15,735	14,666	14,500
★ - New construction starts - HPD and HDC	5,225	6,826	4,123	3,144	4,055	2,860	3,282
★ - Preservation starts - HPD and HDC	12,970	9,953	8,108	11,337	11,680	11,606	10,993
- Number of homeowners receiving downpayment assistance	270	229	269	286	182	200	225
Planned starts initiated (%)	108%	100%	97%	102%	109%	*	*
★ Total completions financed or assisted under the New Housing Marketplace Plan (units)	15,550	12,543	12,914	16,874	14,106	15,471	10,414
- New construction completions - HPD and HDC	4,815	5,077	4,557	5,389	7,575	7,098	4,908
- Preservation completions - HPD and HDC	10,735	7,466	8,357	11,485	6,531	8,373	5,506
Planned completions initiated (%)	113%	99%	82%	100%	91%	*	*
Units completed for homeless individuals and families	405	442	835	620	684	*	*

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

✓ **Ensure the quality of the City's housing stock through enforcement of housing maintenance code standards.**

- Lead complaints decreased by a modest 3.4 percent while the variances in the other complaint categories were minimal. In total, the number of housing-related complaints was relatively unchanged at nearly 612,000.
- On average, HPD closed nonemergency complaints 2.3 days faster. Over the last three years, the Department has reduced average closing time by more than half, from 39.9 days in Fiscal 2008 to 16.8 days this fiscal year. This significant improvement is due to administrative and technological changes which route nonemergency complaints with emergency complaints. This allows all open complaints to be addressed in a single inspection.
- Due to a reduction in both the number of lead complaints and the number of housing units that tested positive for lead-based paint, lead violations declined by nearly 16 percent.



Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Total complaints reported	632,064	597,201	623,578	616,408	611,989	*	*
★ - Total emergency complaints	412,483	396,260	419,271	409,354	407,772	*	*
- Heat and hot water	123,168	111,642	128,708	114,009	115,629	*	*
- Lead	46,033	43,021	40,114	40,109	38,749	*	*
- Other emergency	243,282	241,597	250,449	255,236	253,394	*	*
★ - Nonemergency complaints	219,581	200,941	204,307	207,054	204,217	*	*
★ Outstanding emergency complaints at end of month	12,376	10,717	10,673	12,210	11,603	*	*
★ Outstanding nonemergency complaints at end of month	46,416	16,930	13,324	14,365	14,533	*	*
★ Average time to close emergency complaints (days)	14.7	16.4	12.1	12.0	12.3	*	*
★ Average time to close nonemergency complaints (days)	34.7	39.9	30.0	19.1	16.8	*	*
Inspections completed	606,095	621,503	707,516	689,872	678,038	600,000	600,000

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Inspection visits per team per day</i>	9.6	10.0	11.6	11.0	11.3	*	*
<i>Ratio of completed inspections to attempted inspections (%)</i>	72%	75%	74%	72%	71%	*	*
<i>Total violations issued</i>	521,547	483,578	532,497	495,726	462,721	*	*
- <i>Total emergency violations issued</i>	91,173	88,997	104,370	97,506	88,342	*	*
- <i>Heat and hot water</i>	9,824	12,374	15,727	12,436	12,945	*	*
- <i>Lead</i>	33,605	29,510	31,285	26,022	21,973	*	*
- <i>Other emergency</i>	47,744	47,113	57,358	59,048	53,424	*	*
- <i>Nonemergency violations issued</i>	430,374	394,581	428,127	398,220	374,379	*	*
<i>Total violations removed</i>	675,171	721,629	706,478	608,214	556,777	*	*
<i>Violations issued and removed in the same fiscal year (%)</i>	33%	34%	37%	38%	41%	*	*
<i>Emergency violations corrected by owner (%)</i>	47%	47%	52%	55%	56%	*	*
<i>Emergency violations corrected by HPD (%)</i>	16%	16%	15%	15%	14%	*	*
★ <i>Percent of non-lead emergency C violations issued in reporting year pending at end of reporting year</i>	32.8%	32.0%	35.0%	32.0%	29.0%	*	*
★ <i>Percent of non-lead emergency C violations issued during prior five years pending at end of reporting year</i>	11.0%	10.0%	10.3%	11.0%	10.0%	*	*
<i>Average cost of repair work performed by HPD (\$)</i>	\$813	\$901	\$862	\$737	\$657	*	*
- <i>Emergency (non-lead) (\$)</i>	\$577	\$734	\$731	\$635	\$562	*	*
- <i>Lead (\$)</i>	\$2,111	\$2,431	\$2,273	\$2,338	\$2,623	*	*
<i>Code compliance</i>							
- <i>Cases opened</i>	13,802	14,409	15,271	14,233	13,687	*	*
- <i>Cases closed</i>	13,628	14,275	14,495	15,226	14,846	*	*
- <i>Cases active (end of month)</i>	6,210	6,657	7,501	6,195	4,909	*	*
<i>Judgments and settlements collected (\$000)</i>	\$4,523	\$5,457	\$5,505	\$5,207	\$5,029	*	*

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

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

- The total number of households receiving HPD Section 8 rental assistance grew by 8.4 percent to 36,259. The increase was due, in large part, to the transfer of approximately 2,000 Section 8 participants from the New York City Housing Authority's (NYCHA) Section 8 program to HPD's Section 8 program. The transfer was completed as part of a special collaboration to address a budget shortfall in NYCHA's program. HPD's Section 8 utilization rate remained high at 96.8 percent.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Section 8</i>							
- <i>Utilization rate</i>	NA	93.0%	94.9%	97.3%	96.8%	*	*
- <i>Number of vouchers issued</i>	2,304	4,297	4,818	1,456	1,821	*	*
- <i>Number of households assisted</i>	28,503	28,765	31,643	33,453	36,259	*	*

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

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

- In Fiscal 2011 the Department continued its efforts to provide oversight of properties in which the City has invested, with an increased focus on identifying properties with significant physical issues. Compared to Fiscal 2010 the number of buildings inspected increased by more than 26 percent, from 377 to 476. Inspection results inform how financial resources are prioritized.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Asset management</i>							
- Number of projects in workload	NA	NA	NA	1,861	1,861	*	*
- Number of financial reviews completed	121	498	378	534	486	*	*
- Number of buildings inspected	141	294	150	377	476	*	*

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

Agency Customer Service

The Department of Housing Preservation and Development serves its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	HPD FY10	Citywide FY10	HPD FY11	Citywide FY11	HPD Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	15	5	14	7	-7%	40%
<i>Average response time for letters/mail correspondence (days)</i>	15	15	11	11	-27%	-27%
<i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i>	31:00	28:00	32:00	37:00	3%	32%
<i>Service requests meeting expected time of action (%)</i>	63.1%	79.1%	68.8%	82.1%	5.7%	3%
<i>Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)</i>	88	83	87	85	-2%	2%
<i>Number of 311 inquiries (to MMR agencies)</i>	618,152	7,489,368	593,979	7,252,869	-4%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	1,646	960,685	1,149	1,021,939	-30%	6%
<i>Number of completed customer requests for interpretation</i>	3,972	1,786,715	1,357	1,438,872	-66%	-19%

311 Customer Service Center Requests for Service

Top Service Requests	Total 2010	Target - 2010 Days to Action	Actual - 2010 Days to Action	% Meeting 2010 Target	Total 2011	Target - 2011 Days to Action	Actual - 2011 Days to Action	% Meeting 2011 Target
<i>Heating</i>	209,998	5.0	4.6	68%	208,542	5.0	4.0	73%
<i>Non-Construction - Vermin</i>	48,729	17.0	20.0	46%	39,966	17.0	17.0	59%
<i>Paint/Plaster - Ceiling</i>	44,481	17.0	15.5	65%	35,546	17.0	17.0	67%
<i>Paint/Plaster - Walls</i>	42,725	17.0	17.6	61%	33,290	17.0	19.0	63%
<i>Plumbing - Water-Leaks</i>	43,506	17.0	17.0	59%	31,420	17.0	16.0	62%



311 Customer Service Center Inquiries

Top HPD-related Inquiries	Total 2010	% of HPD Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of HPD Inquiries in 2011	Rank in # of Calls in 2011
<i>Landlord Complaint - Maintenance</i>	193,378	31%	1	194,147	33%	1
<i>Heat Complaint - Residential Building - Inadequate Heat</i>	175,025	28%	2	185,140	31%	2
<i>Water Complaint - Residential Building - From Tenant</i>	50,093	8%	3	30,413	5%	3
<i>Bed Bug Complaint - Residence</i>	24,336	4%	6	27,122	5%	4
<i>No Hot Water Complaint - Residential Building - From Tenant</i>	NA	NA	NA	26,858	5%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$576.1	\$598.0	\$702.2	\$727.9	\$815.2	\$771.7	\$565.4	\$577.6
<i>Revenues (\$ millions)</i>	\$58.8	\$62.3	\$65.9	\$60.1	\$72.4	\$36.2	\$18.4	\$18.4
<i>Personnel</i>	2,676	2,692	2,565	2,424	2,282	2,618	2,585	2,459
<i>Overtime paid (\$000)</i>	\$800	\$910	\$863	\$702	\$708	*	*	*
<i>Capital commitments (\$ millions)</i>	\$299.4	\$350.6	\$357.5	\$292.8	\$342.9	\$730.2	\$332.2	\$340.3
<i>Work Experience Program (WEP) participants assigned</i>	181	378	211	382	260	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department updated five Fiscal 2012 targets for starts and completions under the New Housing Marketplace Plan to reflect the current pipeline of projects. The overall number of starts and completions remained the same at 14,500 and 10,414, respectively, but the mix of new and preserved units shifted.

For more information please visit the website at: www.nyc.gov/hpd





Key Public Service Area

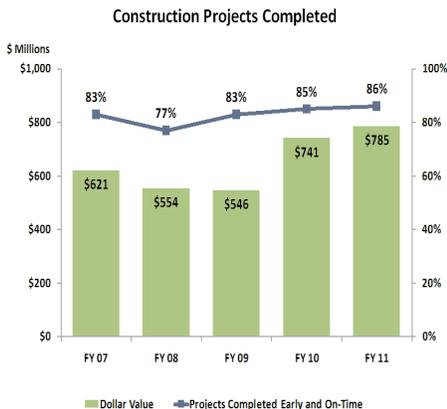
- ✓ Design and build quality public buildings and infrastructure projects on time and within budget.

Scope of Agency Operations

The Department of Design and Construction (DDC) manages a design and construction portfolio of more than \$8 billion of the City's capital program.

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

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



Critical Objectives

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

Performance Report

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

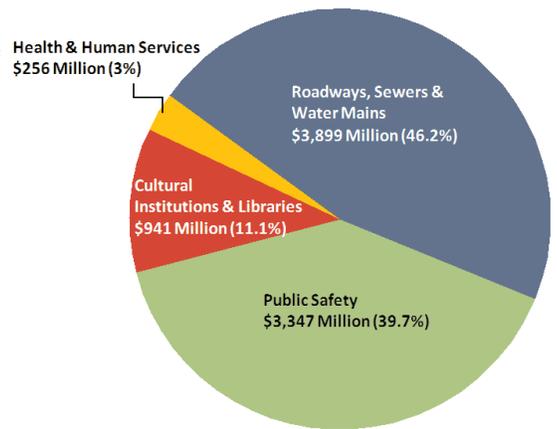
- DDC's portfolio includes approximately 170 active design projects and 235 active construction projects.

The rate of these projects running on or ahead of schedule decreased by four points to 87 percent for design, and increased by 3 points to 91 percent for construction. The difference between the initially projected

completion date for a project and the current timeline - a measure of the length of lateness - remained low for design projects at 1 percent, and decreased to 1.6 percent for construction projects.

- DDC completed more than 95 percent of planned projects for both design and construction, but client scope and funding changes delayed a small number of projects. Construction projects were also impacted by unexpected field and weather conditions. Timeliness measures for design and construction projects met or exceeded the targets of 88 and 82 percent, respectively, for both infrastructure and public buildings.
- Largely due to the earlier than expected completion of one large roadway project, the Department reconstructed 32.3 lane miles, nearly double the annual target of 17.5. However, unexpected field conditions on two of the eight completed projects drove overall on-time performance below the 80 percent goal. Sewer construction/ reconstruction and water main replacement work was above or close to plan levels, and on-time performance for work completed in these three categories exceeded expectations.
- The Department committed 21 percent of the total planned capital contract value within the first six months of the fiscal year, exceeding the 18 percent target.
- During Fiscal 2011 the Department completed Design Quality Indicator (DQI) assessments on 20 design projects. DQI participants (including

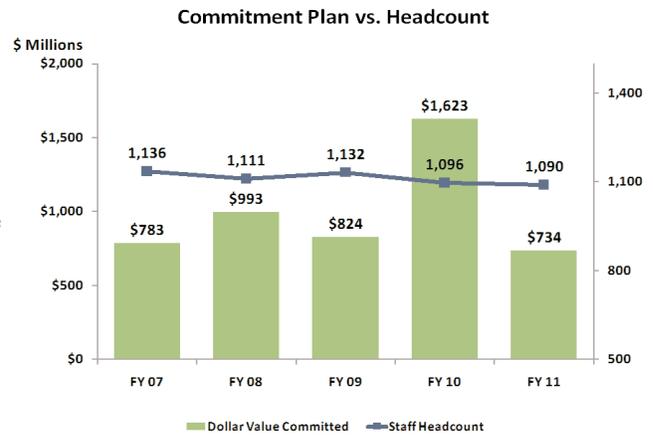
Project Portfolio Fiscal 2011





client representatives, facility users, contractors and DDC staff) complete surveys to establish the relative importance of numerous design and construction elements, and subsequently measure the degree to which agreed upon priorities are satisfied during design, construction or completion. The satisfaction scores are compared against the maximum possible scores for each project and participant. In Fiscal 2011 ratings for design averaged 89 percent, down from 93 percent last year.

- DDC solicited feedback on 17 infrastructure and 41 public building projects during the fiscal year. Overall, 86 percent of respondents were satisfied with the results of the completed projects, consistent with Fiscal 2010. The survey response rate increased to 27 percent compared to 21 percent last year, attributed to improved solicitation and follow-up.



Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Active design projects: Early/on-time (%)	71%	85%	89%	91%	87%	*	*
★ Active design projects: Difference between projected and scheduled duration (%)	4.7%	1.8%	1.2%	0.1%	1.1%	*	*
Design projects completed	120	131	130	126	127	133	109
★ - Completed early/on-time: Infrastructure (%)	93%	88%	90%	95%	99%	88%	88%
★ - Completed early/on-time: Public buildings (%)	84%	86%	85%	88%	91%	88%	88%
★ Active construction projects: Early/on-time (%)	71%	72%	84%	87%	91%	*	*
★ Active construction projects: Difference between projected and scheduled duration (%)	9.6%	7.0%	5.6%	2.7%	1.6%	*	*
Construction projects completed	166	122	93	99	91	95	106
- Infrastructure	62	48	41	40	35	27	39
- Human services	20	21	10	16	10	11	7
- Cultural institutions and libraries	50	28	23	33	32	41	48
- Public safety	34	25	19	10	14	16	12
★ - Completed early/on-time: Infrastructure (%)	84%	81%	83%	82%	83%	82%	82%
★ - Completed early/on-time: Public buildings (%)	79%	74%	88%	88%	88%	82%	82%
Lane miles reconstructed	75.8	45.7	66.2	42.7	32.3	17.5	27.0
- Construction completed on schedule (%)	77%	78%	71%	78%	75%	80%	80%
Sewers constructed (miles)	10.7	10.6	8.8	10.1	6.1	6.2	9.4
- Construction completed on schedule (%)	85%	97%	78%	90%	91%	80%	80%
Sewers reconstructed (miles)	13.2	11.9	7.5	4.7	4.6	4.5	8.9
- Construction completed on schedule (%)	62%	81%	85%	86%	81%	80%	80%
Water mains (new and replaced) (miles)	39.5	31.1	21.7	19.1	20.6	20.2	43.2
- Construction completed on schedule (%)	77%	81%	88%	83%	89%	80%	80%
Average cost change for all consultant design and construction supervision projects (excluding programmatic scope changes) (%)	5.4%	3.4%	2.1%	1.2%	1.2%	6.0%	6.0%
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	1.4%	3.9%	2.2%	1.7%	1.0%	6.0%	6.0%
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Capital commitment plan committed to within the first six months of the fiscal year (%)</i>	40%	27%	15%	16%	21%	18%	15%
<i>Design Quality Indicator</i>							
- Number of projects surveyed	NA	NA	14	18	20	*	*
- Average project rating	NA	NA	84%	93%	89%	*	*
<i>Post-construction satisfaction surveys</i>							
- Number of projects surveyed	100	84	62	67	58	*	*
- Number of surveys sent	324	233	177	200	191	*	*
- Number of surveys returned	87	57	40	42	51	*	*
★ - Rate of overall satisfaction (%)	74%	90%	83%	86%	86%	*	*

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

Agency Customer Service

The Department of Design and Construction serves its customers through its website and correspondence.

Indicator	DDC FY10	Citywide FY10	DDC FY11	Citywide FY11	DDC Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	7	5	5	7	-29%	40%
<i>Average response time for letters/mail correspondence (days)</i>	7	15	6	11	-14%	-27%
<i>Number of 311 inquiries (to MMR agencies)</i>	875	7,489,368	1,232	7,252,869	41%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	42	960,685	51	1,021,939	21%	6%
<i>Number of completed customer requests for interpretation</i>	916	1,786,715	1,108	1,438,872	21%	-19%

311 Customer Service Center Inquiries

Top DDC-related Inquiries	Total 2010	% of DDC Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DDC Inquiries in 2011	Rank in # of Calls in 2011
<i>DDC Project Inquiries and Complaints</i>	428	49%	1	482	39%	1
<i>General Inquiries for the Department of Design and Construction</i>	355	41%	2	362	29%	2
<i>Sidewalk Damage in Queens due to September 16 Storm - Status Update</i>	NA	NA	NA	315	26%	3
<i>Bidding on DDC Projects</i>	80	9%	3	58	5%	4
<i>Construction Vendor Prequalification List</i>	12	1%	4	14	1%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ²	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$96.2	\$96.5	\$102.1	\$107.5	\$108.8	\$110.9	\$106.1	\$106.3
<i>Revenues (\$000)</i>	\$105	\$81	\$94	\$135	\$79	\$150	\$150	\$150
<i>Personnel</i>	1,136	1,111	1,132	1,096	1,090	1,167	1,167	1,165
<i>Overtime paid (\$000)</i>	\$1,370	\$1,369	\$1,485	\$1,132	\$1,294	*	*	*
<i>Capital commitments (capital projects managed for client agencies) (\$ millions)</i>	\$783.2	\$992.7	\$823.8	\$1,622.5	\$734.4	\$1,410.7	*	\$1,913.0

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The term “structures” was replaced with “public buildings” in the indicators that report on the timely completion of design and construction projects.
- DDC added 10 targets for Fiscal 2012. The majority of the Department’s annual targets are developed following the release of the Preliminary Mayor’s Management Report, after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan. The Department also updated the Fiscal 2012 target for ‘Capital commitment plan committed to within the first six months of the fiscal year (%)’ from 18% to 15%.

For more information please visit the website at: www.nyc.gov/ddc



DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Edna Wells Handy, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Citywide Administrative Services (DCAS) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public. DCAS supports City agencies' workforce needs in recruiting, hiring and training City employees; establishes and enforces uniform procedures to ensure equal employment opportunity for employees and job candidates at City agencies; provides overall facilities management, including security, maintenance and construction services for tenants in 55 public buildings; purchases, sells and leases non-residential real property; purchases, 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.

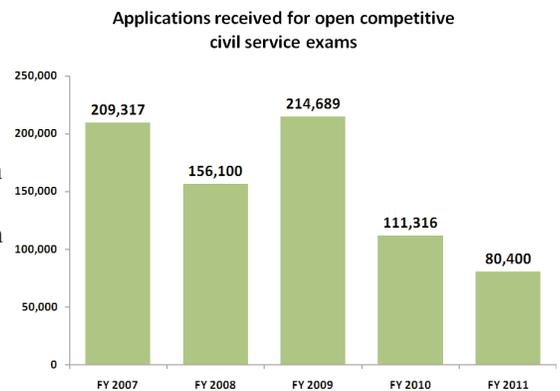
Critical Objectives

- 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.

Performance Report

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

- In Fiscal 2011 the number of applications for civil service exams decreased 28 percent compared to Fiscal 2010 due to larger than average pools of applicants for exams in the previous fiscal year, such as those for staff analyst and associate staff analyst.



- In addition, 13 percent fewer exams were administered in Fiscal 2011.
- The median number of days from exam administration to list establishment increased 11 percent due to revised procedures, instituted during Fiscal 2010, that allow City agencies at least 60 days to review lists of eligible candidates before the lists are officially made public. DCAS continued to administer all exams on schedule in Fiscal 2011.
- The average rating for professional development training sessions was 90 percent in Fiscal 2011.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Applications received for open competitive civil service exams</i>	209,317	156,100	214,689	111,316	80,400	*	*
<i>Exams administered on schedule (%)</i>	88%	87%	95%	100%	100%	100%	100%
★ <i>Median days from exam administration to list establishment</i>	245	232	228	295	326	*	*
<i>Average cost of training per employee (\$)</i>	\$179	\$186	\$195	\$179	\$195	*	*
★ <i>Average rating for professional development training sessions (%)</i>	NA	NA	NA	NA	90%	*	*
<i>High-priority New York City Automated Personnel System (NYCAPS) work tickets resolved (%)</i>	94%	96%	95%	94%	94%	95%	95%

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

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

- The average number of days to complete in-house trade shop work orders increased 28 percent due to a reduction in staff overtime allocated to complete the work.
- Based on an annual survey of tenants, the average building cleanliness and condition rating for DCAS-managed office buildings was 67 percent in Fiscal 2011. This represents a 10 percentage point decrease from the Fiscal 2010 rating, which can be attributed to a broader range of tenants surveyed, as well as a reduction in funding for custodial services including supplies, staff and overtime. In addition, significant construction projects were conducted in several DCAS-managed buildings during the reporting period, which affected the Department's ability to maintain cleanliness.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Average building cleanliness and condition rating for DCAS-managed office buildings (%)</i>	NA	NA	NA	77%	67%	*	*
<i>Average cost of cleaning per square foot</i>	\$2.2	\$2.4	\$2.7	\$3.0	\$2.9	*	*
<i>In-house work orders received (total)</i>	50,377	59,799	66,001	76,327	71,125	*	*
<i>In-house trade shop work orders received</i>	10,533	14,019	15,067	16,098	13,729	*	*
★ <i>Average days to complete in-house trade shops work orders</i>	7.1	8.2	8.9	6.4	8.2	*	*
<i>In-house trade shops work orders completed within 30 days (%)</i>	79%	85%	85%	87%	80%	80%	80%
★ <i>Construction projects completed early or on time (%)</i>	100%	100%	100%	100%	100%	*	*
★ <i>Design projects completed early or on time (%)</i>	100%	100%	100%	100%	100%	*	*

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

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

- In Fiscal 2011 the City's office space utilization averaged 268 square feet per employee, while employee workstations were occupied at a rate of 86 percent. These newly introduced statistics aid DCAS in achieving the Mayor's commitment to reduce the City's office footprint by 1.2 million square feet by the end of Fiscal 2014.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Revenue generated from the sale of surplus goods (\$000)</i>	\$5,670	\$8,246	\$12,824	\$12,576	\$13,300	\$6,400	\$9,500
<i>Real estate auction bids received (\$000)</i>	NA	NA	NA	NA	NA	*	*
<i>Lease revenue generated (\$000)</i>	\$53,939	\$64,254	\$64,920	\$63,339	\$65,561	\$63,579	\$65,859
★ <i>Rents collected as a percentage of rents billed</i>	102%	96%	100%	99%	97%	96%	96%
<i>Short-term lease renewal inspections completed</i>	173	200	233	250	239	*	*
<i>Short-term lease renewal inspections completed within 10 business days (%)</i>	87%	100%	100%	98%	95%	95%	95%
<i>Average square feet of office space per employee</i>	NA	NA	NA	NA	268	*	*

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Vacant desks (%)	NA	NA	NA	NA	14%	*	*
★ Number of tax lots managed by DCAS	2,453	2,311	2,260	2,206	2,157	*	*

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

✓ **Procure goods for City agencies.**

- The average time to process a purchase order decreased 53 percent to 1.4 days during the reporting period. In Fiscal 2011 DCAS began citywide implementation of the online direct order system. When full system implementation is achieved by the close of Fiscal 2012, approximately 95 percent of the 15,000 purchase orders that DCAS processes annually will be processed online.
- The percentage of the citywide fleet that is comprised of hybrid or alternative fuel vehicles reached 26.9 percent in Fiscal 2011.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Average time to process a purchase order (days)	3.2	3.2	3.0	2.9	1.4	*	*
Average number of bidders per bid	4.6	4.6	5.6	4.9	4.6	*	*
★ Percentage of citywide fleet that is hybrid or alternative fuel vehicle	NA	NA	22.3%	24.1%	26.9%	*	*
Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)	88%	87%	95%	92%	93%	*	*

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

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

- DCAS continued to expand its energy conservation programs in Fiscal 2011, completing 14 energy projects, as well as reaching significant milestones in four additional projects, that are estimated to reduce annual energy costs by approximately \$878,000 and greenhouse gas emissions by 2,583 metric tons. Fiscal 2011 was a transition year in which DCAS focused on commencing comprehensive building energy projects, rather than single-measure energy efficiency projects, such as lighting upgrades. Building energy projects offer a comprehensive approach to energy conservation for an entire building, and include upgrades of heating and air conditioning units, ventilation systems, and building energy management systems and controls, as well as distributed generation projects, such installing solar panels on roofs. Taken together, these comprehensive energy projects will have a greater long-term impact on reducing energy use and emissions, but they take longer to design and implement.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Estimated annual cost savings from energy conservation projects (\$ millions)	NA	NA	\$1.36	\$1.83	\$0.87	\$2.04	\$2.04
★ Estimated reduction in greenhouse gas emissions due to energy conservation projects (metric tons)	NA	NA	5,119	6,884	2,583	7,500	7,500
Total energy purchased (British Thermal Units) (trillions)	28.1	29.1	29.6	28.0	29.2	*	*
- Total electricity purchased (kilowatt hours) (billions)	4.3	4.3	4.3	4.3	4.3	*	*

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



Agency Customer Service

The Department of Citywide Administrative Services serves its customers through its walk-in facilities, website and correspondence.

Indicator	DCAS FY10	Citywide FY10	DCAS FY11	Citywide FY11	DCAS Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	12	5	8	7	-33%	40%
<i>Average response time for letters/mail correspondence (days)</i>	35	15	13	11	-63%	-27%
<i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i>	01:00	28:00	01:30	37:00	50%	32%
<i>Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)</i>	92	83	86	85	-6%	2%
<i>Number of 311 inquiries (to MMR agencies)</i>	49,678	7,489,368	38,822	7,252,869	-22%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	327	960,685	1,871	1,021,939	472%	6%
<i>Number of completed customer requests for interpretation</i>	1	1,786,715	3	1,438,872	200%	-19%

311 Customer Service Center Inquiries

Top DCAS-related Inquiries	Total 2010	% of DCAS Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DCAS Inquiries in 2011	Rank in # of Calls in 2011
<i>Civil Service Exam Information</i>	28,149	57%	1	21,972	57%	1
<i>Get a Job with NYC</i>	7,893	16%	2	5,123	13%	2
<i>City Employment Verification</i>	3,166	6%	3	2,833	7%	3
<i>Buy a Parking Card Over the Phone</i>	1,835	4%	4	1,280	3%	4
<i>Surplus Auto Auction</i>	1,793	4%	5	1,254	3%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$931.1	\$993.7	\$1,102.3	\$1,053.6	\$1,183.9	\$1,169.3	\$1,098.6	\$1,115.4
<i>Revenues (\$ millions)</i>	\$89.8	\$97.1	\$150.1	\$186.9	\$96.3	\$92.2	\$92.4	\$93.1
<i>Personnel</i>	2,067	2,134	2,177	2,256	2,128	2,352	2,141	2,312
<i>Overtime paid (\$000)</i>	\$11,365	\$13,640	\$14,595	\$14,425	\$4,254	*	*	*
<i>Capital commitments (\$ millions)</i>	\$94.1	\$162.5	\$141.1	\$93.8	\$117.0	\$362.4	\$299.6	\$449.0
<i>Work Experience Program (WEP) participants assigned</i>	910	1,009	838	1,246	1,278	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

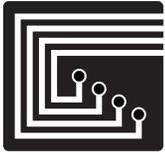


Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/dcas





DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

Carole Post, Commissioner

Key Public Service Areas

- ✓ Ensure sustained delivery of City IT services.
- ✓ Review and develop City agency and government requests for IT applications and service initiatives.
- ✓ Provide assistance to consumers of franchised cable television services, and ensure the availability and cleanliness of public pay telephones on City streets.
- ✓ Manage the use of IT contracts and license agreements, and ensure that vendors provide value-added services that are managed to accountability standards.
- ✓ Provide high quality technical expertise for all IT services.

Scope of Agency Operations

The Department of Information Technology and Telecommunications (DoITT) is the City's Information Technology (IT) utility, ensuring the sustained, efficient delivery of IT services, infrastructure and telecommunications. DoITT establishes the City's IT strategic direction, security policies and standards; procures citywide IT services, and evaluates emerging technologies; provides project management, application development and quality assurance services; maintains NYC.gov, new media development and operations, and Geographic Information Systems; operates the City's data center, the dedicated wireless network (NYCWIn), the wired network (CityNet), the Citywide Service Desk, and telecommunications systems; administers telecommunications franchise contracts providing fiber, cable television, pay telephones, and mobile telecom equipment installed on City property and streets; leads CITIServ, a citywide IT infrastructure consolidation program; supports the Emergency Communications Transformation Program, the Mayor's Office of Media and Entertainment, and the Health and Human Services Connect and Accelerator programs; administers 311; and fosters public-private partnerships to improve IT service delivery.

Critical Objectives

- Provide state-of-the-art service delivery and performance monitoring of assets and resources for agency information systems, including mainframe, Unix, Wintel, and NYCWiN.
- Consolidate and rationalize agency IT infrastructure and services.
- Carry-out the mandates set out in Executive Order 140 concerning IT infrastructure consolidation and citywide IT standards and policies.
- Improve the resolution rate of Citywide Service Desk tickets and incidents, and manage system infrastructure changes in an effective manner.
- Improve City agency telecommunication service.
- Increase the public's access to City government through NYC.gov, the City's official website, social media tools, and the development of applications for smartphones and tablets.
- Facilitate open, accessible public data.
- Prioritize and coordinate IT application projects.
- Improve oversight and use of enterprise IT contracts and license agreements.
- Manage telecommunications franchise agreements for cable telephone and internet services and public pay telephones.
- Maximize availability, operability and cleanliness of public pay telephones on City streets.
- Effectively manage IT vendor and professional services.
- Increase training and professional certification of DoITT's IT staff.

Performance Report

✓ Ensure sustained delivery of City IT services.

- In Fiscal 2011 DoITT's Information Technology Services Unit continued to provide City agencies with sustained, high-level delivery of key IT systems, maintaining a combined 99.96 percent uptime for mainframe, UNIX, and Wintel.
- During the reporting period the capacity utilization of key mainframe systems was 68 percent, a rate that is consistent with industry best standards for monitoring and management of mainframe resources.
- Uptime for NYC.gov was stable at 99.88 percent during Fiscal 2011. DoITT is currently working on a redesign of this portal and expects to implement many improvements over the course of Fiscal 2012.
- NYC.gov experienced a 22 percent increase in visitors and a 99 percent increase in page views in Fiscal 2011 compared to Fiscal 2010, with an average of 2.35 million visitors per month.
- The number of publicly available City data sets on NYC.gov/DataMine increased 86 percent compared to Fiscal 2010. Following the success of the two previous competitions for the public and software developers to submit new ideas for web, desktop or mobile applications using City data, NYC BigApps 3.0 is expected to launch in Fall 2012. A listing of all official NYC Apps and NYC BigApps competition past winners can be found at [NYC Digital](http://NYC.gov/Digital).



- City agencies can contact DoITT's [service desk](#) to report IT incidents via telephone, web and e-mail. Incidents can also be reported by DoITT personnel. During the reporting period, contact via email increased 55 percent and contact via telephone increased 26 percent. There was also a 38 percent increase in service desk requests for new or updated services, such as requests for new software installation or updates. Increases are the result of additional agency service desk migrations under CITIServ.
- In Fiscal 2011 DoITT responded to 144,633 service desk incidents. The average time to resolve all service desk incidents decreased 39 percent. The average time to resolve incidents decreased in every incident category due, in part, to a management reorganization of DoITT's IT Services Division.
- The average time to resolve service desk requests for new or updated services decreased 59 percent largely due to the implementation of enhanced operational protocols under CITIServ.
- During the reporting period there was a 19 percent decrease in planned IT infrastructure changes. DoITT also experienced a 2 percentage point increase in unplanned IT infrastructure changes due to the implementation of new application systems under CITIServ.
- DoITT maintained critical public safety wireless data networks, citywide radio network, 800 MHZ radios and NYCWiN at a combined uptime of 99.99 percent.

Performance Statistics	A c t u a l					T a r g e t	
	FY07	FY08	FY09	FY10	FY11	FY11	Updated FY12
★ Uptime of key systems (mainframe, Unix, Wintel) (%)	99.90%	99.90%	99.99%	99.99%	99.96%	99.99%	99.99%
Capacity utilization of key systems (mainframe) (%)	NA	NA	NA	NA	67.94%	*	*
Performance shortfalls (Service Level Agreement infractions) of key systems	NA	NA	NA	NA	NA	*	*
★ Uptime of NYC.gov (%)	99.96%	99.95%	99.95%	99.99%	99.88%	99.99%	99.99%
★ NYC.gov unique visitors (average monthly) (000)	NA	NA	1,859.6	1,923.1	2,350.8	*	*
NYC.gov page views (000)	NA	NA	NA	296,939.8	590,598.9	*	*
Data sets available for download on NYC.gov/datamine	NA	NA	NA	194	361	*	*
Service desk contacts - via telephone	NA	49,225	38,283	26,115	32,967	*	*
Service desk contacts - via web	NA	NA	NA	252	295	*	*
Service desk contacts - via e-mail	NA	NA	NA	11,757	18,190	*	*
Service desk contacts - DoITT-filed	NA	NA	NA	3,731	3,998	*	*
Service desk contacts - automated	NA	NA	NA	102,298	93,147	*	*
Service desk incidents (total)	NA	NA	140,082	145,208	144,633	*	*
Incident priority level - Urgent	NA	NA	NA	58	91	*	*
Incident priority level - High	NA	NA	NA	26,433	17,197	*	*
Incident priority level - Medium	NA	NA	NA	57,025	51,701	*	*
Incident priority level - Low	NA	NA	NA	61,692	75,644	*	*
★ Average time to resolve all service desk incidents (days)	NA	NA	2.3	2.2	1.4	*	4.2
Average time to resolve service desk incidents - Urgent (days)	NA	NA	NA	4.0	0.8	*	0.1
Average time to resolve service desk incidents - High (days)	NA	NA	NA	0.9	0.8	*	0.3
Average time to resolve service desk incidents - Medium (days)	NA	NA	NA	1.3	1.2	*	3.0
Average time to resolve service desk incidents - Low (days)	NA	NA	NA	3.5	1.8	*	6.0
Service desk incidents - telecommunication repair	NA	NA	NA	7,072	6,096	*	*
★ Average time to resolve telecommunication incidents (days)	NA	NA	NA	5.9	4.1	*	*
Service desk requests for new/updated service	NA	NA	NA	38,403	52,978	*	*
★ Average time to resolve service desk requests (days)	NA	NA	NA	7.5	3.1	*	*
Planned IT infrastructure changes	NA	NA	1,125	1,162	946	*	*
Unplanned IT infrastructure changes (%)	NA	NA	12.6%	10.3%	12.6%	*	*
Uptime of NYCWiN (%)	NA	NA	NA	99.99%	99.97%	99.99%	99.99%
Uptime of 800 MHz network (%)	NA	NA	NA	99.99%	99.99%	99.99%	99.99%
Uptime of Citywide Radio Network (%)	NA	NA	NA	99.99%	99.99%	99.99%	99.99%

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



✓ **Review and develop City agency and government requests for IT applications and service initiatives.**

- Implemented in August 2010, DoITT's service catalog enables all City agencies to electronically submit a request for DoITT services. During Fiscal 2011 the service catalog received 192 requests from City agencies, of which 89 percent were for [programs and applications](#) and the remaining were for [infrastructure](#).

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Service catalog requests submitted by City agencies</i>	NA	NA	NA	NA	192	*	*
<i>Service catalog requests for IT infrastructure</i>	NA	NA	NA	NA	21	*	*
<i>Service catalog requests for IT programs and applications</i>	NA	NA	NA	NA	171	*	*

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

✓ **Provide assistance to consumers of franchised cable television services, and ensure the availability and cleanliness of public pay telephones on City streets.**

- In Fiscal 2011 the average time to close all cable complaints decreased 6 percent mainly due to an 18 percent decrease in the time to close cable service complaints. As in the previous two fiscal years, 98.7 percent of all cable complaints were resolved within 30 days.
- The number of public pay telephone inspections and pay phones passing appearance standards remained stable, while those that were deemed operable decreased slightly. The total number of pay phone violations decreased during the reporting period; however, those issued for pay phone operability increased. The overall decrease in violations issued is attributable to a significant decrease in illegal advertising violations. In order to increase the usefulness of the payphone installations on the City's streets, DoITT has approved the request of four of the pay telephone franchisees to install touch screen terminals that provide handy information at 250 payphone locations throughout the five boroughs.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Average time to resolve cable complaints (days) - All complaints</i>	15	20	16	13	12	*	*
- <i>Service complaints</i>	13	15	12	13	10	13	13
- <i>Billing complaints</i>	19	21	25	19	19	20	20
<i>All cable complaints resolved within 30 days (%)</i>	96.0%	95.3%	98.7%	98.7%	98.7%	*	*
<i>Pay phone inspections conducted</i>	12,460	10,069	8,643	8,521	8,435	*	*
<i>Pay phone Notices of Violation issued</i>	1,660	1,996	2,000	1,436	1,291	*	*
<i>Pay phone violations upheld in court (%)</i>	NA	NA	NA	71%	71%	*	*
<i>Pay phone violation fines paid (\$ 000)</i>	NA	NA	NA	\$1,412.8	\$897.5	*	*
★ <i>Inspected phones deemed operable (%)</i>	83%	83%	75%	81%	77%	95%	95%
<i>Inspected phones passing scorecard appearance standards (%)</i>	93%	88%	94%	95%	97%	95%	95%

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

✓ **Manage the use of IT contracts and license agreements, and ensure that vendors provide value-added services that are managed to accountability standards.**

- In Fiscal 2011 there were 236 IT contracts, while the number of open IT procurements increased 67 percent as a result of recent DoITT-negotiated enterprise license agreements and IT services contracts. During the reporting period the average time to process an enterprise contract decreased 38 percent primarily due to the use of standardized contracts.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>IT contracts (all engagements)</i>	NA	NA	NA	232	236	*	*
<i>Open IT procurements</i>	NA	NA	NA	43	72	*	*
<i>Average time to process an enterprise contract (days)</i>	NA	NA	NA	341	212	*	*
<i>IT vendors (project-based)</i>	NA	NA	NA	15	39	*	*

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

✓ **Provide high quality technical expertise for all IT services.**

- Technical expertise continued to rise in Fiscal 2011. Of those in IT skilled positions, 105 employees reported at least one professional certification, a 17 percent increase. This information was collected from an August 2011 voluntary survey of DoITT staff.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>IT certifications for DoITT employees</i>	NA	NA	NA	90	105	*	*

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

Agency Customer Service

The Department of Information Technology and Telecommunications serves its customers through its website and correspondence.

Indicator	DOITT FY10	Citywide FY10	DOITT FY11	Citywide FY11	DOITT Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	7	5	8	7	14%	40%
<i>Average response time for letters/mail correspondence (days)</i>	7	15	5	11	-29%	-27%
<i>Service requests meeting expected time of action (%)</i>	89.0%	79.1%	86.4%	82.1%	-2.6%	3%
<i>Number of 311 inquiries (to MMR agencies)</i>	16,391	7,489,368	10,952	7,252,869	-33%	-3%

311 Customer Service Center Requests for Service

	Total 2010	Target - 2010 Days to Action	Actual - 2010 Days to Action	% Meeting 2010 Target	Total 2011	Target - 2011 Days to Action	Actual - 2011 Days to Action	% Meeting 2011 Target
Top Service Requests								
<i>Cable Complaint - Billing</i>	328	20.0	19.0	96%	283	30.0	19.0	93%
<i>Cable Complaint - Miscellaneous</i>	243	28.0	16.0	96%	231	30.0	16.0	98%
<i>Cable Complaint - Service</i>	1,235	14.0	11.0	93%	1,331	15.0	10.0	99%
<i>Public Payphone Complaint - Damaged Telephone</i>	568	30.0	30.0	75%	558	30.0	32.0	58%
<i>Public Payphone Complaint - Lost Coin</i>	525	44.0	27.0	87%	405	44.0	35.0	73%



311 Customer Service Center Inquiries

Top DOITT-related Inquiries	Total 2010	% of DOITT Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DOITT Inquiries in 2011	Rank in # of Calls in 2011
ACCESS NYC	8,197	50%	1	3,857	35%	1
Cable Television Complaint - Service	1,861	11%	2	1,893	17%	2
Cable Television Complaint - General	1,772	11%	4	1,610	15%	3
Pay Phone Complaint - Street	1,804	11%	3	1,384	13%	4
Verizon City-Wide Cable TV Franchise	800	5%	6	988	9%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
Expenditures (\$ millions) ³	\$255.5	\$308.3	\$370.0	\$368.8	\$445.4	\$415.4	\$377.5	\$420.0
Revenues (\$ millions)	\$127.4	\$137.4	\$145.8	\$146.2	\$160.6	\$154.4	\$157.5	\$159.3
Personnel	1,100	1,196	1,273	1,177	1,157	1,224	1,073	1,245
Overtime paid (\$000)	\$1,947	\$1,421	\$682	\$494	\$596	*	*	*

¹January 2011 Financial Plan ²Authorized Budget Level ³Expenditures include all funds "NA" means Not Available in this report
The figures shown in the table above include those that appear in the 311 Customer Service Center chapter of this Report

Noteworthy Changes, Additions or Deletions

- The Department revised the Fiscal 2010 and 2009 values for 'service desk incidents' to correctly reflect the total values, rather than average monthly data.
- The Department added targets for all of the average time to resolve service desk incidents statistics. The targets are derived from industry best practices established by the Information Technology Infrastructure Library (ITIL), a leader in IT service management publications.

For more information please visit the website at: www.nyc.gov/doitt





311 CUSTOMER SERVICE CENTER

Joseph Morrisroe, Executive Director

Key Public Service Area

- ✓ Provide access to City government.

Scope of Agency Operations

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

Critical Objectives

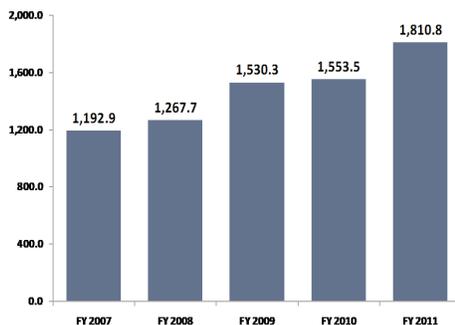
- Increase the public's access to non-emergency government services.

Performance Report

- ✓ Provide access to City government

- During Fiscal 2011, 311 received more than 23 million inquiries: 21.7 million were made via telephone and 1.3 million were made through [311 Online](#), representing a 17 percent increase in calls and an 80 percent increase in online inquiries. The 311 Customer Service Center received a monthly record high of 3.9 million calls in January 2011.
- 311 answered 78 percent of calls within 30 seconds in Fiscal 2011, compared to a target of 80 percent, with an average wait time of 31 seconds. Performance was affected by a decrease in staff resources due to budget reductions.
- During Fiscal 2011, 311 introduced several new functions designed to increase customer access to non-emergency government information and services, including an interactive [service request map](#), and a pilot allowing the public to send text messages to 311 via 311-NYC (311-692).

Calls to 311 - Monthly Average (000)



Top 10 Citywide 311 Inquiries in Fiscal 2011:

	Total	% of All
Noise (all inquiries)	253,318	1.2%
Landlord Complaint - Maintenance	194,147	0.9%
Heat Complaint - Residential Building	185,140	0.9%
Parking Ticket Lookup - Ticket or Plate Number Known	181,290	0.8%
Schedule a Plan Examiner Appointment	170,437	0.8%
Find a Police Precinct or Police Service Area (PSA)	164,852	0.8%
Find a Towed Vehicle - Plate Number Known	123,302	0.6%
Bus or Subway Information	120,152	0.6%
Alternate Side Parking Information	104,034	0.5%
Bulk Items Disposal	82,345	0.4%



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Calls made to 311 (000)	14,314.7	15,212.9	18,363.1	18,642.6	21,730.0	*	*
311 Online site visits	NA	NA	NA	740,532	1,328,792	*	*
★ Calls answered in 30 seconds or less (%)	96%	97%	88%	82%	78%	80%	80%
Call takers time occupied (%)	65%	63%	69%	78%	80%	*	*
★ Average wait time for tier 1 calls (311 Siebel system) (minutes:seconds)	0:05	0:07	0:12	0:22	0:31	0:30	0:30
★ Average wait time for tier 2 calls (agency legacy systems at 311) (minutes:seconds)	0:09	0:14	0:25	1:04	2:03	*	*
★ Calls resolved at 311 without transfer to agency for resolution (%)	77%	80%	84%	86%	89%	*	*
Calls handled in languages other than English (%)	2.4%	1.9%	3.6%	3.4%	2.7%	*	*
Complaints against 311 per million calls	46.0	36.5	32.7	29.2	24.9	*	*

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

Agency Customer Service

The 311 Customer Service Center serves its customers through its website and correspondence.

Indicator	311 FY10	Citywide FY10	311 FY11	Citywide FY11	311 Change 2010 to 2011	Citywide Change 2010 to 2011
Average call wait time (min:sec)	00:22	01:19	00:31	01:39	41%	25%
Average response time for email correspondence (days)	8	5	2	7	-75%	40%
Average response time for letters/mail correspondence (days)	5	15	3	11	-40%	-27%
Number of agency customers surveyed for overall customer satisfaction	1,244	960,685	923	1,021,939	-26%	6%
Number of completed customer requests for interpretation	633,270	1,786,715	595,101	1,438,872	-6%	-19%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
Expenditures (\$ millions) ³	\$44.5	\$51.3	\$52.4	\$46.5	\$45.3	\$42.4	\$40.6	\$40.9
Personnel	429	452	473	397	347	337	325	325
Overtime paid (\$000)	\$463	\$517	\$317	\$221	\$359	*	*	*

¹January 2011 Financial Plan ²Authorized Budget Level ³Expenditures include all funds "NA" means Not Available in this report
The figures shown in the table above are subtotals of the Department of Information Technology and Telecommunications totals that appear in the preceding chapter of this Report.

Noteworthy Changes, Additions or Deletions

- A new statistic was added: 'complaints against 311 per million calls.'

For more information please visit the website at: www.nyc.gov/311



DEPARTMENT OF RECORDS & INFORMATION SERVICES

Edna Wells Handy, Commissioner

Key Public Service Area

- ✓ Provide the public and City agencies with access to public records and publications.
- ✓ Provide City agencies, the courts, and district attorneys with record storage, retrieval, and retention scheduling services.

Critical Objectives

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

Scope of Agency Operations

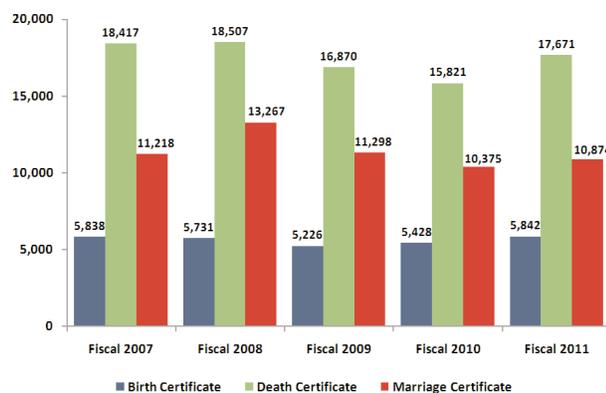
The Department of Records and Information Services preserves and maintains the City's records and publications through the Municipal Archives, the Municipal Records Management Division, and the City Hall Library. The Department currently responds to more than 55,000 requests annually and provides the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

Additionally, the Department operates records storage facilities in 2 locations with a combined capacity of 690,000 cubic feet, and provides records management services to 50 City agencies, 10 courts, and the 5 district attorneys' offices. Records services include scheduling, off-site storage and retrieval, and overall guidance on management of records in all media.

Performance Report

- ✓ Provide the public and City agencies with access to public records and publications.
 - Reversing a downward trend that began in Fiscal 2009, patron requests for copies of vital records grew from 31,624 in Fiscal 2010 to 34,387 in Fiscal 2011, an increase of almost 9 percent. This greater volume is attributable to the growing popularity of family history research as evidenced by the television program "Who Do You Think You Are?", in which the collections of the Municipal Archives were featured in 3 of 8 episodes. When the program aired (on the NBC television network), between February and April, requests for vital record copies jumped 40 percent from the previous months.
 - The City Hall Library received 3,001 requests for information in Fiscal 2011, a 35 percent increase over Fiscal 2010. This increase is largely attributable to on-line access to the Library's catalog, which enables patrons to more easily ascertain availability of materials.
 - The volume of requests for copies of historical photographs fell 19 percent during Fiscal 2011 to 4,535, from 5,628 in Fiscal 2010. This demand-driven indicator is sensitive to overall economic conditions. As one consequence of the reduced demand, the average response time to historical photograph requests improved by 30 percent, from 11.5 days in Fiscal 2010, to 8.1 days in Fiscal 2011.

Vital Record Requests





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Publications and reports acquired</i>	13,132	11,498	9,861	8,708	7,306	*	*
<i>Records preserved</i>	253,487	240,091	907,439	286,665	277,675	260,000	260,000
<i>Volume of library collection</i>	310,083	317,168	324,039	331,560	338,296	*	*
<i>Information requests received</i>	64,105	63,722	56,432	55,545	60,208	*	*
- <i>City Hall Library</i>	6,572	5,096	2,295	2,227	3,001	*	*
- <i>Municipal Archives</i>	57,533	58,626	54,137	53,318	57,207	*	*
- <i>Vital record requests received</i>	35,473	37,505	33,394	31,624	34,387	*	*
★ <i>Vital record requests responded to in an average of 12 business days (%)</i>	71%	86%	86%	85%	83%	80%	80%
★ <i>Average response time to vital records requests (days)</i>	8.3	9.1	7.9	7.9	7.9	*	*
<i>Photographic reproduction requests received</i>	5,742	4,801	3,723	5,628	4,535	*	*
★ <i>Average response time to historical photo requests (days)</i>	14.0	13.0	10.2	11.5	8.1	*	*

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

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

- The average time between records disposal eligibility and application sent to the Law Department lengthened significantly to 3.5 months in Fiscal 2011, from 0.8 months in Fiscal 2010. The Department of Records plans to submit records disposal applications to agencies in shorter intervals to help lessen delays in the approval process.
- The average time for the Law Department to approve records disposal applications increased, from 3.7 months in Fiscal 2010 to 4.6 months in Fiscal 2011. The Law Department has initiated new procedures to reduce the time necessary to process the applications.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Average response time to agency requests for inactive records (days)</i>	NA	NA	1.4	1.2	1.5	*	*
★ <i>Average time between records disposal eligibility and application sent to Law Department (months)</i>	2.7	1.4	0.9	0.8	3.5	*	*
★ <i>Average time for Law Department to approve records disposal application (months)</i>	3.4	2.6	1.5	3.7	4.6	*	*
<i>Percent of warehouse capacity available for new accessions</i>	5%	6%	7%	6%	6%	*	*

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



Agency Customer Service

The Department of Records and Information Services serves its customers through its walk-in facilities, website and correspondence.

Indicator	DORIS FY10	Citywide FY10	DORIS FY11	Citywide FY11	DORIS Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	1	5	1	7	0%	40%
<i>Average response time for letters/mail correspondence (days)</i>	4	15	7	11	75%	-27%
<i>Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)</i>	96	83	98	85	1%	2%
<i>Number of 311 inquiries (to MMR agencies)</i>	3,499	7,489,368	4,167	7,252,869	19%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	10	960,685	NA	1,021,939	NA	6%
<i>Number of completed customer requests for interpretation</i>	1	1,786,715	NA	1,438,872	NA	-19%

311 Customer Service Center Inquiries

	Total 2010	% of DORIS Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DORIS Inquiries in 2011	Rank in # of Calls in 2011
<i>Top DORIS-related Inquiries</i>						
<i>Death Certificate Before 1949</i>	733	21%	1	932	22%	1
<i>Birth Certificate Before 1910</i>	582	17%	2	750	18%	2
<i>Marriage Certificate Before 1930</i>	535	15%	3	648	16%	3
<i>Municipal Reference Research Assistance</i>	412	12%	4	381	9%	4
<i>Genealogy Research</i>	351	10%	6	344	8%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$4.7	\$5.9	\$5.9	\$5.2	\$5.8	\$5.6	\$5.1	\$5.3
<i>Revenues (\$000)</i>	\$738	\$703	\$640	\$839	\$814	\$863	\$863	\$863
<i>Personnel</i>	56	70	65	47	45	52	43	43
<i>Overtime paid (\$000)</i>	\$6	\$14	\$0	\$17	\$0	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/records





DEPARTMENT OF SANITATION

John Doherty, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Sanitation (DSNY) promotes a healthy environment through the efficient management of solid waste and the development of environmentally sound long-range planning for handling refuse, including recyclables. The Department operates 59 district garages and manages a fleet of 2,022 rear-loading collection trucks, 450 mechanical brooms, and 365 salt/sand spreaders. The Department clears litter, snow and ice from approximately 6,000 City street miles, and removes debris from vacant lots as well as abandoned vehicles from City streets.

Streets rated acceptably clean



Critical Objectives

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

Performance Report

✓ Clean streets, sidewalks and vacant lots.

- In Fiscal 2011 the Department achieved a street cleanliness rating of 94.5 percent, which, although slightly lower than the previous year, is higher than the established target of 92 percent, and was accomplished with fewer sanitation workers.
- During Fiscal 2011 the number of graffiti sites cleaned increased 36 percent compared to Fiscal 2010.
- In Fiscal 2011 the Department spent 70 percent more in overtime for snow removal and used 31 percent more salt, due to the particularly intense snowstorm season last winter. With an accumulation of approximately 61.5 inches, the winter of 2010-2011 had one of the top three highest recorded snowfalls in City history.

Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Streets rated acceptably clean (%)	94.3%	95.7%	95.8%	95.3%	94.5%	92.0%	92.0%
Dirty/marginal sanitation sections (out of 234)	0	0	0	0	0	*	*
Lots cleaned citywide	6,188	6,366	4,608	4,519	4,233	*	*
★ Graffiti sites cleaned	NA	NA	8,868	12,652	17,210	*	*
Square feet of graffiti removed (000)	NA	NA	8,058.7	7,447.3	5,912.3	*	*
Snow Overtime (\$000)	\$21,140	\$6,124	\$16,874	\$36,717	\$62,354	*	*
Snowfall (inches)	12.8	13.8	25.8	52.5	61.5	*	*
Salt Used (tons)	244,606	162,185	295,572	270,010	353,769	*	*

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

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

- Missed refuse and recycling collection rates both increased slightly due to the severe snowstorms last winter.
- In Fiscal 2011 the refuse tons per truck decreased from 10.1 to 10.0 as a result of a 1.4 percent, or 47,000 ton, decline in curbside refuse.



- In Fiscal 2011 the recycling tons per truck decreased from 5.5 to 5.2 as a result of a 5 percent, or 27,000 ton, decline in curbside recycling. However, the curbside and containerized recycling diversion rate and the total recycling diversion rate both remained virtually unchanged compared to Fiscal 2010.
- The percent of total trucks dumped on shift decreased by almost 5 percentage points compared to Fiscal 2010 due to the severe snowstorms last winter.
- The number of chlorofluorocarbon/freon recoveries continued to decline in Fiscal 2011, decreasing 25 percent compared to Fiscal 2010, due in part to a reduced number of appointments made. In addition, missing appliances as a percentage of attempted recoveries increased from 45 percent to 50 percent during the reporting period.
- The Department's inspections of private transfer stations decreased by 18 percent in Fiscal 2011 due to the severe snowstorms last winter. Department personnel were diverted to snow removal duty and there was a lack of access to the stations following the aftermath of the severe storms.
- The number of recycling summonses decreased by 46 percent due to the severe snowstorms last winter and a reduction in the number of sanitation supervisors.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Refuse cost per ton (fully loaded) (\$)</i>	\$308	\$354	\$376	\$392	NA	*	*
<i>Refuse collection cost per ton (\$)</i>	\$179	\$208	\$228	\$241	NA	*	*
<i>Disposal cost per ton (\$)</i>	\$129	\$146	\$148	\$151	NA	*	*
<i>Missed refuse collections (%)</i>	0.1%	0.0%	0.1%	0.3%	1.8%	*	*
★ <i>Refuse tons per truck-shift</i>	10.4	10.2	9.9	10.1	10.0	10.7	10.7
★ <i>Rear-loading collection truck outage rate</i>	14.3%	15.6%	16.3%	17.6%	16.3%	*	*
★ <i>Dual-bin collection truck outage rate</i>	17.6%	19.5%	17.4%	18.3%	19.2%	*	*
★ <i>EZ Pack front-loading collection truck outage rate</i>	20.7%	23.5%	24.4%	21.2%	19.2%	*	*
★ <i>Annual tons disposed (000)</i>	3,491.4	3,441.3	3,306.7	3,308.4	3,261.2	3,413.0	3,413.0
<i>Tons per day disposed</i>	11,561	11,433	10,986	10,991	10,835	11,327	11,327
★ <i>Percent of total trucks dumped on shift</i>	51.3%	51.7%	52.1%	50.4%	45.9%	*	*
<i>Annual tons recycled (000)</i>	1,697	1,922	1,683	1,202	1,231	*	*
<i>Recycled tons per day</i>	5,438	6,160	5,394	3,779	3,944	*	*
★ <i>Curbside and containerized recycling diversion rate (%)</i>	16.5%	16.5%	16.2%	15.7%	15.4%	*	*
★ <i>Number of districts with a curbside and containerized recycling diversion rate between 0.0% and 4.9%</i>	2	1	1	1	1	*	*
★ <i>Number of districts with a curbside and containerized recycling diversion rate between 5.0% and 9.9%</i>	8	10	10	11	12	*	*
★ <i>Number of districts with a curbside and containerized recycling diversion rate greater than 25.0%</i>	2	6	6	5	3	*	*
★ <i>Total recycling diversion rate (%)</i>	32.0%	35.0%	32.9%	25.6%	26.6%	*	*
<i>Recycling summonses issued</i>	149,267	153,432	159,927	122,010	65,578	*	*
★ <i>Recycling tons per truck-shift</i>	5.8	5.9	5.6	5.5	5.2	6.2	6.2
<i>Missed recycling collections (%)</i>	0.1%	0.0%	0.0%	0.0%	1.3%	*	*
<i>Recycling cost per ton (fully loaded) (\$)</i>	\$420	\$490	\$540	\$575	NA	*	*
<i>Recycling collection cost per ton (\$)</i>	\$400	\$469	\$516	\$548	NA	*	*
<i>Paper recycling revenue per ton (\$)</i>	\$14	\$27	\$20	\$10	\$12	*	*
<i>Number of chlorofluorocarbon/freon recoveries</i>	83,654	49,043	34,327	30,482	23,008	*	*
<i>Private transfer station permits</i>	58	59	60	59	59	*	*
<i>Private transfer station inspections performed</i>	5,507	4,782	5,810	6,303	5,168	6,102	6,102
★ <i>Marine transfer station construction commencements</i>	NA	NA	0	2	0	*	*
<i>Tort cases commenced</i>	233	299	273	350	398	*	*
<i>Tort dispositions</i>	372	348	348	318	353	*	*
<i>Tort payout (\$000)</i>	\$31,477.1	\$25,822.5	\$25,523.8	\$34,075.1	\$23,999.9	*	*

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



Agency Customer Service

The Department of Sanitation serves its customers through its website and correspondence.

Indicator	DSNY FY10	Citywide FY10	DSNY FY11	Citywide FY11	DSNY Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	8	5	7	7	-13%	40%
<i>Average response time for letters/mail correspondence (days)</i>	9	15	6	11	-33%	-27%
<i>Service requests meeting expected time of action (%)</i>	98.0%	79.1%	97.4%	82.1%	-0.6%	3%
<i>Number of 311 inquiries (to MMR agencies)</i>	683,877	7,489,368	709,133	7,252,869	4%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	761	960,685	959	1,021,939	26%	6%
<i>Number of completed customer requests for interpretation 2</i>		1,786,715	2	1,438,872	0%	-19%

311 Customer Service Center Requests for Service

Top Service Requests	Total 2010	Target - 2010 Days to Action	Actual - 2010 Days to Action	% Meeting 2010 Target	Total 2011	Target - 2011 Days to Action	Actual - 2011 Days to Action	% Meeting 2011 Target
<i>CFC Recovery - CFC Appliance</i>	75,653	NA	103.0	NA	60,194	NA	110.0	NA
<i>Dirty Conditions - Illegal Postering</i>	10,299	7.0	3.4	93%	9,400	7.0	3.0	95%
<i>Literature Request - Blue Recycling Decals</i>	18,045	7.0	0.4	100%	15,056	7.0	0.5	100%
<i>Literature Request - Green Mixed Paper Recycling Decals</i>	17,498	7.0	0.5	100%	14,531	7.0	0.5	100%
<i>Sanitation Condition - Street Cond/Dump-Out/Drop-Off</i>	20,543	5.0	1.3	97%	16,111	5.0	1.8	94%

311 Customer Service Center Inquiries

Top DSNY-related Inquiries	Total 2010	% of DSNY Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DSNY Inquiries in 2011	Rank in # of Calls in 2011
<i>Bulk Items Disposal</i>	96,172	9%	1	82,345	12%	1
<i>Garbage Pickup - Storm Delays</i>	NA	NA	NA	62,905	9%	2
<i>Garbage Collection</i>	69,926	7%	3	59,374	8%	3
<i>Recycling and Trash Collection Schedules</i>	85,461	8%	2	58,813	8%	4
<i>CFC and Freon Removal - Appointment</i>	59,150	6%	4	45,373	6%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$1,173.4	\$1,244.4	\$1,258.2	\$1,301.2	\$1,415.2	\$1,402.2	\$1,297.2	\$1,300.9
<i>Revenues (\$ millions)</i>	\$32.4	\$30.2	\$28.4	\$19.0	\$17.6	\$17.3	\$18.0	\$18.3
<i>Personnel (uniformed)</i>	7,758	7,690	7,612	7,227	6,954	7,016	6,923	6,963
<i>Personnel (civilian)</i>	2,087	2,112	2,111	2,127	2,068	2,207	2,199	2,205
<i>Overtime paid (\$000)</i>	\$61,047	\$46,887	\$51,956	\$77,294	\$118,131	*	*	*
<i>Capital commitments (\$ millions)</i>	\$189.0	\$171.5	\$171.0	\$502.9	\$319.8	\$583.0	\$114.5	\$456.0
<i>Work Experience Program (WEP) participants assigned</i>	539	828	1,171	1,852	1,727	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department revised the Fiscal 2010 value for 'annual tons recycled (000)' to correct an error.

For more information please visit the website at: www.nyc.gov/dsny



DEPARTMENT OF PARKS & RECREATION

Adrian Benepe, Commissioner

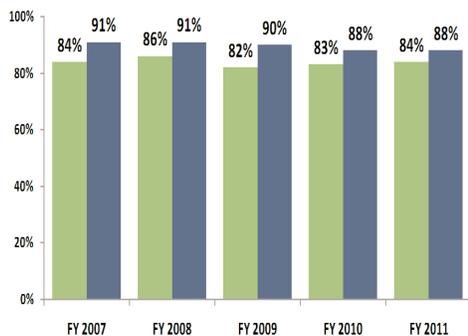
Key Public Service Areas

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

Scope of Agency Operations

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres including nearly 1,800 parks, more than 2,500 greenstreet sites, over 1,000 playgrounds, more than 800 athletic fields, over 550 tennis courts, 54 outdoor swimming pools, 12 indoor swimming pools, 32 indoor recreational centers, 11 field houses, five community centers, more than 600 comfort stations, 14 miles of beaches, 13 golf courses, five ice rinks, five major stadia, 17 nature centers, 13 marinas and four zoos. The Department is also responsible for approximately 650,000 street trees and two million park trees, 23 historic house museums and more than 800 monuments, sculptures and historical markers.

Parks Rated "Acceptable" for Overall Condition and Cleanliness (%)



■ Parks rated "acceptable" for overall condition (%) ■ Parks rated "acceptable" for cleanliness (%)

Critical Objectives

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

Performance Report

- ✓ **Maintain a green, clean and safe park system and urban forest for all New Yorkers.**
 - Overall condition ratings of parks improved by 1 point to 84 percent while cleanliness ratings remained at 88 percent; both were slightly below target levels. Ratings are based on established standards and reflect the results of approximately 4,900 inspections conducted by trained Parks inspectors.
 - The overall number of forestry-related public service requests remained considerably higher than most recent years, but decreased by nearly 11 percent compared to the exceptionally high volume of a year ago.
 - Largely as a result of the extensive damage caused by the September 2010 tornado, the Department removed 6.8 percent more trees in Fiscal 2011, but the percent removed within 30 days of a service request declined to 93 percent from 99 percent. Year-end average performance was affected by longer processing times during the three-month period immediately following the tornado.
 - More than 113,000 trees were planted as part of the [MillionTreesNYC](#) initiative, above the annual goal of 100,000 trees. The Department continued to build a network of community stewards and offered over 110 free tree care workshops to over 1,200 volunteers in Fiscal 2011, in addition to hosting successful volunteer planting days throughout the City.
 - Crimes against property decreased for the second consecutive year; however, crimes against persons experienced a small increase, rising to 78 from 76 a year ago.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Parks rated "acceptable" for overall condition (%)	84%	86%	82%	83%	84%	85%	85%
★ Parks rated "acceptable" for cleanliness (%)	91%	91%	90%	88%	88%	90%	90%
★ - Cleanliness of small parks and playgrounds (%)	91%	93%	90%	88%	88%	*	*
★ - Cleanliness of large parks (%)	83%	78%	77%	76%	75%	*	*
★ Safety surfaces rated "acceptable" (%)	92%	94%	93%	94%	92%	90%	90%
★ Play equipment rated "acceptable" (%)	84%	89%	88%	91%	91%	90%	90%
★ Comfort stations in service (in season only) (%)	91%	93%	90%	94%	92%	90%	90%
★ Spray showers in service (in season only) (%)	96%	95%	95%	94%	91%	*	*
★ Drinking fountains in service (in season only) (%)	92%	92%	94%	94%	93%	*	*
Parks with an affiliated volunteer group (%)	57%	57%	58%	58%	60%	*	*
Summons issued	28,714	21,149	22,145	17,264	17,054	*	*
★ Public service requests received - Forestry	71,187	78,569	75,509	95,547	85,257	*	*
★ MillionTreesNYC							
- Trees planted - Parks	NA	81,881	121,188	107,272	100,247	60,000	60,000
★ - Trees planted - Other	NA	31,889	22,958	17,639	12,956	40,000	40,000
Trees removed	12,271	12,833	11,378	13,216	14,117	*	*
★ - Street trees removed (in response to service request)	7,857	8,095	7,261	8,161	8,935	*	*
- Removed within 30 days of service request (%)	96%	98%	98%	99%	93%	95%	95%
Trees pruned							
- Block program	32,590	75,810	79,658	29,782	30,776	27,000	27,000
- Annual pruning goal completed (%)	112%	152%	123%	149%	114%	*	*
- Percent of pruning completed within established cycle	11%	15%	16%	6%	6%	*	*
Attendance at historic house museums	748,689	763,337	741,449	795,916	797,259	*	*
Monuments receiving annual maintenance (%)	57%	61%	71%	69%	67%	*	*
★ Total major felonies in 20 largest parks							
- Crimes against persons	NA	82	76	76	78	*	*
★ - Crimes against property	NA	100	121	108	103	*	*
★ Public service requests received through 311 that relate to quality of life	2,839	3,144	2,762	2,818	2,502	*	*
Tort cases commenced	251	274	264	288	258	*	*
Tort dispositions	306	292	287	327	275	*	*
Tort payout (\$000)	\$18,262.7	\$12,258.7	\$9,722.9	\$17,549.5	\$16,152.6	*	*

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

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

- The Department completed 165 projects, exceeding the annual capital plan. The percent of projects completed on or ahead of schedule improved by 3 points to 79 percent; narrowly missing the performance target, while the percent of projects completed within budget met the 85 percent target. Highlights of Fiscal 2011 projects include the construction of Astoria Skate Park in Queens, the largest skate park in the City, and the conversion of asphalt fields to synthetic turf at Staten Island's Mahoney and Prall playgrounds and Brooklyn's Nostrand Park. In addition to the new turf fields, new fencing, dugouts and misting stations to keep players cool were installed.

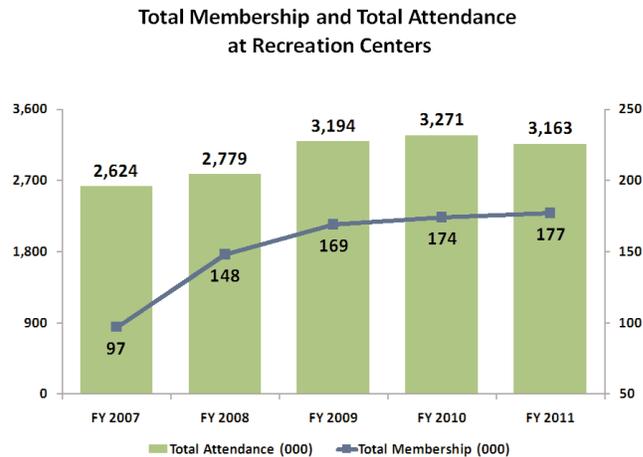
Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Capital projects completed	129	131	140	150	165	160	132
Capital projects completed on time or early (%)	83%	74%	82%	76%	79%	80%	80%
Capital projects completed within budget (%)	93%	89%	86%	89%	85%	85%	85%
Greenways added (lane miles)	6.4	1.0	6.4	2.6	0.7	*	*

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

✓ Provide recreational opportunities for New Yorkers of all ages.



- Recreation center membership continued to grow, increasing by 2 percent; however, after several years of steady growth, attendance decreased by 3.3 percent.



Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Lifeguards (calendar year)	1,090	1,152	1,285	1,369	1,407	1,200	1,200
★ Attendance at outdoor Olympic and intermediate pools (calendar year)	1,294,789	1,495,628	1,826,326	1,727,436	1,728,318	*	*
★ Recreation centers rated "acceptable" for cleanliness (%)	NA	NA	NA	96%	94%	*	*
★ Recreation centers rated "acceptable" for overall condition (%)	NA	NA	NA	88%	87%	*	*
★ Average hours recreation centers open per week	76.1	76.3	76.4	77.4	76.3	*	*
★ Total recreation center attendance	2,623,605	2,779,447	3,193,646	3,271,198	3,163,028	*	*
Total recreation center membership	96,862	148,168	169,301	173,944	177,483	*	*
- Seniors	18,802	28,537	31,116	32,536	36,153	*	*
- Adults	42,747	65,947	79,303	78,325	79,357	*	*
- Youth and children	35,313	53,684	58,882	63,083	61,973	*	*

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

Agency Customer Service

The Department of Parks and Recreation serves its customers through its walk-in facilities, website and correspondence.

Indicator	DPR FY10	Citywide FY10	DPR FY11	Citywide FY11	DPR Change 2010 to 2011	Citywide Change 2010 to 2011
Average response time for email correspondence (days)	16	5	18	7	13%	40%
Average response time for letters/mail correspondence (days)	20	15	13	11	-35%	-27%
Service requests meeting expected time of action (%)	92.3%	79.1%	93.4%	82.1%	1.1%	3%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	80	83	85	85	7%	2%
Number of 311 inquiries (to MMR agencies)	250,231	7,489,368	210,552	7,252,869	-16%	-3%
Number of agency customers surveyed for overall customer satisfaction	8,416	960,685	9,453	1,021,939	12%	6%
Number of completed customer requests for interpretation	52	1,786,715	39	1,438,872	-25%	-19%



311 Customer Service Center Requests for Service

Top Service Requests	Total 2010	Target - 2010 Days to Action	Actual - 2010 Days to Action	% Meeting 2010 Target	Total 2011	Target - 2011 Days to Action	Actual - 2011 Days to Action	% Meeting 2011 Target
<i>Damaged Tree - Branch or Limb Has Fallen Down</i>	9,531	8.0	3.0	94%	9,071	8.0	4.0	97%
<i>Dead Tree - Dead/Dying Tree</i>	6,350	7.0	5.0	87%	6,262	7.0	4.0	94%
<i>New Tree Request - For One Address</i>	2,448	180.0	40.0	94%	5,999	180.0	63.0	87%
<i>Overgrown Tree/Branches - Hitting Building</i>	3,573	30.0	7.0	95%	3,218	30.0	9.0	96%
<i>Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program</i>	4,051	30.0	9.0	93%	4,294	30.0	20.0	92%

311 Customer Service Center Inquiries

Top DPR-related Inquiries	Total 2010	% of DPR Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DPR Inquiries in 2011	Rank in # of Calls in 2011
Removal of Large Branch or Entire Tree - City Tree or Property	29,903	3%	2	28,023	13%	1
Wood Disposal Chipping and Pickup - Manhattan Brooklyn Queens and Northwest Staten Island	33,709	3%	1	25,385	12%	2
Find a Park	21,560	2%	3	16,009	8%	3
Find a Public Swimming Pool	11,754	1%	5	12,193	6%	4
Standing Dead Tree Removal - City Tree	10,965	1%	6	9,491	5%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$332.6	\$370.6	\$379.6	\$382.7	\$376.0	\$362.7	\$290.2	\$313.2
<i>Revenues (\$ millions)</i>	\$75.8	\$97.5	\$110.2	\$59.0	\$63.8	\$68.3	\$72.5	\$72.6
<i>Personnel (Total FT and FTE)</i>	6,947	7,245	7,395	7,242	6,364	6,393	5,217	5,316
<i>Full-time personnel</i>	3,052	3,702	3,760	3,581	3,354	3,415	3,081	2,681
<i>Full-time equivalent (FTE) personnel</i>	3,895	3,543	3,635	3,661	3,010	2,978	2,136	2,635
<i>- Parks Opportunity Program (POP) participants⁴</i>	2,200	2,293	2,203	2,053	1,742	1,733	1,582	1,733
<i>Overtime paid (\$000)</i>	\$6,725	\$7,540	\$6,912	\$6,670	\$5,464	*	*	*
<i>Capital commitments (\$ millions)</i>	\$476.0	\$507.4	\$550.6	\$542.1	\$395.9	\$1,145.6	\$143.7	\$467.5
<i>Work Experience Program (WEP) participants assigned</i>	139	48	542	59	87	*	*	*

¹January 2011 Financial Plan ²Authorized Budget Level ³Expenditures include all funds *NA* means Not Available in this report

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



Noteworthy Changes, Additions or Deletions

- The Department will no longer report data for the indicators ‘Acres improved’ and ‘Acres restored.’
- Historical data for trees planted by both Parks and others as part of the MillionTreesNYC initiative has been revised.
- The unit of measure for miles of greenway added has been changed from linear miles to lane miles. All historical data has been revised.
- The Fiscal 2012 target for ‘Capital projects completed,’ previously reported as 160, has been updated to 132 to reflect revised projections.

For more information please visit the website at: www.nyc.gov/parks





DEPARTMENT OF CITY PLANNING

Amanda M. Burden, Director

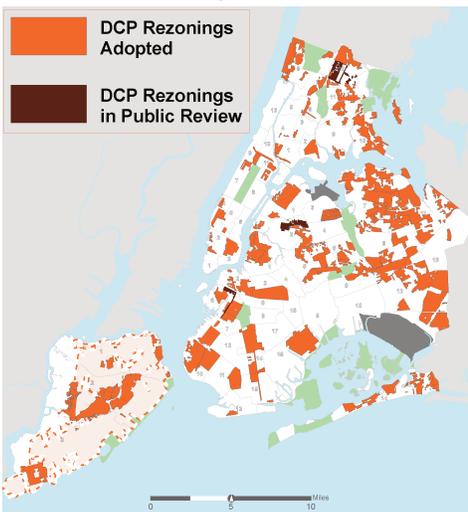
Key Public Service Areas

- ✓ Promote strategic growth, transit-oriented development and sustainable communities in the City.
- ✓ Conduct land use and environmental reviews.

Scope of Agency Operations

The Department of City Planning (DCP) promotes strategic growth, transit-oriented development and sustainable communities to enhance quality of life in the City, in part by initiating comprehensive, consensus-based planning and zoning changes for individual neighborhoods and business districts, as well as establishing policies and zoning regulations applicable citywide. It supports the City Planning Commission and each year reviews approximately 450 land use applications for actions such as zoning changes, special permits and other discretionary approvals. The Department assists both government agencies and the public by providing policy analysis and technical assistance relating to housing, transportation, community facilities, demography, waterfront and public space.

DCP Rezoning: 2002 - Present



Since 2002 DCP has initiated or completed 115 rezonings citywide, about 36% of the City's land area. Visit the [DCP website](#) for more information on rezonings and other initiatives.

Critical Objectives

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

Performance Report

- ✓ Promote strategic growth, transit-oriented development and sustainable communities in the City.
 - During Fiscal 2011 DCP completed 32 planning projects and proposals spanning all five boroughs. Typically these proposals analyze a wide range of land use, urban design, housing, transportation and economic development issues, and recommend strategies to achieve specific planning goals. The proposals are developed in consultation with key stakeholders and are usually implemented by zoning changes, which require a formal land use and environmental review, including continued public outreach and review, approval by the City Planning Commission (CPC) and adoption by the City Council. Planning proposals and technical analyses that do not call for zoning changes or formal land use review, such as transportation plans and demographic studies, are typically released as public reports and posted on DCP's website.
 - In March 2011 the Department released [Vision 2020: The New York City Comprehensive Waterfront Plan](#), representing the culmination of a year-long participatory planning process involving multiple agencies, organizations and extensive public input. The Plan sets forth a new long range vision for the 500+ miles of the City's waterfront by identifying key opportunities for improvements and outlining strategies for implementation of new citywide policies and site-specific recommendations.
 - In April 2011 the Department, as lead agency representing the City of New York, commenced its participation in a bi-state regional planning consortium coordinated under the US Department of Housing Preservation and Development's (HUD) [Sustainable Communities Regional Planning Grant Program](#). The consortium has undertaken a combination of regionally and locally oriented initiatives to promote sustainable, transit-oriented development throughout the region. DCP has commenced work on three studies under this program: a coordinated neighborhood planning study in East New York, Brooklyn; an evaluation of land use and transportation opportunities near Metro-North Stations in the Bronx; and several activities to advance citywide strategic planning efforts for building climate resilience.
 - Advancing PlaNYC sustainable planning goals of promoting preservation of neighborhood character while also providing opportunities for modest growth and affordable housing along wide corridors, DCP referred rezoning initiatives in the Bronx neighborhoods of Williamsbridge, Baychester, Bedford Park and Norwood, and in Brooklyn's Boerum Hill.



- In May 2011 the City Council adopted the Department’s 530-block South Jamaica rezoning proposal in Queens, the Administration’s largest rezoning to date. This rezoning will protect the predominantly lower density character of the area and provide opportunities for new housing and businesses to strengthen the area’s wider corridors.
- In June 2011 the City Council adopted the Department’s West Clinton rezoning, an 18-block rezoning in Manhattan which promotes a balance between providing new opportunities for residential development, including affordable housing, encouraging light-industrial and commercial uses within the midtown central business district, and ensuring new development enhances existing neighborhood character. The Department also referred a proposal that will support and expand existing Class B and C office space proximate to Penn Station.
- The Department released a final report in June 2011 for the Working West Shore 2030: Creating Jobs, Improving Infrastructure and Managing Growth. This report, which advances the goals of PlaNYC, is the result of a three-year collaborative effort with the Economic Development Corporation, and establishes a 20-year framework for land use and infrastructure investment decisions that will help create jobs, upgrade infrastructure, preserve and restore open space, and manage growth on Staten Island’s West Shore.
- The Department continued its commitment to streamline and simplify government processes and improve customer service by significantly updating and publishing the 2011 Edition of the Zoning Handbook, a guide to understanding zoning in New York City. In addition, the Department’s Key Terms Text Amendment, a set of technical changes to the City’s Zoning Resolution designed to preserve the original intent of the zoning regulations and clarify the meaning and usage of key terms, was adopted in Winter 2011.
- DCP continued to collaborate with government agencies and stakeholders in Fiscal 2011 to advance projects and proposals for Lower Manhattan, the Hudson Yards area, as well as for significant open spaces.
 - In Lower Manhattan, the first section of the East River Waterfront esplanade between Maiden Lane and Wall Street was completed and the Department’s initiative to enhance the streetscape along Water Street was adopted. Twenty-one storefront improvement projects were completed under the Fulton-Nassau Crossroads Program.
 - In Manhattan’s Hudson Yards area, a text amendment to facilitate the construction of the above-grade infrastructure necessary for access and operation of the Number 7 subway extension was adopted and the conceptual and schematic design phases for Hudson Park and Boulevard were completed.
 - In January 2011 the CPC approved a park mapping proposal to facilitate the Putnam Greenway, a pedestrian and bicycle pathway in the Bronx.

Performance Statistics	A c t u a l					T a r g e t	
	FY07	FY08	FY09	FY10	FY11	FY11	Updated FY12
<i>Projects and proposals completed and presented to the public</i>	33	34	35	35	32	*	*
- <i>Economic development and housing proposals</i>	6	7	11	9	9	*	*
- <i>Neighborhood enhancement proposals</i>	14	16	16	15	8	*	*
- <i>Planning information and policy analysis</i>	13	11	8	11	15	*	*
★ <i>Number of significant milestones achieved for DCP-facilitated projects related to Lower Manhattan</i>	4	6	6	6	6	*	*
★ <i>Number of significant milestones achieved for DCP-facilitated projects related to Hudson Yards</i>	5	11	12	11	2	*	*
★ <i>Number of significant milestones achieved for DCP-facilitated projects related to significant open-space proposals</i>	4	5	5	5	5	*	*

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

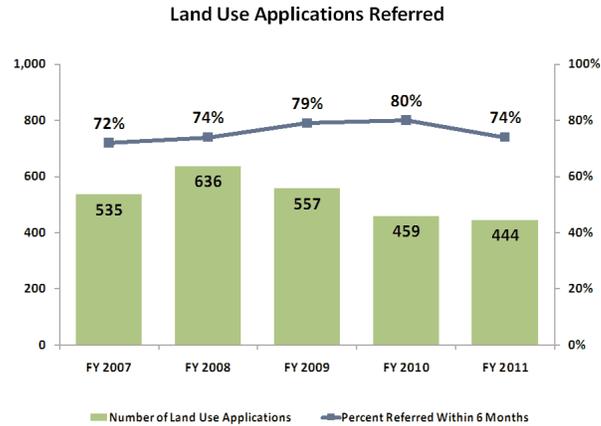
✓ **Conduct land use and environmental reviews.**

- The Department referred 444 land use applications for public review, 3.3 percent fewer than in the last fiscal year. Seventy-four percent of applications were referred within six months, better than the established target of 70 percent, but lower than the prior year. The median time to refer applications



rose by 9 days to 37 days, reflecting a higher proportion of more complex applications than in the previous fiscal year.

- Most land use actions considered by the City Planning Commission are subject to the City Environmental Quality Review (CEQR) process which identifies any potential adverse environmental effects of proposed actions as well as measures to mitigate significant impacts. In Fiscal 2011 the Department completed review of 208 environmental review applications. Seventy-four percent of reviews were completed within six months, a 13 percentage point improvement from a year ago, attributable to a decrease in the number of applications submitted, a smaller backlog of projects as compared to the previous year, and the implementation of process enhancements to streamline the Agency's review process. The median time to complete an application decreased by 8 days to 39 days, also attributable to the aforementioned reasons.



Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Land use applications referred	535	636	557	459	444	*	*
★ - Within 6 months (%)	72%	74%	79%	80%	74%	70%	70%
- Within 6-12 months (%)	12%	10%	6%	7%	12%	*	*
- Within 13 months or more (%)	16%	16%	15%	13%	14%	*	*
★ Median time to refer land use applications (days)	41	48	33	28	37	*	*
Environmental review applications completed	290	288	224	249	208	*	*
★ - Within 6 months (%)	80%	71%	71%	61%	74%	*	*
- Within 6-12 months (%)	3%	8%	8%	7%	6%	*	*
- Within 13 months or more (%)	17%	21%	21%	32%	20%	*	*
★ Median time to complete environmental review applications (days)	33	46	22	47	39	*	*

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

Agency Customer Service

The Department of City Planning serves its customers through its walk-in facilities, website and correspondence.

Indicator	DCP FY10	Citywide FY10	DCP FY11	Citywide FY11	DCP Change 2010 to 2011	Citywide Change 2010 to 2011
Average response time for email correspondence (days)	5	5	5	7	0%	40%
Average response time for letters/mail correspondence (days)	23	15	17	11	-26%	-27%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	83	83	81	85	-3%	2%
Number of 311 inquiries (to MMR agencies)	42,324	7,489,368	37,318	7,252,869	-12%	-3%
Number of completed customer requests for interpretation	4	1,786,715	3	1,438,872	-25%	-19%



311 Customer Service Center Inquiries

Top DCP-related Inquiries	Total 2010	% of DCP Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DCP Inquiries in 2011	Rank in # of Calls in 2011
<i>Locate an Elected Official</i>	37,679	89%	1	33,148	89%	1
<i>Zoning Information Desk</i>	4,117	10%	2	3,755	10%	2
<i>Purchase City Planning Maps and Books</i>	171	0%	3	168	0%	3
<i>City Planning - Hearings and Publications</i>	103	0%	5	93	0%	4
<i>Waterfront - Flood Zone Information</i>	107	0%	4	78	0%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$22.1	\$24.4	\$26.9	\$26.2	\$25.6	\$26.4	\$22.6	\$24.7
<i>Revenues (\$ millions)</i>	\$1.9	\$2.3	\$3.3	\$2.7	\$1.7	\$3.2	\$3.0	\$3.0
<i>Personnel</i>	323	324	311	284	263	294	289	277
<i>Overtime paid (\$000)</i>	\$38	\$39	\$38	\$38	\$17	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/dcp



LANDMARKS PRESERVATION COMMISSION

Robert B. Tierney, Chair

Key Public Service Area

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

Scope of Agency Operations

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,290 individual landmarks and more than 28,000 properties in 103 historic districts and 16 extensions to existing historic districts. The Agency reviews applications to alter landmark structures, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law.

Critical Objectives

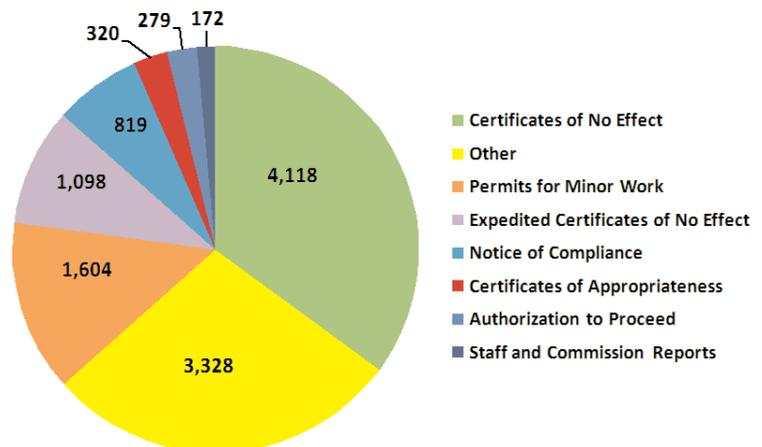
- Identify and designate eligible individual landmarks, interior landmarks, scenic landmarks and historic districts.
- Provide technical assistance and timely permit issuance for work on landmark buildings.
- Increase efficiency and compliance with landmark regulations.
- Review potential impacts to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

Performance Report

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

- During Fiscal 2011 the Commission continued its efforts to extend landmark protection in all five boroughs by designating 1,528 buildings, including 37 individual landmarks, the Addisleigh Park Historic District and Ridgewood South Historic District, both in Queens, and a second phase of the Crown Heights North Historic District in Brooklyn.
- LPC continued to preserve New York City's modernist architectural heritage by designating in Manhattan the Look building, the Japan Society building, and the Manufacturers Trust Company building interior.
- LPC received a record high number of work permit applications in Fiscal 2011. At the same time the Commission took more actions on applications than in any prior fiscal year in the Commission's history.
- The overall number of complaints decreased by 31 percent from 1,057 in Fiscal 2010 to 725 in Fiscal 2011, resulting in fewer investigations and the issuance of fewer warning letters.

**Landmarks Preservation Commission
Actions Taken
Fiscal 2011**





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Individual landmarks and historic districts designated</i>	28	30	40	40	40	20	20
★ - <i>Total number of buildings designated</i>	1,158	438	998	598	1,528	*	*
<i>Percent of designation target achieved</i>	175%	150%	200%	200%	200%	*	*
<i>Work permit applications received</i>	9,363	10,103	8,929	9,358	10,753	*	*
- <i>Actions taken</i>	9,463	10,730	9,107	9,274	11,738	*	*
<i>Certificates of No Effect issued within 10 days (%)</i>	88%	90%	92%	86%	85%	85%	85%
<i>Expedited Certificates of No Effect issued within two days (%)</i>	100%	100%	100%	100%	100%	100%	100%
<i>Permits for minor work issued within 10 days (%)</i>	87%	87%	90%	85%	81%	*	*
<i>Investigations completed</i>	1,194	1,430	1,215	1,165	927	*	*
★ <i>Percent of investigations resulting in enforcement action</i>	71%	61%	58%	64%	61%	*	*
<i>Warning letters issued</i>	565	1,285	1,011	1,275	752	*	*
★ <i>Notices of Violation upheld at the Environmental Control Board (%)</i>	98%	98%	98%	98%	97%	*	*
<i>Archeology applications received</i>	377	392	328	298	273	*	*
<i>Archeology applications reviewed within 10 days (%)</i>	90%	89%	96%	96%	96%	85%	85%

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

Agency Customer Service

The Landmarks Preservation Commission serves its customers through its website and correspondence.

Indicator	LPC FY10	Citywide FY10	LPC FY11	Citywide FY11	LPC Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	2	5	2	7	0%	40%
<i>Average response time for letters/mail correspondence (days)</i>	NA	15	7	11	NA	-27%
<i>Number of 311 inquiries (to MMR agencies)</i>	959	7,489,368	885	7,252,869	-8%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	253	960,685	192	1,021,939	-24%	6%
<i>Number of completed customer requests for interpretation</i>	1	1,786,715	1	1,438,872	0%	-19%

311 Customer Service Center Inquiries

	Total 2010	% of LPC Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of LPC Inquiries in 2011	Rank in # of Calls in 2011
<i>Top LPC-related Inquiries</i>						
<i>Landmark and Historic District Information</i>	442	46%	1	422	48%	1
<i>Landmark Building Alteration Permit</i>	345	36%	2	329	37%	2
<i>Apply for Landmark Status</i>	98	10%	3	69	8%	3
<i>Landmark Building Alteration Complaint - Painting</i>	43	4%	4	35	4%	4
<i>Apply for Grant to Restore a Landmark</i>	29	3%	5	29	3%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$4.2	\$4.4	\$4.6	\$4.6	\$5.2	\$5.4	\$4.8	\$4.8
<i>Revenues (\$000)</i>	\$1,959	\$1,550	\$2,470	\$1,252	\$2,400	\$2,000	\$2,585	\$2,585
<i>Personnel</i>	65	67	62	60	53	70	67	67
<i>Overtime paid (\$000)</i>	\$3	\$4	\$0	\$4	\$7	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

NA means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/landmarks





DEPARTMENT OF CULTURAL AFFAIRS

Kate D. Levin, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Cultural Affairs (DCLA) ensures that cultural activities are an integral part of New York City's civic and economic life by providing support, advocacy and technical assistance for the City's cultural community. DCLA's constituency consists of the 33 City-owned cultural institutions comprising the Cultural Institutions Group (CIG), and more than 1,500 other not-for-profit organizations serving constituencies in all neighborhoods of the City. DCLA also provides donated materials for arts programs offered by the public schools and cultural and social service groups, and commissions works of public art at City-funded construction projects throughout the City. DCLA promotes activities which 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. In addition, DCLA provides technical assistance and support to the field on an ongoing basis.

Critical Objectives

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

Performance Report

- ✓ **Oversee City support for the operations and services of non-profit cultural organizations, which have a significant impact on the City's economy and quality of life.**
 - In Fiscal 2011 the Department awarded \$105 million in operating and energy support to the Cultural Institutions Group (CIG), \$27.2 million to 879 program organizations, and continued to manage the Cultural After School Adventures program, awarding a total of \$4.97 million to 79 cultural organizations.
 - All operating support payments to the City's cultural institutions were made within the 5-day performance standard.
 - Cultural Development Fund (CDF) grant payments to cultural organizations were issued in 7.1 days for initial payments and 8 days for final payments, compared to 9.3 and 9.6 days, respectively, a year ago. In addition to improving CDF payment processing time, DCLA continued to upgrade its grants management system, creating applicant registration capability as well as an on-line final reporting function.
 - A planned three-month suspension of online donations due to computer system upgrades impacted MFTA donation levels and overall transactions. MFTA saw a slightly reduced number of donors from the business community and a nearly 23 percent decrease in the overall value of contributed materials and equipment. Service to public schools was mixed. MFTA added 69 schools to its membership during the fiscal year, while the number of schools using the MFTA warehouse declined but was in line with Fiscal 2011 projections.

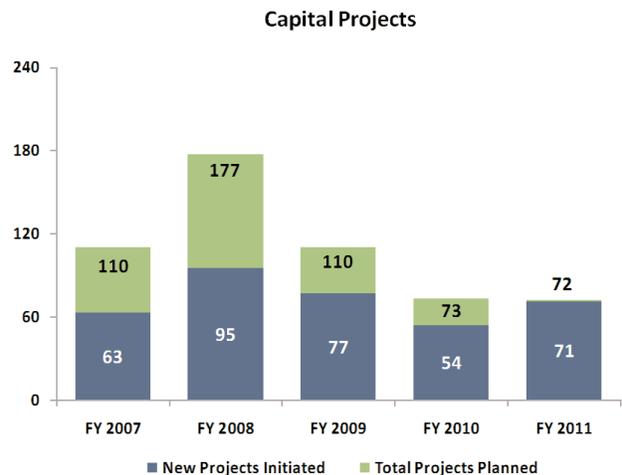


Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	100%	100%	100%
★ Average days to issue initial Cultural Development Fund payments after complying with all City requirements	NA	NA	6.1	9.3	7.1	*	*
★ Average days to issue program grant final payments	NA	6	6	10	8	*	*
Value of contributed Materials for the Arts (MFTA) materials and equipment (\$ millions)	\$4.8	\$7.3	\$5.8	\$6.7	\$5.2	\$5.5	\$5.1
MFTA donors	1,324	1,741	1,509	1,616	1,561	1,400	1,500
★ MFTA transactions	4,743	4,994	5,593	5,534	5,276	5,500	5,300
Number of schools served by MFTA	591	545	631	713	622	600	625

★ 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.**

- The percent of new capital projects initiated increased to 99 percent, with 71 of 72 planned projects in the Agency's capital portfolio authorized to commence work. Large scale projects remained a core segment of DCLA's capital portfolio, comprising nearly half of the capital dollars. Capital projects completed during the reporting year include renovation and expansion of the Museum of the Moving Image facility in Queens; new construction of the DiMenna Center for Classical Music in Manhattan, the first permanent home for Orchestra of St. Luke's; and, in the Bronx, the restoration of the New York Botanical Garden's historic Stone Mill facility.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ New capital projects initiated (%)	57%	54%	70%	74%	99%	70%	70%

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

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

- In Fiscal 2011 DCLA's cultural events calendar provided the public with information on 6,120 arts and cultural programs for hundreds of cultural organizations around the City.
- Approximately 18.7 million New Yorkers and other visitors attended the City-owned museums, performing arts centers, botanical gardens, zoos and historical sites that comprise the CIG. Attendance remained very high but was lower than last year likely due to harsh weather conditions. Sixteen percent of visitors took advantage of free admissions programs at the CIG, comparable to the prior two years.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Number of events listed on NYCulture Calendar</i>	NA	NA	NA	6,631	6,120	*	*
<i>Total visitors to the Cultural Institutions Group</i>	18,466,095	19,092,865	18,882,316	19,266,938	18,743,457	*	*
<i>- Percentage of visitors using free admission and/or tickets</i>	NA	NA	15%	16%	16%	*	*

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

Agency Customer Service

The Department of Cultural Affairs serves its customers through its website and correspondence.

Indicator	DCLA FY10	Citywide FY10	DCLA FY11	Citywide FY11	DCLA Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Number of 311 inquiries (to MMR agencies)</i>	13,389	7,489,368	8,869	7,252,869	-34%	-3%

311 Customer Service Center Inquiries

Top DCLA-related Inquiries	Total 2010	% of DCLA Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DCLA Inquiries in 2011	Rank in # of Calls in 2011
<i>Find a Zoo or Aquarium</i>	5,905	44%	1	3,763	42%	1
<i>Find a Museum</i>	4,822	36%	2	3,317	37%	2
<i>Find a Botanical Garden</i>	1,298	10%	3	922	10%	3
<i>Grants for Cultural Programs</i>	427	3%	4	282	3%	4
<i>Find a Performing Arts Venue</i>	412	3%	5	185	2%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$150.0	\$161.3	\$151.4	\$142.9	\$146.1	\$143.3	\$101.3	\$152.8
<i>Personnel</i>	59	65	65	59	56	63	59	59
<i>Overtime paid (\$000)</i>	\$8	\$2	\$0	\$0	\$0	*	*	*
<i>Capital commitments (\$ millions)</i>	\$102.3	\$211.5	\$429.8	\$337.8	\$161.2	\$446.3	\$90.7	\$149.0

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department adjusted Fiscal 2012 targets for the four metrics that report on activity in the Materials for the Arts program to reflect revised projections.
- The Department corrected Fiscal 2009 and Fiscal 2010 data for 'Percentage of visitors using free admission and/or tickets' from 29 and 30 percent to 15 and 16 percent, respectively.

For more information please visit the website at: www.nyc.gov/dcla





TAXI AND LIMOUSINE COMMISSION

David Yassky, Commissioner/Chair

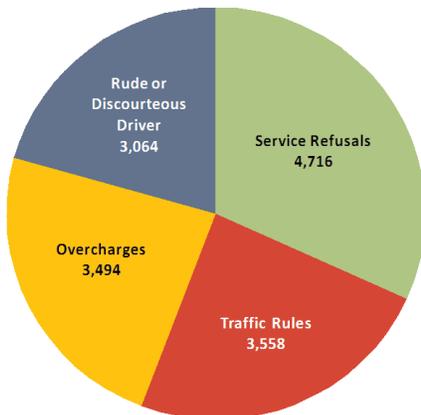
Key Public Service Area

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

Scope of Agency Operations

The Taxi and Limousine Commission (TLC) establishes and enforces professional and uniform standards of for-hire service and ensures public safety. TLC licenses and regulates 13,237 medallion taxicabs, 38,662 for-hire vehicles, 2,460 paratransit vehicles, 398 commuter vans, and 108,987 drivers. The Commission also regulates 30 taximeter shops, 26 taxicab brokers and 67 taxicab agents, and sets fares charged by medallion taxicabs.

Top Medallion Complaint Categories Fiscal 2011



Critical Objectives

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

Performance Report

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

- TLC issued a total of 59,959 driver's licenses during Fiscal 2011, an increase of 1.2 percent from a year ago. On average, medallion licenses took nearly two days longer to issue, 55.2 days compared to 53.4 days, while the time to issue licenses for for-hire vehicle (FHV) drivers decreased by 3.4 days to 16.5 days. The quicker turnaround time is attributed to applicants receiving earlier notification from TLC regarding outstanding documents needed to complete their applications. While applicants for medallion licenses also received the earlier reminders, license issuance time did not see a similar improvement. Overall processing time is more difficult to influence for this group as licensing requirements for medallion drivers are more comprehensive.
- Average wait time at the Long Island City licensing facility decreased by two minutes to 18 minutes despite a 3.3 percent increase in visits.
- TLC inspectors conducted 23,738 vehicle compliance checks of TLC-licensed vehicles during Fiscal 2011. The majority of checks involved cars that were stopped when TLC officers observed or suspected a violation was taking place, such as a driver using a cell phone or an FHV picking up a street hail. As a result of the more targeted nature of the car stops, the compliance rate fell to 24 percent compared to 52 percent during Fiscal 2010, when vehicles were selected more randomly.
- During Fiscal 2011 TLC focused its enforcement efforts on illegal street hails. This resulted in the issuance of 6,507 summonses to drivers for illegal street hails, some 5,000 more than were issued in the previous year.
- Fewer medallion taxis failed initial safety and emissions inspections, with failure rates declining from 42.1 percent to 38.4 percent. Re-inspection failure rates also declined, from 12.8 percent to 9.7 percent. The decreases are likely due to an October 2010 change in TLC's policy which established a \$35 fee for each reinspection, creating a financial incentive for owners to ensure vehicles are in passing condition before being brought to TLC's inspection facility.
- The average time between receiving a consumer complaint about a medallion or for-hire vehicle driver and the complaint being scheduled for a hearing or otherwise resolved increased from approximately 34 days and 31 days, respectively, to 44 days for both complaint categories. Average time was affected by TLC's efforts to address and resolve older complaints



but is expected to decrease in Fiscal 2012 due to both added resources and improvements in the complaint process.

- The average time between receipt of a consumer complaint and the close of the hearing on the complaint rose from 56 days to 63 days. The longer resolution times followed a testing period for a new software program. In response, TLC allocated additional personnel and courtroom resources to reduce the backlog and trim turnaround times, which improved to an average of 51 days for the second half of the fiscal year.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Average days to receive a medallion driver's license from initial application	56.6	56.5	55.1	53.4	55.2	*	*
★ Average days to receive a for-hire vehicle driver's license from initial application	21.0	22.5	20.0	19.9	16.5	*	*
★ Average wait time at Long Island City licensing facility (hours:minutes)	0:33	0:31	0:20	0:20	0:18	0:25	0:25
★ Car stop compliance rate (Medallions and for-hire vehicles) (%)	NA	46%	36%	52%	24%	*	*
★ For-hire vehicle base inspection compliance rate (%)	NA	33%	42%	43%	45%	*	*
Medallion enforcement: Operation Refusal compliance rate (%)	94%	88%	94%	96%	94%	*	*
Street hail summonses issued to non-medallion vehicle drivers	1,260	1,560	991	1,323	6,507	*	*
Unlicensed for-hire vehicle bases - Padlock proceedings initiated	50	47	59	29	28	*	*
Medallion safety and emissions inspections conducted	58,532	58,311	56,812	55,744	53,362	59,000	*
★ Medallion safety failure rate - Initial inspection (%)	NA	NA	NA	15.6%	13.7%	*	*
Medallion safety and emissions failure rate - Initial inspection (%)	47.6%	45.5%	42.3%	42.1%	38.4%	*	*
- Re-inspection (%)	20.2%	17.1%	13.2%	12.8%	9.7%	*	*
★ Percent of medallion safety and emissions inspections completed on time	90.0%	80.2%	92.2%	95.5%	94.4%	*	*
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	1:07	1:06	1:09	1:12	1:11	*	*
Medallion summonses for non-inspection	2,431	2,243	2,233	1,964	1,929	*	*
Average time to close a consumer complaint (calendar days) - Medallion	22.2	23.7	26.5	34.1	44.0	*	*
- For-hire vehicle	47.3	23.8	28.2	31.3	44.3	*	*
★ Average age of open summonses (calendar days)	NA	NA	NA	80	77	*	*
★ Average time from a consumer's request for a hearing to the hearing close date (calendar days)	NA	47	58	56	63	*	*
★ Average time to process a hearing decision (minutes:seconds)	39:05	26:40	26:30	34:51	37:54	*	*

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



Agency Customer Service

The Taxi and Limousine Commission serves its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	TLC FY10	Citywide FY10	TLC FY11	Citywide FY11	TLC Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average call wait time (min:sec)</i>	07:06	01:19	05:37	01:39	-21%	25%
<i>Average response time for email correspondence (days)</i>	20	5	23	7	15%	40%
<i>Average response time for letters/mail correspondence (days)</i>	7	15	13	11	86%	-27%
<i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i>	20:00	28:00	18:00	37:00	-10%	32%
<i>Service requests meeting expected time of action (%)</i>	89.3%	79.1%	92.7%	82.1%	3.4%	3%
<i>Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)</i>	80	83	81	85	1%	2%
<i>Number of 311 inquiries (to MMR agencies)</i>	157,449	7,489,368	147,740	7,252,869	-6%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	162	960,685	245	1,021,939	51%	6%
<i>Number of completed customer requests for interpretation</i>	3,820	1,786,715	5,260	1,438,872	38%	-19%

311 Customer Service Center Requests for Service

	Total 2010	Target - 2010 Days to Action	Actual - 2010 Days to Action	% Meeting 2010 Target	Total 2011	Target - 2011 Days to Action	Actual - 2011 Days to Action	% Meeting 2011 Target
<i>Top Service Requests</i>								
<i>For Hire Vehicle Complaint</i>	2,183	7.0	5.0	98%	2,912	14.0	4.0	99%
<i>Lost Property</i>	68,485	14.0	3.0	87%	65,475	7.0	2.0	92%
<i>Miscellaneous Comments</i>	170	14.0	23.0	36%	325	14.0	43.0	28%
<i>Request for Information</i>	897	14.0	26.0	30%	1,327	14.0	46.0	24%
<i>Taxi Complaint</i>	20,646	14.0	5.0	99%	21,775	14.0	3.0	99%

311 Customer Service Center Inquiries

	Total 2010	% of TLC Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of TLC Inquiries in 2011	Rank in # of Calls in 2011
<i>Top TLC-related Inquiries</i>						
<i>Lost Property in a Taxi</i>	86,026	55%	1	56,630	38%	1
<i>Lost Property in a Taxi - Medallion Number Unknown</i>	NA	NA	NA	16,990	11%	2
<i>Lost Property in a Taxi - Medallion Number Known</i>	NA	NA	NA	14,237	10%	3
<i>Taxi Complaint - Pick-Up Refused</i>	4,206	3%	7	6,306	4%	4
<i>Taxi Driver License</i>	8,707	6%	3	5,795	4%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$26.0	\$27.8	\$28.9	\$30.1	\$30.9	\$31.5	\$32.2	\$38.4
<i>Revenues (\$ millions)</i>	\$176.0	\$86.2	\$60.1	\$39.7	\$43.3	\$42.0	\$42.4	\$43.1
<i>Personnel</i>	422	422	435	432	436	478	471	569
<i>Overtime paid (\$000)</i>	\$556	\$471	\$459	\$1,059	\$650	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- An internal review of the indicator ‘Medallion safety failure rate – Initial inspection (%)’ revealed an error in the calculation methodology of the data. The Fiscal 2010 value, previously reported as 42.1%, has been corrected to 15.6%, but revised data for years prior to that is not currently available.
- TLC will no longer include a target for ‘Medallion safety and emissions inspections conducted’ as the number of inspections is not driven by any management performance goal set by the Commission.
- Fiscal 2011 data for the two metrics that report on the average time to close consumer complaints is based on 11 months of activity, July 2010 through May 2011. June 2011 performance was excluded from the calculation as more than one-third of the complaints closed during that month had, in fact, been handled and resolved by the Commission many months before, in some cases as far back as the prior year, but had not been administratively closed in the database. The database does not permit post-dating.

For more information please visit the website at: www.nyc.gov/tlc

PUBLIC SAFETY AND LEGAL AFFAIRS



New York City Police Department



Fire Department



Office of Emergency Management



Department of Correction



Department of Probation



Civilian Complaint Review Board



Law Department



Department of Investigation



City Commission on Human Rights



Office of Administrative Trials and Hearings



Business Integrity Commission



NEW YORK CITY POLICE DEPARTMENT

Raymond W. Kelly, Commissioner

Key Public Service Areas

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

Critical Objectives

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

Performance Report

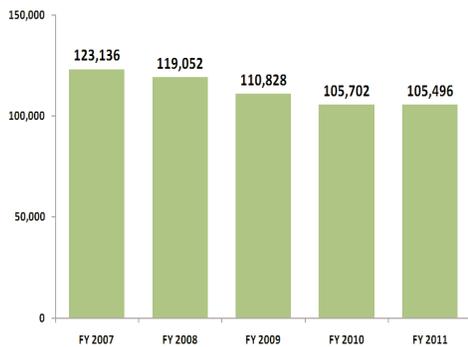
- ✓ Enhance the safety and security of the public through a multi-faceted approach to crime reduction.

Scope of Agency Operations

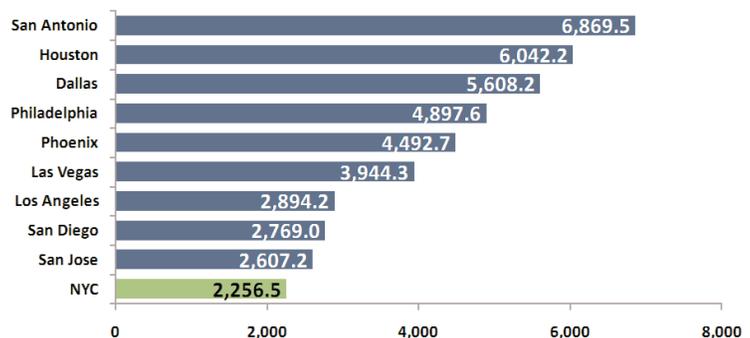
The Police Department (NYPD) is committed to providing, with the utmost integrity and respect, a safe and secure environment for the public. The personnel assigned to the Department's 76 precincts, 12 Transit Districts, nine Housing Police Service Areas and other investigative and specialized units,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

- Based on FBI total index crime statistics for Calendar 2010, New York City remains the safest large city with the lowest rate of crime per capita among the 10 largest U.S. cities.
- Total major felony crime decreased 0.2 percent in Fiscal 2011 compared to Fiscal 2010, and approximately 5 percent compared to Fiscal 2009. In Fiscal 2011 murder, forcible rape, robbery and felonious assault increased compared to Fiscal 2010; however, burglary, grand larceny and grand larceny auto all decreased compared to Fiscal 2010.
- In Fiscal 2011 domestic violence-related murder, rape and felonious assault increased compared to Fiscal 2010, partially due to the passage of the new strangulation laws in November 2010. In order to conform to an amendment of the New York State Family Court Act's definition of family to include intimate partner, the Department modified and expanded its definition of domestic violence-related crimes at the end of Fiscal 2009.
- In Fiscal 2011 major felony crime in the City's public schools decreased 5 percent compared to Fiscal 2010. During the same period there was a 7 percent decrease in all other reported crime categories in the City's public schools.

Major Felony Crime



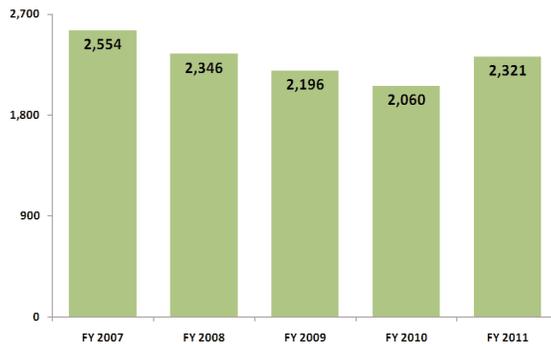
FBI Total Index Crime Rate Per 100,000 Population 10 Largest U.S. Cities* Calendar 2010



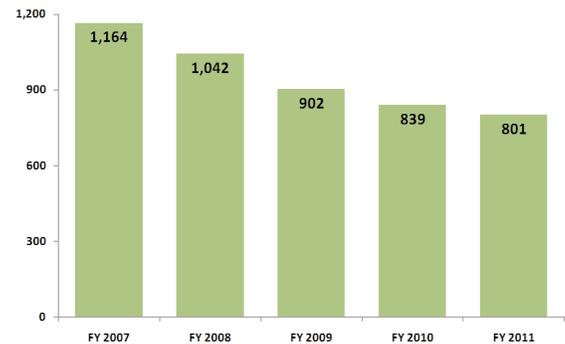
*Excludes Chicago because reporting methods differ from FBI standards. Source: Calendar 2010 FBI Uniform Crime Report (preliminary report).



Major Felony Crime in Transit System



Major Felony Crime in City Schools



Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t	
	FY07	FY08	FY09	FY10	FY11	FY11	Updated FY12
★ Major felony crime	123,136	119,052	110,828	105,702	105,496	*	*
★ - Murder and non-negligent manslaughter	557	516	473	494	526	*	*
★ - Forcible rape	944	876	762	860	1,138	*	*
★ - Robbery	22,324	22,236	20,641	18,794	19,495	*	*
★ - Felonious assault	17,047	16,989	16,112	16,906	17,743	*	*
★ - Burglary	21,968	20,913	19,584	19,617	18,423	*	*
★ - Grand larceny	45,818	44,799	41,468	38,295	38,193	*	*
★ - Grand larceny auto	14,478	12,723	11,788	10,736	9,647	*	*
★ Major felony crime in housing developments	4,808	4,686	4,275	4,090	4,406	*	*
★ Major felony crime in transit system	2,554	2,346	2,196	2,060	2,321	*	*
Crime related to domestic violence - Murder	NA	NA	NA	68	85	*	*
- Rape	NA	NA	NA	351	502	*	*
- Felonious assault	NA	NA	NA	4,777	5,870	*	*
Narcotics arrests	107,331	110,746	107,294	106,655	106,840	*	*
- Felonies	31,373	30,760	27,370	24,575	21,909	*	*
- Misdemeanors	75,233	79,291	79,159	81,273	84,011	*	*
- Violations	725	695	765	807	920	*	*
Gun arrests	6,855	6,794	6,355	6,097	5,881	*	*
Juvenile arrests for major felonies	4,469	4,373	4,207	4,028	3,767	*	*
★ School safety - seven major crimes	1,164	1,042	902	839	801	*	*
- Murder	0	0	0	1	0	*	*
- Rape	5	0	5	2	6	*	*
- Robbery	192	140	146	147	131	*	*
- Felonious assault	246	248	231	240	269	*	*
- Burglary	137	138	104	81	86	*	*
- Grand larceny	579	514	414	361	307	*	*
- Grand larceny auto	5	2	2	7	2	*	*
School safety - Other criminal categories	4,635	4,533	3,559	3,302	3,089	*	*
- Other incidents	8,687	7,456	5,843	5,354	5,119	*	*
Gang motivated incidents	713	577	335	228	303	*	*
Counterterrorism training (hrs) - Uniformed members	259,504	342,498	286,478	239,131	209,081	*	*
- Non-members	27,181	26,524	77,139	80,940	80,527	*	*

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



✓ **Enhance traffic safety for City residents**

- The total number of traffic fatalities decreased 9 percent, from 259 in Fiscal 2010 to 236 in Fiscal 2011.
- In Fiscal 2011 DWI-related fatalities decreased 50 percent compared to Fiscal 2010, resulting in 10 fewer fatalities.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Traffic fatalities (motorists/passengers)	136	123	98	97	78	*	*
Traffic fatalities (bicyclists/pedestrians)	174	177	178	162	158	*	*
Total moving violation summonses (000)	1,250	1,227	1,226	1,262	1,189	*	*
- Summonses for hazardous violations	874,929	879,221	889,776	903,746	843,171	*	*
- Summonses for prohibited use of cellular phones	177,665	190,589	211,658	231,345	197,746	*	*
DWI-related fatalities	18	25	26	20	10	*	*

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

✓ **Improve the quality of life for City residents.**

- The Department continued to address quality-of-life conditions in Fiscal 2011, issuing 14,030 summonses for unreasonable noise. This represents a decrease compared to Fiscal 2010; however, this was an increase compared to Fiscal 2009.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Quality-of-life summonses	597,595	527,027	544,213	556,637	538,024	*	*
- Unreasonable noise summonses	12,286	15,012	13,660	17,056	14,030	*	*

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

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

- Although average response time to all crimes in progress increased slightly in Fiscal 2011, it was faster than in Fiscal 2001 when the Department had approximately 4,800 more officers. Compared to Fiscal 2001, when average response time to all crimes in progress was 10.1 minutes, average response time has decreased 17 percent.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Average response time to all crimes in progress (minutes) - Citywide (all categories)	6.9	7.3	7.3	7.5	8.4	*	*
- Critical	4.2	4.3	4.3	4.4	4.6	*	*
- Serious	5.6	5.6	5.7	5.8	6.2	*	*
- Non-critical	11.7	12.4	12.3	12.1	12.9	*	*
Average arrest to complaint sworn time (hours) - Citywide	9.8	10.5	10.4	10.2	10.5	*	*
Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	7,581	8,214	7,958	8,150	8,379	*	*
- Exceptionally good	16	15	11	8	4	*	*
- Acceptable	7,523	8,137	7,909	8,099	8,335	*	*
- Below standard	42	62	38	43	40	*	*

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



Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Total civilian complaints against members of the service</i>	7,662	7,488	7,661	6,954	6,259	*	*
<i>Tort cases commenced</i>	1,212	1,425	1,536	1,700	1,563	*	*
<i>Tort dispositions</i>	1,153	1,286	1,379	1,594	1,637	*	*
<i>Tort payout (\$000)</i>	\$61,123.1	\$80,047.1	\$117,692.4	\$87,765.3	\$99,795.6	*	*

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

Agency Customer Service

The New York City Police Department serves its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	NYPD FY10	Citywide FY10	NYPD FY11	Citywide FY11	NYPD Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average call wait time (min:sec)</i>	00:02	01:19	00:02	01:39	0%	25%
<i>Service requests meeting expected time of action (%)</i>	95.5%	79.1%	94.8%	82.1%	-0.7%	3%
<i>Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)</i>	70	83	86	85	23%	2%
<i>Number of 311 inquiries (to MMR agencies)</i>	884,640	7,489,368	878,387	7,252,869	-1%	-3%
<i>Number of completed customer requests for interpretation</i>	259,696	1,786,715	258,830	1,438,872	0%	-19%

311 Customer Service Center Requests for Service

Top Service Requests	Total 2010	Target - 2010 Days to Action	Actual - 2010 Days to Action	% Meeting 2010 Target	Total 2011	Target - 2011 Days to Action	Actual - 2011 Days to Action	% Meeting 2011 Target
<i>Blocked Driveway - No Access</i>	39,620	0.3	0.1	94%	42,608	0.3	0.1	94%
<i>Commercial Noise</i>	22,306	0.3	0.1	97%	19,369	0.3	0.1	96%
<i>Noise - Street/Sidewalk</i>	22,860	0.3	0.1	97%	16,803	0.3	0.1	96%
<i>Residential Noise - Banging/Pounding</i>	32,769	0.3	0.1	94%	32,539	0.3	0.1	94%
<i>Residential Noise - Loud Music/Party</i>	85,306	0.3	0.1	96%	72,606	0.3	0.1	95%

311 Customer Service Center Inquiries

Top NYPD-related Inquiries	Total 2010	% of NYPD Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of NYPD Inquiries in 2011	Rank in # of Calls in 2011
<i>Noise from Neighbor</i>	141,130	16%	1	127,635	15%	1
<i>Find a Police Precinct or PSA by Location</i>	111,216	13%	2	101,323	12%	2
<i>Blocked Driveway - Vehicle</i>	60,571	7%	4	65,891	8%	3
<i>Find a Police Precinct or PSA by Name</i>	66,748	8%	3	63,529	7%	4
<i>Hot Transfer 911</i>	49,012	6%	5	61,725	7%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$3,856.2	\$4,148.7	\$4,469.2	\$4,666.9	\$4,830.4	\$4,876.5	\$4,450.2	\$4,549.8
<i>Revenues (\$ millions)</i>	\$102.0	\$105.0	\$104.8	\$100.2	\$100.0	\$101.5	\$103.3	\$100.5
<i>Personnel (uniformed)</i>	35,548	35,405	35,641	34,636	33,777	34,420	34,413	34,413
<i>Personnel (civilian)</i>	16,409	16,572	16,663	16,079	15,894	16,082	15,660	15,626
<i>Overtime paid (\$000)</i>	\$425,994	\$475,694	\$504,623	\$538,381	\$509,884	*	*	*
<i>Capital commitments (\$ millions)</i>	\$87.3	\$100.9	\$146.1	\$805.5	\$80.1	\$256.3	\$41.8	\$143.1
<i>Work Experience Program (WEP) participants assigned</i>	74	131	167	247	231	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/nypd





FIRE DEPARTMENT

Salvatore J. Cassano, Commissioner

Key Public Service Areas

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

Critical Objectives

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

Scope of Agency Operations

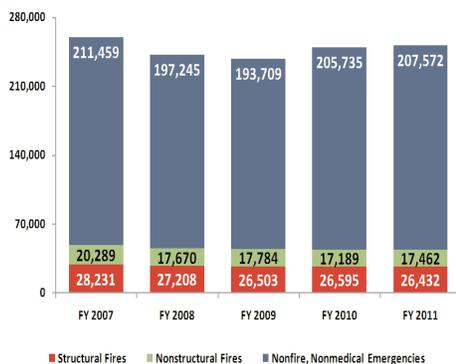
The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, as well as contributes to the City's homeland security efforts. The Department responds to more than 276,000 fire and non-fire related emergencies and more than 1.2 million medical emergencies each year, and maintains approximately 250 firehouses and ambulance stations.

Performance Report

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

- Citywide average response time to structural fires was 4:03 in Fiscal 2011. This was faster than target, but 4 seconds slower than in Fiscal 2010, which can be attributed, in part, to a 14 percent increase in serious fires. One second of the increase is attributed to the two-day blizzard in December 2010.
- The combined average time for fire units to respond to structural fires and medical emergencies increased 3 seconds in Fiscal 2011.
- The number of structural fires decreased less than 1 percent and nonstructural fires increased 2 percent.
- Fire safety education presentations increased 35 percent in Fiscal 2011. Presentations at the [Fire Zone](#) accounted for nearly half of the increase. Outreach programs with various agencies and community groups, in addition to improved tracking of presentations through automation and centralization of data, contributed to the increase.
- Civilian fire fatalities increased from 67 in Fiscal 2010 to 68 in Fiscal 2011.
- Firefighter burns sustained in service increased 45 percent compared to Fiscal 2010. Firefighter injuries increased 3 percent. The Department's Safety Command is investigating the cause of all burns in order to provide recommendations to prevent similar incidents from occurring. Additionally, FDNY's Research and Development unit continually evaluates protective clothing and equipment to ensure that personnel have the best available safety equipment. The Division of Training also provides follow-up instruction on the proper use and donning of protective clothing and gear.
- Completed fire prevention inspections, performed by FDNY inspectors who visit sites to ensure compliance with the City's Fire Code, increased 6 percent.
- Field force inspections, performed by fire units who visit commercial and residential buildings within designated areas, decreased 13 percent. Inspections of commercial and residential buildings decreased 4 percent and 19 percent, respectively. The decrease was mainly due to interruptions in inspection duty caused by severe summer and winter weather during Fiscal 2011.
- Investigations by fire marshals into the causes and origins of fires and other fire-related offenses increased 3 percent in Fiscal 2011.

Structural, Nonstructural, and Nonfire, Nonmedical Emergencies





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Average response time to structural fires (minutes:seconds) - Citywide	4:29	4:22	4:05	3:59	4:03	4:15	4:08
- Manhattan	4:33	4:26	4:09	4:08	4:09	4:19	4:16
- Bronx	4:36	4:29	4:11	4:05	4:11	4:21	4:16
- Brooklyn	4:04	3:57	3:44	3:32	3:37	3:54	3:42
- Queens	4:56	4:47	4:27	4:20	4:23	4:37	4:26
- Staten Island	4:49	4:45	4:28	4:30	4:34	4:38	4:38
★ Average response time to structural fires and medical emergencies by fire units (minutes:seconds)	4:24	4:20	4:13	4:15	4:18	*	*
★ Serious fires per 1,000 structural fires	114	108	97	92	105	*	*
Average annual cost of an engine company (\$ millions)	\$5.0	\$5.3	\$5.9	\$6.6	\$6.6	*	*
Average annual cost of a ladder company (\$ millions)	\$5.9	\$6.2	\$6.9	\$7.7	\$8.0	*	*
★ Civilian fire fatalities	92	85	78	67	68	*	*
★ Firefighter burns	428	354	252	240	347	*	*
★ Firefighter injuries	11,516	10,332	10,607	10,914	11,210	*	*
Fire safety education presentations	8,121	8,586	8,055	5,952	8,007	*	*
Completed inspections performed by fire prevention staff	180,508	162,474	167,844	164,395	173,695	162,000	162,000
Field force inspections	48,540	56,383	61,732	57,719	50,139	*	*
- Commercial buildings	20,631	24,568	26,599	23,335	22,336	*	*
- Residential buildings	27,909	31,815	35,133	34,384	27,803	*	*
Investigations	5,971	5,940	6,118	6,339	6,525	*	*

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

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

- Average response time to life-threatening medical emergencies by ambulance units was 7:00 in Fiscal 2011, 19 seconds slower than in Fiscal 2010. Fourteen of the 19 second increase occurred during the two-day blizzard in December 2010; the remaining 5 second increase is attributable to the aftermath of the blizzard and a 4.2 percent increase in life-threatening medical incidents citywide. Combined response time to life-threatening medical emergencies by ambulance and fire units was 6:05, 18 seconds slower than in Fiscal 2010. The increase is 6 seconds when the effect of the two-day blizzard in December 2010 is removed. Average response time to life-threatening medical emergencies by fire units was 4:20. This was faster than target, but 3 seconds slower than in Fiscal 2010.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Average response time to life-threatening medical emergencies by ambulance units (minutes:seconds) *	6:36	6:39	6:40	6:41	7:00	6:35	6:35
Average response time to life-threatening medical emergencies by fire units (minutes: seconds)	4:24	4:19	4:14	4:17	4:20	4:25	4:25
★ Combined response time to life-threatening medical emergencies by ambulance and fire units (minutes:seconds)	5:43	5:46	5:45	5:47	6:05	5:41	5:41
Response time of less than 10 minutes to Advanced Life Support medical emergencies by Advanced Life Support ambulances (%)	80.6%	80.6%	80.4%	80.4%	80.5%	90.0%	90.0%
Average cost of ambulance tour per day (\$)	\$1,453	\$1,457	\$1,608	\$1,733	\$1,731	*	*

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



Agency Customer Service

The Fire Department serves its customers through its walk-in facilities, website and correspondence.

Indicator	FDNY FY10	Citywide FY10	FDNY FY11	Citywide FY11	FDNY Change 2010 to 2011	Citywide Change 2010 to 2011
Average response time for email correspondence (days)	8	5	6	7	-25%	40%
Average response time for letters/mail correspondence (days)	10	15	8	11	-20%	-27%
Average wait time to speak with a customer service agent at a walk-in facility (min:sec)	14:00	28:00	11:00	37:00	-21%	32%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	77	83	91	85	17%	2%
Number of 311 inquiries (to MMR agencies)	51,909	7,489,368	49,128	7,252,869	-5%	-3%
Number of agency customers surveyed for overall customer satisfaction	516	960,685	NA	1,021,939	NA	6%
Number of completed customer requests for interpretation	2,871	1,786,715	2,737	1,438,872	-5%	-19%

311 Customer Service Center Inquiries

Top FDNY-related Inquiries	Total 2010	% of FDNY Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of FDNY Inquiries in 2011	Rank in # of Calls in 2011
Fire Hazard Complaint	7,474	14%	1	7,245	15%	1
Ambulance Patient Locator	6,218	12%	2	5,968	12%	2
Locate a Firehouse - Brooklyn	4,280	8%	3	3,989	8%	3
Locate a Firehouse - Manhattan	3,788	7%	4	3,236	7%	4
Locate a Firehouse - Queens	2,920	6%	6	2,613	5%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
Expenditures (\$ millions) ³	\$1,444.5	\$1,521.3	\$1,592.7	\$1,670.0	\$1,792.8	\$1,784.3	\$1,624.9	\$1,671.0
Revenues (\$ millions)	\$67.5	\$69.9	\$77.0	\$78.7	\$81.8	\$80.0	\$81.6	\$80.3
Personnel (uniformed)	11,522	11,585	11,459	11,080	10,646	10,911	10,282	10,787
Personnel (civilian)	4,694	4,805	4,771	4,890	5,106	4,913	4,884	4,857
Overtime paid (\$000)	\$178,170	\$178,864	\$169,387	\$196,948	\$232,863	*	*	*
Capital commitments (\$ millions)	\$118.8	\$121.0	\$71.0	\$135.6	\$94.4	\$193.7	\$88.8	\$123.0
Work Experience Program (WEP) participants assigned	16	2	49	16	23	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report



Noteworthy Changes, Additions or Deletions

- The Department revised the Fiscal 2010 value for ‘firefighter burns’ to reflect updated data.

For more information please visit the website at: www.nyc.gov/fdny



OFFICE OF EMERGENCY MANAGEMENT

Joseph F. Bruno, Commissioner

Key Public Service Areas

- ✓ Ensure City government's preparedness in the event of an emergency or other incident affecting citizens' health and safety.
- ✓ Coordinate and support multi-agency response to complex or large-scale emergency conditions.
- ✓ Prepare New York City residents and private sector entities for emergency situations.

Scope of Agency Operations

The Office of Emergency Management (OEM) coordinates and supports multi-agency responses to, and regularly monitors, emergency conditions and other potential incidents that affect public health and safety in the City, including severe weather, natural hazards and disasters, power outages, transportation incidents, labor disruptions, aviation disasters and acts of terrorism. OEM develops and continually revises many of the City's emergency response plans, including those for coastal storms, extreme winter weather, heat emergencies, power disruptions, and debris management. OEM educates residents and businesses on the need for preparedness and supports the efforts of City and other government agencies and private and non-profit entities in emergency planning, interagency training and exercises and business continuity planning. OEM operates the City's Emergency Operations Center and makes recommendations about the City's emergency response capabilities. As the City's primary liaison with the U.S. Department of Homeland Security for consequence management, OEM oversees the City's compliance with federal preparedness and emergency response requirements.

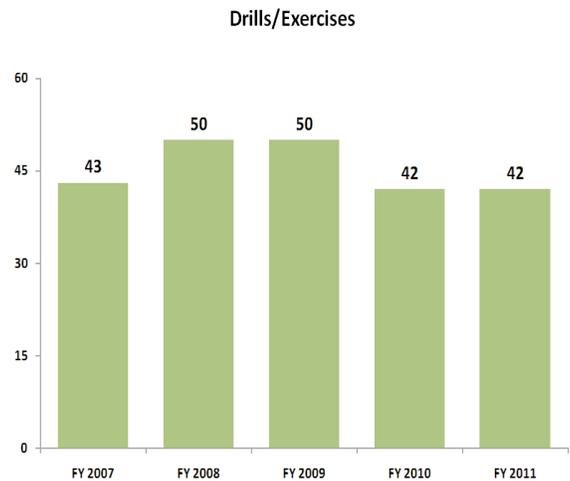
Critical Objectives

- Initiate multi-agency responses to emergency conditions.
- Ensure that the Citywide Incident Management System protocol is followed by all City agencies.
- Conduct citywide drills.
- Support City agency emergency preparedness.
- Increase volunteerism and citizen emergency preparedness.
- Promote private sector emergency preparedness and business continuity efforts.

Performance Report

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

- The number of full-scale and functional exercises/drills decreased by five exercises compared to Fiscal 2010 due to the fact that during Fiscal 2011 OEM focused on "NYC Resilience," a multi-day series of drills and workshops designed to test the City's response to a mass-casualty incident. The number of tabletop exercises increased by one because OEM prepared for "NYC Resilience" by conducting several smaller-scale tabletop exercises.
- The number of participants at instructor-led emergency management training sessions increased 9 percent due to the expansion of the agency curriculum to include additional items, such as preparedness for extreme summer and winter weather, Emergency Operations Center operations, and field response and support.



Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Full-scale and functional exercises/drills	5	5	9	11	6	4	4
★ Tabletop exercises	5	9	5	4	5	4	4
Participation in drills coordinated by other agencies or organizations	33	36	36	27	31	*	*
Participants at instructor-led emergency management training sessions	1,174	1,719	977	1,822	1,990	1,500	1,500

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



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

- During Fiscal 2011 the total number of incident responses and those monitored from Watch Command increased by 2 percent and 5 percent, respectively, compared to Fiscal 2010.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Total incident responses</i>	2,471	2,531	2,748	2,901	2,955	*	*
<i>Incidents monitored from Watch Command</i>	2,214	2,181	2,172	2,285	2,399	*	*
<i>Emergency Operations Center activations</i>	11	10	7	14	14	*	*

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

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

- During the reporting period emergency preparedness education of residents and private/non-profit/government groups decreased; however, the number of Ready New York presentations increased by 45 percent from 355 in Fiscal 2010 to 515 in Fiscal 2011. During Fiscal 2011 OEM focused on smaller events, providing outreach to more vulnerable populations, such as the elderly, low-income households, and residents living in coastal flood zones.
- Community Emergency Response Team (CERT) volunteer hours increased 61 percent in Fiscal 2011.
- Agency website page views and Ready New York guides viewed online increased significantly due to OEM's ongoing advertising and outreach campaigns.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Emergency preparedness education of residents - by OEM staff</i>	4,092	2,428	8,940	27,161	14,290	5,000	15,000
<i>Emergency preparedness education of residents - by Agency partners using OEM curriculum</i>	NA	17,626	8,491	8,869	10,277	*	*
<i>Emergency preparedness education - private/non-profit/government</i>	4,508	2,849	2,134	1,592	1,166	2,400	2,400
★ <i>Community Emergency Response Team (CERT) volunteer hours</i>	7,454	11,687	17,698	15,290	24,636	*	*
<i>CERT members trained</i>	NA	NA	469	211	230	*	*
★ <i>Ready New York guides viewed online</i>	58,680	76,793	77,705	154,901	272,877	*	*

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

Agency Customer Service

The Office of Emergency Management serves its customers through its website and correspondence.

Indicator	OEM FY10	Citywide FY10	OEM FY11	Citywide FY11	OEM Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	8	5	10	7	25%	40%
<i>Average response time for letters/mail correspondence (days)</i>	3	15	6	11	100%	-27%
<i>Number of 311 inquiries (to MMR agencies)</i>	5,894	7,489,368	13,564	7,252,869	130%	-3%



311 Customer Service Center Inquiries

	Total 2010	% of OEM Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of OEM Inquiries in 2011	Rank in # of Calls in 2011
Top OEM-related Inquiries						
<i>Cooling Center Locations</i>	1,054	18%	2	6,265	46%	1
<i>Abandoned Vehicle Due to Snow (Blizzard 2010)</i>	NA	NA	NA	1,983	15%	2
<i>Report Damages Caused by September 16 Storm</i>	NA	NA	NA	1,345	10%	3
<i>Ready New York Guide</i>	515	9%	6	684	5%	4
<i>Notify NYC - Telephone Registration</i>	759	13%	3	446	3%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$14.9	\$17.8	\$20.0	\$27.2	\$55.8	\$55.9	\$23.1	\$30.5
<i>Personnel</i>	74	101	109	110	112	36	31	28
<i>Overtime paid (\$000)</i>	\$1,032	\$933	\$1,232	\$1,506	\$4,441	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- OEM renamed two statistics to more accurately describe what is measured. 'Field exercises/drills' was renamed 'full-scale and functional exercises/drills' and 'employees trained in emergency response' was renamed 'participants at instructor-led emergency management training sessions.'

For more information please visit the website at: www.nyc.gov/oem





DEPARTMENT OF CORRECTION

Dr. Dora B. Schriro, Commissioner

Key Public Service Areas

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

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 repairs in a timely manner.
- Ensure timely transport of inmates to courts throughout the City.
- Increase access to programs, including educational opportunities, jobs training, and mental health and substance abuse services.
- Notify crime victims when inmates are released and provide inmate information to the public.

Scope of Agency Operations

The Department of Correction (DOC) provides for the care, custody and control of persons 16 years of age and older, accused of crimes or convicted and sentenced to one year or less of incarceration. The Department operates 14 inmate facilities, including ten on Rikers Island, court pens in each of the five boroughs, and two prison hospital wards; handles approximately 90,000 admissions each year, and manages an average daily inmate population of approximately 13,000 individuals.

Performance Report

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

- The anti-violence initiatives that the Department implemented took hold and resulted in a measurable decrease in violent incidents during the last six months of Fiscal 2011. These initiatives include both strategies to prevent violence and to aggressively respond to violent incidents that do occur. The rate of serious injury to inmates as a result of violent inmate-on-inmate incidents, decreased by eight percent from a rate of 1.3 in the first four months of the fiscal year to 1.2 for the entire fiscal year, and the rate of inmate-on-inmate violent incidents, which includes slashings/stabbings and inmate fights, decreased by one percent this fiscal year, when compared to Fiscal 2010. Fights among adolescents, the segment of the population most often involved in fights, decreased by 39 percent when comparing the first to the last six months of Fiscal 2011.
- The Department began reporting two new measures in Fiscal 2011: ‘inmate assaults on staff (monthly rate per 1,000 ADP)’ and ‘serious injury to staff as a result of an inmate assault (per 1,000 ADP).’ The number of staff assaults resulting in a serious injury to staff decreased by 12 percent, despite an increase in inmate assaults on staff in Fiscal 2011. DOC continues to aggressively investigate and arrest inmates who commit crimes in custody, including those who assault staff. In Fiscal 2011 jail-based arrests increased 22 percent.
- The number of incidents and allegations of use of force this fiscal year increased two percent compared to Fiscal 2010. Allegations of use of force decreased by 13 percent, and use of force incidents increased by five percent. The number of use of force incidents resulting in serious injury rose from 128 in Fiscal 2010 to 142, an increase of 11 percent, and the number of use of force incidents resulting in a minor or no injury rose from 1743 to 1824, an increase of five percent. Since January 2011, the Department has tracked all use of force incidents, including those that result in no injury and plans to begin reporting this indicator in Fiscal 2012. From January through June 2011, 40 percent of use of force incidents resulted in no injury to either staff or inmates. The Department has focused on minimizing injury during necessary uses of force and on

Inmate Population and Length of Stay





utilization of chemical spray (OC spray) to intervene in violent incidents. Uniformed staff used OC spray in about 45 percent of use of force incidents this year, a six percentage point increase over Fiscal 2010.

- The Department is conducting more frequent and thorough searches in facilities with higher rates of violent incidents. As a result, the number of weapons the Department recovered increased by 57 percent this year when compared to Fiscal 2010, while the number of searches the Department conducted increased by six percent.
- The rate of non-natural inmate deaths remained flat this fiscal year when compared to Fiscal 2010. Two suicides occurred in Fiscal 2010 and in Fiscal 2011. No inmate escaped from custody in Fiscal 2011, a decrease after one escape took place in Fiscal 2010.
- The average clinic waiting time decreased by three percent in Fiscal 2011 compared to Fiscal 2010, despite a small increase in the total number of clinic visits. This decrease is attributable to efficiencies gained by improved oversight of medical follow-up and specialty care, which reduced the number of daily sick-call visits to the clinic by inmates requesting follow-up care. The largest decrease in clinic waiting time occurred in the jail with the largest volume of clinic visits, where the waiting time decreased by 13 percent in Fiscal 2011.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Incidents and allegations of Department use of force</i>	1,751	1,915	2,196	2,222	2,272	*	*
★ <i>Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)</i>	NA	NA	21.7	24.3	24.2	*	*
★ <i>Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)</i>	NA	NA	NA	NA	1.2	*	*
★ <i>Inmate assault on staff (monthly rate per 1,000 ADP)</i>	NA	NA	2.9	3.2	3.5	*	*
★ <i>Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)</i>	NA	NA	NA	NA	0.3	*	*
<i>Jail-based arrests of inmates</i>	738	751	567	526	642	*	*
<i>Fight/assault infractions</i>	6,576	6,109	6,696	7,475	7,431	*	*
<i>Searches</i>	192,398	208,440	214,605	203,403	215,038	*	*
<i>Weapons recovered</i>	2,472	1,439	1,295	1,213	1,901	*	*
★ <i>Escapes (monthly rate per 1,000 ADP)</i>	NA	NA	0.01	0.01	0.00	*	*
★ <i>Non-natural inmate deaths in custody (monthly rate per 1,000 ADP)</i>	NA	NA	0.00	0.01	0.01	*	*
<i>Inmate health clinic visits</i>	99,057	88,110	92,558	86,130	79,385	*	*
- <i>Average clinic waiting time (minutes)</i>	27	27	23	30	29	*	*
<i>Jail-cells unavailable (short-term repair)(%)</i>	0.8%	0.9%	0.8%	0.9%	1.2%	1.0%	1.0%
★ <i>Population as percent of capacity (%)</i>	95%	95%	93%	93%	94%	96%	96%
<i>Average cost per inmate per year (\$)</i>	\$67,310	\$68,263	\$73,974	\$75,737	\$80,354	*	*
<i>Inmates delivered to court</i>	326,735	317,612	307,149	285,366	269,526	*	*
<i>On-trial inmates delivered to court on time (%)</i>	99.8%	99.4%	99.6%	99.7%	97.5%	95.0%	95.0%

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

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

- The percent of inmates participating in skills-building activities/discharge planning, a new indicator introduced in Fiscal 2011 and first reported in the Fiscal 2011 Preliminary Mayor's Management Report, rose from nine percent in the first four months of the fiscal year to ten percent for the entire year. Since the beginning of the fiscal year the Department has increased opportunities for inmate participation in skills-building activities, including job-readiness programs, parenting programs provided through grant funds, and the "Daddy and Me" literacy and parenting program provided in conjunction with the New York Public Library.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Inmates with a mental health diagnosis (% ADP)</i>	NA	NA	27.0%	29.0%	32.0%	*	*
<i>Average daily attendance in school programs</i>	767.0	865.0	833.0	814.0	782.0	750.0	750.0
<i>Average daily number of inmates in vocational skills training programs</i>	125	125	188	193	161	*	*
★ <i>Inmates participating in skills-building activities/discharge planning (%)</i>	NA	NA	NA	NA	10.0%	*	*

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

✓ **Provide victim-focused and victim-friendly services.**

- Victim Identification and Notification Everyday (VINE) registrations increased dramatically since Fiscal 2010, when the Department added a VINE registration link to its website. Members of the public recorded 20,558 VINE registrations in Fiscal 2011. As a result of the increase in registrations during the last two years, VINE confirmed notifications increased by 32 percent in Fiscal 2011, from 24,553 to 32,604.
- Average response time for letters/mail correspondence (days) increased from two to 11 days between Fiscal 2010 and Fiscal 2011. With the creation of the Office of Constituent Services, the Department now first acknowledges receipt of all constituent correspondence and then responds with substantive information when appropriate, including the results of preliminary investigations into complaints. Previously, the DOC only acknowledged receipt of correspondence.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Victim Identification Notification Everyday (VINE) system registrations</i>	4,661	5,475	8,020	32,308	20,558	*	*
<i>VINE confirmed notifications</i>	3,464	4,982	7,007	24,553	32,604	*	*

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

Agency Customer Service

The Department of Correction serves its customers through its walk-in facilities, website and correspondence.

Indicator	DOC FY10	Citywide FY10	DOC FY11	Citywide FY11	DOC Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	6	5	4	7	-33%	40%
<i>Average response time for letters/mail correspondence (days)</i>	2	15	11	11	450%	-27%
<i>Number of 311 inquiries (to MMR agencies)</i>	132,987	7,489,368	107,150	7,252,869	-19%	-3%



311 Customer Service Center Inquiries

Top DOC-related Inquiries	Total 2010	% of DOC Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DOC Inquiries in 2011	Rank in # of Calls in 2011
<i>Rikers Island Property Pickup Request</i>	46,503	35%	1	34,936	33%	1
<i>Inmate Information - Holding Location or Release Date</i>	21,263	16%	2	19,775	18%	2
<i>Inmate Information - Visitor Rules and Schedules</i>	16,468	12%	3	13,822	13%	3
<i>Inmate Information - Jail Phone Number</i>	14,195	11%	4	8,592	8%	4
<i>Inmate Information - Book and Case Number</i>	5,548	4%	5	5,178	5%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$949.8	\$965.7	\$1,010.2	\$1,012.0	\$1,049.9	\$1,036.6	\$1,020.9	\$1,022.8
<i>Revenues (\$ millions)</i>	\$19.3	\$19.8	\$21.3	\$23.1	\$22.8	\$22.1	\$20.0	\$23.5
<i>Personnel (uniformed)</i>	9,203	9,149	9,068	8,772	8,456	8,638	8,437	8,404
<i>Personnel (civilian)</i>	1,458	1,484	1,485	1,444	1,423	1,739	1,727	1,752
<i>Overtime paid (\$000)</i>	\$100,687	\$107,404	\$98,847	\$97,435	\$101,864	*	*	*
<i>Capital commitments (\$ millions)</i>	\$44.1	\$5.7	\$40.3	\$67.5	\$69.0	\$256.4	\$131.9	\$304.8

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department has made revisions to the indicator 'average cost per inmate per year (\$)' for fiscal years 2008, 2009 and 2010 to accurately reflect actual versus estimated costs.

For more information please visit the website at: www.nyc.gov/doc



DEPARTMENT OF PROBATION

Vincent N. Schiraldi, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Probation (DOP) contributes to public safety by monitoring and enforcing conditions of probation, and by creating opportunities for individuals to lead productive, successful lives. The Department is required to supply information and recommendations to the courts on both adult and juvenile cases. Pre-Sentence Investigations are provided to the courts on all convicted adults to aid in sentencing. Investigations and Recommendations Reports are prepared for the Family Court to aid in the decision-making on delinquency, custody, visitation, neglect and adoption cases. The Department provides intake services, investigations and/or probation supervision for more than 60,000 adults and 20,000 juveniles each year.

Critical Objectives

- Reduce the number of crimes committed by probationers.
- Reduce detention and out-of-home placement of juvenile probationers.
- Reduce reliance on Family Court for intervention in juvenile delinquency cases.

Performance Report

- ✓ Monitor and enforce the conditions of probation.

- The average monthly violation rate for both adults and juveniles fell in Fiscal Year 2011 compared to Fiscal Year 2010; the adult rate fell from 1.6 percent to 1.0 percent, while the juvenile rate fell from 2.7 percent to 2.1 percent. DOP is now utilizing a graduated responses protocol to intervene before misconduct is referred to court, and more proactively reach out to probationers in jeopardy of violating the conditions of their probation.
- The average monthly rearrest rate for adult probationers rose one tenth of one percent during the reporting period and the average monthly rearrest rate for juvenile probationers remained unchanged. When viewed as a percentage of all NYPD rearrests, adult probationer rearrests decreased by one tenth of one percent and juvenile probationer rearrests remained unchanged.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Adult probationer rearrest rate (monthly average)(%)</i>	2.5%	2.7%	2.8%	3.0%	3.1%	*	*
★ <i>Juvenile probationer rearrest rate (monthly average)(%)</i>	1.6%	2.1%	2.5%	3.0%	3.0%	*	*
★ <i>Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)</i>	2.9%	2.8%	2.7%	2.7%	2.6%	*	*
★ <i>Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)</i>	0.2%	0.2%	0.2%	0.3%	0.3%	*	*
<i>Average monthly violation rate for adult probationers (%)</i>	NA	NA	NA	1.6%	1.0%	*	*
<i>Average monthly violation rate for juvenile probationers (%)</i>	NA	NA	NA	2.7%	2.1%	*	*

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

- ✓ Maximize appropriate use of alternatives to Family Court and detention and out-of-home placement for juveniles.
 - As a result of interagency reform efforts led by the Administration for Children's Service, the Department of Probation, Corporation Counsel, the Office of the Criminal Justice Coordinator and the Court system, New York City is experiencing substantial progress in meeting the two



interconnected goals of building stronger and safer communities while keeping young people in their communities. The most recent data available show that while the percent of youth detained at arraignment has decreased 28 percent since 2006, the percent of youth who are rearrested while their cases are pending has also decreased by 31 percent. In addition, the City's alternative to placement program, the Juvenile Justice Initiative, has seen a 10 percent decrease in youth who are arrested within one year of entry into the program.

- The number of youth served by the Enhanced Supervision Program was 1,287, compared to 1,290 in Fiscal 2010. The average daily enrollment in Esperanza, the City's first home-based alternative to placement program was 77 youth, down from 79 youth the previous fiscal year. These changes were consistent with a decrease in the number of new juvenile supervision cases opened in Fiscal 2011.
- The juvenile intake adjustment rate was 40 percent in Fiscal 2011, compared to 27.4 percent during Fiscal 2010. Improved outreach and communication with complainants, new initiatives with service providers, and continued collaboration with stakeholders contributed to the improvement.

Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Total probationers supervised in Enhanced Supervision Program (ESP)	988	1,083	1,197	1,290	1,287	*	*
Youth participating in Esperanza	79	51	67	79	77	*	*
★ Juvenile Delinquency cases eligible for adjustment (%)	NA	NA	NA	27.4%	40.0%	*	*

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

Agency Customer Service

The Department of Probation serves its customers through its website and correspondence.

Indicator	DOP FY10	Citywide FY10	DOP FY11	Citywide FY11	DOP Change 2010 to 2011	Citywide Change 2010 to 2011
Average response time for email correspondence (days)	5	5	7	7	40%	40%
Average response time for letters/mail correspondence (days)	9	15	12	11	33%	-27%
Number of 311 inquiries (to MMR agencies)	2,328	7,489,368	1,971	7,252,869	-15%	-3%
Number of completed customer requests for interpretation	20,835	1,786,715	19,393	1,438,872	-7%	-19%

311 Customer Service Center Inquiries

	Total 2010	% of DOP Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DOP Inquiries in 2011	Rank in # of Calls in 2011
Adult Probation Supervision - Brooklyn	614	26%	1	475	24%	1
Adult Probation Supervision - Queens	300	13%	4	293	15%	2
Adult Probation Supervision - Bronx	342	15%	3	292	15%	3
Adult Probation Supervision - Manhattan	352	15%	2	286	15%	4
Probation Warrant Enforcement	88	4%	6	96	5%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$80.7	\$81.6	\$82.1	\$83.0	\$86.2	\$82.2	\$75.7	\$77.9
<i>Revenues (\$000)</i>	\$190	\$88	\$4	\$3	\$198	\$574	\$1,021	\$1,021
<i>Personnel</i>	1,251	1,224	1,149	1,169	1,024	1,192	1,092	1,064
<i>Overtime paid (\$000)</i>	\$386	\$285	\$369	\$246	\$509	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/probation





CIVILIAN COMPLAINT REVIEW BOARD

Joan M. Thompson, Executive Director

Key Public Service Area

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

Scope of Agency Operations

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

Critical Objectives

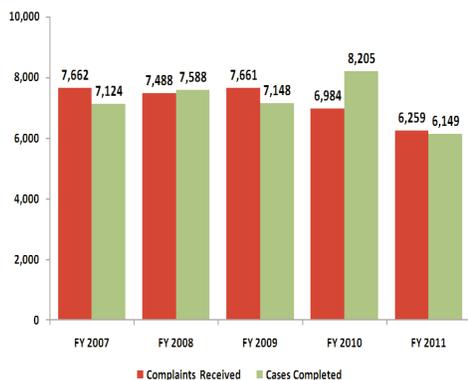
- Improve the quality, thoroughness and timeliness of case investigations.
- Increase the number of cases mediated while decreasing the mediation completion time.

Performance Report

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

- In Fiscal 2011 the public filed 10 percent fewer complaints of police misconduct than in Fiscal 2010.
- The age of the docket improved as the percentage of cases 13 months and older decreased to 3 percent of the docket and the percentage of cases aged 4 months and less increased to 70 percent.
- The average time to complete a full investigation decreased 14 percent to 282 days, the fastest completion time since Fiscal 2004. Also, the average time to complete a substantiated investigation decreased by 10 percent to 337 days. These improvements resulted in a 10 percentage point decrease in substantiated complaints closed at 15 months and older. However, full investigations as a percentage of total case closures decreased 6 percentage points to 30 percent of total cases closed.
- Case closures per investigator declined 12 percent to 69 closures, mainly as the result of two factors, the first was the decrease in complaints filed, as fewer filings require fewer closures. The second factor was the decrease in cases in CCRB's Investigations Division open docket, from 2,544 open cases in Fiscal 2009 to 1,586 in Fiscal 2010 to 1,551 in Fiscal 2011. If the case closure per investigator rate is adjusted to the size of the caseload available (new cases plus cases in the open docket), it would reflect a slight increase in investigator productivity in Fiscal 2011, when investigators closed 0.9 percent of all cases available, as opposed to 0.8 percent in Fiscal 2010 or 0.5 percent in Fiscal 2007.
- During the reporting period closed allegations with findings on the merits declined 6 percentage points, to 49 percent of all closed allegations. This is the result of an increase in both the overall number of unsubstantiated allegations and in allegations with unidentified police officers. Further, 60 percent of allegations of discourtesy and offensive language were unsubstantiated in Fiscal 2011.
- In Fiscal 2011 CCRB closed 417 cases through its mediation program compared to 250 cases in Fiscal 2010. As a result, the percent of cases mediated increased to 2.4 percent of total cases closed and the average successful mediation case completion time increased 3 percent to 179 days.

Complaints Received vs. Cases Completed





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Total civilian complaints against uniformed members of the New York City Police Department (Preliminary)</i>	7,662	7,488	7,661	6,954	6,259	*	*
★ <i>Average number of days to complete a full investigation</i>	291	306	343	327	282	280	280
<i>Full investigations as a percentage of total cases closed (%)</i>	36%	34%	31%	36%	30%	*	*
★ <i>Closed allegations with findings on the merits (%)</i>	63%	56%	48%	55%	49%	*	*
★ <i>Case closures per investigator</i>	51	58	64	78	69	*	*
<i>Age of docket (by date of report) (%)</i>							
- 0-4 months	67%	64%	64%	68%	70%	70%	70%
- 5-12 months	28%	31%	29%	28%	27%	26%	26%
- 13 months or older	5%	5%	7%	4%	3%	4%	4%
<i>Age of cases when substantiated (by date of incident) (%)</i>							
- 0-5 months	20%	8%	1%	3%	5%	14%	14%
- 5-12 months	47%	44%	36%	40%	50%	48%	48%
- 12-14 months	19%	28%	26%	33%	30%	28%	28%
- 15 months or older	14%	20%	37%	24%	14%	10%	10%
★ <i>Officers disciplined (excluding pending and filed cases) (%)</i>	75%	55%	56%	74%	74%	*	*
<i>Average successful mediation case completion time (days)</i>	153	164	158	174	179	150	150
★ <i>Percent of cases mediated</i>	1.7%	1.2%	1.8%	1.7%	2.4%	*	*
<i>Age of mediation docket (by date of referral to mediation)</i>							
- 0-11 months	100%	100%	100%	100%	100%	100%	100%
- 12 months or older	0%	0%	0%	0%	0%	0%	0%

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

Agency Customer Service

The Civilian Compliant Review Board serves its customers through its walk-in facilities, website and correspondence.

Indicator	CCRB FY10	Citywide FY10	CCRB FY11	Citywide FY11	CCRB Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	3	5	4	7	33%	40%
<i>Average response time for letters/mail correspondence (days)</i>	4	15	8	11	100%	-27%
<i>Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)</i>	74	83	81	85	10%	2%
<i>Number of 311 inquiries (to MMR agencies)</i>	15,121	7,489,368	14,167	7,252,869	-6%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	227	960,685	NA	1,021,939	NA	6%
<i>Number of completed customer requests for interpretation</i>	207	1,786,715	691	1,438,872	234%	-19%



311 Customer Service Center Inquiries

	Total 2010	% of CCRB Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of CCRB Inquiries in 2011	Rank in # of Calls in 2011
Top CCRB-related Inquiries						
<i>Police Officer Misconduct</i>	14,663	97%	1	13,808	97%	1
<i>Civilian Complaint Mediation</i>	458	3%	2	358	3%	2

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$10.7	\$11.1	\$11.3	\$10.1	\$9.8	\$10.0	\$9.6	\$9.6
<i>Personnel</i>	186	179	178	138	135	161	154	149
<i>Overtime paid (\$000)</i>	\$108	\$17	\$232	\$146	\$120	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- CCRB revised Fiscal 2010 values for the number of cases received and cases completed to reflect updated numbers. As a result, the percent of cases mediated in Fiscal 2010 was also revised.

For more information please visit the website at: www.nyc.gov/ccrb





LAW DEPARTMENT

Michael Cardozo, Corporation Counsel

Key Public Service Areas

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

Scope of Agency Operations

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

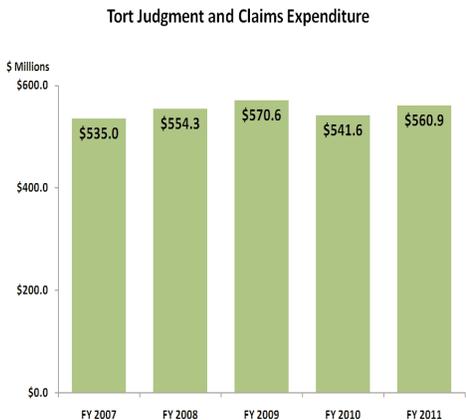
Critical Objectives

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

Performance Report

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

- Tort cases pending decreased by 3 percent in Fiscal 2011 compared to Fiscal 2010, continuing a downward trend since Fiscal 2005.
- Tort cases disposed decreased 5 percent. The decrease in dispositions can be attributed to the continuous decline in cases pending, which was brought about by the Department's long-term focus on the resolution of meritorious claims, leaving fewer cases that are amenable to early settlement.
- The citywide tort payout increased by 4 percent mainly as a result of 7 cases with multi-million dollar payouts.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Total tort cases pending	28,083	20,084	17,791	17,362	16,850	17,800	18,000
Tort cases commenced - Citywide	6,260	6,190	6,337	6,442	6,388	*	*
Tort dispositions - Citywide	7,857	7,116	6,730	6,921	6,573	6,100	6,100
★ Total tort payout (\$000) - Citywide	\$534,978	\$554,326	\$570,581	\$541,595	\$560,852	*	*

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

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

- Crime victims assessed for community based services increased by 12 percentage points. This is mainly due to the Department's continuing efforts to make it known through its attorneys that services are available to victims.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Referred cases filed for prosecution (%)	66%	62%	59%	55%	55%	62%	55%
Crime victims assessed for community-based services (%)	20%	28%	34%	34%	46%	30%	35%
Juvenile conviction rate (%)	70%	70%	71%	72%	71%	70%	70%

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



Agency Customer Service

The Law Department serves its customers through its website and correspondence.

Indicator	LAW FY10	Citywide FY10	LAW FY11	Citywide FY11	LAW Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	1	5	1	7	0%	40%
<i>Average response time for letters/mail correspondence (days)</i>	1	15	1	11	0%	-27%
<i>Number of completed customer requests for interpretation</i>	750	1,786,715	772	1,438,872	3%	-19%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$126.0	\$125.3	\$132.2	\$139.8	\$137.7	\$139.9	\$136.3	\$140.5
<i>Revenues (\$ millions)</i>	\$26.0	\$122.1	\$42.8	\$32.7	\$43.4	\$38.5	\$20.4	\$22.2
<i>Personnel</i>	1,407	1,408	1,430	1,382	1,307	1,313	1,309	1,341
<i>Overtime paid (\$000)</i>	\$994	\$1,198	\$1,153	\$1,134	\$1.2	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/law



DEPARTMENT OF INVESTIGATION

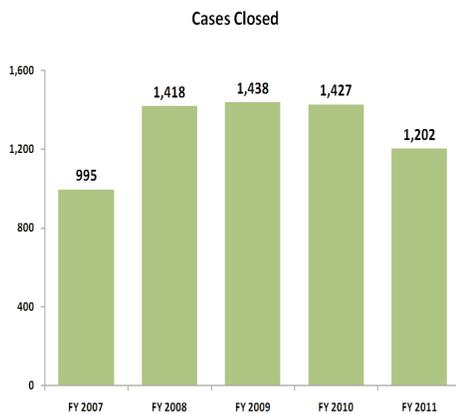
Rose Gill Hearn, Commissioner

Key Public Service Area

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

Scope of Agency Operations

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations 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.



Critical Objectives

- Improve the impact and efficiency of investigations.
- Ensure the timely completion of background investigations and fingerprint checks of employees of City licensed private day care centers and day care programs that contract with the City.
- Assist City agencies in preventing corruption and waste.

Performance Report

- ✓ **Maintain the integrity of City agencies, employees, contract vendors and recipients of City funds.**
 - In Fiscal 2011 DOI's caseload decreased by 13 percent due to a reorganization of the agency's investigative operations, including the consolidation of units, and the strategic decision to focus limited resources on more significant investigations, referring routine complaints to other jurisdictions.
 - Cases closed decreased 16 percent resulting from the Department's focus on a number of initiatives during the period, including the CityTime investigation and the issuance of a comprehensive [public report](#) concerning the December 2010 blizzard clean-up.
 - The average time to complete a case decreased by 7 percent. Turnaround time for routine and significant investigations remained relatively stable, while turnaround time for major investigations decreased by 48 percent compared to Fiscal 2010 due to the closure of a number of older investigations in Fiscal 2010.
 - Referrals for criminal prosecution increased by 34 percent. Arrests decreased slightly during the period, but remained at record levels consistent with the past three fiscal years. As a result of an unprecedented number of administrative referrals made from a single investigation in Fiscal 2010, a 42 percent decrease in such referrals occurred in Fiscal 2011.
 - Written policy and procedure recommendations decreased by 13 percent due to the reduction in the overall caseload, and the positive impact of the Department's previously issued and implemented recommendations to agencies on reducing corruption vulnerabilities.
 - Financial recoveries to the City increased by 16 percent and recoveries collected increased by 17 percent due to substantial restitution and recovery in a number of notable cases. Similarly, recoveries to individuals and non-City entities increased by 25 percent.
 - The percentage of background investigations closed within 6 months increased by 7 percentage points, meeting targeted projections, and the average time to complete a background check decreased by 18 percent.
 - The Department surpassed targeted timeframes by 4 days for notifying City agencies of childcare workers with criminal records. Arrest notifications received for current childcare workers fingerprinted by the Department decreased by 2 percent.



- While exceeding targeted projections for Fiscal 2011, the number of corruption lectures and attendees decreased by 29 percent and 26 percent, respectively, compared to Fiscal 2010. This decrease reflects a reduction in staff available for conducting lectures.
- Having eliminated the backlog resulting from the conversion to the VENDEX Master Inquiry system, the average time to complete a VENDEX name check decreased by 56 percent to 15 calendar days, and the percentage of name checks completed within 30 days increased by 38 percentage points to 98 percent, surpassing targeted projections.
- The number of companies monitored by the Department's Independent Private Sector Inspector General (IPSIG) program more than doubled from Fiscal 2010.

Performance Statistics	A c t u a l					T a r g e t	
	FY07	FY08	FY09	FY10	FY11	FY11	Updated FY12
<i>Complaints</i>	12,882	13,837	14,594	13,825	13,626	*	*
★ <i>Caseload</i>	2,045	2,481	2,396	2,258	1,955	*	*
<i>Cases closed</i>	995	1,418	1,438	1,427	1,202	*	*
<i>Referrals for criminal prosecution</i>	668	452	630	753	1,010	*	*
<i>Arrests resulting from DOI investigations</i>	368	676	731	822	791	*	*
<i>Referrals for civil and administrative action</i>	1,263	1,499	1,867	1,876	1,087	*	*
<i>Written policy and procedure recommendations to City agencies</i>	317	469	460	357	310	*	*
★ <i>Financial recoveries to the City ordered/agreed (\$)</i>	NA	\$18,315,332	\$16,184,024	\$18,086,520	\$20,985,513	*	*
★ <i>Financial recoveries to the City collected (\$)</i>	NA	\$10,576,694	\$6,633,626	\$8,537,930	\$9,973,645	*	*
<i>Financial recoveries to individuals and non-City entities ordered/agreed (\$)</i>	NA	\$688,110,574	\$17,981,661	\$16,840,648	\$21,001,578	*	*
★ <i>Average time to complete a case (days)</i>	330	329	277	296	274	*	*
★ - <i>Major investigations</i>	892	1,269	869	904	466	*	*
★ - <i>Significant investigations</i>	739	514	484	682	628	*	*
★ - <i>Routine investigations</i>	315	310	267	269	259	*	*
★ <i>Average time to complete a background investigation (days)</i>	278	342	310	451	370	*	*
<i>Background investigations closed within six months (%)</i>	60%	53%	60%	53%	60%	60%	60%
<i>Time to notify agencies of childcare workers with criminal records after receipt from the State Division of Criminal Justice Services (days)</i>	5	4	4	4	2	6	4
<i>Arrest notifications received for current childcare workers</i>	2,053	2,085	2,360	2,420	2,372	*	*
<i>Corruption prevention and whistleblower lectures conducted</i>	551	670	546	625	446	300	300
<i>Individuals attending lectures</i>	14,532	18,973	13,852	16,067	11,924	*	*
★ <i>Average time to complete a VENDEX check (calendar days)</i>	NA	NA	NA	34	15	*	*
★ <i>VENDEX checks completed within 30 days (%)</i>	NA	NA	NA	60%	98%	90%	95%
<i>Companies monitored by IPSIG program</i>	11	9	7	5	12	*	*

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



Agency Customer Service

The Department of Investigation serves its customers through its walk-in facilities, website and correspondence.

Indicator	DOI FY10	Citywide FY10	DOI FY11	Citywide FY11	DOI Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	3	5	3	7	0%	40%
<i>Average response time for letters/mail correspondence (days)</i>	3	15	3	11	0%	-27%
<i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i>	03:00	28:00	03:00	37:00	0%	32%
<i>Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)</i>	80	83	83	85	3%	2%
<i>Number of 311 inquiries (to MMR agencies)</i>	6,000	7,489,368	4,649	7,252,869	-23%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	3	960,685	59	1,021,939	1867%	6%
<i>Number of completed customer requests for interpretation</i>	54	1,786,715	65	1,438,872	20%	-19%

311 Customer Service Center Inquiries

	Total 2010	% of DOI Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DOI Inquiries in 2011	Rank in # of Calls in 2011
<i>Top DOI-related Inquiries</i>						
<i>Contact or Locate a City Marshal</i>	3,020	50%	1	2,115	45%	1
<i>City Worker or Contractor Corruption</i>	1,404	23%	2	1,190	26%	2
<i>City Marshal or Sheriff Complaint</i>	848	14%	3	811	17%	3
<i>Fingerprinting - Center-Based Day Care or Pre-School</i>	645	11%	4	451	10%	4
<i>Become a City Marshal</i>	81	1%	5	80	2%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$21.9	\$23.5	\$24.2	\$22.7	\$22.3	\$21.9	\$19.9	\$20.3
<i>Revenues (\$ millions)</i>	\$3.8	\$2.9	\$3.1	\$4.5	\$7.3	\$4.1	\$4.5	\$4.7
<i>Personnel</i>	265	241	234	217	197	232	223	223
<i>Overtime paid (\$000)</i>	\$35	\$15	\$20	\$34	\$46	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/doi





CITY COMMISSION ON HUMAN RIGHTS

Patricia L. Gatling, Commissioner/Chair

Key Public Service Areas

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

Critical Objectives

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

Scope of Agency Operations

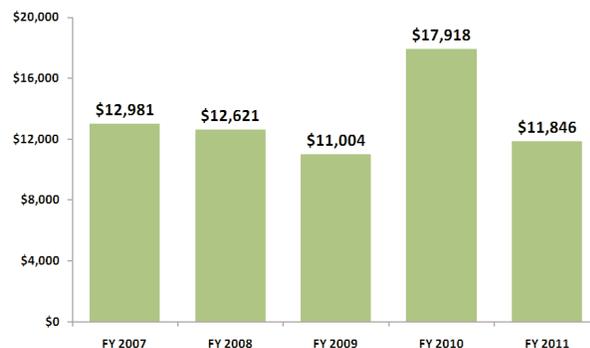
The City Commission on Human Rights (CCHR) investigates an average of 1,000 allegations per year of discrimination in employment, housing, and public accommodations, as well as bias-related harassment. In addition, the Commission initiates investigations and prosecutions of systemic Human Rights Law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

Performance Report

✓ Enforce the City’s Human Rights Law.

- Cases filed with the Commission increased 8 percent in Fiscal 2011 compared to Fiscal 2010.
- In Fiscal 2011 the Commission referred 59 cases to the Office of Administrative Trials and Hearing (OATH), compared to 37 the previous year.
- Compared to Fiscal 2010 settlements decreased 14 percentage points and the average cash value of those settlements decreased by \$6,072 to \$11,846; however, the average cash value is consistent with the long term trend.
- In Fiscal 2011, 84 percent of the cases pending at the Commission were less than 1 year old, and there were no cases older than 5 years. The agency attributes this to the fact that attorneys now handle all investigations.

Average Value of Cash Settlement





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Complaint investigations completed (%)	64%	72%	86%	77%	73%	*	*
Pre-complaint resolutions	191	236	216	210	182	*	*
★ Cases filed (by type of complaint)	283	466	435	410	444	*	*
- Employment discrimination (%)	72%	66%	54%	56%	66%	*	*
- Housing discrimination (%)	19%	21%	38%	33%	21%	*	*
- Public accomodation discrimination (%)	8%	12%	8%	11%	12%	*	*
- Bias-related harassment (%)	1%	1%	0%	0%	1%	*	*
★ Cases closed (by type of closure)	298	477	649	441	462	*	*
- No probable cause determination (%)	41%	53%	39%	35%	44%	*	*
★ - Probable cause determination (%)	3%	6%	13%	8%	13%	*	*
- Administrative cause (%)	33%	26%	23%	25%	25%	*	*
★ - Settlement (%)	23%	15%	25%	32%	18%	*	*
Cases referred to the Office of Administrative Trials and Hearings	14	29	72	37	59	*	*
★ Average value of cash settlement for complainant (\$)	\$12,981	\$12,621	\$11,004	\$17,918	\$11,846	*	*
Modifications for accessibility	169	217	192	173	187	*	*
★ Average age of complaint caseload (in days)	486	317	318	315	306	*	*
Caseload	527	566	402	438	524	550	550
Cases pending by age - Less than one year	336	433	324	353	438	400	400
- 1-3 years old	174	126	74	77	81	100	100
- 3-5 years old	16	7	4	8	5	10	10
- Older than 5 years	1	0	0	0	0	2	2

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

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

- In Fiscal 2011 conferences, workshops and training sessions increased 9 percent, while school-based training sessions decreased 12 percent. CCHR shifted its community education resources toward sessions focused on employment rights, including immigrant employment rights, and on fair housing rights at agencies serving back-to-work clients and the formerly incarcerated.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Conferences, workshops and training sessions	667	735	1,002	1,108	1,206	600	600
Community-based technical assistance	12,344	11,920	13,563	17,574	17,055	10,000	10,000
School-based training sessions conducted	588	436	327	370	327	325	325

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



Agency Customer Service

The City Commission on Human Rights serves its customers through its walk-in facilities, website and correspondence.

Indicator	CCHR FY10	Citywide FY10	CCHR FY11	Citywide FY11	CCHR Change 2010 to 2011	Citywide Change 2010 to 2011
Average response time for email correspondence (days)	5	5	1	7	-80%	40%
Average response time for letters/mail correspondence (days)	10	15	2	11	-80%	-27%
Average wait time to speak with a customer service agent at a walk-in facility (min:sec)	15:00	28:00	10:00	37:00	-33%	32%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	89	83	84	85	-6%	2%
Number of 311 inquiries (to MMR agencies)	10,703	7,489,368	9,723	7,252,869	-9%	-3%
Number of agency customers surveyed for overall customer satisfaction	47	960,685	392	1,021,939	734%	6%
Number of completed customer requests for interpretation	1,200	1,786,715	1235	1,438,872	3%	-19%

311 Customer Service Center Inquiries

Top CCHR-related Inquiries	Total 2010	% of CCHR Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of CCHR Inquiries in 2011	Rank in # of Calls in 2011
Discrimination Complaint	10,403	97%	1	9,401	97%	1
Community Outreach - Human Rights Education	295	3%	2	317	3%	2
Staff Information Provided	5	0%	3	5	0%	3

Agency Resources

Agency Resources	FY07	A c t u a l				Preliminary Updated		
		FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
Expenditures (\$ millions) ³	\$6.7	\$6.8	\$7.1	\$6.9	\$7.4	\$7.3	\$7.4	\$7.1
Personnel	79	82	80	72	70	75	72	72
Overtime paid (\$000)	\$6	\$9	\$21	\$14	\$11	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/cchr





OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Suzanne A. Beddoe, Chief Administrative Law Judge

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Performance Report

- ✓ Adjudicate administrative matters fairly and efficiently.

- In Fiscal 2011 OATH's average adjournment time decreased by 5 percent compared to Fiscal 2010. This is a reflection of OATH's continuing commitment to timely and efficient adjudication. Adjournment time can vary somewhat depending on the scheduling needs of the particular combination of cases presented, including the prior engagements of the parties and their attorneys, and the availability of witnesses.
- OATH's settlement rate was 51 percent, a slight increase compared to Fiscal 2010.
- In Fiscal 2011 the average time to issue a decision after a case was closed was 12.8 business days, a 2.6 day increase from Fiscal 2010, but still well under the target of 25 business days. In Fiscal 2011 there were more complex cases involving lengthy records and intricate legal issues, requiring more writing time.

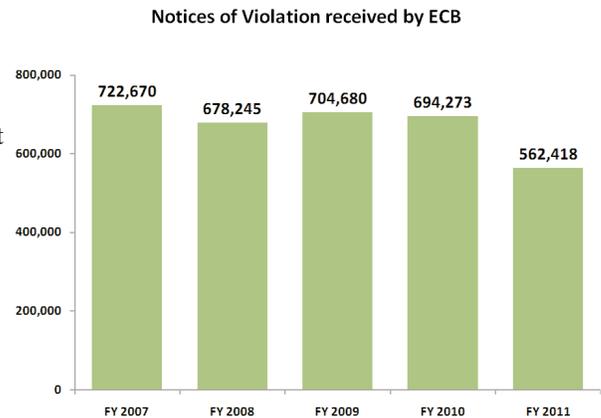
Performance Statistics	A c t u a l					T a r g e t	
	FY07	FY08	FY09	FY10	FY11	FY11	Updated FY12
Cases filed at OATH (total)	2,328	2,775	3,472	2,921	2,611	*	*
★ Average adjournment time at OATH (business days)	15.1	13.4	13.3	15.3	14.6	20.0	20.0
OATH settlement rate (%)	52%	54%	53%	50%	51%	55%	55%
★ Average time for OATH to issue decisions after records closed (business days)	23.2	12.1	12.0	10.2	12.8	25.0	25.0
OATH cases with decisions issued within 45 business days (%)	83%	92%	90%	95%	96%	*	*
OATH facts and conclusions adopted by agencies (%)	98%	100%	98%	99%	99%	96%	96%

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



✓ **Adjudicate violations of the City’s administrative laws fairly, efficiently and conveniently.**

- The Environmental Control Board (ECB) tribunal reduced the time from hearing assignment to decision by 72 percent, to an average of 20 calendar days in Fiscal 2011. The reduction was due mainly to management strategies that rely on the use of performance metrics, as well as the decrease in violations discussed below.
- Due to a 19 percent reduction in the number of violations issued in Fiscal 2011, the number of decisions rendered by ECB decreased 12 percent.



Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
Notices of Violation (NOV) received by ECB	722,670	678,245	704,680	694,273	562,418	*	*
ECB hearings conducted	156,330	225,505	241,521	306,689	252,371	*	*
★ Average time from ECB hearing assignment to decision (days)	90	96	89	72	20	95	*
★ ECB decisions rendered (total)	166,344	177,173	187,475	204,192	178,872	*	*
- Dismissed	64,687	66,975	72,075	86,632	69,009	*	*
- In violation	99,440	108,670	114,287	116,458	108,470	*	*
- Stipulated	2,217	1,528	1,113	1,102	1,393	*	*

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

Agency Customer Service

The Office of Administrative Trials and Hearings serves its customers through its walk-in facilities, website and correspondence.

Indicator	OATH FY10	Citywide FY10	OATH FY11	Citywide FY11	OATH Change 2010 to 2011	Citywide Change 2010 to 2011
Average response time for letters/mail correspondence (days)	NA	15	8	11	NA	-27%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	84	83	84	85	0%	2%
Number of 311 inquiries (to MMR agencies)	325	7,489,368	255	7,252,869	-22%	-3%
Number of agency customers surveyed for overall customer satisfaction	1,224	960,685	1,525	1,021,939	25%	6%
Number of completed customer requests for interpretation	6,864	1,786,715	8,104	1,438,872	18%	-19%



311 Customer Service Center Inquiries

	Total 2010	% of OATH Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of OATH Inquiries in 2011	Rank in # of Calls in 2011
Top OATH-related Inquiries						
<i>City Agency Tribunals</i>	325	100%	1	254	100%	1
<i>Staff Information Provided</i>	NA	NA	NA	1	0%	2

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$3.6	\$3.8	\$16.2	\$24.0	\$25.1	\$26.6	\$26.6	\$33.5
<i>Revenues (\$ millions)</i>	\$11.1	\$0	\$0	\$0	\$87.2	\$87.4	\$82.8	\$135.7
<i>Personnel</i>	27	28	295	279	270	298	298	396
<i>Overtime paid (\$000)</i>	\$1	\$1	\$86	\$33	\$141	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- OATH updated Fiscal 2010 values for 'OATH cases with decisions issued within targeted number of days' to include the current 45 business day target, which reflects the change in the type of cases handled by the agency during the past two fiscal years. The portion of expedited cases, those with relatively quick decision time, in OATH's overall caseload has declined by half since Fiscal 2008, from 31 percent in Fiscal 2008 to only 14 percent in Fiscal 2011. In other words, the majority of cases at OATH during Fiscal 2011 were complex civil litigation requiring in-depth legal research, detailed review of the records amassed, and longer written decisions.

For more information please visit the website at: www.nyc.gov/oath





BUSINESS INTEGRITY COMMISSION

Michael J. Mansfield, Commissioner/Chair

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Performance Report

✓ Regulate commercial carting industry.

- The average time to approve private carter licenses decreased 16 percent to 155 days, while the number of carting licenses approved decreased 29 percent due to the diversion of staff resources to the approval of public wholesale market applications and required credentials. Similarly, the average time to approve carting registrations decreased 22 percent in Fiscal 2011, while the number of registrations approved decreased 9 percent.
- In Fiscal 2011 the number of carting background investigations completed decreased 15 percent due to the diversion of staff resources to conduct investigations in the public wholesale markets, where, as discussed below, staff conducted 50 percent more investigations.
- The average age of pending carting license and registration applications remained stable at 167 days, while the number of pending applications increased 8 percent.
- The number of violations issued to private carters decreased 23 percent to 1,280 violations in Fiscal 2011. During the reporting period enforcement efforts were focused on carting licensees in cases that required more time-consuming and document-intensive investigations, leading to a decrease in the overall number of violations issued. Similarly, violations issued to unlicensed or unregistered carters dropped by 42 percent due to the shift in enforcement efforts to licensees.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Carting background investigations completed</i>	1,020	743	1,244	1,289	1,088	*	*
<i>Carting licenses approved</i>	113	100	83	133	95	*	*
<i>Carting registrations approved</i>	678	485	641	943	860	*	*
★ <i>Average time to approve carting licenses (days)</i>	289	206	142	184	155	220	220
★ <i>Average time to approve carting registrations (days)</i>	78	116	122	127	99	150	150
<i>Carting applications pending</i>	189	274	628	336	363	*	*
★ <i>Average age of pending carting applications (days)</i>	153	130	123	167	167	190	190
★ <i>Carting license applications denied (%)</i>	10.0%	10.3%	9.9%	9.6%	9.3%	*	*
★ <i>Carting registration applications denied (%)</i>	2.0%	2.1%	2.3%	2.3%	2.2%	*	*
★ <i>Total carting applications denied (%)</i>	4.0%	4.1%	4.0%	3.7%	3.6%	*	*
<i>Violations issued to private carters</i>	371	620	1,290	1,672	1,280	*	*
★ <i>Violations for unlicensed activity</i>	69	180	482	996	581	*	*

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

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

- In Fiscal 2011 BIC's Background Intelligence Unit conducted 50 percent more background investigations in the public wholesale markets.
- The average time to approve public wholesale market registrations decreased 2 percent, while the number of wholesale market registration applications approved decreased 22 percent. The number of wholesalers and businesses operating in the City's public wholesale markets are finite, and therefore BIC does not expect to receive a significant number of new market applications. Additionally, BIC received fewer renewal applications in Fiscal 2011 due to 2-year and 3-year renewal terms that have yet to expire.
- The number of violations issued in the public wholesale markets decreased 17 percent during Fiscal 2011 because enforcement resources were diverted to work in the Brooklyn Wholesale Meat Market and the adjacent area to process 836 applications for required credentials. All owners and employees working in the public wholesale markets are required to apply to BIC for credentials; the approval process involves background investigations.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Public wholesale market background investigations completed</i>	145	158	170	265	397	*	*
<i>Public wholesale market registrations approved</i>	45	40	56	114	89	*	*
★ <i>Average time to approve public wholesale market registrations (days)</i>	257	280	226	226	221	250	250
★ <i>Public wholesale market applications denied (%)</i>	2.0%	2.1%	1.7%	2.2%	1.9%	*	*
<i>Violations issued at public wholesale markets</i>	532	551	378	417	345	*	*

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



Agency Customer Service

The Business Integrity Commission serves its customers through its walk-in facilities, website and correspondence.

Indicator	BIC FY10	Citywide FY10	BIC FY11	Citywide FY11	BIC Change 2010 to 2011	Citywide Change 2010 to 2011
Average response time for email correspondence (days)	2	5	5	7	150%	40%
Average response time for letters/mail correspondence (days)	13	15	1	11	-92%	-27%
Average wait time to speak with a customer service agent at a walk-in facility (min:sec)	13:00	28:00	04:00	37:00	-69%	32%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	98	83	98	85	0%	2%
Number of 311 inquiries (to MMR agencies)	2,954	7,489,368	2,453	7,252,869	-17%	-3%
Number of agency customers surveyed for overall customer satisfaction	1,040	960,685	426	1,021,939	-59%	6%
Number of completed customer requests for interpretation	50	1,786,715	27	1,438,872	-46%	-19%

311 Customer Service Center Inquiries

Top BIC-related Inquiries	Total 2010	% of BIC Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of BIC Inquiries in 2011	Rank in # of Calls in 2011
Commercial Waste and Private Carters Information	1,854	63%	1	1,564	64%	1
Sanitation Complaint - Private Carter	831	28%	2	711	29%	2
Trade Waste License Registration	260	9%	3	178	7%	3

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
Expenditures (\$ millions) ³	\$5.2	\$5.8	\$6.3	\$6.9	\$7.3	\$7.4	\$7.3	\$7.2
Revenues (\$ millions)	\$3.3	\$2.5	\$2.9	\$5.5	\$6.8	\$5.5	\$5.5	\$5.8
Personnel	60	64	65	75	72	83	82	81
Overtime paid (\$000)	\$88	\$81	\$77	\$45	\$65	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

*NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/bic



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

- ✓ Bill and collect property and other taxes.
- ✓ Bill and collect parking tickets.
- ✓ Respond to customers in a timely and efficient manner.

Scope of Agency Operations

The Department of Finance (DOF) collects City revenues efficiently and fairly; enforces compliance with City tax laws; values all real property in the City; maintains accurate property records; serves as a board member of the Fire and Police Pension Funds and the City's Deferred Compensation Fund; and advises on the performance of the City's pension funds and Deferred Compensation Plan. The Department also provides an independent forum for the public to contest parking violations and, through the Sheriff's Office, serves as the chief civil law enforcement body for New York City.

Critical Objectives

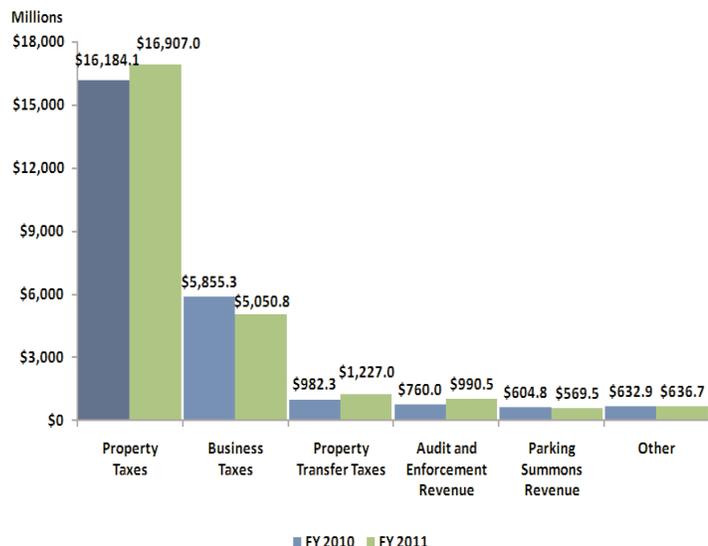
- Make it as simple as possible to make payments to New York City.
- Collect money owed to the City efficiently and cost effectively, and increase compliance with City and State tax laws.
- Aggressively pursue people and businesses that do not pay what they owe.
- Achieve performance targets for processing payments, refunds, tax returns, and parking violations hearings.
- Achieve performance targets for recording publicly filed documents and increase the number of property documents available on-line.

Performance Report

✓ Bill and collect property and other taxes.

- Over the last year Finance has increased the number of auditors and improved its audit selection by implementing data-mining processes, creating a tax shelter unit and using data matching techniques. In Fiscal 2011 the average amount collected from a closed audit increased by approximately 33 percent, from \$67,670 to \$89,920, while the percent increase in tax liability as a result of audits rose by more than 8 points to 26.9 percent. The percent of audits closed within one year was slightly higher at 35.5 percent, and the average turnaround time for audits saw a small increase, from 598 days to 612 days.
- Revenue collection in Fiscal 2011 exceeded \$25,831 million compared to \$25,019 last fiscal year.

Total DOF Revenue Collections





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Percent of City debt resolved</i>	NA	23.5%	42.6%	42.0%	39.6%	*	*
★ <i>Percent of property taxes billed that are paid</i>	97.9%	97.7%	98.1%	98.1%	97.0%	*	*
- <i>Percent paid on time</i>	NA	94.5%	93.3%	95.0%	95.0%	*	*
<i>Property assessments reduced by the Tax Commission (%) (calendar year)</i>	11%	12%	11%	12%	9%	*	*
<i>Audits closed within 1 year (%)</i>	NA	NA	NA	33.3%	35.5%	*	*
★ <i>Average turnaround time for audits (days)</i>	NA	NA	NA	598	612	*	*
<i>Average amount collected from a closed audit (\$000)</i>	NA	NA	NA	\$68	\$90	*	*
★ <i>Percent increase in tax liability as a result of audits</i>	NA	14.3%	7.4%	18.6%	26.9%	*	*
<i>Percent of tax conciliation cases decided within 6 months</i>	56%	60%	78%	68%	76%	65%	65%
<i>Number of properties receiving 90-day lien sale notice</i>	NA	NA	24,111	24,963	25,462	*	*
<i>Percent of originally noticed properties sold in lien sale</i>	NA	NA	20%	19%	20%	*	*

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

✓ **Bill and collect parking tickets.**

- On average, the Department issued refunds for parking tickets, appeals and towing charges in 12.3 days, 2.7 days faster than a year ago, likely due to a 23 percent decrease in the number of parking ticket refunds processed.

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Percent of parking tickets issued that are paid within 90 days</i>	NA	69.3%	62.0%	61.1%	63.3%	*	*
★ <i>Percent of parking tickets issued that are dismissed within 90 days</i>	NA	14.7%	12.9%	13.8%	13.1%	*	*
★ <i>Percent of parking ticket appeals granted a reversal</i>	NA	17.1%	14.4%	15.1%	15.6%	*	*
<i>Parking summonses received (000)</i>	10,009	10,921	10,662	10,709	9,845	*	*
<i>Parking summonses paid online (%)</i>	23.0%	26.0%	28.5%	34.8%	36.9%	*	*
★ <i>Average time to issue refunds for parking tickets, appeals and towing charges (days)</i>	NA	14.8	15.6	15.0	12.3	10.0	10.0

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

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

- The average response time for mail and email inquiries increased from the previous year but remained better than the performance targets. Finance responded to emails in 5.5 days and to hard mail correspondence in 9.8 days, compared with 2.9 and 6.4 days, respectively, in Fiscal 2010. A higher volume of correspondence and changes in staff allocation are largely responsible for the longer response times.
- Property tax refunds were issued in 22 days, up from 19 days in the prior year. Although the number of refunds was nearly 20 percent lower, the refunds and adjustments unit saw a 26 percent overall rise in related service requests, contributing to the 3-day increase in issuance time.
- The average turnaround time to issue a decision for parking tickets for hearings by mail and the web fell from 36.2 days to 29.4 days as Finance continued to put an emphasis on increasing use of online hearings. Since the ability to accept evidence online was announced in March of 2011, web hearings have risen from an average of about 9,000 per week to about 12,000 per week. Wait times to see a judge for in-person hearings also decreased, from 25 minutes in Fiscal 2010 to 23 minutes in Fiscal 2011. These improvements are primarily due to the temporary reallocation of staff.
- The average time to record and index property documents remained steady at just under 1 day despite a 10 percent increase in document submissions and staff reductions.

- The percentage of payments made by credit card increased by close to 5 points to 26.4 percent, while payments made by check decreased by nearly 6 points to 50.9 percent; the percentage of parking summonses paid online increased by 2 points to 36.9 percent.



Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Average wait time to see a cashier at payment centers (minutes)	5.9	4.9	4.8	5.5	8.7	6.0	6.0
Average response time for mail and e-mail correspondence (days)							
- E-mail	22.2	6.5	6.7	2.9	5.5	7.0	7.0
- Correspondence	21.5	8.0	9.9	6.4	9.8	10.0	10.0
★ Average time to issue a property tax refund (days)	30	15	14	19	22	20	20
★ Average time to issue a business tax refund (days)	NA	47	44	39	39	45	45
★ Average turnaround time for in-person parking ticket hearings (minutes)	24	26	28	25	23	40	40
★ Average time to issue decision for parking ticket hearing-by-mail/web (days)	34.1	43.0	31.4	36.2	29.4	40.0	40.0
★ Average time to issue decision for parking ticket appeals (days)	11.0	12.3	11.2	11.0	11.0	15.0	15.0
Average time to record and index property documents (days) - Citywide	1.6	1.3	0.9	0.8	0.8	*	*
Payment method (%)							
- Cash	NA	NA	NA	5.2%	6.2%	*	*
- Check/money order	NA	NA	NA	56.5%	50.9%	*	*
- Credit card	NA	NA	NA	21.6%	26.4%	*	*
- Electronic (ACH/EFT)	NA	NA	NA	16.7%	16.5%	*	*

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

Agency Customer Service

The Department of Finance serves its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	DOF FY10	Citywide FY10	DOF FY11	Citywide FY11	DOF Change 2010 to 2011	Citywide Change 2010 to 2011
Average call wait time (min:sec)	07:31	01:19	10:29	01:39	39%	25%
Average response time for email correspondence (days)	3	5	6	7	100%	40%
Average response time for letters/mail correspondence (days)	6	15	10	11	67%	-27%
Average wait time to speak with a customer service agent at a walk-in facility (min:sec)	08:00	28:00	12:00	37:00	50%	32%
Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)	89	83	85	85	-5%	2%
Number of 311 inquiries (to MMR agencies)	1,043,781	7,489,368	1,113,910	7,252,869	7%	-3%
Number of agency customers surveyed for overall customer satisfaction	519	960,685	758	1,021,939	46%	6%
Number of completed customer requests for interpretation	3,070	1,786,715	2,921	1,438,872	-5%	-19%



311 Customer Service Center Inquiries

	Total 2010	% of DOF Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DOF Inquiries in 2011	Rank in # of Calls in 2011
Top DOF-related Inquiries						
<i>Parking Ticket Lookup - Ticket or Plate Number Known</i>	167,223	16%	1	181,290	16%	1
<i>Find a Towed Vehicle - Plate Number Known</i>	131,823	13%	2	123,302	11%	2
<i>Property Tax Account Assistance</i>	100,014	10%	3	80,375	7%	3
<i>Parking Ticket Payment Problem or Penalty Adjustment</i>	83,623	8%	4	66,882	6%	4
<i>Pay a Parking Ticket - By Phone</i>	50,810	5%	5	45,186	4%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$205.9	\$215.5	\$225.1	\$230.9	\$223.4	\$222.9	\$220.4	\$223.5
<i>Revenues (\$ millions)</i>	\$674.5	\$738.8	\$691.9	\$709.6	\$682.7	\$674.5	\$704.7	\$702.8
<i>Personnel</i>	2,199	2,203	2,058	1,930	1,756	2,109	2,033	2,038
<i>Overtime paid (\$000)</i>	\$489	\$437	\$297	\$349	\$672	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Due to the length of time allowed to contest a parking ticket and appeal a hearing decision, parking ticket payment and dismissal rates for Fiscal 2011 are based on 10 months of activity. Revised Fiscal 2011 data for these measures, based on a full 12 months of activity, will appear in the Fiscal 2012 Preliminary Mayor's Management Report.

For more information please visit the website at: www.nyc.gov/dof



NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

Seth W. Pinsky, President

Key Public Service Area

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

Scope of Agency Operations

New York City Economic Development Corporation (NYCEDC), a nonprofit organization operating under contract with the City of New York, is the City's primary engine for economic development. NYCEDC catalyzes physical transformation across the five boroughs, investing in major infrastructure upgrades, capital projects, and area-wide development projects. NYCEDC manages City-owned properties, while also improving the distribution of goods within and outside the five boroughs by reactivating the City's rail freight lines, food markets, and maritime and aviation facilities. Through New York City Industrial Development Agency (NYCIDA) and New York City Capital Resource Corporation (NYCCRC), NYCEDC helps eligible businesses meet their financing needs for property acquisition, new equipment, renovation, and working capital through low-cost tax-exempt bonds and exemptions and abatements of selected City and State taxes, creating and retaining jobs. The Center for Economic Transformation at NYCEDC works to enhance the City's major business sectors by addressing current challenges faced by industries through analysis of current economic trends; developing strategies and solutions; and implementing programs that help businesses thrive and grow. NYCEDC has launched over 80 initiatives that support entrepreneurship across all industries, help legacy industries like media and manufacturing transition to 21st century business models, and capture a leadership role for the City in emerging sectors like bioscience, green services, and technology.

Critical Objectives

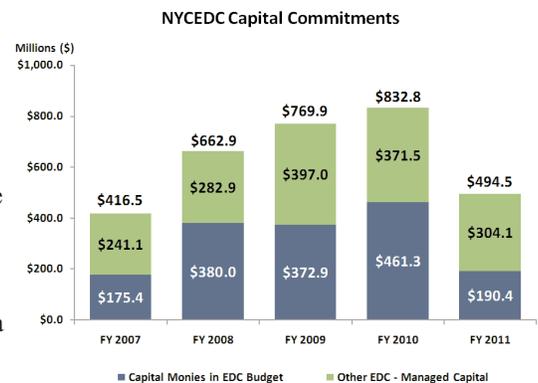
- Attract and retain businesses to produce jobs in the City.
- Encourage investments by City-based businesses and corporations.

Performance Report

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

- Despite the continuing effects of the national recession, New York City Industrial Development Agency (NYCIDA) activity held steady from Fiscal 2010 to Fiscal 2011. During the reporting period NYCIDA closed seven projects, which are expected to generate \$230.5 million in City tax revenue and 1,443 jobs over the course of their respective terms. A substantial project finalized during this period was a contract with JetBlue that secured a long-term commitment from the airline to keep its headquarters in the City and invest in new headquarters in Long Island City, Queens. The agreement is projected to retain 800 jobs and create up to 200 new jobs. NYCIDA also continued efforts to assist small industrial businesses seeking to improve their facilities and to grow their operations.
- In Fiscal 2011 New York City Capital Resource Corporation (NYCCRC) served as the City's conduit bond issuer for tax-exempt Recovery Zone Facility Bonds ("RZFB"). These private activity revenue bonds were authorized under the American Recovery and Reinvestment Act of 2009 to spur stalled construction activities that had been unable to get conventional construction financing due to the decrease in lending activities. During the reporting period NYCCRC closed four RZFB projects, which are expected to generate \$40 million in incremental City tax revenue and 639 permanent and construction jobs over the course of their respective terms. The bonds helped to fund the construction of 50,000 square foot retail space in Downtown Brooklyn, a 55,000 square foot supermarket on the Rockaway Peninsula in Queens, a 51,000 square foot hotel in Williamsburg, Brooklyn, and a 605-space parking facility for St. Barnabas Hospital in the Bronx.
- During Fiscal 2011 NYCEDC committed more than \$71.1 million through funding agreements for projects it manages on behalf of other City agencies. These commitments leveraged over \$376.8 million of additional non-City investment.

Substantial agreements finalized during this period included a \$14.5 million funding agreement with the Museum for African Art that leveraged more than \$20 million in non-City funding, including New Market Tax Credits to acquire a 90,000 square foot space to serve as its

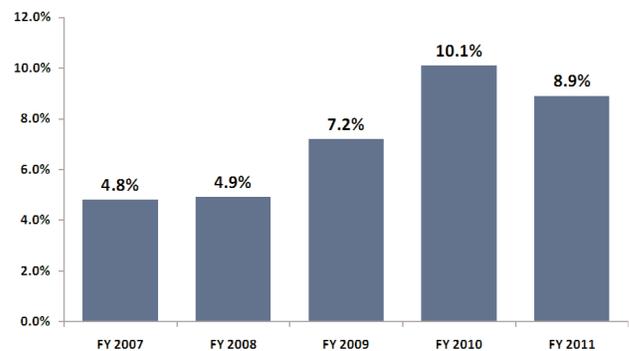




new headquarters. Other notable agreements included a \$975,500 funding agreement that leveraged over \$4 million in private investment for the construction of a new 7,750 square foot education building which will provide classroom space for the Jewish Board of Family and Children's Services.

- Capital expenditures during Fiscal 2011 exceeded \$454 million. In addition to making significant progress at Heritage Field in the footprint of the former Yankee Stadium, major work was completed on public parks, including the completion of Section 2 of the High Line elevated park in Manhattan and the first of several sections of waterfront improvements and renovations along the lower East River, also in Manhattan. Construction commenced on the water siphon replacement project between Staten Island and Brooklyn, including fabrication of the tunnel boring machine to be used in the tunneling operation. Other projects included significant streetscape work and open space improvements at Queens Plaza in Long Island City, as well as at Flatbush Avenue in Brooklyn.
- Real estate transactions declined for the third consecutive year, with private investment in City-owned property falling to \$63 million from \$98 million a year ago and job creation decreasing by 33 percent to an estimated 1,332. The decrease is attributed to the impact of the tight lending market and NYCEDC's successful disposition of City-owned property over the last several years, resulting in a reduced pipeline of available properties.
- In October 2010 NYCEDC sold the Brooklyn Terminal Market to the current vendors, the Brooklyn Terminal Market Merchants Association, for \$7.6 million. The market is comprised of nine, 29,000 square foot buildings in Brooklyn's Canarsie neighborhood. The transaction allowed the vendors to assume ownership of the buildings and retained approximately 700 jobs.
- In May 2011 NYCEDC agreed to sell approximately 36,000 square feet of City-owned land to the Whitney Museum of American Art (the "Whitney") for \$19.1 million. The Whitney will construct an 185,000 square foot, LEED-certified museum on the new site, located in Manhattan's Meatpacking District, and adjacent to the High Line Park. The project is expected to create 535 construction jobs and retain an additional 85 jobs.
- Despite facing ongoing economic challenges, the City's economy added jobs in Fiscal 2011 and the unemployment rate improved to 8.9 percent from 10.1 percent in Fiscal 2010.

NYC Unemployment Rate



Source: U. S. Bureau of Labor Statistics

Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>New York City Industrial Development Agency projects</i>							
- Contracts closed	56	43	10	7	7	*	*
★ - Projected jobs committed in connection with closed contracts	13,264	8,564	410	231	1,443	*	*
★ - Total City tax revenues generated in connection with closed contracts (\$ millions)	\$2,207.0	\$402.5	\$64.7	\$30.5	\$230.5	*	*
<i>New York City Capital Resource Corporation projects</i>							
- Contracts closed	NA	NA	NA	NA	4	*	*
- Projected jobs committed in connection with closed contracts	NA	NA	NA	NA	639	*	*
- Total City tax revenues generated in connection with closed contracts (\$ millions)	NA	NA	NA	NA	\$40.0	*	*
Total value of City funding agreements between NYCEDC and third-party entities (\$ millions)	\$147.5	\$315.3	\$225.6	\$246.4	\$71.1	*	*

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Third-party investment leveraged as a result of funding agreements (\$ millions)</i>	\$1,968.7	\$4,022.1	\$374.9	\$5,133.4	\$376.8	*	*
<i>Occupancy rate of NYCEDC-managed property</i>	93.3%	93.6%	91.8%	91.7%	91.7%	*	*
<i>Total capital expenditures (\$ millions)</i>	\$346	\$546	\$499	\$575	\$454	*	*
★ <i>New private investment related to sale/long-term lease of City-owned property (\$ millions)</i>	\$2,495.5	\$1,033.3	\$324.2	\$98.0	\$63.0	*	*
★ <i>Projected jobs created or retained in connection with the sale/long-term lease of City-owned property</i>							
- Permanent jobs	1,899	958	77	1,471	797	*	*
★ - Construction jobs	10,202	1,353	1,436	531	535	*	*
★ <i>New York City unemployment rate (%)</i>	4.8%	4.9%	7.2%	10.1%	8.9%	*	*
<i>Visitors to New York City (millions) (calendar year)</i>	44.0	46.0	47.1	45.6	48.7	*	*

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

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Personnel</i>	407	450	445	404	403	410	410	430
<i>Capital commitments (\$ millions)</i>	\$175.4	\$380.0	\$372.9	\$461.3	\$190.4	\$965.1	\$260.8	\$268.5

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/edc





DEPARTMENT OF CONSUMER AFFAIRS

Jonathan Mintz, Commissioner

Key Public Service Areas

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

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.

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.

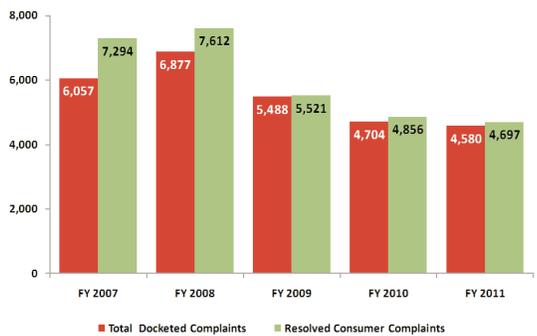
Additionally, through the Office of Financial Empowerment (OFE), a program of the Center for Economic Opportunity, DCA engages in financial education, the development of fair financial products, and targeted consumer protection from predatory and deceptive practices for New Yorkers with low incomes. 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.

Performance Report

- ✓ Educate, protect and empower consumers.

- DCA processed nearly two-thirds of complaints within 20 days in Fiscal 2011, up from approximately half last year, and median complaint processing time decreased by 6 days to 15 days. The faster processing time follows a series of Fiscal 2011 efficiency improvements, including more strategic triaging and monitoring of complaints. The total number of complaints docketed decreased by 2.6 percent. Complaints against debt collectors again topped the list at 627. DCA continues to aggressively mediate these complaints and, in Fiscal 2011, erased nearly \$1 million in debt that consumers did not legally owe but were being pressed to pay.
- DCA awarded \$5.4 million in restitution to consumers in Fiscal 2011, down from \$11.7 million a year ago. The change reflects two significant differences. First, Fiscal 2010 included an exceptional \$3.2 million judgment in a used car dealership case and, second, Fiscal 2011 saw restitution awarded in cases involving Home Improvement Contractors (HICs) fall to \$3.3 million from \$6.6 million in Fiscal 2010. DCA continues its combination of outreach and enforcement with the HIC industry, which has led to a new high in the number of licensees, nearly 14,000, and contributed to the long-term decrease in complaints.
- The amount of fines collected as a result of settlements increased to \$7.3 million from \$4.6 million, largely due to an increase in consumer protection inspections resulting from improved inspector productivity. In response to low compliance in Fiscal 2010, the Department more than doubled the number of supermarket inspections it conducted this year, from 983 to 1,980; settlements by supermarkets rose from \$286,000 to \$621,000. Settling allows respondents to pay a lower fine than if they went to a hearing, while also saving the City the expense of a hearing. Virtually all violations can be settled online or by mail, and all violations can be settled in person with a settlement officer or an attorney.

Consumer Complaints



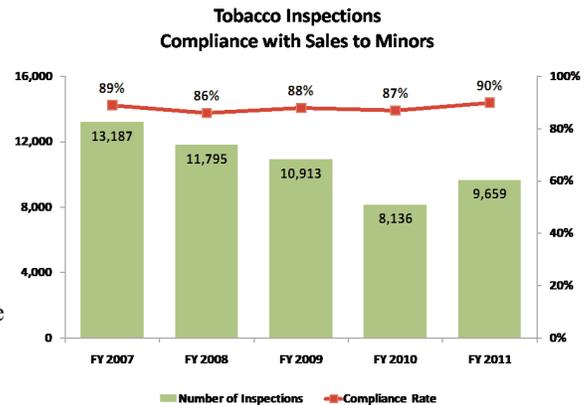


Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Complaint processing time</i>							
- Within 0-20 days (%)	11%	26%	44%	48%	64%	25%	40%
- Within 21-50 days (%)	20%	42%	51%	46%	32%	35%	50%
- Within 51-90 days (%)	18%	21%	5%	4%	3%	20%	5%
★ <i>Median complaint processing time (days)</i>	90	35	23	21	15	*	*
★ <i>Complaints resolved to the satisfaction of the business and consumer (%)</i>	52%	57%	53%	55%	56%	55%	55%
★ <i>Total docketed complaints</i>	6,057	6,877	5,488	4,704	4,580	*	*
- Home improvement contractor	1,142	957	715	585	592	*	*
- Debt collection agency	NA	NA	831	646	627	*	*
<i>Restitution awarded (\$000)</i>	\$5,304	\$8,367	\$9,858	\$11,728	\$5,424	\$4,500	\$4,500
<i>Total settlements (\$000)</i>	\$5,183	\$5,266	\$4,192	\$4,625	\$7,336	*	*

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

✓ **Facilitate fair business practices.**

- Although there were no changes in inspection protocols, the percent of fuel truck meters that passed inspection decreased by 12 points to 70 percent. The failure rate at both the initial and follow-up inspections remained unexpectedly high despite outreach to the industry earlier in the fiscal year. Meters that are inaccurate must be repaired and retested before fuel trucks are allowed to resume operation.
- Compliance with regulations governing the sale of tobacco to minors rose 3 points to 90 percent at the initial inspection, and decreased 2 points to 86 percent at follow-up.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>License law compliance rate (%)</i>	87%	88%	89%	90%	92%	82%	87%
★ <i>Consumer Protection Law refund and receipt compliance rate (%)</i>	93%	90%	94%	93%	91%	90%	90%
<i>Weights & Measures Law compliance rate</i>							
- Gasoline pumps (%)	98%	98%	98%	97%	96%	98%	98%
- Fuel trucks (%)	94%	73%	80%	82%	70%	80%	80%
★ <i>Inspected stores complying with tobacco regulations (%)</i>	89%	86%	88%	87%	90%	86%	86%
★ <i>Compliance on a follow-up inspection after a previous tobacco violation (%)</i>	91%	89%	89%	88%	86%	85%	85%
<i>Current number of licensed home improvement contractors</i>	10,673	11,095	12,620	12,626	13,958	*	*

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

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

- Licensing Center average wait time decreased by 3 minutes to 11 minutes in Fiscal 2011, even as total customer volume remained constant. To better serve the business community, DCA began offering early opening hours every week, which has prevented backups later in the day. On average, DCA processed basic license applications in 3 days, 1 day faster than last year.

- Businesses continued to move toward online licensing in Fiscal 2011. More than one-quarter of all new license applications and nearly one-quarter of renewals were submitted online. Overall, more than 11,000 businesses submitted applications online, up from fewer than 9,000 in Fiscal 2010.



Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Licensing center wait time (minutes)</i>	10	13	18	14	11	15	15
★ <i>Basic license application - Average processing time (days)</i>	NA	5	3	4	3	*	*
★ <i>Number of fines collected within 45 days of assessment (%)</i>	79%	77%	80%	82%	84%	75%	75%
<i>Current number of legally operating sidewalk cafes</i>	896	871	956	1,126	1,163	*	*

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

Agency Customer Service

The Department of Consumer Affairs serves its customers through its walk-in facilities, website and correspondence.

Indicator	DCA FY10	Citywide FY10	DCA FY11	Citywide FY11	DCA Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	10	5	6	7	-40%	40%
<i>Average wait time to speak with a customer service agent at a walk-in facility (min:sec)</i>	14:00	28:00	12:00	37:00	-14%	32%
<i>Service requests meeting expected time of action (%)</i>	89.4%	79.1%	99.6%	82.1%	10.2%	3%
<i>Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)</i>	88	83	83	85	-5%	2%
<i>Number of 311 inquiries (to MMR agencies)</i>	143,262	7,489,368	131,512	7,252,869	-8%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	427	960,685	106	1,021,939	-75%	6%
<i>Number of completed customer requests for interpretation</i>	1,622	1,786,715	1,697	1,438,872	5%	-19%

311 Customer Service Center Requests for Service

Top Service Requests	Total 2010	Target - 2010 Days to Action	Actual - 2010 Days to Action	% Meeting 2010 Target	Total 2011	Target - 2011 Days to Action	Actual - 2011 Days to Action	% Meeting 2011 Target
<i>Consumer Complaint - Exchange/Refund/Return</i>	2,969	4.0	1.0	99%	2,814	4.0	1.0	100%
<i>Consumer Complaint - False Advertising</i>	1,422	4.0	1.0	99%	1,428	4.0	1.0	99%
<i>Consumer Complaint - Non-Delivery Goods/Services</i>	2,059	4.0	1.0	99%	1,838	4.0	1.0	100%
<i>Consumer Complaint - Overcharge</i>	2,059	4.0	1.0	99%	1,489	4.0	1.0	99%
<i>DCA / DOH New License Application Request - General Street Vendor License</i>	2,135	1.0	2.0	51%	719	7.0	1.0	100%



311 Customer Service Center Inquiries

Top DCA-related Inquiries	Total 2010	% of DCA Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of DCA Inquiries in 2011	Rank in # of Calls in 2011
<i>EITC - Facility Finder</i>	20,536	14%	1	11,834	9%	1
<i>Investigate a Business Licensed by DCA</i>	13,008	9%	2	11,784	9%	2
<i>Retail Store Complaint</i>	5,152	4%	4	5,636	4%	3
<i>General Vendor License - Apply</i>	5,684	4%	3	4,778	4%	4
<i>Year-Round Food Cart Vendor License - Apply</i>	3,828	3%	6	4,449	3%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$17.1	\$20.5	\$21.5	\$22.3	\$23.7	\$23.7	\$22.4	\$28.3
<i>Revenues (\$ millions)</i>	\$24.6	\$26.3	\$25.5	\$27.4	\$29.8	\$23.1	\$24.2	\$26.3
<i>Personnel</i>	288	304	286	288	286	328	321	370
<i>Overtime paid (\$000)</i>	\$617	\$1,051	\$913	\$676	\$123	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department set higher Fiscal 2012 targets for the three measures that report on the percent of complaints processed within specific time periods to reflect expected performance based on process improvements implemented over the last few years. Additionally, the Fiscal 2012 target for 'License Law compliance rate (%)' was increased from 82% to 87%.

For more information please visit the website at: www.nyc.gov/dca



DEPARTMENT OF SMALL BUSINESS SERVICES

Robert W. Walsh, Commissioner

Key Public Service Areas

- ✓ Help businesses start, operate and expand in New York City.
- ✓ Enable small businesses to become more profitable and productive.
- ✓ Strengthen New York City's commercial districts.
- ✓ Help minority and women-owned businesses identify and compete for City contracts.

Scope of Agency Operations

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to form, do business and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts, and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers, and the City's Workforce1 Career Centers, provides services to support the growth of local economic development organizations throughout the City, and administers the Minority and Women-owned Business Enterprise Program.

Critical Objectives

- Help businesses and entrepreneurs access free business courses, obtain legal assistance, secure financing, access incentives, resolve government related issues, hire and train employees, learn how to sell to the government, get certified as a Minority and Women-owned Business Enterprise (M/WBE) and obtain help during an emergency.
- Promote and administer incentives programs that help to retain jobs and businesses in New York City.
- Develop and expand services available through the NYC Business Express website.
- Save businesses time and money by providing qualified job candidates in a timely manner.
- Prepare jobseekers for employment, place them in jobs, and facilitate their career advancement through training linked to jobs in high growth industries.
- Strengthen commercial districts throughout the five boroughs by supporting New York City's Business Improvement District (BID) program and by providing technical assistance and project funding to local economic development organizations.
- Help historically underserved groups become more competitive and ensure their meaningful participation in government procurement.

Performance Report

- ✓ Help businesses start, operate and expand in New York City.
 - In Fiscal 2011, NYC Business Solutions experienced continued growth in its financing assistance for businesses by helping 627 businesses win \$39.8 million in financing assistance. NYC Business Solutions focused this year on partnering with lending organizations in order to establish strong customer referral networks. This strategy has led to more approvals resulting in a 23 percent increase in the number of loans awarded to customers through facilitation by NYC Business Solutions and a 35 percent increase in value. The number of unique businesses receiving loans increased by 22 percent.
 - NYC Business Solutions provides services to small businesses seeking to launch, continue operating, and expand in the City. In Fiscal 2011, the number of businesses served increased by 14 percent to 10,247. This overall increase has been driven by a strategy to re-engage existing customers and provide them with additional services, decreasing the number of first-time customers served.
 - The Energy Cost Savings Program (ECSP) helps eligible businesses reduce energy costs associated with relocation or capital improvements. The businesses approved for ECSP in Fiscal 2011 will save an estimated \$433,000 in annual energy costs. In Fiscal 2011, a continued decline in renovation construction activity, which triggers eligibility for the incentive, led to fewer large-employer applicants. This resulted in a 55 percent decrease in estimated energy cost savings and a 77 percent decrease in jobs created or retained as a result of ECSP.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Unique visitors to NYC Business Express website</i>	6,642	32,581	62,065	96,318	165,689	*	*
★ <i>Repeat visitors to NYC Business Express website</i>	1,399	5,569	13,870	23,847	34,680	*	*
★ <i>Loans awarded to businesses through facilitation by NYC Business Solutions</i>	134	176	264	575	710	*	*
★ <i>Unique businesses receiving loans</i>	NA	165	252	514	627	*	*
<i>Businesses served through NYC Business Solutions</i>	NA	9,235	8,999	8,957	10,247	*	*
<i>New businesses served through NYC Business Solutions</i>	9,830	7,632	7,236	7,766	6,306	*	*
<i>Financing facilitated through NYC Business Solutions (\$000)</i>	\$19,395	\$11,931	\$24,837	\$29,528	\$39,840	*	*
<i>Value of Energy Cost Savings Program (ECSP) savings for businesses (\$000)</i>	\$2,026	\$4,414	\$1,115	\$967	\$433	*	*
<i>Jobs created or retained by ECSP</i>	6,210	8,647	6,915	4,656	1,083	*	*
<i>Value of Lower Manhattan Energy Program (LMEP) savings for commercial tenants (cumulative) (\$000)</i>	\$28,129	\$28,510	\$32,313	\$31,938	\$24,915	*	*
<i>Commercial tenants added to LMEP (cumulative)</i>	1,414	1,428	1,496	1,458	1,403	*	*

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

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

- In Fiscal 2011, 80,083 jobseekers were registered through the Workforce1 Career Center system. This 18 percent decrease from Fiscal 2010 reflects the year-to-year decrease in the number of NYS Department of Labor unemployment insurance claimants, who are required to register with the system for career center services.
- Workforce1 system-wide job placements were 24,701 in Fiscal 2011, a 16 percent decrease from Fiscal 2010. Of these 24,701 job placements, 2,203 were with businesses served by NYC Business Solutions Centers. The decrease in placements resulted from a change in vendors for the management of the Bronx, Brooklyn, and Staten Island Workforce1 Career Centers in the second half of the fiscal year, and ramp-up for new staff. In Fiscal 2012, these Centers will operate at full capacity and job placements there are expected to increase.
- In Fiscal 2011, 16 businesses were awarded grants through NYC Business Solutions Training Funds, a program enabling employers to develop customized training programs to increase the skills and salaries of their employees. This 62 percent decrease from Fiscal 2010 is due to reduced funding for the program and reallocation of \$400,000 in the remaining funds to sector-specific and software training.



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<i>Number of new jobseekers registered through the Workforce1 Career Center system</i>	41,671	58,795	94,382	97,755	80,083	*	*
★ <i>Workforce1 system-wide job placements</i>	17,218	17,149	19,386	29,456	24,701	*	*
★ <i>- Hires through NYC Business Solutions Centers</i>	702	1,514	1,741	3,135	2,203	*	*
★ <i>Recruit-to-hire ratio for job placements made through accounts managed by NYC Business Solutions Hiring</i>	4:1	3:1	3:1	3:1	3:1	*	*
★ <i>Businesses awarded NYC Business Solutions Training Funds</i>	15	23	34	42	16	*	*

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



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

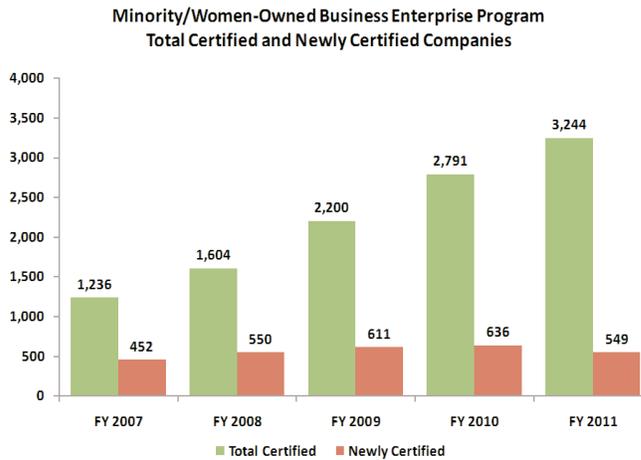
- While the Avenue NYC Program’s grant allocation decreased by 19 percent in Fiscal 2011, the program continued to support organizations’ efforts to support City commercial districts. The program worked with the organizations to attract new businesses, promote commercial corridors, and support façade improvements in Fiscal 2011. SBS continued to counteract funding challenges with increased standards of accountability and transparency placed on funded organizations and to increase investment in capacity-building programming that provides organizations with tools to implement and execute more effective projects.

Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Total City blocks receiving supplemental sanitation services through BIDs	1,091	1,162	1,262	1,262	1,262	*	*
★ Average acceptably clean BID sidewalk ratings (%)	98.9%	98.9%	99.2%	99.1%	99.0%	*	*
Value of Avenue NYC (local development corps.) funding (\$ millions)	\$2.80	\$2.78	\$3.27	\$2.21	\$1.80	*	*

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

✓ **Help minority and women-owned businesses identify and compete for City contracts.**

- The Minority and Women-Owned Business Enterprise (M/WBE) program has a total of 3,244 certified businesses, up 16 percent from Fiscal 2010 with 549 new certifications. The number of City contracts awarded to M/WBEs after receiving direct assistance increased by 3 percent and the overall number of City contracts awarded to M/WBEs increased by 6 percent to 6,564. This increase in contracts awarded to M/WBEs is attributed to policy changes and agency buyer efforts aimed at increasing M/WBEs’ exposure to contract opportunities in the Small Purchases category.
- In Fiscal 2011, the number of M/WBEs choosing to recertify was 49 percent of the businesses due to expire, down from 70 percent the previous year. This is due to a high number of expirations of companies that entered the program through the expedited process for certifications with government and non-profit entities, a population that does not recertify at as high a rate as businesses who complete the full application. To recertify, these firms must use a full application, which requires a longer lead time than the expiration notification process. In Fiscal 2012, the program will contact such companies earlier.





Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Minority and Women-owned Business Enterprises (M/WBEs) awarded City contracts</i>	NA	418	427	485	529	*	*
★ - <i>M/WBEs awarded contracts after receiving direct assistance</i>	NA	337	318	356	378	*	*
★ <i>Number of City contracts awarded to M/WBEs</i>	4,600	5,762	5,892	6,173	6,564	*	*
★ - <i>Contracts awarded to M/WBEs after receiving direct assistance</i>	3,235	4,264	3,949	4,707	4,856	*	*
<i>Newly certified businesses in M/WBE Program</i>	452	550	611	636	549	*	*
★ <i>Total M/WBEs certified</i>	1,236	1,604	2,200	2,791	3,244	*	*
★ <i>Annual M/WBE recertification rate</i>	59.1%	62.7%	78.2%	70.2%	49.4%	*	*
<i>Newly certified businesses in Locally-Based Enterprise Program</i>	31	28	20	14	15	*	*

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

Agency Customer Service

The Department of Small Business Services serves its customers through its walk-in facilities, website and correspondence.

Indicator	SBS FY10	Citywide FY10	SBS FY11	Citywide FY11	SBS Change 2010 to 2011	Citywide Change 2010 to 2011
<i>Average response time for email correspondence (days)</i>	2	5	3	7	50%	40%
<i>Average response time for letters/mail correspondence (days)</i>	6	15	9	11	50%	-27%
<i>Facility Rating by Customers Observing and Reporting Experiences Program (Scale = 0-100)</i>	90	83	96	85	7%	2%
<i>Number of 311 inquiries (to MMR agencies)</i>	33,246	7,489,368	25,476	7,252,869	-23%	-3%
<i>Number of agency customers surveyed for overall customer satisfaction</i>	15,879	960,685	18,725	1,021,939	18%	6%
<i>Number of completed customer requests for interpretation</i>	4,857	1,786,715	16,631	1,438,872	242%	-19%

311 Customer Service Center Inquiries

	Total 2010	% of SBS Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of SBS Inquiries in 2011	Rank in # of Calls in 2011
<i>Top SBS-related Inquiries</i>						
<i>Find a Workforce1 Career Center</i>	13,829	42%	1	8,570	34%	1
<i>Help Starting a Small Business</i>	7,212	22%	2	6,332	25%	2
<i>Find a NYC Business Solutions Center</i>	4,450	13%	3	2,864	11%	3
<i>NYC Business Express - General Information</i>	2,227	7%	4	2,337	9%	4
<i>Job Seeker Assistance</i>	1,615	5%	5	2,147	8%	5



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)</i> ³	\$122.4	\$136.6	\$153.5	\$159.6	\$144.5	\$144.5	\$124.2	\$146.0
<i>Revenues (\$ millions)</i>	\$18.6	\$23.6	\$29.0	\$29.5	\$53.2	\$53.8	\$68.9	\$71.3
<i>Personnel</i>	286	305	312	306	238	262	242	245
<i>Overtime paid (\$000)</i>	\$34	\$35	\$27	\$36	\$15	*	*	*
<i>Human services contract budget (\$ millions)</i>	\$21.7	\$21.7	\$39.9	\$50.2	\$43.1	\$41.1	\$30.9	\$31.5

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/sbs



NON-MAYORAL AGENCIES



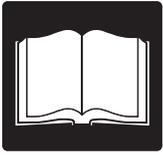
Public Libraries



City University of New York



Board of Elections



PUBLIC LIBRARIES

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

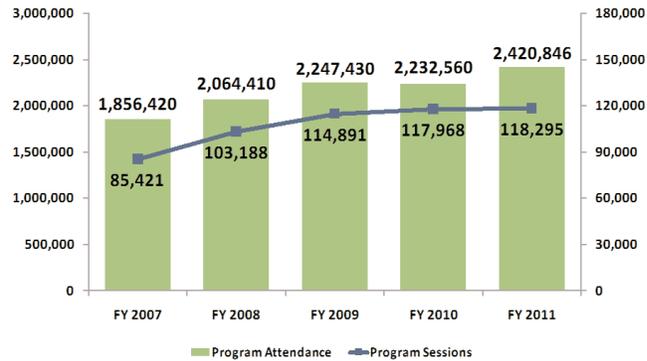
Catherine C. Marron, Chair — *New York Public Library System*

Joseph R. Ficalora, President — *Queens Borough Public Library System*

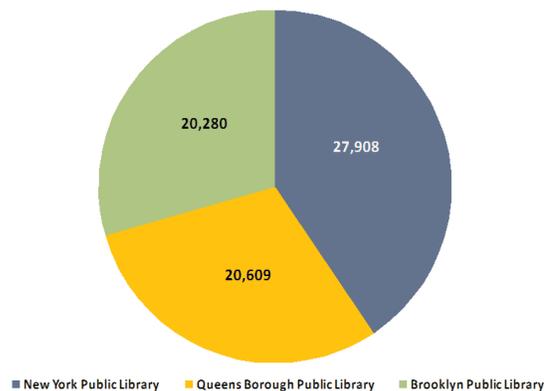
Scope of Agency Operations

Library services are provided through three independent systems: the Brooklyn Public Library, the New York Public Library and the Queens Borough Public Library. These systems operate 214 local library branches throughout the City and four research library centers in Manhattan. The libraries offer free and open access to books, periodicals, electronic resources and non-print materials. Reference and career services, Internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

Program Attendance and Program Sessions at Library Systems (Branches)



Library Circulation (000)
Fiscal 2011





Brooklyn Public Library

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ <i>Average weekly scheduled hours</i>	37.9	46.7	46.0	44.3	35.5	44.3	44.3
<i>Libraries open seven days per week (%)</i>	10%	10%	10%	10%	10%	10%	10%
★ <i>Libraries open six days per week (%)</i>	100%	100%	100%	100%	28%	100%	59%
★ <i>Circulation (000)</i>	16,497	16,825	17,273	19,474	20,280	20,000	21,000
<i>Reference queries (000)</i>	3,148	3,450	3,436	3,380	3,401	3,500	3,500
<i>Electronic visits to website (000)</i>	3,695	3,882	4,836	5,337	5,807	*	*
<i>Computers for public use</i>	1,078	1,108	1,108	1,108	1,108	1,128	1,128
<i>Program sessions</i>	37,634	43,862	46,091	49,398	43,748	38,500	38,500
★ <i>Program attendance</i>	850,756	894,648	868,616	924,700	855,713	1,000,000	750,000
★ <i>Library card holders (000)</i>	1,079	1,075	1,154	1,306	741	500	750
★ <i>Total library attendance (000)</i>	12,411	12,915	13,225	12,036	12,341	14,000	14,000

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

311 Customer Service Center Inquiries

Top BPL-related Inquiries	Total 2010	% of BPL Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of BPL Inquiries in 2011	Rank in # of Calls in 2011
<i>Find a Library - Brooklyn</i>	5,483	85%	1	4,684	85%	1
<i>General Information - Brooklyn Public Library</i>	562	9%	2	459	8%	2
<i>Elementary School Student After School Program - Drop-In</i>	196	3%	3	135	2%	3
<i>Library Complaint - Brooklyn</i>	136	2%	4	126	2%	4
<i>Find a Library - Bronx - Manhattan - Staten Island</i>	46	1%	5	34	1%	5



New York Public Library - Branch

Performance Statistics	A c t u a l					T a r g e t	
	FY07	FY08	FY09	FY10	FY11	FY11	Updated FY12
★ Average weekly scheduled hours	39.5	51.7	51.9	47.0	46.6	46.0	46.0
Libraries open seven days per week (%)	3%	9%	11%	4%	4%	4%	4%
★ Libraries open six days per week (%)	44%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	16,557	19,588	22,104	24,085	27,908	24,200	24,200
Reference queries (000)	7,651	7,794	8,058	7,503	7,909	8,000	8,000
Electronic visits to website (000)	25,410	28,037	24,637	25,369	31,248	27,400	27,400
Computers for public use	2,583	2,854	3,525	3,627	3,704	3,627	3,627
Program sessions	25,922	30,968	38,613	42,024	43,270	30,900	30,900
★ Program attendance	549,850	630,417	781,899	758,685	864,669	630,000	630,000
★ Library card holders (000)	2,567	2,589	2,654	3,120	2,215	3,250	2,400
★ Total library attendance (000)	13,190	14,224	15,608	15,248	15,063	15,600	15,600

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

New York Public Library - Research

Performance Statistics	A c t u a l					T a r g e t	
	FY07	FY08	FY09	FY10	FY11	FY11	Updated FY12
★ Average weekly scheduled hours	39.5	47.5	49.0	48.8	46.8	48.0	48.0
Libraries open seven days per week (%)	0%	25%	25%	0%	25%	25%	25%
★ Libraries open six days per week (%)	25%	100%	100%	100%	75%	100%	100%
Reference queries (000)	616	564	453	402	375	625	625
Program sessions	2,208	1,605	1,187	1,041	1,639	1,600	1,600
★ Program attendance	59,979	59,643	70,038	67,220	101,533	60,000	60,000
★ Total library attendance (000)	1,805	2,010	2,381	2,363	2,475	2,000	2,000

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

311 Customer Service Center Inquiries

	Total 2010	% of NYPL Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of NYPL Inquiries in 2011	Rank in # of Calls in 2011
Top NYPL-related Inquiries						
Find a Library - Bronx - Manhattan - Staten Island	8,499	86%	1	6,843	85%	1
General Information - New York Public Library	803	8%	2	627	8%	2
Elementary School Student After School Program - Drop-In	258	3%	3	205	3%	3
Library Complaint - Bronx - Manhattan - Staten Island	228	2%	4	186	2%	4
Middle School Student After School Program - Drop-In	21	0%	6	40	0%	5



Queens Borough Public Library

Performance Statistics	A c t u a l					T a r g e t	
	FY07	FY08	FY09	FY10	FY11	FY11	Updated FY12
★ Average weekly scheduled hours	38.7	43.5	43.2	42.7	39.3	38.9	38.9
Libraries open seven days per week (%)	6%	10%	6%	2%	2%	2%	2%
★ Libraries open six days per week (%)	37%	100%	100%	76%	38%	30%	30%
★ Circulation (000)	21,034	22,822	23,073	23,064	20,609	21,200	21,200
Reference queries (000)	3,512	3,892	3,841	3,612	3,177	3,612	3,612
Electronic visits to website (000)	2,794	3,691	4,119	4,809	7,030	5,025	5,025
Computers for public use	1,150	1,150	1,150	1,245	1,551	1,320	1,320
Program sessions	21,865	28,358	30,187	26,592	29,638	24,358	24,358
★ Program attendance	455,815	539,347	596,914	550,355	598,931	504,125	504,125
★ Library card holders (000)	792	827	874	889	902	889	889
★ Total library attendance (000)	13,474	14,892	14,499	14,127	12,966	13,950	13,950

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

311 Customer Service Center Inquiries

	Total 2010	% of QPL Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of QPL Inquiries in 2011	Rank in # of Calls in 2011
Top QPL-related Inquiries						
Find a Library - Queens	2,667	81%	1	2,374	79%	1
General Information - Queens Public Library	300	9%	2	239	8%	2
Elementary School Student After School Program - Drop-In	131	4%	3	137	5%	3
Library Complaint - Queens	109	3%	4	103	3%	4
Find a Summer Meal Program	19	1%	7	66	2%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
Expenditures (\$ millions) ³	\$330.1	\$266.7	\$366.3	\$210.5	\$299.9	\$127.7	\$227.3	\$142.4
Personnel	4,510	4,826	4,557	4,382	3,946	3,870	2,915	4,428
Capital commitments (\$ millions)	\$38.7	\$51.5	\$103.8	\$73.7	\$21.2	\$279.5	\$16.8	\$50.5

¹January 2011 Financial Plan ²Authorized Budget Level ³Expenditures include all funds "NA" means Not Available in this report

³Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding, since the adoption of the Fiscal 2010 budget.



Noteworthy Changes, Additions or Deletions

New York Public Library

- To get a more accurate tally of active patrons, The New York Public Library has purged a large number of unused patron cards from its database of active patron cards. NYPL has redefined inactive as a patron card that has not been used for 3 years. As a result, the FY12 Target for “Library card holders” has been reduced to 2,400,000.

Queens Borough Public Library

None

Brooklyn Public Library

None

For more information please visit the websites at: Brooklyn Public Library www.brooklynpubliclibrary.org, New York Public Library www.nypl.org, and Queens Borough Public Library www.queenslibrary.org





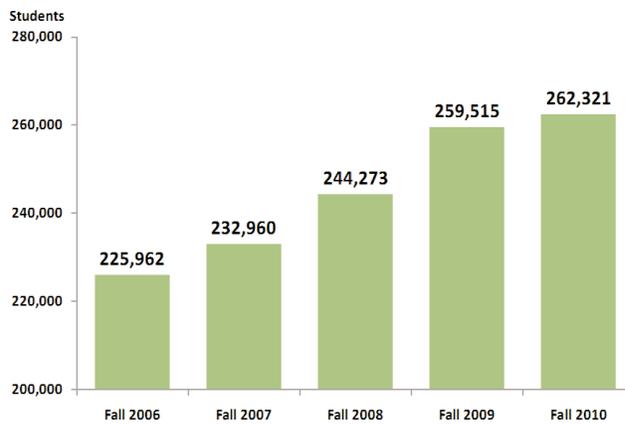
CITY UNIVERSITY OF NEW YORK

Matthew Goldstein, Chancellor

Scope of Agency Operations

The City University of New York (CUNY) provides higher education to more than 262,000 degree seeking students and over 233,000 adult and continuing education students. CUNY consists of 23 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 CUNY School of Public Health. CUNY will open its new community college in fall 2012. CUNY enrolls students in 1,436 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,331 full-time faculty and 11,216 part-time faculty. In the academic year 2010-2011, CUNY granted an estimated 9,215 graduate and professional degrees, 19,280 baccalaureate degrees, 11,700 associate degrees, 360 certificates and 665 advanced certificates.

Total Student Enrollment



Performance Statistics	Actual					Target Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
High school students participating in college preparation program (College Now)	51,973	48,234	40,870	28,017	27,122	*	*
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 (%)	94.6%	93.1%	93.6%	93.9%	NA	*	*
Mean SAT score of enrolled freshmen in baccalaureate programs	1041	1036	1050	1084	1100	*	*
Baccalaureate degree seeking students admitted who enroll (%)	51.8%	52.5%	51.7%	49.6%	46.1%	*	*
Honors college student enrollment	1,099	1,198	1,220	1,352	1,417	*	*
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in a baccalaureate program at a CUNY college	83.7%	84.6%	84.7%	85.0%	85.9%	*	*
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in an associate program at a CUNY community college	65.5%	64.8%	66.1%	66.7%	68.0%	*	*
★ Six-year graduation rate of full-time first-time freshmen seeking a baccalaureate degree at a CUNY college	49.2%	49.3%	49.6%	50.6%	NA	*	*

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



Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
★ Six-year graduation rate of full-time first-time freshmen seeking an associate degree at a CUNY community college	28.2%	28.6%	28.5%	27.6%	NA	*	*
Students passing the New York State Teacher Certification Examination (%)	98%	97%	97%	98%	97%	*	*
Students passing the National Council Licensure Examination for Registered Nurses (%) (CY 2000-2004)	86.0%	86.3%	86.5%	85.4%	85.5%	*	*
Instructional hours delivered by full-time faculty (Fall) - Community colleges (%)	46.2%	46.1%	43.3%	45.6%	44.3%	*	*
- Senior colleges (%)	42.9%	43.2%	41.8%	43.3%	41.9%	*	*
★ Enrollment of first-time freshmen in CUNY community colleges	12,745	13,935	15,269	17,220	17,512	*	*
★ Number of students transferring to a CUNY baccalaureate program within two years of leaving a CUNY associate program	5,683	5,605	5,989	6,754	7,311	*	*

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

311 Customer Service Center Inquiries

	Total 2010	% of CUNY Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of CUNY Inquiries in 2011	Rank in # of Calls in 2011
Top CUNY-related Inquiries						
Find a CUNY College	10,477	69%	1	6,721	59%	1
CUNY Admissions Services	2,730	18%	2	2,168	19%	2
Free GED Bridge Classes - LaGuardia Community College	NA	NA	NA	798	7%	3
CUNY Prep Program	344	2%	4	363	3%	4
CUNY Continuing and Professional Education	471	3%	3	337	3%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
Expenditures (\$ millions) ³	\$622.7	\$671.3	\$707.1	\$764.7	\$809.8	\$784.9	\$721.2	\$770.0
Revenues (\$ millions)	\$195.8	\$195.7	\$219.0	\$276.8	\$269.1	\$270.5	\$276.5	\$285.5
Personnel	6,608	6,936	7,286	7,775	7,653	7,381	7,329	7,289
Overtime paid (\$000)	\$4,247	\$4,438	\$4,759	\$5,078	\$3,194	*	*	*
Work Experience Program (WEP) participants assigned	468	372	338	417	640	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- In November 2010, the CUNY Board of Trustees voted to eliminate CUNY's writing ability test (the CUNY Proficiency Exam - CPE) as a degree requirement for all previous, current, and future CUNY students.

For more information please visit the website at: www.cuny.edu



BOARD OF ELECTIONS

Dawn Sandow, Executive Director

Scope of Agency Operations

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

- Voter registration, outreach and processing
- Maintenance and updating of voter records
- Processing and verification of candidate petitions/documents
- Campaign finance disclosures of candidates and campaign committees
- Recruiting, training and assigning the various election day officers to conduct elections
- Operation of poll site locations
- Maintenance, repair, setup and deployment of the election day operation equipment

Performance Statistics	A c t u a l					T a r g e t Updated	
	FY07	FY08	FY09	FY10	FY11	FY11	FY12
<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>						*	*
<i>New equipment failure rate (%)</i>							
- <i>Primary election day</i>						*	*
- <i>General election day</i>						*	*
- <i>Special election day</i>						*	*
<i>Polling site complaints regarding new voting machines</i>							
- <i>Primary election day</i>						*	*
- <i>General election day</i>						*	*
- <i>Special election day</i>						*	*

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



311 Customer Service Center Inquiries

Top BOE-related Inquiries	Total 2010	% of BOE Inquiries in 2010	Rank in # of Calls in 2010	Total 2011	% of BOE Inquiries in 2011	Rank in # of Calls in 2011
<i>Election Information and Voter Registration</i>	9,774	47%	1	10,371	38%	1
<i>Find a Poll Site</i>	7,048	34%	2	9,194	33%	2
<i>Absentee Voting</i>	1,613	8%	3	2,619	9%	3
<i>Poll Worker Assistance</i>	1,007	5%	4	1,674	6%	4
<i>Become a Poll Worker</i>	983	5%	5	1,440	5%	5

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY07	FY08	FY09	FY10	FY11	FY11 ¹	FY12 ¹	FY12 ²
<i>Expenditures (\$ millions)³</i>	\$71.7	\$80.7	\$81.1	\$95.7	\$106.6	\$103.3	\$69.9	\$99.7
<i>Revenues (\$000)</i>	\$79	\$63	\$79	\$114	\$52	\$116	\$116	\$116
<i>Personnel</i>	415	550	411	472	488	1,105	951	1,299
<i>Overtime paid (\$000)</i>	\$4,825	\$6,004	\$6,938	\$5,302	\$1,292	*	*	*

¹January 2011 Financial Plan

²Authorized Budget Level

³Expenditures include all funds

"NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- As of the date of publication, the Board of Elections has declined to provide performance data for its operations.

For more information please visit the website at: www.vote.nyc.ny.us



LIST OF KEY TOPICS BY MMR AGENCY

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



Bridges	DOT	Department of Transportation
Bus shelters	DOT	Department of Transportation
Business Express	SBS	Small Business Services
Business Improvement Districts	SBS	Small Business Services
Business tax	DOF	Department of Finance
Cable television	DoITT	Department of Information Technology and Telecommunications
Carting	BIC	Business Integrity Commission
Catch basins	DEP	Department of Environmental Protection
Child abuse	ACS	Administration for Children's Services
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 . . . 76
abscond rate 35
abuse 13, 28, 29, 31-33, 35, 47, 151
academic performance . . . 17
access 3-5, 13, 25, 26, 31, 34, 39, 41, 49, 59,
70, 75, 77, 91, 97, 101, 103, 105, 110, 120,
127, 140, 151, 191, 195, 171, 203, 211, 183
access to City government . . . 97, 103
accessibility 31, 63, 170
acute care . . . 13
adjournment 173
admissions 13, 34-36, 128, 151, 210, 182
adoption 31, 33, 119, 155, 157, 174, 206, 176,
182, 184
adult AIDS 4
Adult Basic Education . . . 51
adult literacy programs . . . 49, 51
Adult Protective Services 25, 27, 28
adult shelter system 41
Advanced Life Support . . . 144
affordable housing . . . 75, 81, 83, 119, 120
aftercare services 31
Agency Resources 8, 11, 15, 22, 24, 30, 37, 43,
48, 52, 60, 68, 73, 79, 85, 90, 94, 101, 104,
107, 112, 116, 122, 125, 129, 134, 141, 145,
149, 154, 157, 161, 164, 167, 171, 175, 179,
157, 186, 189, 194, 199, 174, 206, 210, 212,
176, 182, 184
aging 45, 47
AIDS 4
air complaints . . . 59
allegation of abuse
and neglect 31
alterations 71
alternative fuel vehicles . . . 93
ambulance 143-145
apartments 75, 76
applications 27, 51, 56, 71, 76, 91, 92, 97, 99,
106, 119-121, 123, 124, 131, 177, 178, 155,
156, 192, 193
archeology 124
arrest 139, 151, 155, 165, 166
asbestos 55, 58, 59, 75, 76
assaults 35, 37, 151
asthma 3, 4, 14
attendance 17, 18, 41, 45, 46, 77, 78, 113-
115, 128, 153, 204-206, 211, 183
audits 51, 71, 91, 183, 184
autopsy 9-11
average daily cost . . . 35

average length of stay . . . 13, 14, 34, 35, 42
average weekly scheduled hours . . . 204-206

B

baccalaureate 209, 210, 181
background investigations . . . 165, 166, 177, 178,
155-157
Beacon 49, 50
bed capacity 151
benefits 27, 28, 39, 41, 45, 191
bias-related harassment . . . 169, 170
bicycle 63, 66, 120
BID 24, 93, 195, 197, 171, 173
bid price 24
bids 92, 197, 173
birth certificate . . . 7, 107
blood lead levels 6
bridges 35, 63-65
Brooklyn Public Library 203, 204, 207
budget 8, 11, 15, 17, 22-24, 30, 37, 42, 43,
45, 48, 52, 60, 68, 73, 79, 83, 85, 87, 90, 94,
101, 103, 104, 107, 112, 114, 116, 122, 125,
129, 134, 141, 145, 149, 154, 157, 161, 164,
167, 171, 175, 179, 157, 186, 189, 194, 199,
172, 174, 206, 210, 212, 176, 182, 184
Building Code . . . 69
Building conditions . . . 17
building violations . . . 21
buildings 17, 23, 69, 71, 72, 75, 81, 83, 84, 87,
88, 90-92, 123, 124, 143, 144, 188
buprenorphine . . . 5
Business Improvement Districts . . . 173

C

cable complaints 99
cancer 3, 5, 13
capacity 20, 22, 24, 25, 28, 34, 48, 56, 97, 98,
105, 106, 151, 152, 196
capital commitments 8, 15, 24, 30, 37, 43, 48,
60, 68, 79, 85, 90, 94, 112, 116, 129, 141, 145,
154, 189, 206
Capital Improvement Projects 23, 24
capital projects 75, 76, 90, 114, 117, 127,
128, 187
caregivers 45, 46
caseload 25, 28, 32, 159, 165, 166, 170, 173,
175
cases 3, 4, 6, 9, 10, 25-28, 30-32, 34, 35,
64, 83, 110, 114, 134, 140, 155, 156, 159-161,

163, 165, 166, 169, 170, 173, 175, 177, 184, 191

catch basin 56, 60

census 32, 40

central business district . . 64, 120

Certificates of Correction 71

Certificates of No Effect 124

Certificates of Occupancy 71

certified teachers 17

child 3, 14, 25, 26, 31-36, 41, 77

child abuse 31, 35

child care . . . 3, 31-34, 36

child care voucher . . . 34

Child Safety Conferences 32

child support . . . 25, 26

childhood diseases . . . 3

children 3-6, 31-34, 36, 37, 39-42, 115, 155, 188, 203

chronic diseases 3

citizenship 49, 51

City Hall Library 105, 106

City Marshal . . . 167

City's official website 97

Citywide Incident Management System 147

civil service exams 91, 92

civilian fire fatalities 143, 144

claims 28, 29, 159, 163

class size . . . 20

cleanliness 39, 41, 63, 65, 91, 92, 97, 99, 109, 113-115

clinics 3, 13, 14

code compliance 83

coliform . . . 56

colonoscopy 3, 4

comfort stations 113, 114

commercial 3, 60, 120, 140, 143, 144, 177, 179, 155, 156, 195-197, 171-173

commercial carting . . . 177, 155, 156

community centers . . . 49, 75, 77, 78, 113

community development 49, 51, 52

Community Relations Bureau 169

community-based organizations . . . 45, 49, 51

community-based programs 39

community-based services . . . 3, 163

complaints 6, 28, 55-59, 69, 70, 81, 82, 89, 99, 104, 123, 131, 134, 140, 153, 159, 160, 165, 166, 169, 177, 155, 191, 192, 194, 211, 175, 183, 184

compliance 5, 6, 55, 57, 63, 69, 83, 91, 123, 131, 132, 143, 147, 183, 191, 192, 194, 175

congregate care 25, 33

construction 17, 23, 24, 57, 60, 63, 66, 69-72, 75, 76, 78, 81, 82, 87-92, 110, 114, 120, 127, 128, 187-189, 195

consumer complaints 134, 177, 155, 191, 175

Consumer Protection Laws 191

conviction 163

correctional facilities 3, 151

corruption 165-167

corruption prevention 166

cost of cleaning 92

cost per ton 66, 110

counseling 52

counterterrorism 137, 138

Courtesy, Professionalism and Respect 139

courts 31, 105, 106, 113, 151, 155

cremation 9-11

crime 10, 17, 45, 75, 137, 138, 151, 163, 177, 155

crisis intervention . . . 25

critical incidents 40, 41

Cultural Institutions Group 127-129

custody 9, 31, 34, 151, 152, 155

Customer Service Center 6, 7, 11, 14, 21, 24, 29, 36, 42, 47, 52, 60, 67, 72, 79, 84, 85, 89, 94, 100, 101, 103, 104, 107, 111, 116, 122, 124, 129, 133, 140, 145, 149, 154, 156, 161, 167, 171, 175, 179, 156, 186, 191, 193, 194, 198, 174, 204-206, 210, 212, 182, 184

D

day care 6, 165, 167

death certificate 107

decisions 120, 173-175

degree 25, 50, 87, 88, 209, 210, 181

Department of Homeland Security 147

design 17, 23, 87-90, 92, 93, 119, 120

detention 31, 32, 34-36, 155

development 17, 23, 31, 45, 49, 51, 52, 70, 77, 81, 84, 91, 92, 97, 109, 119, 120, 127, 128, 143, 187, 188, 191, 195, 197, 171, 173

developmental disabilities 3, 4

developmentally delayed 3

diabetes 3

Diagnostic and Treatment Centers 13, 14

disabled 25, 27, 76

discharge planning 13, 14

discrimination 169-171

disposal 103, 106, 109-111, 116

dispositions 64, 110, 114, 140, 163

district 3, 19, 21, 64, 105, 106, 109, 120, 123, 124, 127, 188, 195, 171

District Public Health Offices 3

DNA 9-11

docket 159, 160

dog licenses 6

domestic violence 25, 27, 28, 40, 77, 138

drills 147

drinking fountains 113, 114

E

Early Intervention Program . . . 5
economic development . . . 119, 120, 127, 187, 195,
197, 171, 173
economy . . . 70, 127, 187, 188, 172
education . . . 3, 5, 17, 19-23, 25, 26, 49-51, 143,
144, 148, 170, 171, 188, 191, 209, 210, 181-
183
effluent . . . 57
elder abuse 47
elderly crime victims 45
elementary/middle schools . . . 20
emergency 13, 14, 28, 29, 39, 40, 55, 63, 65,
69, 70, 76-78, 82, 83, 97, 137, 143, 147-149,
195
emergency conditions . . . 143, 147, 148
emergency management 147-149
Emergency Operations Center . . . 147, 148
emergency response 63, 147-149
emergency room 13, 14
emergency shelter . . . 39, 40
Emergency Transfer Program 77, 78
Empire Zones . . . 171
employment 25, 26, 39, 41, 45, 46, 49, 50, 78,
91, 94, 169, 170, 195, 171
employment discrimination . . . 170
energy 91, 93, 127, 195, 196, 171, 172
enforcement 55, 58, 70, 73, 81, 82, 124, 131,
132, 156, 173, 177, 178, 155, 183, 191, 175
English for Speakers of Other Languages . . 51
English Language Arts . . . 17-19
English Language Learners . . . 18, 19
Enhanced Supervision Program . . . 156
enrollment 7, 13, 18, 19, 34, 49, 50, 156,
209, 210, 181
environment 31, 50, 75, 76, 91, 92, 109, 137,
151, 173, 171, 173
Environmental Control Board 59, 71, 73, 124,
173, 174
environmental intervention . . . 6
Environmental Police 55, 56
escapes 35, 152
ESOL 51
Esperanza . . . 156
Expedited Certificates Of No Effect . . . 124
expenditures 8, 11, 15, 22, 30, 37, 43, 48, 52,
60, 68, 73, 79, 85, 90, 94, 101, 104, 107, 112,
116, 122, 125, 129, 134, 141, 145, 149, 154,
157, 161, 164, 167, 171, 175, 179, 157, 186,
188, 189, 194, 199, 174, 206, 210, 212, 176,
182, 184

F

Family Court . . . 25, 35, 137, 155, 163
Family Health Plus 14
family shelter system 40, 41
fare 176
federal rent subsidies 75
felonies 20, 114, 138
felony 77, 137, 138
findings on the merits . . . 159, 160
fingerprint checks . . . 165
fire fatalities . . . 143, 144
fire incidents . . . 143
fire prevention . . . 143, 144
fire safety . . . 143, 144
Fire Safety Education . . . 143, 144
Five-Year Capital Plan . . . 17, 23
flu 4
food establishments 3
food stamp 26, 27, 29
food stamps 25-27
for-hire vehicles 131, 132, 175
Forensic Laboratory Services 9
foster boarding homes . . . 32, 33
foster care 31-33
foster home 32, 33
foster homes 31
franchise . . . 97, 101

G

gang 138
graduation 17, 22, 209, 210, 181
grants 127, 129, 196
Greenways 114

H

harbor 55, 57
HASA 25, 27, 28
hazardous building violations 21
hazardous materials 55, 58
hazardous violations 137, 139
HDC 82
Head Start . . . 31, 34
health care 13, 31, 35, 171
health insurance 14, 25-27
health interventions 13
health services 3, 13, 35, 36, 151
healthcare 36
hearings 122, 170, 173, 174, 183-185, 191
heat 76, 77, 79, 81-83, 85, 103, 147
heat and hot water . . . 82, 83
high school 17-19, 24, 50, 209, 181
highways . . . 40, 63, 65

hiring 76, 78, 91, 196, 171-173
 historic districts 123, 124
 historic house museums 113, 114
 HIV/AIDS 3, 4, 13, 27, 28
 home attendant 27, 28
 home care 28, 45, 46
 home delivered meals . . . 45, 46
 home improvement contractors . . . 191, 192
 homeland security . . . 143, 147
 homeless . . . 28, 39-42, 49, 50, 52, 82
 homeless individuals 39-41, 82
 homeless prevention 39
 homeless shelter 42
 homeless youth 49, 50, 52
 homelessness . . . 27, 39
 hospitals . . . 13, 14
 housekeeper services 27, 28
 housing 4, 5, 27, 28, 39, 40, 42, 43, 47, 70,
 75-79, 81-85, 119, 120, 137, 138, 169, 170
 housing developments . . . 75, 77, 138
 housing discrimination . . . 170
 Human Rights Law . . 169, 170
 human services contract budget . . . 8, 30, 37, 43,
 48, 52, 199, 174
 hydrants . . . 56, 57

I

illegal work 123
 immigrants 49
 immigration 51
 immunization . . . 3, 14
 immunizations . . . 4
 incident responses . . . 148
 independent living . . . 39, 50
 independent living beds . . 50
 Industrial Development Agency . . . 187, 188
 infant mortality rate 4
 infestation 3
 infrastructure . . . 63, 87, 88, 97-99, 101, 113, 114,
 120, 187
 inmate population . . . 151
 inmate violence 151
 inmates 151-153
 inspections 3, 5, 6, 41, 56-58, 66, 69, 70, 82,
 83, 92, 99, 110, 113, 131, 132, 134, 143, 144,
 191, 192, 175
 Internet 97, 203
 intervention 3, 5, 6, 25, 155, 169
 investigation 31, 143, 159, 160, 165-167, 155
 investigations 9, 31, 32, 64, 123, 124, 143, 144,
 153, 155, 159, 160, 165, 166, 169, 170, 177,
 178, 155-157
 IPSIG 166

J

jail 152, 154
 job 25, 26, 41, 42, 45, 47-49, 69, 71, 75,
 77, 78, 91, 94, 188, 195, 196, 198, 171-174
 job training 45, 75, 77, 78
 judgments 83
 juvenile 31, 32, 34-37, 138, 155, 156, 163

K

kindergarten 20

L

land use 119-121
 landlords . . . 81
 landmarks . . . 123, 124
 lane miles . . . 65, 66, 87, 88, 114, 117
 lawsuits 163
 lead 3, 6, 25, 82, 83, 119, 155, 197
 lead poisoning . . . 3, 6
 lease 42, 91, 92, 189
 length of stay . . . 13, 14, 33-35, 39, 41, 42
 liability 163, 183, 184
 library 101, 105, 106, 152, 203-207
 license 70, 71, 97, 99, 131-133, 173, 177-
 179, 155, 156, 191-194, 175, 176
 license laws 191
 lien 184
 lifeguards . . . 115
 LifeNet 5, 7
 literacy 49, 51, 52, 152, 182
 litigation 163, 175, 191
 litter 109
 LMEP 196, 172
 loans 195, 196, 172
 Local Development Corporations 173
 Local Law 93, 173
 lots 93, 109
 low-income 25, 34, 47, 49, 81, 83, 148
 Lower Manhattan . . . 120, 196, 172

M

maintenance 13, 41, 60, 63, 75, 79, 81, 82, 85,
 91, 103, 114, 151, 211
 major crimes . . . 20, 138
 major felony crime . . 137, 138
 managed care . . . 14
 manufacturing . . . 187, 171
 marriage certificate . . 107
 math 17-19

meals 45, 46
 medallion . . . 131-134, 175
 mediation . . . 159-161
 Medicaid . . . 14, 25, 26, 28, 29
 Medicaid Managed Care 14
 medical emergencies 143, 144
 mental health . . . 3-5, 13, 35, 36, 151, 153
 mental health services . . . 3, 35, 36
 meters 14, 57, 58, 60, 63, 64, 192
 methadone 5
 MFTA 127, 128
 Minority . . . 195, 197, 198, 171-173
 Model Offices . . . 25
 monuments 113, 114
 mortuary 9
 Municipal Archives . . 105, 106
 municipal hospital . . . 13
 murder 137, 138

N

narcotics arrests 138
 National Council
 Licensure Examination . . . 210, 181
 neglect 31-33, 35, 155
 neighborhood-based services 31
 neonatal 13
 New Housing Marketplace Plan . . . 81, 82, 85
 new school 23, 24
 new schools 17, 23, 24
 new seats 21, 23, 24
 New York Public Library 152, 203, 205, 207
 New York State Teacher Certification . . 210, 181
 noise 55, 58-60, 103, 139, 140
 noise complaints 58, 59
 non-English speaking 17
 non-secure detention 35
 nonemergency 69, 70, 77, 82, 83
 nonprofit 187
 Notices of Violation 56, 59, 71, 73, 99, 124, 174
 nutrition 29, 45
 NYC.gov 97, 98

O

obstetric 13
 occupancy rate 34, 76, 189
 Operation Refusal . . . 132, 175
 OST 49, 50
 out-of-school time 49, 50
 outpatient mental health 5
 outpatient services 13
 outreach 13, 39, 40, 49, 51, 57, 75, 77, 119, 143, 148, 156, 171, 191, 192, 211, 183
 outreach teams 40

overall condition 113-115

P

paper recycling 110, 111
 parent coordinator 20
 parental involvement 17, 20
 parking 63, 64, 67, 94, 103, 183-187
 parking summonses 184, 185
 parking ticket 103, 184-186
 parking violations 183
 parks 40, 113-117, 188
 patients 4, 5, 13-15
 pediatric asthma 14
 permanent housing 39, 40, 42, 43
 permits 66, 69, 71, 76, 110, 119, 124, 171
 personnel 8, 11, 15, 22, 24, 30, 35, 37, 43, 48, 52, 60, 68, 73, 79, 85, 90-92, 94, 98, 101, 104, 107, 110, 112, 116, 122, 125, 129, 132, 134, 137, 141, 143, 145, 149, 154, 157, 161, 164, 167, 171, 175, 179, 155, 157, 186, 189, 194, 199, 174, 206, 210, 212, 176, 182, 184
 pest control 5, 6
 PINS 32
 Plan Examiner 103
 plan review 71
 planning 13, 14, 23, 31, 109, 119-122, 147, 152, 153, 181
 playgrounds 113, 114
 police misconduct 159
 pollution 55, 58
 pools 91, 113, 115
 potholes 65, 66
 pre-complaint resolutions 170
 pre-sentence investigations 155
 preparedness 147, 148
 preservation 70, 81, 82, 84, 119, 123, 124
 prevention services 39
 preventive services 31-33, 39
 primary 6, 13, 14, 17, 147, 187, 211, 183, 184
 principals 19
 Priority A complaints 70
 Priority B complaints 69, 70
 private ferry 63, 66
 private sector 147, 148, 166
 private transfer station 110
 probable cause determination 170
 probation 34, 155, 156
 probationers 155, 156
 procure 91, 93
 procurement 28, 87, 91, 93, 195, 171
 professionally certified 71
 Project Safety 23
 promoted 18, 22
 property documents 183-185
 property records 183

prosecution. . . . 163, 165, 166
 protective services. . . 25, 27, 28
 pruning 114
 psychiatry. 13, 14
 public assistance 29, 31
 public buildings. . . . 87, 88, 90, 91
 public health insurance 14, 25-27
 public housing. 75-77, 79
 public pay telephones. . . . 97, 99
 public records 105
 public wholesale markets 177, 178, 155, 156

Q

quality of life . . . 13, 55, 58, 114, 119, 127, 137, 139
 quality-of-life. . . 137, 139
 Queens Borough Public Library. . . 203, 206, 207

R

rat infestation . . . 3
 rats 5
 Ready New York. . . . 148, 149
 real estate. 92, 173, 188
 rearrest rate 155
 records 6, 14, 105-107, 165, 166, 173, 175, 183, 211, 183
 recreation . . 113, 115, 171
 recycling. . . 109-111
 reference queries. . . . 204-206
 refuse 109, 110
 Regents exams 17, 22
 rehabilitation . . . 13, 64
 repairs 55, 56, 61, 65, 151
 research requests. . . . 105
 residential. 25, 32, 60, 70, 72, 85, 103, 120, 140, 143, 144
 residents . . . 13, 25, 27, 35, 39-41, 55, 75-78, 109, 127, 128, 137, 139, 143, 147, 148, 175
 response time . . . 6, 7, 10, 21, 29, 36, 42, 47, 52, 59, 67, 69, 72, 78, 84, 89, 94, 100, 104-107, 111, 115, 121, 124, 133, 139, 143-145, 148, 153, 156, 160, 164, 167, 171, 174, 179, 184, 185, 193, 198
 restaurants inspected 6
 restitution. 165, 191, 192
 revenue 14, 29, 55, 57, 58, 60, 91, 92, 110, 183, 187
 revenues . . . 8, 11, 15, 22, 30, 37, 48, 60, 68, 73, 79, 85, 90, 94, 101, 107, 112, 116, 122, 125, 134, 141, 145, 154, 157, 164, 167, 175, 179, 157, 183, 186, 188, 194, 199, 174, 210, 212, 176, 182, 184
 revisits. 14
 rezoning . . . 119, 120

rodent 7
 runaway and homeless youth 49, 50
 Ryan White 4

S

safety. 3, 5, 17, 20, 23, 25, 26, 28, 31, 32, 39, 41, 45, 55, 58, 63, 66, 69, 70, 77, 87, 88, 98, 114, 131, 132, 134, 137-139, 143, 144, 147, 151, 155, 175
 safety & emissions. 131, 132, 134, 175
 Safety Net Assistance. . . . 26
 sanitation. . . 109-111, 179, 156, 197, 173
 school construction 17, 23, 24
 school safety . . . 17, 20, 138
 school-based clinics 13
 Schools Under Registration Review . . . 19
 scorecard. 99
 searches. 152
 seats 21, 23, 24
 Section 8 . . . 75, 76, 79, 83
 secure detention 35
 security 31, 55, 75, 91, 97, 137, 143, 147, 151
 self-sufficiency 25
 senior centers . . . 45, 46, 48, 75, 77, 78
 seniors. 4, 45-48, 63, 77, 115
 service plans . . . 5, 27
 settlement. 163, 170, 173, 191
 settlements 28, 83, 169, 191, 192
 sewer. 55-57, 60, 87
 sexual assault . . . 10
 sexually transmitted diseases 3
 shelter 27, 28, 39-43, 52, 183
 shelter safety . . . 39
 shelter services 39, 41, 42
 shelter services system. . . 39, 41, 42
 shelters 27, 28, 39, 41, 50, 66
 sidewalk cafes. 193
 sidewalk ratings 197, 173
 sidewalks 63, 65, 109, 116
 signals. 63
 signs 5, 6, 63, 64
 single adults . . . 39-42
 small business . . 195, 198, 171, 174
 smoke 4
 smoking . . . 3, 7
 snow 65, 109, 110, 149
 special education. . . . 17, 19, 22
 special needs . . . 81
 spray showers . . 113, 114
 SSI 25, 27
 State Central Registry . . . 32
 Staten Island Ferry. 63, 64, 66
 stimulus. 40
 STD. 3
 street cave-in . . . 56, 57

street cleanliness . . . 109
 street homeless 39, 40
 streetlight 67
 streets 40, 63, 65, 66, 97, 99, 109
 structural fires 143, 144
 structures 63, 90, 123
 student attendance . . . 17
 student enrollment . . . 18, 209, 181
 students . . . 17-20, 22, 209, 210, 181
 students enrolled 19
 subsidies . . . 75, 81, 83
 substantiated investigations . . . 32
 suicides . . . 152
 Summer Youth
 Employment Program 50
 summonses 66, 110, 114, 131, 132, 139, 184,
 185, 175
 supportive housing 4, 5
 supportive services 4, 41, 45, 46, 77
 surplus 91, 92, 94
 survey 20, 57, 88, 92, 100
 SYEP 50
 syphilis 4

T

tax 3, 81, 93, 183-188, 191
 taxes 183, 184, 187
 taxi 131-133, 175, 176
 teacher certification 210, 181
 teacher qualifications 17
 technical assistance 119, 123, 127, 170, 195,
 171, 172
 technology 20, 57, 60, 97, 100, 101, 104,
 187, 171
 telephone . . . 97-100, 103, 149, 174, 176
 temporary housing 28, 40
 temporary shelter . . . 39
 tenants 81, 91, 92, 196, 171, 172
 terrorist acts . . . 143
 test 91, 147, 209, 210, 181
 311 Customer Service Center 6, 7, 11, 14, 21,
 24, 29, 36, 42, 47, 52, 60, 67, 72, 79, 84, 85,
 89, 94, 100, 101, 103, 104, 107, 111, 116, 122,
 124, 129, 133, 140, 145, 149, 154, 156, 161,
 167, 171, 175, 179, 156, 186, 191, 193, 194,
 198, 174, 204-206, 210, 212, 182, 184
 tobacco 3, 191, 192
 tort 64, 110, 114, 140, 163
 towing 184
 trade waste 179, 156
 traffic 63, 64, 67, 137, 139
 traffic controls 63
 traffic fatalities 63, 64, 139
 traffic safety . . . 63, 137, 139
 traffic signals . . . 63

training 26, 27, 45-47, 49, 50, 70, 75, 77, 78,
 91, 92, 97, 137, 138, 143, 147, 149, 151, 153,
 169, 170, 195, 196, 171, 173, 211, 183
 transit system . . . 138
 transportation . . . 40, 63, 67, 119, 131, 147
 trees 113, 114, 116, 117
 trials 169, 170, 173, 174
 tuberculosis 3, 4

U

unemployment 188, 189, 196, 172
 unemployment rate 188, 189
 uninsured patients . . . 14, 15
 units 4, 5, 75, 76, 81, 82, 85, 93, 137, 143,
 144, 165
 urban design . . . 119

V

vacant lots 109
 vehicle 93, 103, 131-133, 140, 149, 186, 175
 VENDEX 41, 166
 victim 10, 153
 Victim Identification
 Notification Everyday . . . 153
 VINE 153
 violations 21, 55, 58, 59, 69-71, 73, 81-83,
 99, 137-139, 169, 173, 174, 177, 178, 155,
 156, 183, 191
 violence 9, 25, 27, 28, 40, 77, 138, 151, 177,
 155
 vital record 105, 106
 voucher 34

W

wait times 184
 warning letters 123, 124
 waste 29, 109, 165, 179, 156
 waste transfer stations . . . 109
 wastewater treatment 55, 57
 water conservation 55
 water consumption 55, 56
 water mains 87, 88
 water quality . . . 55-57
 water supply . . . 55
 waterfront 66, 119, 120, 122, 188
 watershed 55, 56
 weapons 1 . . 52
 WeCare 28
 Weights and Measures Laws . . 191
 welfare 29, 31, 55
 WEP 8, 22, 30, 37, 48, 68, 85, 94, 112,
 116, 141, 145, 210, 176, 182

whistleblower . . . 166
work orders 65, 75, 92
workforce 49, 91, 195, 196, 171, 173
Workforce1 195, 196, 198, 171-174
working families . . . 31, 76
World Trade Center 10, 11

Y

youth 31, 32, 34-37, 49-52, 78, 115, 156,
163
youth employment . . 50, 78
youth programs 49, 51
youth workforce development 49

Z

zoning 69, 119, 120, 122