



MAYOR'S MANAGEMENT REPORT

September 2012



MAYOR'S MANAGEMENT REPORT FISCAL 2012

City of New York
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INTRODUCTION

MAYOR'S MANAGEMENT REPORT (MMR)

As mandated by Section 12 of the New York City Charter, the Mayor reports to the public and the City Council twice yearly on the performance of municipal agencies in delivering services. The annual Mayor's Management Report (MMR) covers the 12 month fiscal year period, July through June. The Preliminary Mayor's Management Report (PMMR) covers performance for the first four months of the fiscal year, July through October. The Charter provisions governing the submission of the MMR can be viewed on the Mayor's Office of Operations' website at NYC.gov.

The MMR covers the operations of City agencies that report directly to the Mayor. Additionally, three non-Mayoral agencies are included at the rear of the report. A total of 44 agencies and organizations are included. Activities that have direct impact on New Yorkers – including the provision of support services to other agencies – are the focus of the report. The report is organized around a set of "Key Public Service Areas" listed at the beginning of each agency chapter. Within these service areas, "Critical Objectives" further articulate agencies' goals and strategies. The Key Public Service Areas and Critical Objectives were developed through collaboration between the Mayor's Office of Operations and the senior managers of each agency.

The "Performance Statistics" tables contain the following standard information for indicators:

1. The most recent five years of data. In the PMMR, 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.
2. A star designation (★) showing which indicators are deemed critical.
3. Numeric targets, if appropriate, allowing for the comparison of actual performance against these projected levels of service. Targets are initially set in the PMMR based on the City's preliminary budget and are later updated in the MMR, if necessary, based on the adopted budget or revised performance expectations.
4. A five year trend assessment showing whether the indicator is trending upward, downward or is neutral. This assessment is based on a computer generated trend line. For more information, see the User's Guide section of this book.

Because resources affect an agency's ability to perform, the MMR also presents, for each agency, an overview of resources used over the past five years including, but not limited to, staffing levels, overtime, expenditures, revenues and capital commitments.

Each agency chapter also contains information regarding how well the agency is serving its customers including timeliness in responding to service requests made through the City's 311 Customer Service Center. Where available, data relating to customer satisfaction is also presented.



Finally, each agency chapter includes a “Noteworthy Changes, Additions or Deletions” section where revisions to information previously published are explained.

In addition to the information provided in the main MMR, three other types of related information are available through the Office of Operations website:

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 the NYC.gov website.
2. Definitions of each agency performance measure including the data source.
3. Additional tables showing information of interest across agencies including workforce absence rates, vehicle usage, inquiries to the 311 Customer Service Center and budgetary units of appropriation.

The MMR also contains a section at the beginning called “How Is New York City Doing?” which summarizes information found in the individual agency chapters.

For a description of each component of the MMR, a User’s Guide is included at the end of the report.

NYCSTAT AND THE MMR

www.nyc.gov/nycstat

NYCStat is the City’s one-stop-shop for all essential data, reports, and statistics related to City services. From this page you can access a wide array of performance-related information including citywide and agency-specific performance, 311-related information, and interactive mapping features for selected performance data and quality-of-life conditions.

The components of NYCStat are:

Citywide Performance Reporting – Agency Performance Reporting. This interactive dashboard includes data from the same City agencies and covered organizations that are represented in the MMR. Data for more than 500 performance measures considered critical is updated monthly, quarterly, or annually depending on reporting schedule.

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.

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.

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.



Scorecard Cleanliness Ratings – Scorecard is an inspection program run by the Mayor’s Office of Operations. The program measures and reports on the cleanliness of City streets and sidewalks across the City’s five boroughs.

311 Information – Data derived from the 311 Customer Service Center includes:

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.

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

NYC Open Data – NYC Open Data increases the accessibility of public data generated by the various New York City agencies. As part of an initiative to improve the accessibility, transparency, and accountability of City government, this catalog supplies access to a repository of government-produced, machine-readable data sets.

NYC Service Performance Tracker – Review the performance of major volunteer and civic engagement initiatives managed by NYC Service.

NYCStat Stimulus Tracker – With NYCStat Stimulus Tracker, New Yorkers can track the City’s use of federal recovery funds provided through the American Recovery and Reinvestment Act of 2009 (ARRA).

HOW IS NEW YORK CITY GOVERNMENT DOING?

AN OVERVIEW OF KEY INDICATORS FOR FISCAL 2012

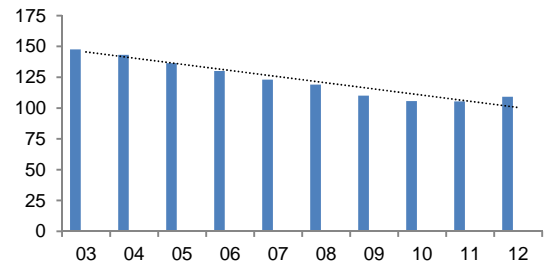
The Mayor's Management Report provides detailed information to the public on more than 1,400 indicators. This new section of the report provides a snapshot of long-term trends for issues of high interest to New York City residents.

PUBLIC SAFETY AND LEGAL AFFAIRS

Major Crime

Major felony crime rose 4 percent in Fiscal 2012 from 105,496 in Fiscal 2011 to 109,299 in Fiscal 2012. The number of major felony crimes has decreased 26 percent compared to Fiscal 2003. Robbery, felonious assault, burglary and grand larceny all increased in Fiscal 2012, while murder/non-negligent manslaughter and rape fell. Murder decreased 10 percent compared to Fiscal 2011. All types of major felony crimes decreased significantly over the past five years and 10 years. See page 3 for more information.

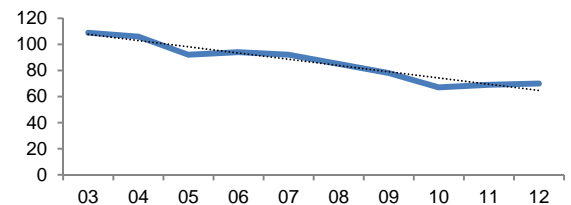
Major Felony Crime (000)



Fire Fatalities

Civilian fire fatalities, which dropped by 36 percent since Fiscal 2003, increased by 1 fatality in Fiscal 2012, from 69 in Fiscal 2011 to 70 in Fiscal 2012. In Fiscal 2003, 109 people perished in New York City fires. The number of structural fires and nonstructural fires decreased 5 percent and 17 percent, respectively, compared to Fiscal 2011. For more information, see page 9.

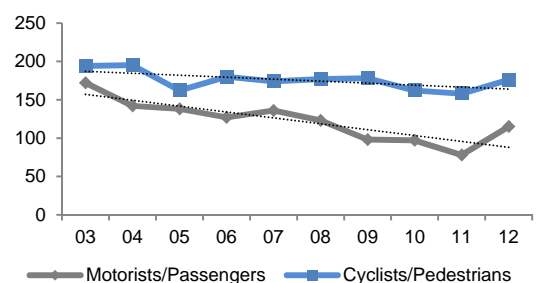
Civilian Fire Fatalities



Traffic Fatalities

Traffic fatalities for both motorists/passengers and bicyclists/pedestrians rose in Fiscal 2012. This increase coincides with a jump in fatalities involving drivers who were intoxicated, which went from 10 in Fiscal 2011 to 18 in Fiscal 2012. Prior to Fiscal 2012 motorist/passenger fatalities had been trending downward since Fiscal 2003, while cyclist/pedestrian fatalities had been fairly constant since Fiscal 2003. For more information see pages 5, 133 and 134.

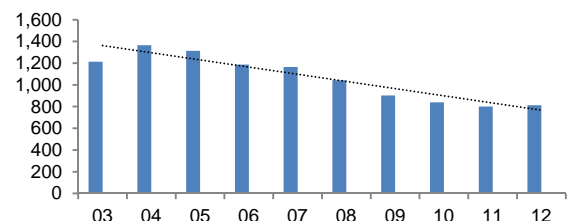
Traffic Fatalities



Crime in Schools

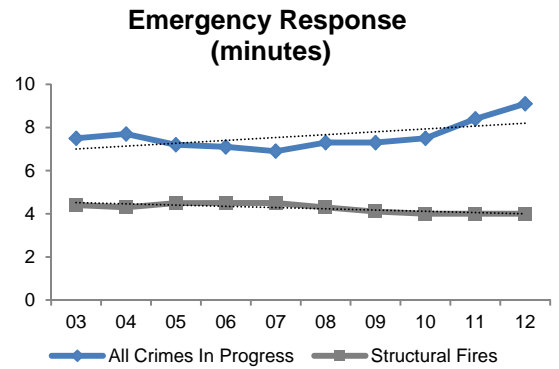
Major felony crime in the City's public schools increased in Fiscal 2012, rising by less than 2 percent, after falling steadily between Fiscal 2004 and Fiscal 2011. Increases occurred in robbery and grand larceny. Since Fiscal 2003, major felony crime in schools has fallen 33 percent. Other school safety crimes, while decreasing over the mid- and long-term, were also up in Fiscal 2012. For more information, see pages 4 and 114.

Major Felony Crime in Schools



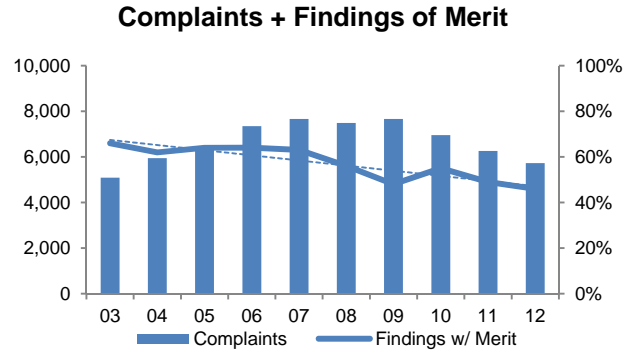
Emergency Response

Fire response time to structural fires decreased by 2 seconds between Fiscal 2011 and 2012 and has been stable over the mid- and long term. Police response to crimes in progress increased by 42 seconds compared to Fiscal 2011. Today the overall response time for crimes in progress is 1 minute 36 seconds higher than in Fiscal 2003. However, response time for critical calls had decreased by 24 seconds over the same period. For more information see pages 5 and 10.



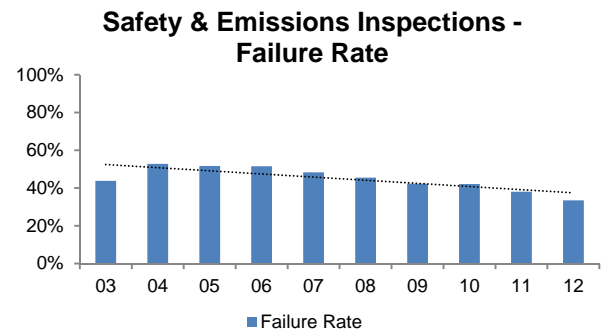
Complaints of Police Misconduct

Complaints of police misconduct made to the Civilian Complaint Review Board fell by 9 percent in Fiscal 2012. After peaking in Fiscal 2009, complaints against police have fallen by 25 percent. Over the long-term, complaints were approximately 12 percent higher in Fiscal 2012 than in Fiscal 2003. However, cases determined to have merit have fallen almost continuously since Fiscal 2003, reaching a low of 46 percent of all closed allegations in Fiscal 2012. For more information, see page 25.



Taxi Safety

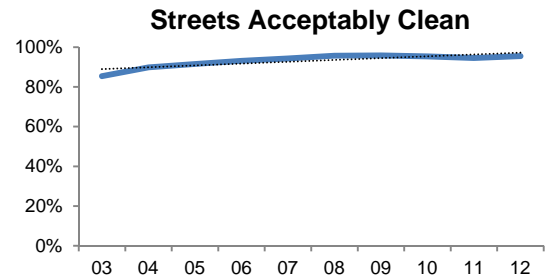
The percent of medallion taxis failing initial safety and emissions tests declined by almost 5 percentage points to 33.5 percent in Fiscal 2012, achieving the lowest failure rate during the Fiscal 2003 – Fiscal 2012 reporting period. The failure rate has declined steadily from a high of 53 percent in Fiscal 2004. For more information, see page 203.



QUALITY OF LIFE

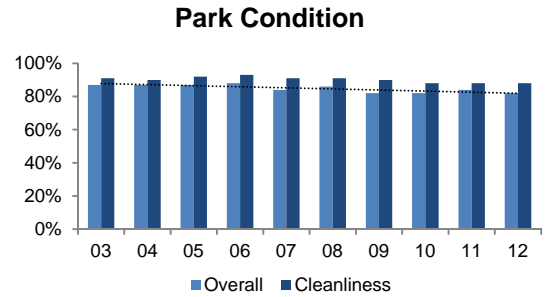
Street Cleanliness

After a slight dip in Fiscal 2011 the percent of streets rated acceptably clean increased by 1 percentage point to 95.5 percent in Fiscal 2012 of streets rated acceptably clean, based on monthly assessments of 6,000 blocks. The percent of acceptably clean streets has risen 10 percentage points compared to Fiscal 2003 and has improved dramatically since a nadir of 53 percent in Fiscal 1980. For more information, see page 49.



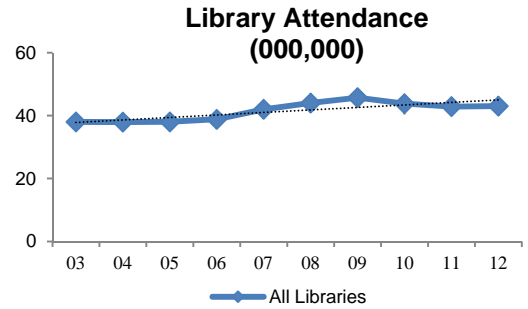
Park Condition

Through an internal rating program, the Department of Parks and Recreation assesses the overall condition and cleanliness of all NYC parks. For the past three years, both overall condition and cleanliness have remained steady with overall condition 5 to 6 percentage points lower than the 88 percent cleanliness rating. Since Fiscal 2003 these ratings have decreased by 5 and 3 points respectively. For more information, see page 53.



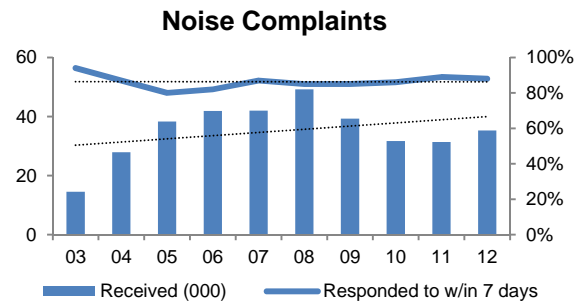
Public Library Attendance

In Fiscal 2012 New York City public libraries citywide logged 43 million visitors. This was slightly lower than attendance in Fiscal 2011. Library attendance has gone up since Fiscal 2003 by about 5 million visits per year. However, the distribution of attendees has varied by library system, with Brooklyn and New York experiencing significant increases, while Queens experienced a substantial drop. For more information on individual library systems, see page 210.



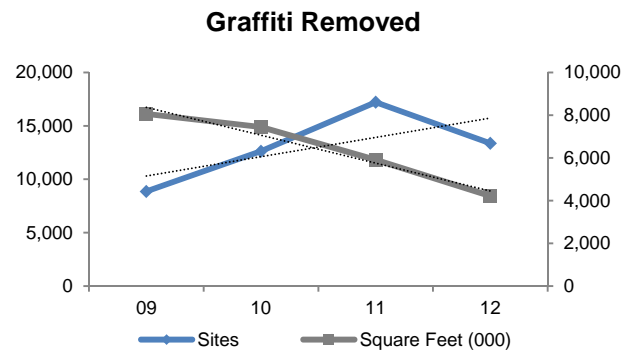
Noise

Noise complaints to the Department of Environmental Protection increased by 13 percent in Fiscal 2012 compared to Fiscal 2011, from 31,400 to 35,300. Over the mid-term, noise complaints have dropped significantly from a high in Fiscal 2008 of 49,200. Over the long-term, complaints rose sharply from Fiscal 2003 through Fiscal 2006 before falling in Fiscal 2009. The Department reports that since Fiscal 2006 more than 85 percent of these complaints were responded to within 7 days. For more information, see page 130.



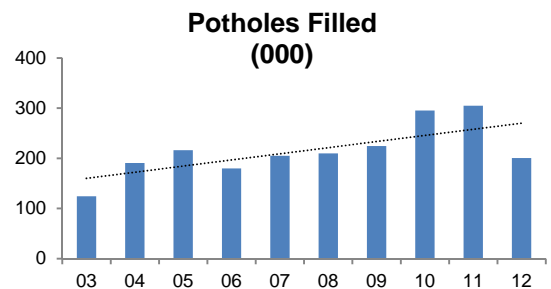
Graffiti

The Department of Sanitation began reporting on graffiti clean-up in Fiscal 2009. During that period 52,000 graffiti sites, covering 25 million square feet, were cleaned. In the short term sites cleaned and square footage of graffiti removed both decreased between Fiscal 2011 and Fiscal 2012. The average square footage removed has decreased from nearly 1,000 square feet in Fiscal 2009 to just over 300 square feet in Fiscal 2012. Responsibility for reporting on graffiti clean-up moves to the Economic Development Corporation in Fiscal 2013. For more information, see page 49.



Potholes

The number of potholes filled by the Department of Transportation decreased by over 100,000 in Fiscal 2012 due primarily to the mild winter. Over the mid-term the number of potholes filled has risen. As have potholes filled over the long term. On average, the Department has filled 215,000 potholes per year since Fiscal 2003. For more information, see page 135.

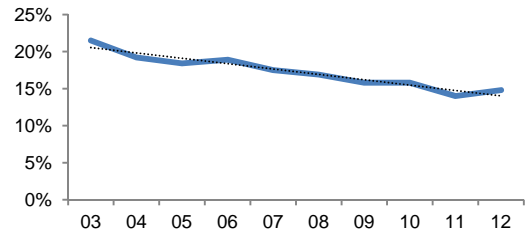


HEALTH & HUMAN SERVICES

Smoking

The percent of adults who smoke increased slightly in Fiscal 2012, from 14.0 percent in Fiscal 2011 to 14.8 percent in Fiscal 2012, but is not statistically different from the Fiscal 2011 rate. The rate has fallen steadily since Fiscal 2003 and is now about 7 percentage points below the Fiscal 2003 level. According to the Centers for Disease Control, on average, 19.3 percent of adults in the U.S. were smokers in 2010. For more information, see page 69.

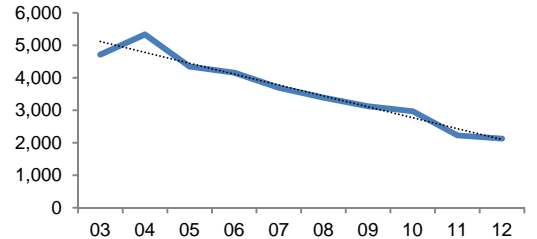
Adults Who Smoke



AIDS

The number of new AIDS cases among adults fell in Fiscal 2012 for the eighth straight year. The current level is 45 percent lower than the level in Fiscal 2003. The number of New Yorkers who die from AIDS also decreased sharply from Fiscal 2003. According to the Department of Health and Mental Hygiene, these decreases mirror national trends. For more information, see page 70.

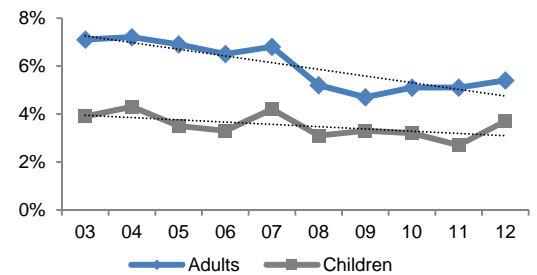
New Adult AIDS Cases



Asthma

After significant reductions between Fiscal 2007 and Fiscal 2009, the rate of asthma revisits to emergency rooms has inched upward in recent years. The rate of adult asthma revisits has decreased by 24 percent while the pediatric revisits returned to a rate close to the Fiscal 2003 level. Both continue to trend downward. For more information, see page 82.

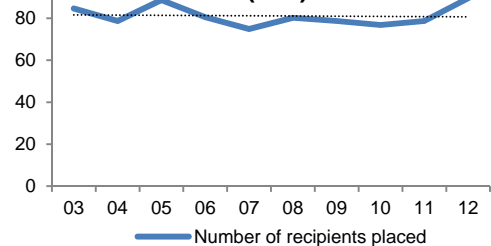
Asthma ER Revisits/1000



Cash Assistance

In Fiscal 2012 the Human Resources Administration placed more than 89,000 recipients into jobs, 14 percent higher than in Fiscal 2011. This is the highest number of placements that has occurred during the Bloomberg administration. Over 80 percent of these placements retained employment for 180 days. The long term trend for this indicator is flat. For more information, see page 85.

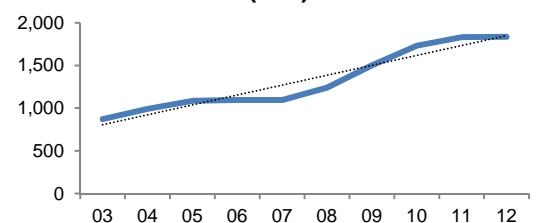
Cash Assistance Employment (000)



Nutritional Assistance

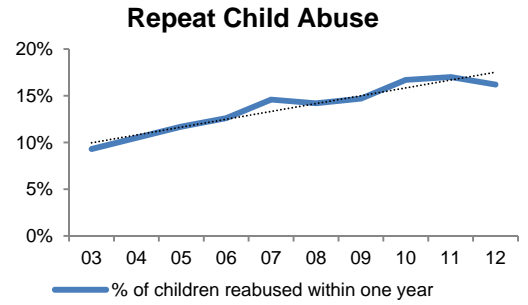
In Fiscal 2012 over 1.8 million New Yorkers received nutritional assistance from HRA. Formerly known as the Food Stamp Program, the Supplemental Nutrition Assistance Program (SNAP) has increased enrollment every year since Fiscal 2003. The number of recipients in Fiscal 2012 is 111 percent higher than the number in Fiscal 2003. For more information, see page 87.

Nutrition Assistance Recipients (000)



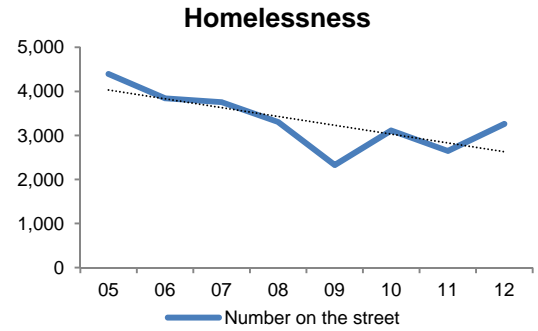
Child Abuse

The percent of children experiencing reabuse within one year of a substantiated case decreased by 0.8 of a percentage point in Fiscal 2012. Despite a few stable periods, this indicator has increased consistently since Fiscal 2003 and risen 7 percentage points over the period. For more information, see page 92



Homelessness

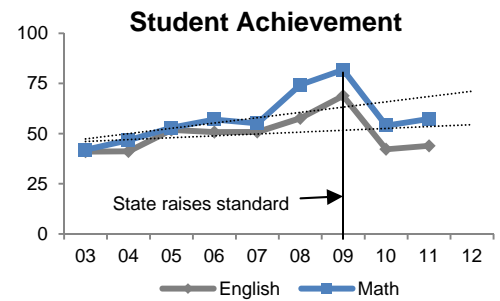
The Homeless Outreach Population Estimate (HOPE), a yearly census conducted by the Department of Homeless Services and its partners, estimates that over 3,200 people were on the street the night the census was conducted in January, 2012. This is a 23 percent increase over the prior year estimate. Since Fiscal 2008, the population estimates have been up and down but relatively constant on average. In the long-term the estimate of those living on the street is 26 percent lower than the baseline established in 2005. For more information, see page 100.



EDUCATION

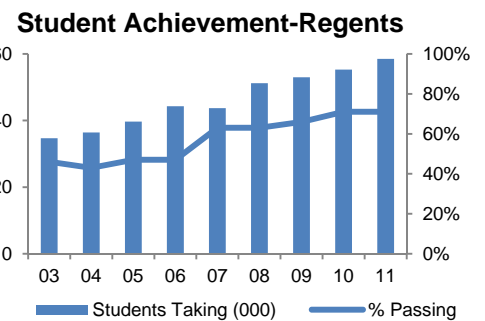
Student Achievement: English and Math

Between 2011 and 2012, students improved by about 3 percentage points in both English and math. Because the State raised the bar for meeting or exceeding standards, the data prior to 2010 is not directly comparable to the later results. The positive trends established between 2003 and 2009 appear to be continuing, although at a lower level reflecting the change in state standards. Achievement in math appears to be significantly higher over the long-term than achievement in English. For more information, see page 111.



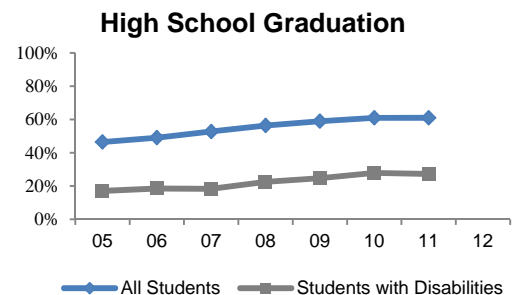
Student Achievement: Regents

In 2011 approximately the same percentage of students passed the State Regents examination as in 2010. During the Bloomberg administration the percent of students passing has risen steadily from 46 percent to 71 percent. The number of students sitting for the exam has also increased steadily over the entire period from 2003 through 2011. Last year the number of students taking the exam was 68 percent higher than in 2003. For more information, see page 112.



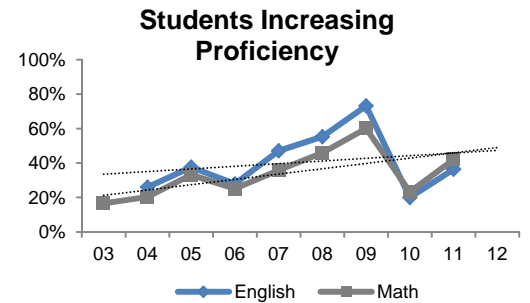
Students Graduating

The percentage of all students and students with disabilities graduating in four years remained virtually the same in 2011 as it was in 2010. The percent of all students graduating in four years has changed little since 2008 after increasing by 21 percent between 2005, when a new classification system was introduced, and 2008. The graduation rate for students with disabilities has improved consistently over the long-term, with rates improving by 60 percent between 2005 and 2011. For more information, see page 111.



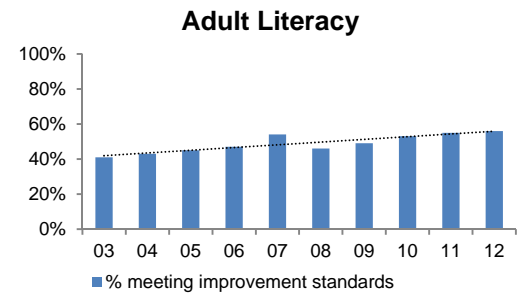
Students in Special Education

This indicator measures the percent of special education students scoring below the standard in a given year who reach a higher level of proficiency in the next year. Much like the student achievement scores above, steady progress has occurred over the long-term interrupted by the higher State-mandated bar in 2010. In 2011 about 40 percent of these students progressed in both math and English. For more information see page 113.



Adult Literacy

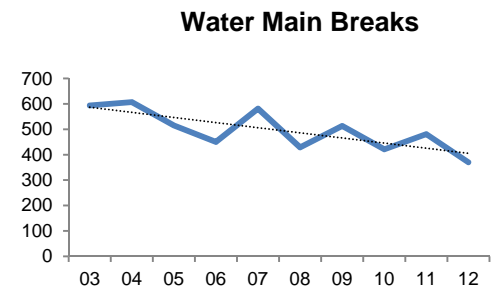
The Department of Youth and Community Development's adult literacy programs provided services to 91,698 New Yorkers since Fiscal 2003. The percent improving literacy skills as a result of the literacy programs increased from 41 percent in Fiscal 2003 to 56 percent in Fiscal 2012. The number of program participants has varied over the long term from over 12,000 participants in Fiscal 2004 to fewer than 5,000 in Fiscal 2012. The percent of participants demonstrating progress as determined by federal standards has increased steadily over the period from Fiscal 2003 through Fiscal 2012. For more information, see page 121.



INFRASTRUCTURE & SUSTAINABILITY

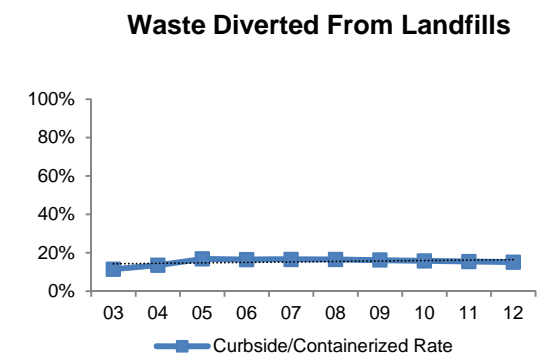
Drinking Water Supply

A key indicator of a robust and sustainable water supply system is the quality of its water mains. Between Fiscal 2011 and Fiscal 2012 the Department of Environmental Protection responded to 23 percent fewer water main breaks – 370 compared to 481. According to the Department, this was due to a combination of mild weather and operational improvements. Over the mid- and long term the number of breaks per year has trended downward. The number of breaks in Fiscal 2012 was 38 percent lower than in Fiscal 2003. For more information, see page 128.



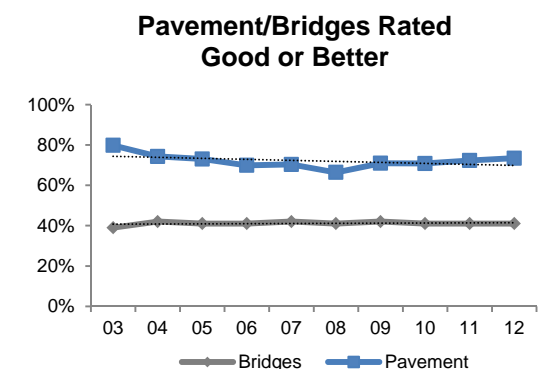
Solid Waste

The curbside and containerized recycling rate fell slightly in Fiscal 2012 from 15.4 percent to 15.1 percent. This continues a slow downward trend that began in Fiscal 2005 when the rate was 16.5 percent. From the beginning of the administration, when the rate was 11.4 percent, the trend has been slightly upward. The City's goal is to achieve a curbside and containerized recycling rate of 25 percent by 2020. For more information, see page 50.



Street and Bridge Condition

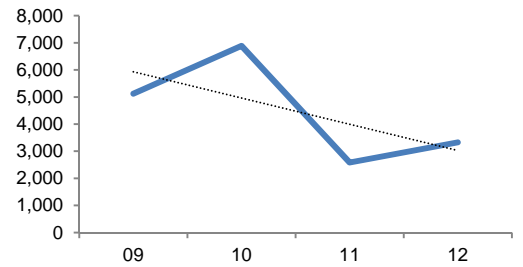
In Fiscal 2012 the percent of street pavement rated good increased by 1.1 percentage points to 73.4 percent. This is the highest pavement rating since Fiscal 2004. Over the mid-term, ratings have improved after a dip in Fiscal 2008. Over the long term, street ratings decreased 14 percent through Fiscal 2008 and then climbed upward over the past four years. Bridge condition – those rated good or very good – has moved in the range of 39 -41 percent between Fiscal 2004 and Fiscal 2012. For more information, see pages 134 and 135.



Greenhouse Gas Emissions

PlaNYC set a goal of reducing total citywide greenhouse gas (GHG) emissions 30 percent by the year 2030 relative to a 2005 baseline. It also pledged that City government would accelerate its own reductions. City efforts to reduce emissions, which include retro-fits, improved energy management at City buildings, capture of fugitive emissions, co-generation of energy, and more efficient lighting, began in Fiscal 2009. In Fiscal 2012 reductions were 3,325 metric tons, a 29 percent increase over Fiscal 2011. The City has set an ambitious target of a 7,500 metric ton reduction for Fiscal 2013. For more information, see page 184 and [2011 PlaNYC Update – GHG](#).

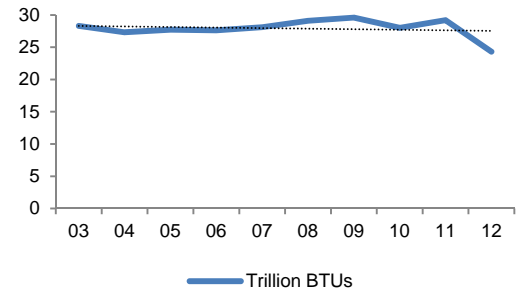
City Gov't Reductions in GHG Emissions (metric tons)



City Government Energy Use

Between Fiscal 2011 and Fiscal 2012, the total amount of energy purchased by the City, as measured in trillions of BTUs, fell to the lowest level in the previous nine years. The Department of Citywide Administration Services attributes this to a mild winter and energy conservation initiatives. In the mid-term, from Fiscal 2008 to Fiscal 2011, energy use increased slightly. In the long term the trend is slightly downward. For more information, see page 184.

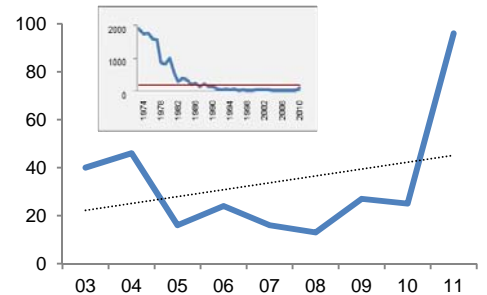
Total Energy Purchased



Waterway Cleanliness

In 2011, fecal coliform concentrations were higher than in the previous years due to extreme amounts of rainfall in August, including Hurricane Irene. The bathing standard for fecal coliform is 200 counts per 100 mL which the City has achieved since 1990. (A “count” refers to the number of colony-forming units per 100 mL sample.) The insert shows the trend back to 1974. The red line is the bathing standard level. The City is improving the quality of waterways by focusing on upgrading the municipal sewage/stormwater management systems including new infrastructure at wastewater treatment plants, new strategies including green infrastructure to manage rainwater before it reaches sewers, and improvements in how the City operates and maintains the system. For more information, see [2011 PlaNYC update – Waterways](#).

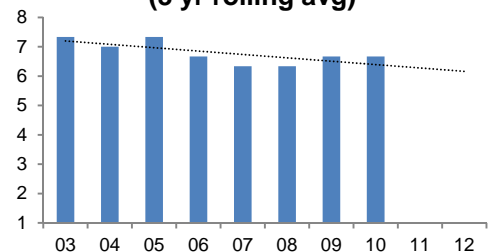
Fecal Coliform in New York Harbor (Counts/100 mL)



Air Quality

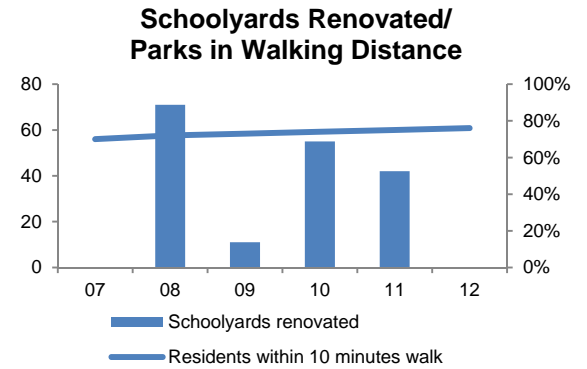
Since the beginning of the Bloomberg administration, New York City has slowly improved its rank in air quality - in fine particulate matter (PM 2.5) - compared to the other seven largest U.S. cities. PlaNYC reports that the City's ranking has hovered around # 7 out of eight but is trending downward. For more information, see [2011 PlaNYC Update - Air](#).

City Ranking in Average PM 2.5 (3 yr rolling avg)



Proximity to Parks

Access to parks is a hallmark of a sustainable city. PlaNYC set a goal that every resident would live within a ten-minute walk of a park by the year 2030. The City, supported by partners like conservancies and business improvement districts, is advancing toward that goal in part by renovating and re-purposing public spaces through initiatives like the Public Plaza Program and schoolyards-to-playground conversions. The chart shows the number of schoolyards repurposed in the past four years under PlaNYC. The percentage of New Yorkers within a 10-minute of a park is estimated to have increased from 70 percent in 2007 to 76 percent today. For more information, see [2011 PlaNYC Update – Parks](#).

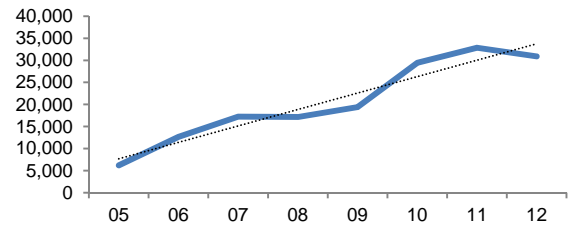


ECONOMY

Job Placement

In Fiscal 2012 system wide job placements (and promotions) through Department of Small Business Services' Workforce 1 decreased by 6 percent from 32,584 to 30,900. This was the first drop in an otherwise steady increase since Fiscal 2005 when data was first reported. For more information, see page 172.

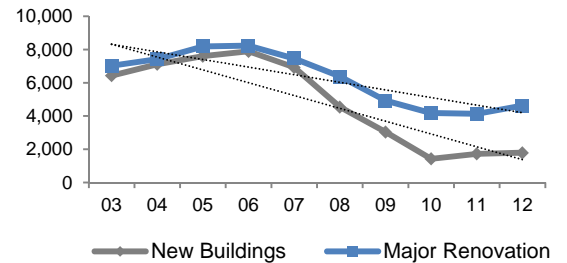
Job Placements - SBS



Construction

In Fiscal 2012 jobs filed with the Department of Buildings were slightly higher for both new buildings and major renovations. After falling sharply for four years in a row between Fiscal 2006 and Fiscal 2010, the modest upturn in jobs filed is a significant change. For more information see page 147.

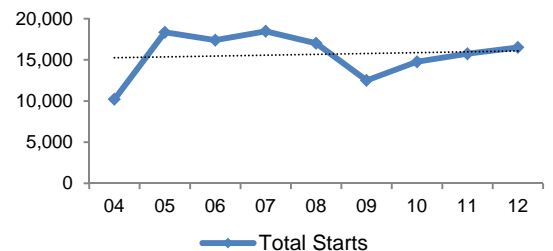
New Construction Projects



Affordable Housing Development

Affordable housing starts funded by the Department of Housing Preservation and Development and the Housing Development Corporation increased by 5 percent in Fiscal 2012. Starts have trended upward since Fiscal 2010 reflecting some recovery from the nation's economic downturn. For more information, see page 140.

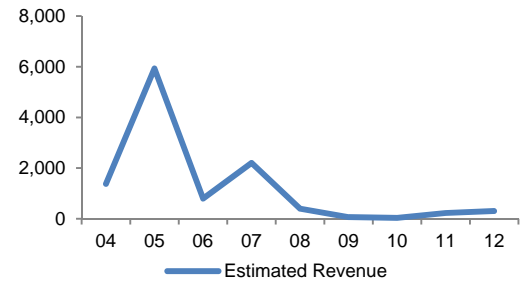
Affordable Housing Starts



Tax Revenues (Industrial Development Agency-Related)

Between Fiscal 2011 and Fiscal 2012 yearly, development-related tax revenues projected by the agency increased by 32 percent, from \$230.5 million to \$304.9 million signaling an upturn in development activity. Over the mid-term, Fiscal 2008 – Fiscal 2012 tax revenues have been relatively low, running at an average of \$206.4 million per year. Over the long term, tax revenues peaked at \$5.9 billion in Fiscal 2005, before dropping to \$799 million in Fiscal 2006. For more information, see page 169.

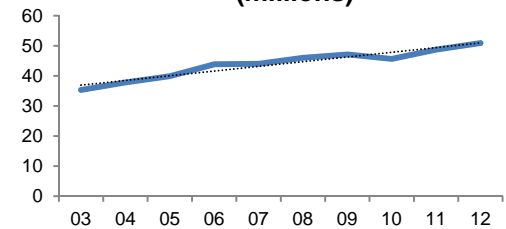
**City Taxes Projected - IDA
(000,000)**



Visitors to New York City

For the first time during since the MMR began reporting this statistic, the number of visitors to New York topped 50 million according to the Economic Development Corporation. Despite the global economic crisis, the number of visitors fell by a very small percentage over the mid-term demonstrating robust growth over the long-term. While this is not an indicator that City government can strongly influence, it is an important measure of the economic condition of the City. For more information, see page 169.

**Visitors to NYC
(millions)**

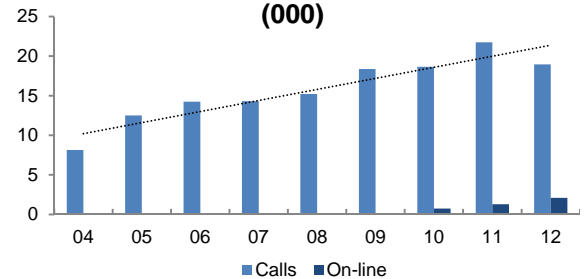


ADMINISTRATIVE SERVICES

311 Customer Service

Since its inception in Fiscal 2003, 311 call volume increased steadily through Fiscal 2011. In Fiscal 2012 call volume fell for the first time - by nearly 3 million, or 13 percent. While call volumes decreased over the short term, on-line site visits, which have been tracked since Fiscal 2010, reached 2.1 million in Fiscal 2012. For more information, see page 201.

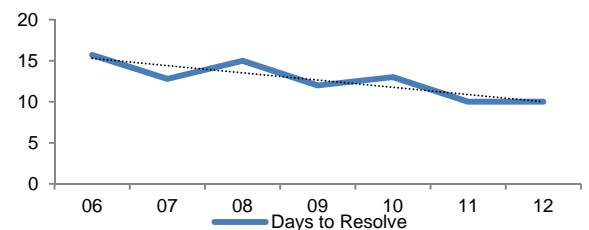
**311 Contacts
(000)**



Cable Complaints

The Department of Information Technology and Telecommunications is responsible for handling cable service complaints. In the short term the number of days to resolve a complaint remained at the Fiscal 2011 level of 10 days. Over the mid-term the rate decreased sharply, beginning in Fiscal 2008. Over the long term the time to resolve is trending downward. For more information, see page 197.

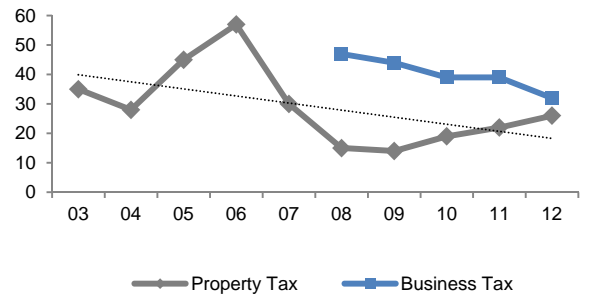
Cable Service Complaints



Tax Refund Timeliness

After peaking in Fiscal 2006 at 57 days, average days to send out a property tax refund fell strongly through Fiscal 2009 then increased over the past three years. Since reporting began Fiscal 2008 business tax days to refund have fallen from 47 to 32 days or 32 percent. For more information, see page 193.

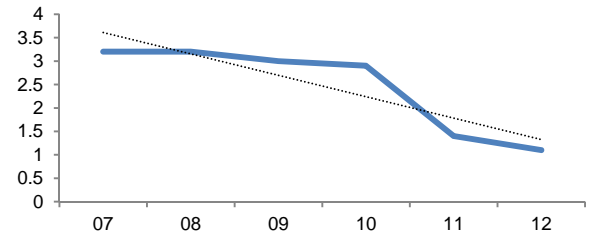
Average Days to Refund



Purchase Order Processing Time

Between Fiscal 2011 and 2012, the average time for the Department of Citywide Administrative Services to process a purchase order dropped by 0.3 days. This was preceded by a drop of 1.5 days, on average, between Fiscal 2010 and 2011. Between Fiscal 2007, the first year this indicator was tracked, and Fiscal 2010, processing time fell by 0.3 days. DCAS launched its online direct order system in Fiscal 2010; it was implemented citywide by the end of Fiscal 2012. For more information, see page 183.

Purchase Order Processing (Days)



AGENCIES WORKING TOGETHER:

YOUNG MEN'S INITIATIVE

Partner agencies & offices



ACS



CUNY



DCAS



DOC



DOE



DOH/MH



DOP



DYCD



EDC



HHC



HRA



Libraries



NYCHA



SBS

Mayor's Office of Operations

NYC Service

Office of Human Capital Development

Office of the Criminal Justice Coordinator

Improving Outcomes for Black and Latino Young Men

New York City's Young Men's Initiative (YMI) is the nation's most comprehensive effort to tackle the broad disparities slowing the advancement of black and Latino young men. Overall, the initiative is focused on improving outcomes for young men through policy changes and innovative programming in four main areas: education, health, employment and justice. To date, the City has implemented over 40 programs and policies across nearly 20 City agencies and offices. In order to track progress and success, the Office of the Deputy Mayor for Health and Human Services coordinates all YMI programs and policies. Specifically, the Office of the Family Services Coordinator provides overall project direction; the Center for Economic Opportunity oversees program implementation and evaluation; and the Center for Innovation through Data Intelligence leads data collection and analysis efforts.

Education

The goal of education programs and policies is to reduce the achievement gap between black and Latino boys and their peers on a broad variety of critical outcomes. School-based efforts include advancing reforms in discipline strategies, special education, and school accountability. This past year, with the support of private funding, 40 schools were selected to participate in the Expanded Success Initiative (ESI) which will pilot strategies to increase career and college readiness among black and Latino boys. YMI programs are also linking GED students with peer mentors and helping low-level readers gain the literacy skills to take the GED.

Employment

The City is connecting more young men to employment and reducing barriers they may experience in obtaining work. Jobs-Plus is the largest program in the employment portfolio. Jobs-Plus connects public housing residents to employment and supports for work. In addition, the City is expanding internship opportunities for youth as well as promoting the attainment of official identification to remove barriers to employment.

Justice

The City is coordinating and advocating for reforms and practice changes to the juvenile and criminal justice systems to ensure interventions help young people prepare for second chances and life success. YMI has funded expansions of programs that help court-involved young people become more civically engaged and connected to mentors. Joining a growing number of other leaders from across the country, the Mayor signed an executive order to remove barriers to City employment for those who have criminal records.

Health

The health portfolio includes a range of policy and practice changes that will improve access to health services for teens, provide comprehensive sexual health education, help support young parents, and reduce gun violence in high-crime neighborhoods. A major effort to help support young families is *NYC Dads: The Mayor's Fatherhood Initiative* which is building awareness among agencies to make City services more "father friendly".

Detailed descriptions of all Young Men's Initiative programs and policies are available [here](#).

Data for selected performance indicators for programs and policies launched in FY 12 is available [here](#).

YOUNG MEN'S INITIATIVE (YMI)

KEY INDICATORS

To assess the disparities faced by young men of color in NYC, 11 citywide indicators were identified in the domains of education, health, employment, and justice. These citywide indicators provide an important context for the YMI policy and programmatic work and are reviewed monthly by the Mayor. For example, the disparity answers the question, *How much higher is the felony conviction rate for black males ages 16-24 compared to white males of the same age?*

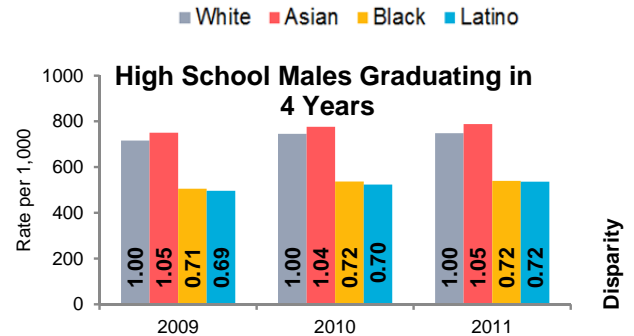
For each indicator, the rate per 1,000 was calculated by taking the number of individuals receiving a service (event) divided by the total population of the ethnic group. The disparity is calculated by comparing the rates of each indicator for black, Latino, and Asian young men to the rate per 1,000 for white young men.

Below are the rates per 1,000 and disparities for four of the citywide indicators: graduation, employment, teen pregnancy, and felony convictions. The disparities are displayed inside each bar.

High School Graduation

Since 2009, the graduation rate for males increased 7 percent, from 565.8 per 1,000 to 603.8 per 1,000. The disparity rate across the three years has remained relatively constant for young men of color compared to whites.

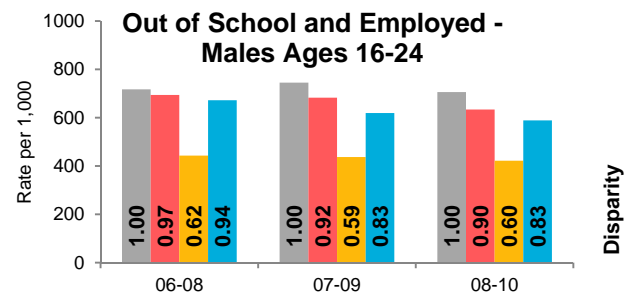
Source: NYC Department of Education



Employment

Of those that are out of school, there has been a minimal change in the percent of employed 16-24 year old males. The disparity rate across the five years has remained essentially constant for all groups of young men of color compared to whites.

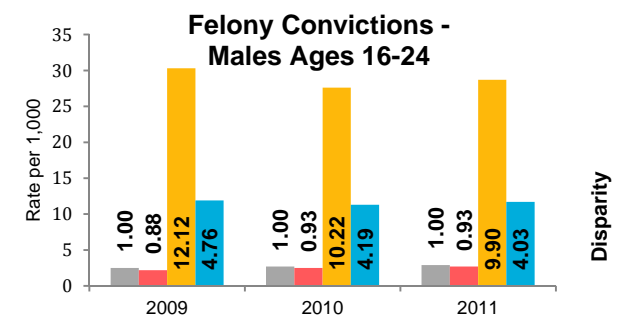
Source: American Community Survey 3-year Integrated Public Use Microdata Series: Version 5.0 Estimates. Minneapolis: University of Minnesota, 2010.



Felonies

Since 2009, the felony conviction rate for males 16-24 decreased by 2 percent (12.4 per 1,000 to 12.1 per 1,000). The disparity rate across the three years reported has decreased for black and Latino young men.

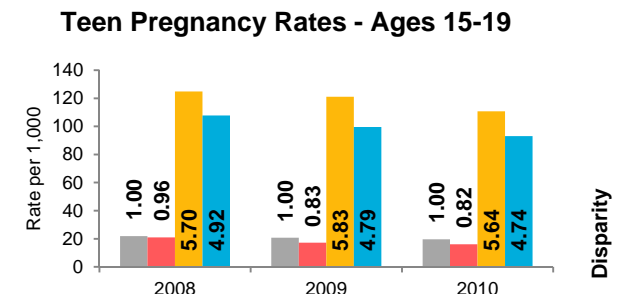
Source: NYS Division of Criminal Justice Services; NYC Bureau of Vital Statistics, Department of Health and Mental Hygiene; and U.S. Census



Teen Pregnancy

In 2010, there were 72.6 pregnancies per 1,000 females ages 15-19, a 12 percent decline from 82.4 per thousand in 2008. Overall, the disparity rates for young women of color have decreased between 2008 and 2010.

Source: NYC Bureau of Vital Statistics, Department of Health and Mental Hygiene



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.

Scope of Agency Operations

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

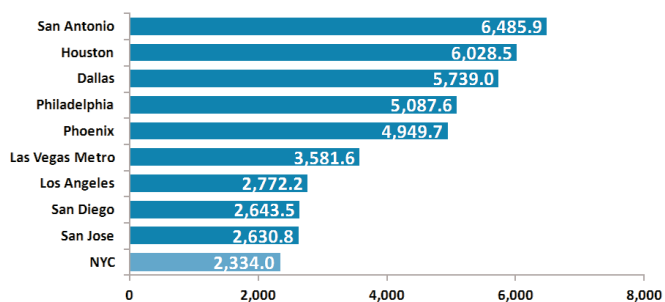
Critical Objectives

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

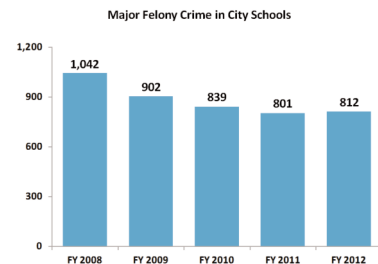
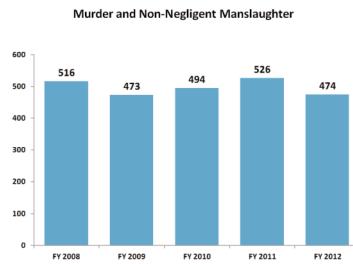
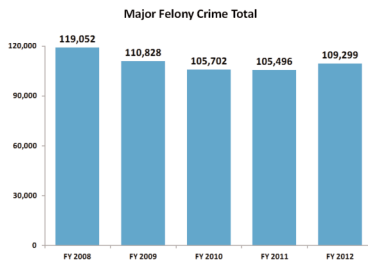
Performance Report

- ✓ **Enhance the safety and security of the public through a multi-faceted approach to crime reduction.**
 - Based on total index crime statistics for Calendar 2011, New York City remains the safest large city with the lowest rate of crime per capita among the 10 largest U.S. cities as defined by the FBI.
 - Although total major felony crime increased 4 percent in Fiscal 2012 compared to Fiscal 2011, total major felony crime has decreased 8 percent compared to Fiscal 2008 and has decreased 42 percent compared to Fiscal 2000.
 - Despite the increase in total major felony crime, murder and non-negligent manslaughter decreased 10 percent during the reporting period.
 - Major felony crime in the City's public schools increased by 11 crimes, or 1 percent, during the reporting period.

FBI Total Index Crime
Rate Per 100,000 Population
10 Largest U.S. Cities*
Calendar 2011



*Excludes Chicago because reporting methods differ from FBI standards. Includes the entire Las Vegas metropolitan area. Source: Calendar 2011 FBI Uniform Crime Report (preliminary report).



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
(data is preliminary and subject to further revision)								
★ Major felony crime	119,052	110,828	105,702	105,496	109,299	*	*	Neutral
★ - Murder and non-negligent manslaughter	516	473	494	526	474	*	*	Neutral
★ - Forcible rape	876	762	860	1,138	1,098	*	*	Upward
★ - Robbery	22,236	20,641	18,794	19,495	20,291	*	*	Neutral
★ - Felonious assault	16,989	16,112	16,906	17,743	18,762	*	*	Upward
★ - Burglary	20,913	19,584	19,617	18,423	19,162	*	*	Neutral
★ - Grand larceny	44,799	41,468	38,295	38,193	40,642	*	*	Downward
★ - Grand larceny auto	12,723	11,788	10,736	9,647	8,870	*	*	Downward
★ Major felony crime in housing developments	4,686	4,275	4,090	4,406	4,771	*	*	Neutral
★ Major felony crime in transit system	2,346	2,196	2,060	2,321	2,741	*	*	Upward
Crime related to domestic violence - Murder	NA	NA	68	85	75	*	*	NA
- Rape	NA	NA	351	502	535	*	*	NA
- Felonious assault	NA	NA	4,777	5,870	6,781	*	*	NA
Narcotics arrests	110,746	107,294	106,655	106,840	99,344	*	*	Neutral
- Felonies	30,760	27,370	24,575	21,909	20,541	*	*	Downward
- Misdemeanors	79,291	79,159	81,273	84,011	77,776	*	*	Neutral
- Violations	695	765	807	920	1,027	*	*	Upward
Gun arrests	6,794	6,355	6,097	5,881	5,835	*	*	Downward
Juvenile arrests for major felonies	4,373	4,207	4,028	3,767	3,450	*	*	Downward
★ School safety - seven major crimes	1,042	902	839	801	812	*	*	Downward
- Murder	0	0	1	0	0	*	*	Neutral
- Rape	0	5	2	6	5	*	*	Upward
- Robbery	140	146	147	131	148	*	*	Neutral
- Felonious assault	248	231	240	269	250	*	*	Neutral
- Burglary	138	104	81	86	81	*	*	Downward
- Grand larceny	514	414	361	307	326	*	*	Downward
- Grand larceny auto	2	2	7	2	2	*	*	Neutral
School safety - Other criminal categories	4,533	3,559	3,302	3,089	3,295	*	*	Downward
- Other incidents	7,456	5,843	5,354	5,119	5,365	*	*	Downward
Gang motivated incidents	577	335	228	303	310	*	*	Downward
Counterterrorism training (hrs) - Uniformed members	342,498	286,478	239,131	209,081	336,552	*	*	Downward
- Non-members	26,524	77,139	80,940	80,527	74,236	*	*	Upward

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

✓ **Enhance traffic safety for City residents.**

- During Fiscal 2012 traffic fatalities involving automobile operators who were driving while intoxicated increased by 8 fatalities, or 80 percent, compared to Fiscal 2011; however, compared to Fiscal 2010 this represents a decrease of 10 percent.

Performance Statistics	Actual					Target		5-Yr. Trend
(data is preliminary and subject to further revision)	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Traffic fatalities (motorists/passengers)	123	98	97	78	115	*	*	Downward
Traffic fatalities (bicyclists/pedestrians)	177	178	162	158	176	*	*	Neutral
Total moving violation summonses (000)	1,227	1,226	1,262	1,189	1,015	*	*	Downward
- Summonses for hazardous violations	879,221	889,776	903,746	843,171	706,250	*	*	Downward
- Summonses for prohibited use of cellular phones	190,589	211,658	231,345	197,746	153,671	*	*	Downward
Driving while intoxicated (DWI) related fatalities *	25	26	20	10	18	*	*	Downward

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

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

- In Fiscal 2012 the number of summonses issued for unreasonable noise increased by 2 percent compared to Fiscal 2011.

Performance Statistics	Actual					Target		5-Yr. Trend
(data is preliminary and subject to further revision)	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Quality-of-life summonses	527,027	544,213	556,637	538,024	497,656	*	*	Neutral
- Unreasonable noise summonses	15,012	13,660	17,056	14,030	14,302	*	*	Neutral

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

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

- Citywide average response time to all crimes in progress was 9.1 minutes in Fiscal 2012, an increase of 0.7 minutes and 1.8 minutes, respectively, compared to Fiscal 2011 and Fiscal 2008. However, compared to Fiscal 2001 when average response time to all crimes in progress was 10.1 minutes and the Department had approximately 4,000 more officers, average response time has decreased by 1 minute.
- The Department conducted 8,268 Courtesy Professionalism and Respect (CPR) tests during the reporting period. During both Fiscal 2011 and Fiscal 2012, more than 99 percent of all CPR tests conducted yielded "acceptable" results, with "below standard" results accounting for less than 1 percent of the total.

Performance Statistics	Actual					Target		5-Yr. Trend
(data is preliminary and subject to further revision)	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Average response time to all crimes in progress (minutes) - Citywide (all categories)	7.3	7.3	7.5	8.4	9.1	*	*	Upward
- Critical	4.3	4.3	4.4	4.6	4.6	*	*	Neutral
- Serious	5.6	5.7	5.8	6.2	6.5	*	*	Upward
- Non-critical	12.4	12.3	12.1	12.9	13.3	*	*	Neutral
Average arrest to complaint sworn time (hours) - Citywide	10.5	10.4	10.2	10.5	10.6	*	*	Neutral
Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	8,214	7,958	8,150	8,379	8,268	*	*	Neutral
- Exceptionally good	15	11	8	4	5	*	*	Downward
- Acceptable	8,137	7,909	8,099	8,335	8,232	*	*	Neutral
- Below standard	62	38	43	40	31	*	*	Downward
Total civilian complaints against members of the service	7,488	7,661	6,954	6,259	5,724	*	*	Downward
Tort cases commenced	1,425	1,536	1,700	1,563	2,004	*	*	Upward
Tort dispositions	1,286	1,379	1,594	1,637	1,634	*	*	Upward
Tort payout (\$000)	\$80,047.1	\$117,692.4	\$87,765.3	\$99,795.6	\$80,000.0	*	*	Neutral

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of calls answered in 30 seconds	NA	100	99	100	100	NA	100	NA
Completed customer requests for interpretation	NA	NA	259,696	258,830	258,018	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	70	86	89	NA	89	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to action (close) – Blocked Driveway - No Access (0.3 days)	92	94	94	94	92	NA	92	Neutral
Percent meeting time to action (close) – Commercial Noise (0.3 days)	95	96	97	96	95	NA	95	Neutral
Percent meeting time to action (close) – Noise - Street/Sidewalk (0.3 days)	93	96	97	96	95	NA	95	Neutral
Percent meeting time to action (close) – Residential Noise - Banging/Pounding (0.3 days)	92	94	94	94	92	NA	92	Neutral
Percent meeting time to action (close) – Residential Noise - Loud Music/Party (0.3 days)	93	95	96	95	94	NA	94	Neutral

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$4,148.7	\$4,469.2	\$4,666.9	\$4,804.8	\$4,902.9	\$4,549.8	\$4,687.8	Upward
Revenues (\$ millions)	\$105.0	\$104.8	\$100.2	\$100.0	\$100.2	\$100.5	\$103.1	Neutral
Personnel (uniformed)	35,405	35,641	34,636	33,777	34,510	34,413	34,413	Neutral
Personnel (civilian)	16,572	16,663	16,079	15,894	15,815	15,626	15,510	Neutral
Overtime paid (\$ millions)	\$475.7	\$504.6	\$538.4	\$549.5	\$586.1	\$375.9	\$495.5	Upward
Capital commitments (\$ millions) ³	\$100.9	\$146.1	\$805.5	\$80.1	\$62.5	\$143.1	\$176.0	Downward
Work Experience Program (WEP) participants assigned	131	167	247	231	168	*	*	Upward

¹Authorized Budget Level

²"NA" - Not Available in this report

³Expenditures include all funds. ³To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 NYPD's services and goals are:

Service 1: Manage public safety programs related to criminal activity.

Goal 1a: Reduce the incidence of crime.

Goal 1b: Prevent terrorist attacks.

Goal 1c: Respond to police emergencies quickly.

Goal 1d: Improve police/community relations.

Service 2: Manage public safety programs related to traffic safety.

Goal 2a: Reduce the incidence of traffic accidents, injuries and fatalities.

Service 3: Manage public safety programs related to quality of life.

Goal 3a: Reduce the incidence of quality-of-life violations.

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

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

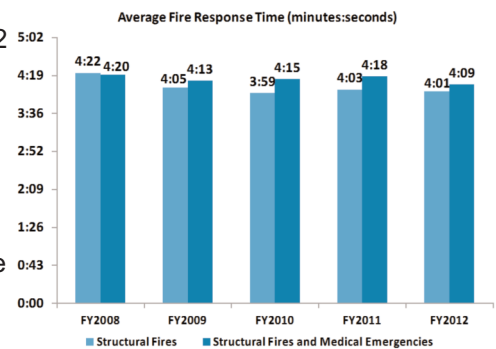
Scope of Agency Operations

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, and contributes to the City's homeland security efforts. The Department responds to more than 269,000 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 2 seconds faster in Fiscal 2012. Response time to structural fires was faster in every borough except Manhattan.



- The combined average time for fire units to respond to structural fires and medical emergencies was 9 seconds faster in Fiscal 2012.

- The number of structural fires and nonstructural fires decreased 5 percent and 17 percent, respectively. The number of serious fires per 1,000 structural fires increased 1 percent in Fiscal 2012.

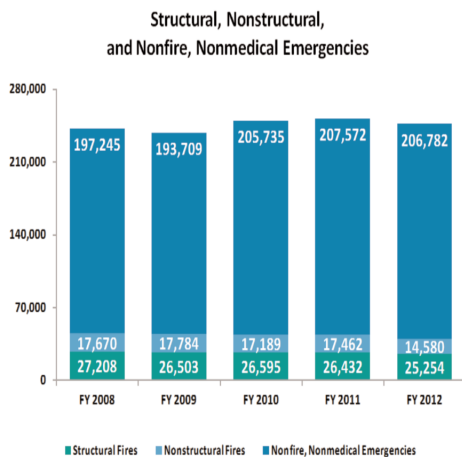
- Civilian fire fatalities increased from 69 in Fiscal 2011 to 70 in Fiscal 2012.

- Firefighter burns sustained in service decreased 34 percent during the reporting period due in part to continued training and education on the proper use of protective gear. Firefighter injuries also decreased 4 percent.

- Fire safety education (FSE) presentations increased 10 percent in Fiscal 2012. An increase in funding from the FDNY Foundation allowed the FSE unit to schedule more events throughout the reporting period.

- Completed fire prevention inspections performed by FDNY inspectors who visit sites to ensure compliance with the City's Fire Code increased 9 percent.

- Field force inspections, performed by fire units who visit commercial and residential buildings within designated areas, decreased 1



percent in Fiscal 2012. Inspections of commercial buildings decreased 5 percent, while inspections of residential buildings increased by 2 percent.

- Investigations by fire marshals into the causes and origins of fires and other fire-related offenses decreased 2 percent in Fiscal 2012.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Average response time to structural fires (minutes:seconds) - Citywide</i>	4:22	4:05	3:59	4:03	4:01	4:08	4:06	Neutral
- <i>Manhattan</i>	4:26	4:09	4:08	4:09	4:10	4:16	4:11	Neutral
- <i>Bronx</i>	4:29	4:11	4:05	4:11	4:08	4:16	4:11	Neutral
- <i>Brooklyn</i>	3:57	3:44	3:32	3:37	3:34	3:42	3:42	Neutral
- <i>Queens</i>	4:47	4:27	4:20	4:23	4:19	4:26	4:26	Neutral
- <i>Staten Island</i>	4:45	4:28	4:30	4:34	4:29	4:38	4:41	Neutral
★ <i>Average response time to structural fires and medical emergencies by fire units (minutes:seconds)</i>	4:20	4:13	4:15	4:18	4:09	*	*	Neutral
★ <i>Serious fires per 1,000 structural fires</i>	108	97	92	105	106	*	*	Neutral
<i>Average annual cost of an engine company (\$ millions)</i>	\$5.3	\$5.9	\$6.6	\$6.6	\$6.7	*	*	Upward
<i>Average annual cost of a ladder company (\$ millions)</i>	\$6.2	\$6.9	\$7.7	\$8.0	\$8.4	*	*	Upward
★ <i>Civilian fire fatalities</i>	85	78	67	69	70	*	*	Downward
★ <i>Firefighter burns</i>	354	252	240	302	198	*	*	Downward
<i>Firefighter burns (in quarters)</i>	NA	NA	NA	30	12	*	*	NA
<i>Firefighter burns (sustained outside quarters)</i>	NA	NA	NA	272	186	*	*	NA
★ <i>Firefighter injuries</i>	10,332	10,607	10,914	11,210	10,738	*	*	Neutral
<i>Fire safety education presentations</i>	8,586	8,055	5,952	8,007	8,776	*	*	Neutral
<i>Completed inspections performed by fire prevention staff</i>	162,474	167,844	164,395	173,695	189,768	162,000	180,000	Upward
<i>Field force inspections</i>	56,383	61,732	57,719	49,876	49,624	*	*	Downward
- <i>Commercial buildings</i>	24,568	26,599	23,335	22,175	21,157	*	*	Downward
- <i>Residential buildings</i>	31,815	35,133	34,384	27,701	28,467	*	*	Downward
<i>Investigations</i>	5,940	6,118	6,339	6,525	6,411	*	*	Neutral

★ 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 35 seconds faster than in Fiscal 2011 due in part to a 3 percent increase in the total number of ambulance tours per day.
- Average response time to life-threatening medical emergencies by fire units was 9 seconds faster than in Fiscal 2011.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Average response time to life-threatening medical emergencies by ambulance units (minutes:seconds) *</i>	6:39	6:40	6:41	7:00	6:25	6:35	6:35	Neutral
<i>Average response time to life-threatening medical emergencies by fire units (minutes: seconds)</i>	4:19	4:14	4:17	4:20	4:11	4:25	4:20	Neutral
★ <i>Combined response time to life-threatening medical emergencies by ambulance and fire units (minutes:seconds)</i>	5:46	5:45	5:47	6:05	5:32	5:41	5:41	Neutral
<i>Average cost of ambulance tour per day (\$)</i>	\$1,457	\$1,608	\$1,733	\$1,731	\$1,799	*	*	Upward
<i>Response in less than 10 minutes to life-threatening medical emergencies requiring an Advanced Life Support response (%)</i>	88.4%	88.0%	88.2%	87.7%	90.2%	*	*	Neutral

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	78	70	79	NA	79	NA
Percent of letters responded to in 14 days	NA	NA	74	80	100	NA	100	NA
Average customer in-person wait time (minutes)	NA	25	14	11	15	NA	15	NA
Completed customer requests for interpretation	NA	NA	2,871	2,737	2,563	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	77	91	76	NA	76	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$1,521.3	\$1,592.7	\$1,670.0	\$1,733.6	\$1,822.7	\$1,671.0	\$1,785.3	Upward
Revenues (\$ millions)	\$69.9	\$77.0	\$78.7	\$82.0	\$89.1	\$80.3	\$93.0	Upward
Personnel (uniformed)	11,585	11,459	11,080	10,646	10,260	10,787	10,282	Downward
Personnel (civilian)	4,805	4,771	4,890	5,106	5,144	4,857	4,884	Neutral
Overtime paid (\$ millions)	\$178.9	\$169.4	\$196.9	\$235.8	\$277.9	\$195.3	\$324.5	Upward
Capital commitments (\$ millions) ³	\$121.0	\$71.0	\$135.6	\$94.4	\$87.4	\$123.0	\$115.1	Downward
Work Experience Program (WEP) participants assigned	2	49	16	23	3	*	*	Downward

¹Authorized Budget Level "NA" - Not Available in this report
²Expenditures include all funds. ³To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 FDNY's services and goals are:

Service 1: Protect lives and property from fire hazards and other emergency conditions.

Goal 1a: Reduce the risk of fire incidents.

Goal 1b: Promptly respond to fires and other emergencies.

Goal 1c: Minimize damage to persons and property.

Service 2: Respond to medical emergencies.

Goal 2a: Promptly respond to medical emergencies.

Goal 2b: Provide high quality emergency care.

- The Department replaced 'response time of less than 10 minutes to Advanced Life Support medical emergencies by Advanced Life Support ambulances (%)' with a new measure 'response in less than 10 minutes to life-threatening medical emergencies requiring an Advanced Life Support response (%)' to more precisely measure the response time goal for these incidents.

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, including the private sector, for emergency situations through outreach and education.

Scope of Agency Operations

The Office of Emergency Management (OEM) coordinates and supports multi-agency responses to, and regularly monitors, emergency conditions and other potential incidents that affect public health and safety in the City, including severe weather, natural hazards and disasters, power outages, transportation incidents, labor disruptions, aviation disasters and acts of terrorism. OEM develops and continually revises many of the City's emergency response plans, including but not limited to those for coastal storms, extreme winter weather, heat emergencies, power disruptions, logistics support, hazardous material incidents, disaster and family assistance and debris management. OEM educates residents and businesses on the need for emergency 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, which includes the 24/7/365 Watch Command and OEM response program, and makes recommendations to agencies and the administration 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.

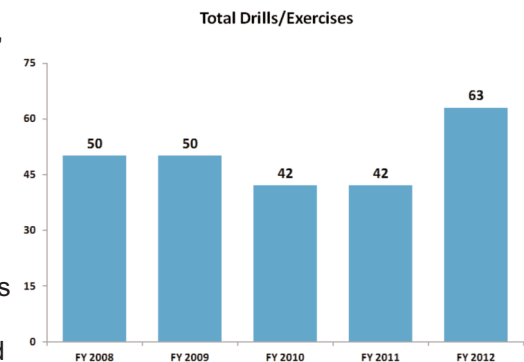
Critical Objectives

- 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.**

- In Fiscal 2012 the number of full scale and functional exercises/drills increased by 3, or 50 percent, due to the command post series of exercises in each patrol borough and fire division, designed to test agency compliance with the Citywide Incident Management System protocol.



- The number of tabletop exercises and simulations more than tripled to 23 because OEM conducted a series of "no-notice" tabletop exercises designed to test the agency's ability to respond to terrorist attacks.
- The number of participants at instructor-led emergency management training sessions increased by 41 percent. This is partly due to OEM offering additional sessions compared to last fiscal year, from 106 sessions in Fiscal 2011 to 173 in Fiscal 2012. Additionally, OEM hosted new classes with larger-than-average class sizes, including a series of classes for area hospitals.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Full-scale and functional exercises/drills	5	9	11	6	9	4	4	Upward
★ Tabletop exercises and simulations	9	5	4	5	23	4	12	Upward
Participation in drills coordinated by other agencies or organizations	36	36	27	31	31	*	*	Downward
Participants at instructor-led emergency management training sessions	1,719	977	1,822	1,990	2,815	1,500	1,500	Upward

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

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

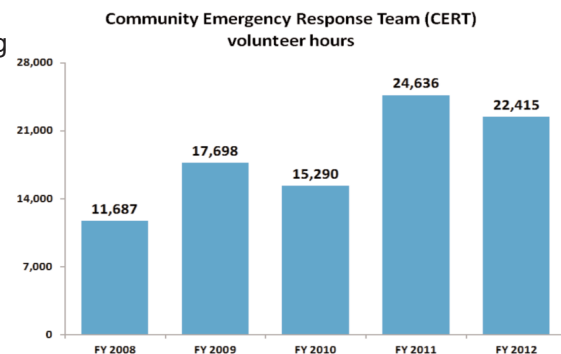
- The total number of incidents increased 13 percent because more citywide emergencies required OEM's field response and monitoring during the reporting period.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Total incidents	2,531	2,748	2,901	2,955	3,347	*	*	Upward
Incidents monitored from Watch Command	2,181	2,172	2,285	2,399	2,627	*	*	Upward
Field responses	350	576	616	556	720	*	*	Upward
Interagency meetings held during field responses	NA	NA	NA	566	716	*	*	NA
Emergency Operations Center activations	10	7	14	14	8	*	*	Upward

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

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

- Emergency preparedness education of residents by OEM staff increased by 78 percent due to an increase in requests for Ready New York presentations after Hurricane Irene.
- Emergency preparedness education in the workplace increased 23 percent compared to Fiscal 2011, but was less than target for Fiscal 2012. After Hurricane Irene, OEM shifted its preparedness education strategy to focus on resident preparedness.
- Community Emergency Response Team activity decreased during the second half of Fiscal 2012 following a peak of activity around Hurricane Irene.
- The number of Ready New York guides viewed online increased 227 percent primarily due to searches for information about Hurricane Irene and the City's first mandatory evacuation of coastal areas, which occurred at the beginning of Fiscal 2012.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Emergency preparedness education of residents - by OEM staff	2,428	8,940	27,161	14,290	25,400	15,000	15,000	Upward
Emergency preparedness education of residents - by Agency partners using OEM curriculum	17,626	8,491	8,869	10,277	5,241	*	*	Downward
Emergency preparedness education in the workplace	2,849	2,134	1,592	1,166	1,437	2,400	1,500	Downward
★ Community Emergency Response Team (CERT) volunteer hours	11,687	17,698	15,290	24,636	22,415	*	*	Upward
CERT members trained	NA	469	211	230	191	*	*	NA
★ Ready New York guides viewed online	76,793	77,705	154,901	272,877	891,964	*	*	Upward
★ Critical Indicator "NA" - means Not Available in this report								

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	88	82	81	NA	81	NA
Percent of letters responded to in 14 days	NA	NA	100	100	97	NA	97	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$17.8	\$20.0	\$27.2	\$33.8	\$57.3	\$30.5	\$21.5	Upward
Personnel	101	109	110	112	111	28	70	Neutral
Overtime paid (\$ millions)	\$0.9	\$1.2	\$1.5	\$3.8	\$1.0	\$0.5	\$0.6	Upward
¹ Authorized Budget Level "NA" - Not Available in this report								
² Expenditures include all funds.								

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 OEM's services and goals are:

Service 1: Ensure that City government is prepared for emergencies.

Goal 1a: Efficiently coordinate emergency response and recovery.

Goal 1b: Ensure that training, drills and exercises are conducted regularly.

Goal 1c: Collect and disseminate timely information.

Service 2: Prepare New York City residents and private sector entities for emergencies.

Goal 2a: Increase emergency preparedness and awareness among City residents and private sector and non-profit organizations.

Goal 2b: Increase disaster volunteerism through the Community Emergency Response Team (CERT) program and Citizen Corps Council.

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



DEPARTMENT OF CORRECTION

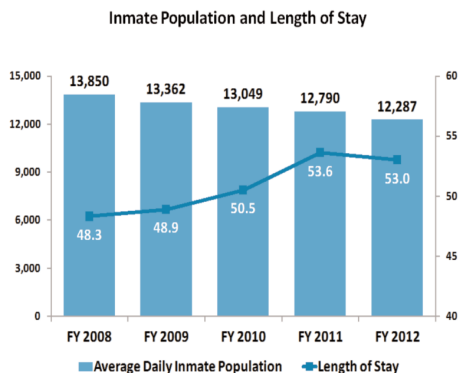
Dr. Dora B. Schriro, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Correction (DOC) provides for the care, custody and control of persons 16 years of age and older, accused of crimes or convicted and sentenced to one year or less of incarceration. The Department operates 14 facilities, including 10 jails on Rikers Island, four borough houses of detention in Brooklyn, the Bronx, Queens and Manhattan, court pens in each of the five boroughs, and two prison hospital wards; processes over 84,500 admissions and releases annually; and manages an average daily inmate population of approximately 12,300 individuals.



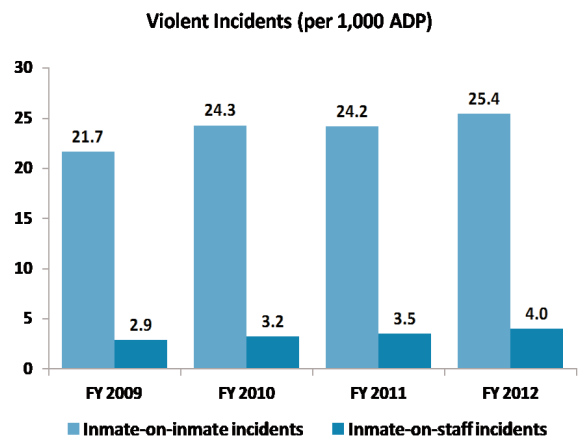
Critical Objectives

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

Performance Report

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

- The overall rate of inmate-on-inmate violent incidents increased in Fiscal 2012 from 24.2 to 25.4 per thousand, a 5 percent increase. The rate of inmate assaults on staff also went up from 3.5 to 4.0 per thousand, an increase of 9 percent. Both rates have



increased over the four years that data has been available. The steady reduction in the prison population since Fiscal 2009 means that, while rates increased, the number of incidents and injuries remained relatively constant.

- In Fiscal 2012 the number of incidents of use of force increased by 444 or 20 percent. Ninety-four percent of the 2,410 uses of force resulted in no injury to either officer or inmate. In the remaining 6 percent of incidents, an officer and/or an inmate required medical assessment or treatment. Where force is warranted, the Department uses the least restrictive means possible to achieve compliance, notably, handheld chemical agents.
- The total number of inmate assaults on staff increased by 9 percent; the number of staff seriously injured as a result of an assault on staff decreased 5 percent. There was also an overall 2 percent decrease in the number of incidents resulting in a serious injury to either party in Fiscal 2012.

- The Department disciplines inmates who assault staff and vigorously pursues their arrest and prosecution by the district attorney. More inmates were disciplined and arrested during Fiscal 2012. Arrests for other acts against staff also increased by 3 percent. To ensure discipline is administered in a manner that is swift and certain, the Department increased its punitive segregation capacity, ensuring any inmate who seriously injures another inmate or assaults an employee is immediately separated and sanctioned.
- The Department increased its efforts to rid its facilities of weapons and dangerous contraband, increasing the number of searches conducted during the reporting period by 5 percent and acquiring state-of-art full body imaging equipment to find weapons secreted on and in inmates. The total number of weapons recoveries increased by 423, or 22 percent compared to Fiscal 2011.
- Non-natural inmate deaths remained unchanged during the period. Two non-natural deaths occurred in both Fiscal 2011 and Fiscal 2012. There were no escapes from custody during the reporting period.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Department use of force incidents with serious injury (rate per 1,000 ADP)</i>	NA	NA	NA	NA	1.00	*	*	NA
<i>Department use of force incidents with minor injury (rate per 1,000 ADP)</i>	NA	NA	NA	NA	8.15	*	*	NA
<i>Department use of force incidents with no injury (rate per 1,000 ADP)</i>	NA	NA	NA	NA	7.20	*	*	NA
★ <i>Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)</i>	NA	21.7	24.3	24.2	25.4	*	*	NA
★ <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	1.2	1.3	*	*	NA
★ <i>Inmate assault on staff (monthly rate per 1,000 ADP)</i>	NA	2.9	3.2	3.5	4.0	*	*	NA
★ <i>Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)</i>	NA	NA	NA	0.3	0.3	*	*	NA
<i>Jail-based arrests of inmates</i>	751	567	526	642	650	*	*	Neutral
<i>Fight/assault infractions</i>	6,109	6,696	7,475	7,431	7,552	*	*	Upward
<i>Searches</i>	208,440	214,605	203,403	215,038	225,501	*	*	Neutral
<i>Weapons recovered</i>	1,439	1,295	1,213	1,901	2,324	*	*	Upward
★ <i>Escapes (monthly rate per 1,000 ADP)</i>	NA	0.01	0.01	0.00	0.00	*	*	NA
★ <i>Non-natural inmate deaths in custody (monthly rate per 1,000 ADP)</i>	NA	0.00	0.01	0.01	0.01	*	*	NA
<i>Inmate health clinic visits</i>	88,110	92,558	86,130	79,385	83,914	*	*	Neutral
- <i>Average clinic waiting time (minutes)</i>	27	23	30	29	28	*	*	Upward
<i>Jail-cells unavailable (short-term repair)(%)</i>	0.9%	0.8%	0.9%	1.2%	1.8%	1.0%	1.0%	Upward
★ <i>Population as percent of capacity (%)</i>	95%	93%	93%	94%	92%	96%	96%	Neutral
<i>Average cost per inmate per year (\$)</i>	\$68,263	\$73,974	\$75,737	\$80,354	\$84,627	*	*	Upward
<i>Inmates delivered to court</i>	317,612	307,149	285,366	269,526	261,158	*	*	Downward
<i>On-trial inmates delivered to court on time (%)</i>	99.4%	99.6%	99.7%	97.5%	96.9%	95.0%	95.0%	Neutral

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

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

- Adolescents, ages 16 to 18, comprise just 7 percent of the average daily population but account for 28 percent of all incidents in the jails. To address their safety and security, the Department has reassigned youth who had been in large dormitories to smaller cell housing units and made staffing and policy changes. These changes include: increased security staff and supervisors, an earlier evening curfew and the adoption of an incentive system to encourage school attendance and participation in counseling and behavioral programs.
- The Department is engaged in activities geared toward the adolescent population as part of the Young Men's Initiative (YMI). The Department and its partners began rolling out the behavioral therapy programs for adolescent inmates in order to develop better jail-based behaviors and reduce recidivism. Other YMI initiatives

focus on education outcomes including Regents diplomas and dialectical behavioral therapy for those adolescent inmates in mental observation housing.

- Persons with a mental health diagnosis now comprise one-third of the average daily population and account for 45 percent of all incidents in the jails. Fewer assaults on staff and uses of force occur where behavioral programs are in place. Staff interact with adolescent inmates and mentally ill inmates assigned to mental health observation units. These programs are being expanded to all mental health observation units department-wide in Calendar 2012. Additionally, the Mayor's Citywide Justice and Mental Health Initiative will release its report with recommendations for better serving inmates with mental health diagnoses this fall.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Inmates with a mental health diagnosis (% ADP)</i>	NA	27.0%	29.0%	32.0%	34.0%	*	*	NA
<i>Average daily attendance in school programs</i>	865.0	833.0	814.0	782.0	713.0	*	*	Downward
<i>Average daily number of inmates in vocational skills training programs</i>	125	188	193	161	148	*	*	Neutral
★ <i>Inmates participating in skills-building activities/discharge planning (%)</i>	NA	NA	NA	10.0%	10.0%	*	*	NA

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

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

- After peaking in Fiscal 2010, Victim Identification and Notification Everyday (VINE) registrations declined by more than 20 percent from Fiscal 2011 to Fiscal 2012. In part due to fewer registrations, VINE confirmed notifications declined by nearly 50 percent to 16,925 from Fiscal 2011 to Fiscal 2012.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Victim Identification Notification Everyday (VINE) system registrations</i>	5,475	8,020	32,308	20,558	16,111	*	*	Upward
<i>VINE confirmed notifications</i>	4,982	7,007	24,553	32,604	16,925	*	*	Upward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	98	94	100	NA	100	NA
Percent of letters responded to in 14 days	NA	NA	85	76	91	NA	95	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$965.7	\$1,010.2	\$1,012.0	\$1,045.1	\$1,082.9	\$1,022.8	\$1,050.1	Upward
Revenues (\$ millions)	\$19.8	\$21.3	\$23.1	\$22.8	\$24.1	\$23.5	\$23.6	Upward
Personnel (uniformed)	9,149	9,068	8,772	8,456	8,540	8,404	8,854	Neutral
Personnel (civilian)	1,484	1,485	1,444	1,423	1,459	1,752	1,756	Neutral
Overtime paid (\$ millions)	\$107.4	\$98.8	\$97.4	\$113.8	\$112.9	\$75.9	\$69.9	Upward
Capital commitments (\$ millions) ³	\$5.7	\$40.3	\$67.5	\$69.0	\$95.4	\$304.8	\$271.3	Upward

¹Authorized Budget Level ²“NA” - Not Available in this report
³Expenditures include all funds. ³To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013, the Mayor’s Management Report will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency’s progress toward achieving that goal. For Fiscal 2013, the department’s services and goals are:

Service 1: Provide a safe and secure environment for inmates, staff and host communities.

Goal 1a: Ensure the security and safety of inmates in DOC custody.

Goal 1b: Ensure that use of force is authorized and appropriate.

Goal 1c: Provide inmates with timely access to health services.

Goal 1d: Maximize bed capacity and address cell maintenance and repairs in a timely manner.

Goal 1e: Ensure timely transport of inmates to courts throughout the City.

Goal 1f: Reduce idleness by increasing inmate participation in mandated and other programs, service and activities.

Service 2: Prepare inmates for return to their neighborhoods as civil and contributing members.

Goal 2a: Prepare as many inmates as possible for release through participation in skills-building programs including educational opportunities, jobs training, behavioral interventions, and health, mental health and substance abuse services provided by DOC, DOE and DOHMH.

Service 3: Provide correction-related services and information to the public.

Goal 3a: Provide timely notifications to crime victims.

- The Department has replaced the indicator ‘Incidents and allegations of Department use of force’ with three new indicators that describe the level of injury sustained by persons involved in incidents where officers use force. These include the rates of a) ‘Department use of force incidents with serious injury,’ b) ‘Department use of force incidents with minor injury,’ and c) ‘Department use of force incidents with no injury.’ These new indicators provide disaggregated information about use of force incidents, are reported as rates to reflect changes in the census, and describe the level of injury sustained by persons involved in incidents where force is used. Minor injury is any injury requiring over-the-counter analgesics or minor first aid only; serious injury is any injury requiring medical assessment or treatment of any kind.

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) helps build stronger and safer communities by working with and supervising people on probation, fostering positive change in their decision-making and behavior and expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health services, family engagement and civic participation. The Department is required to supply information and recommendations to the courts on both adult and juvenile cases. Pre-sentence investigations are provided to the courts on convicted adults to aid in sentencing. Investigations and Recommendations Reports are prepared for the Family Court to aid in the decision-making on delinquency, custody, visitation, neglect and adoption cases. The Department provides intake services and investigations for more than 30,000 adults and 15,000 juveniles per year, and supervises approximately 24,000 adults and 2,000 juveniles on any given day.

Critical Objectives

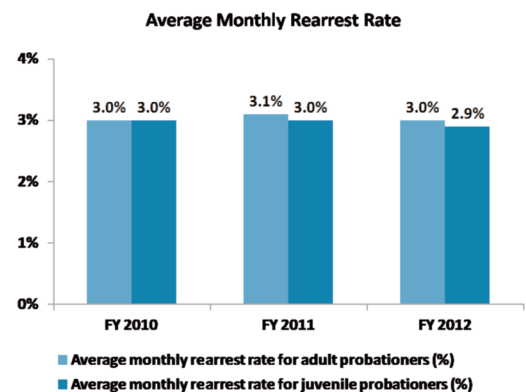
- Reduce re-offense rates by adult and juvenile probationers.
- Reduce detention and out-of-home placement of juvenile probationers.
- Reduce reliance on Family Court for intervention in juvenile delinquency cases.
- Increase early discharges and reduce unnecessary violations of probation.

Performance Report

✓ Monitor and enforce the conditions of probation.

- The Department continued to open Neighborhood Opportunity Network (NeON) offices, which are community-based centers designed to facilitate service delivery to clients. The NeON offices include educational, mentoring, and workforce development services funded by the Young Men's Initiative (YMI), a multi-agency effort to reduce disparities slowing the advancement of black and Latino males. More information on YMI is available on page xv of this report. The first NeON office opened in Brownsville in December 2011; NeONs also opened in Harlem in June 2012, Jamaica in July 2012, and the South Bronx in August 2012. NeONs will be opening on Staten Island and in East New York during Fiscal 2013.

- The average monthly rearrest rate for both adult and juvenile probationers fell during the reporting period by one tenth of one percent. When viewed as a percentage of all NYPD arrests, adult rearrests were unchanged, while juvenile rearrests decreased by .03 percent. DOP continues to focus its resources on individuals at highest risk of re-offending.



- The average monthly violation rate for adult probationers was 0.9 percent in Fiscal 2012, a 10 percent decrease from the Fiscal 2011 rate. DOP continues to utilize a graduated response protocol to intervene before misconduct is referred to court, and more proactively

reaches out to probationers in jeopardy of a violation. The average monthly violation rate for juveniles was 2.8 percent, compared to 2.1 percent for Fiscal 2011. The Department diverted many low-risk juveniles to adjustment services, resulting in a higher percentage of supervision cases for high-risk youth.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Adult probationer rearrest rate (monthly average)(%)</i>	2.7%	2.8%	3.0%	3.1%	3.0%	*	*	Upward
★ <i>Juvenile probationer rearrest rate (monthly average)(%)</i>	2.1%	2.5%	3.0%	3.0%	2.9%	*	*	Upward
★ <i>Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)</i>	2.8%	2.7%	2.7%	2.6%	2.6%	*	*	Neutral
★ <i>Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)</i>	0.2%	0.2%	0.3%	0.3%	0.3%	*	*	Upward
<i>Average monthly violation rate for adult probationers (%)</i>	NA	NA	1.6%	1.0%	0.9%	*	*	NA
<i>Average monthly violation rate for juvenile probationers (%)</i>	NA	NA	2.7%	2.1%	2.8%	*	*	NA

★ 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.**

- The number of youth served by the Enhanced Supervision Program was 1,158 compared to 1,287 during Fiscal 2011. An 8 percent decrease in the overall number of juveniles supervised reduced the potential client population for this program. The average daily enrollment in Esperanza, the City’s first home-based alternative to placement program, was 85 up from 77 the previous fiscal year. The Department worked with local courts and service providers to identify youth appropriate for community supervision rather than placement.
- In Fiscal 2012 DOP participated in the Administration’s efforts to support the state’s Close to Home initiative, which would allow New York City youth housed in state non-secure and limited-secure facilities to be serviced locally by City-administered programs and facilities. This initiative is aimed at keeping youth involved in the criminal justice system closer to their families, neighborhoods, and local support services, rather than being housed in distant upstate communities.
- The juvenile intake adjustment rate was 37 percent during Fiscal 2012, a reduction of three percentage points from the previous fiscal year, based primarily on an increase in the number of cases that were not suitable for adjustment services and were referred to court.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Total probationers supervised in Enhanced Supervision Program (ESP)</i>	1,083	1,197	1,290	1,287	1,158	*	*	Neutral
<i>Youth participating in Esperanza</i>	51	67	79	77	85	*	*	Upward
★ <i>Juvenile delinquency cases eligible for adjustment (%)</i>	NA	NA	27.4%	40.0%	37.0%	*	*	NA

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	82	92	100	100	NA	100	NA
Percent of letters responded to in 14 days	NA	100	100	100	100	NA	100	NA
Completed customer requests for interpretation	NA	5,900	20,835	19,393	18,764	NA	NA	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$81.6	\$82.1	\$83.0	\$81.9	\$83.5	\$77.9	\$82.7	Neutral
Revenues (\$ thousands)	\$88	\$4	\$3	\$198	\$266	\$1,021	\$1,021	Upward
Personnel	1,224	1,149	1,169	1,024	976	1,064	1,034	Downward
Overtime paid (\$ millions)	\$0.3	\$0.4	\$0.2	\$0.2	\$0.5	\$0.5	\$0.5	Upward
¹ Authorized Budget Level "NA" - Not Available in this report ² Expenditures include all funds.								

Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013, the Mayor's Management Report will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013, the Department's services and goals are:

Service 1: Monitor and enforce the conditions of probation using evidence-based principles and practice for adults and youth, to improve public safety.

Goal 1a: Work with clients to minimize misconduct and non-compliance with the conditions of probation, based on risk level.

Goal 1b: Reduce the percent of probationers who re-offend.

Service 2: Assist all probationers in minimizing contact with the criminal justice system.

Goal 2a: Establish individual achievement plans and promote early discharge for successful completion of probation conditions and programmatic objectives.

Goal 2b: Maximize the use of adjustment services at intake and alternatives-to-placement for juveniles.

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



CIVILIAN COMPLAINT REVIEW BOARD

Joan M. Thompson, Executive Director

Key Public Service Areas

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

Scope of Agency Operations

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

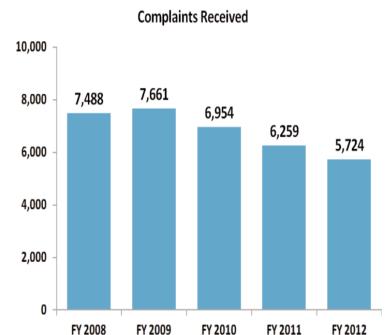
Critical Objectives

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

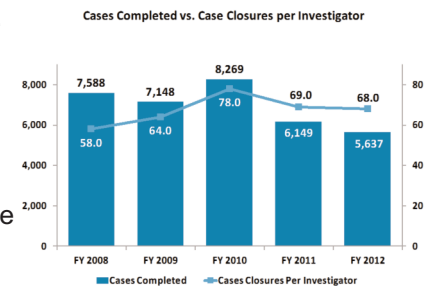
Performance Report

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

- In Fiscal 2012 the public filed 9 percent fewer complaints of police misconduct than in Fiscal 2011. The overall long term trend is also downward.



- The average case closure per investigator remained stable at 68 cases. However, the number of cases completed decreased by 8 percent, from 6,150 to 5,637, due to a reduced number of investigators.



- The size of CCRB's open docket decreased 4 percent to 2,793 cases in Fiscal 2012; however, the average age of the docket increased. The portion of open cases five months and older increased to 38 percent. In Fiscal 2013 CCRB is implementing a new set of procedures and time-related benchmarks to improve the timeliness of case processing and achieve consistency among the investigative teams.
- The average number of days to complete all full investigations increased 4 percent to 293 days, including a 14 percent increase in the time to complete substantiated investigations, which rose from an average of 337 days in Fiscal 2011 to 384 days in Fiscal 2012. There was a notable rise in the portion of substantiated cases aged 15 months or older in Fiscal 2012, which increased 17 percentage points to 31 percent of all substantiated cases. In Fiscal 2013 CCRB is establishing a new process to monitor and provide feedback on the time it takes its legal team to review substantiated complaints.

- During the reporting period findings on the merits decreased by 3 percentage points to 46 percent of closed allegations. In 64 percent of allegations of force, Board members made findings on the merits, compared to 44 percent of abuse of authority allegations and 24 percent of discourtesy allegations.
- In Fiscal 2012 the percent of total cases that were mediated and the average successful mediation completion time both remained stable.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Total civilian complaints against uniformed members of the New York City Police Department (Preliminary)	7,488	7,661	6,954	6,259	5,724	*	*	Downward
★ Average number of days to complete a full investigation	306	343	327	282	293	280	280	Downward
Full investigations as a percentage of total cases closed (%)	34%	31%	36%	30%	31%	*	*	Neutral
★ Closed allegations with findings on the merits (%)	56%	48%	55%	49%	46%	*	*	Downward
★ Case closures per investigator	58	64	78	69	68	*	*	Upward
Age of docket (by date of report) (%) - 0-4 months	64%	64%	68%	70%	63%	70%	70%	Neutral
- 5-12 months	31%	29%	28%	27%	33%	26%	26%	Neutral
- 13 months or older	5%	7%	4%	3%	5%	4%	4%	Downward
Age of cases when substantiated (by date of incident) (%) - 0-5 months	8%	1%	3%	5%	2%	14%	14%	Downward
- 6-11 months	44%	36%	40%	50%	35%	48%	48%	Neutral
- 12-14 months	28%	26%	33%	30%	32%	28%	28%	Upward
- 15 months or older	20%	37%	24%	14%	31%	10%	10%	Neutral
★ Officers disciplined (excluding pending and filed cases) (%)	55%	56%	74%	74%	83%	*	*	Upward
Average successful mediation case completion time (days)	164	158	174	179	181	150	150	Upward
★ Percent of cases mediated	1.2%	1.8%	1.7%	2.4%	2.6%	*	*	Upward
Age of mediation docket (by date of referral to mediation) - 0-11 months	100%	100%	100%	100%	100%	100%	100%	Neutral
- 12 months or older	0%	0%	0%	0%	0%	0%	0%	Neutral

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	100	96	98	93	NA	93	NA
Percent of letters responded to in 14 days	NA	100	NA	89	76	NA	76	NA
Completed customer requests for interpretation	NA	224	207	474	843	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	74	81	69	NA	69	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$11.1	\$11.3	\$10.1	\$9.6	\$9.0	\$9.6	\$12.0	Downward
Personnel	179	178	138	135	124	149	173	Downward
Overtime paid (\$ millions)	\$0.0	\$0.2	\$0.1	\$0.2	\$0.0	\$0.0	\$0.0	Downward

¹Authorized Budget Level "NA" - Not Available in this report

²Expenditures include all funds.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 CCRB's service and goals are:

Service 1: Investigate, prosecute and resolve claims of police misconduct.

Goal 1a: Improve the quality and timeliness of investigations.

Goal 1b: Increase the use of mediation to resolve complaints.

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 80,000 matters, and provides legal advice to all City agencies.

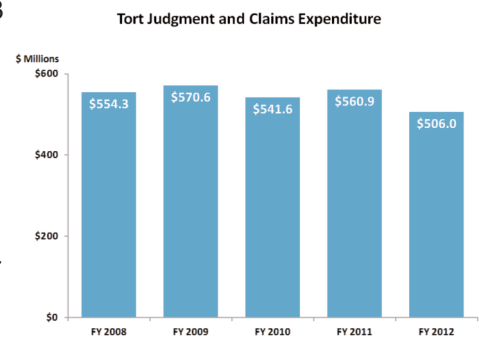
Critical Objectives

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

Performance Report

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

- In Fiscal 2012 tort cases pending increased 2 percent reflecting an increase in cases commenced; however, the long-term trend in pending cases is downward. Tort cases commenced rose 14 percent during the reporting period due in part to cases related to the December 2010 blizzard.
- Tort dispositions decreased 3 percent reflecting a leveling off of cases which are easily disposed.
- The total tort payout for judgment and claims decreased 10 percent in Fiscal 2012. Over the longer term payouts have been variable.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Total tort cases pending	20,084	17,791	17,362	16,850	17,168	17,800	17,800	Downward
Tort cases commenced - Citywide	6,190	6,337	6,442	6,388	7,265	*	*	Upward
Tort dispositions - Citywide	7,116	6,730	6,921	6,573	6,381	6,100	6,100	Neutral
★ Total tort payout (\$000) - Citywide	\$554,326	\$570,581	\$541,595	\$560,852	\$506,048	*	*	Neutral

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

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

- In Fiscal 2012 the percentage of referred cases filed for prosecution remained stable as it has for three years.
- During the reporting period the juvenile conviction rate increased 2 percentage points.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Referred cases filed for prosecution (%)	62%	59%	55%	55%	55%	55%	55%	Downward
Crime victims assessed for community-based services (%)	28%	34%	34%	46%	44%	35%	35%	Upward
Juvenile conviction rate (%)	70%	71%	72%	71%	73%	70%	70%	Neutral

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	100	100	100	NA	100	NA
Percent of letters responded to in 14 days	NA	97	100	100	100	NA	100	NA
Completed customer requests for interpretation	NA	NA	750	772	763	NA	NA	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$125.3	\$132.2	\$139.8	\$135.0	\$139.2	\$140.5	\$143.7	Neutral
Revenues (\$ millions)	\$122.1	\$42.8	\$32.7	\$43.4	\$27.8	\$22.2	\$20.6	Downward
Personnel	1,408	1,430	1,382	1,307	1,399	1,341	1,383	Neutral
Overtime paid (\$ millions)	\$1.2	\$1.2	\$1.1	\$0.8	\$0.0	\$0.0	\$0.0	Downward

¹Authorized Budget Level "NA" - Not Available in this report
²Expenditures include all funds.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 the Department's services and goals are:

Service 1: Represent the government in litigation and other legal matters involving the City's interests.
 Goal 1a: Limit the City's liability as a result of tort claims.
 Goal 1b: Reduce the City's tort caseload in State Court.

Service 2: Prosecute juvenile delinquency cases in Family Court.
 Goal 2a: Balance the needs of juveniles and the community in delinquency cases.

Service 3: Establish and enforce child support orders in interstate cases.
 Goal 3a: Increase the number of out-of-state families that receive child support.

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



DEPARTMENT OF INVESTIGATION

Rose Gill Hearn, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations by investigating and referring for prosecution City employees and contractors engaged in corrupt activities or unethical conduct. It has oversight of more than 45 Mayoral agencies that employ 300,000 staff members, as well as more than 200 City boards and commissions. The Department studies City agencies vulnerabilities to determine if corrective action is necessary and recommends actions to prevent criminal misconduct and waste.

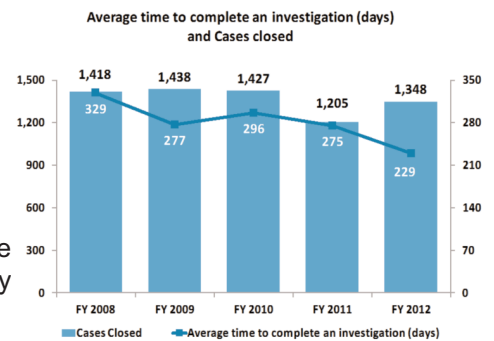
Critical Objectives

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

Performance Report

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

- During Fiscal 2012 DOI's caseload remained steady and the number of cases closed increased by 12 percent due to more routine case closings compared to Fiscal 2011.
- The average time to complete an investigation decreased by 17 percent. Turnaround time for significant and routine investigations decreased by 47 percent and 17 percent, respectively, while turnaround time for major investigations increased by 63 percent due to closing a number of older investigations falling within this category.
- Reflecting the diversity of DOI investigations and marking another record high year, the number of arrests increased by 2 percent. Referrals for criminal prosecution remained steady and referrals for civil and administrative action increased by 19 percent.
- Written policy and procedure recommendations increased by 19 percent. This increase is attributable to DOI's ongoing commitment to target operational vulnerabilities at City agencies identified by DOI investigations.
- During the reporting period there was a record-setting 4,690 percent increase in financial recoveries collected by the City as a result of a large settlement agreement stemming from the CityTime investigation. Similarly, financial recoveries ordered increased by a record 2,394 percent due primarily to the CityTime case, as well as substantial civil forfeiture awarded following a vendor fraud investigation involving numerous City and public works contracts. Financial recoveries to non-City entities increased by 346 percent.



- Surpassing its annual target, DOI conducted 7 percent more corruption prevention and whistleblower lectures during the reporting period. The Department's robust lecture program continues to educate and ensure that City employees and contractors remain sensitive to corruption vulnerabilities and the obligation to report wrongdoing.
- The average time to complete a background investigation decreased by 15 percent. Due to the Background Unit's continuing efforts to close out its oldest cases, the number of background investigations completed within six months decreased and was 8 percentage points below target.
- The Department surpassed targeted timeframes by 3 days for notifying City agencies of prospective childcare workers with criminal records.
- The number of integrity monitoring agreements increased by 25 percent during Fiscal 2012.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Complaints</i>	13,837	14,594	13,825	13,639	12,595	*	*	Neutral
★ <i>Caseload</i>	2,481	2,396	2,258	1,955	1,917	*	*	Downward
<i>Cases closed</i>	1,418	1,438	1,427	1,205	1,348	*	*	Downward
<i>Referrals for criminal prosecution</i>	452	630	753	1,017	1,001	*	*	Upward
<i>Arrests resulting from DOI investigations</i>	676	731	822	790	806	*	*	Upward
<i>Referrals for civil and administrative action</i>	1,499	1,867	1,876	1,100	1,304	*	*	Downward
<i>Written policy and procedure recommendations to City agencies</i>	469	460	357	310	369	*	*	Downward
★ <i>Financial recoveries to the City ordered/agreed (\$)</i>	\$18,315,332	\$16,184,024	\$18,086,520	\$20,985,513	\$523,355,872	*	*	Upward
★ <i>Financial recoveries to the City collected (\$)</i>	\$10,576,694	\$6,633,626	\$8,537,930	\$9,973,645	\$477,784,197	*	*	Upward
<i>Financial recoveries to individuals and non-City entities ordered/agreed (\$)</i>	\$688,110,574	\$17,981,661	\$16,840,648	\$21,001,578	\$93,690,369	*	*	Downward
★ <i>Average time to complete an investigation (days)</i>	329	277	296	275	229	*	*	Downward
★ - <i>Major investigations</i>	1,269	869	904	502	819	*	*	Downward
★ - <i>Significant investigations</i>	514	484	682	617	324	*	*	Downward
★ - <i>Routine investigations</i>	310	267	269	259	216	*	*	Downward
★ <i>Average time to complete a background investigation (days)</i>	342	310	451	370	313	*	*	Neutral
<i>Background investigations closed within six months (%)</i>	53%	60%	53%	60%	52%	60%	60%	Neutral
<i>Time to notify agencies of prospective childcare workers with criminal records after receipt from State Division of Criminal Justice Services (days)</i>	4	4	4	2	1	4	4	Downward
<i>Time to notify agencies of arrest notifications for current childcare workers after receipt from State Division of Criminal Justice Services (days)</i>	NA	NA	NA	2	1	*	*	NA
<i>Corruption prevention and whistleblower lectures conducted</i>	670	546	625	446	478	300	300	Downward
★ <i>Average time to complete a VENDEX check (calendar days)</i>	NA	NA	34	15	15	*	*	NA
★ <i>VENDEX checks completed within 30 days (%)</i>	NA	NA	60%	98%	98%	95%	95%	NA
<i>Integrity monitoring agreements</i>	9	7	5	12	15	*	*	Upward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	100	100	100	100	NA	100	NA
Percent of letters responded to in 14 days	NA	100	100	100	100	NA	100	NA
Average customer in-person wait time (minutes)	NA	3	3	3	3	NA	3	NA
Completed customer requests for interpretation	NA	33	54	65	37	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	80	83	95	NA	90	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$23.5	\$24.2	\$22.7	\$21.7	\$22.6	\$20.3	\$20.7	Neutral
Revenues (\$ millions)	\$2.9	\$3.1	\$4.5	\$7.3	\$4.6	\$4.7	\$3.8	Upward
Personnel	241	234	217	197	192	223	219	Downward
Overtime paid (\$ thousands)	\$15	\$20	\$34	\$104	\$46	\$46	\$46	Upward
¹ Authorized Budget Level "NA" - Not Available in this report ² Expenditures include all funds.								

Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013 the Preliminary Mayor's Management Report (PMMR) and the Mayor's Management Report (MMR) will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 DOI's services and goals are:
 - Service 1: Investigate possible corruption, fraud, waste and unethical conduct in City government.
 - Goal 1a: Maintain the integrity of City agencies, employees, contract vendors and other recipients of City funds.
 - Goal 1b: Improve the impact and effectiveness of investigations.
 - Service 2: Conduct background and fingerprint checks for certain City employees, contractors and day care workers.
 - Goal 2a: Ensure that all background investigations and fingerprint checks are conducted in a timely manner.
- The Department revised Fiscal 2011 values for 'complaints,' 'cases closed,' 'referrals for criminal prosecution,' 'arrests resulting from DOI investigations,' 'referrals for civil and administrative action,' 'written policy and procedure recommendations to City agencies,' 'average time to complete an investigation (days),' '– major investigations' and '– significant investigations' to reflect updated data.
- 'Arrest notifications received for current childcare workers' has been replaced with 'time to notify agencies of arrest notifications for current childcare workers after receipt from the State Division of Criminal Justice Services (days)' to accurately reflect arrest information received and disseminated during the course of an individual's employment.

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.

Scope of Agency Operations

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

Critical Objectives

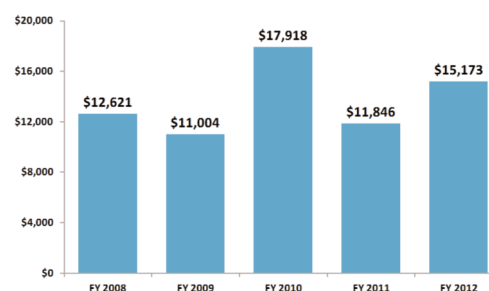
- Investigate and prosecute complaints of discrimination and bias-related harassment in a timely and efficient manner.
- Provide pre-complaint interventions and foster positive intergroup relations.

Performance Report

✓ Enforce the City's Human Rights Law.

- In Fiscal 2012 complaint investigations and pre-complaint resolutions increased 7 percent and 4 percent, respectively, while cases filed with the Commission decreased 25 percent. The decrease appears to be part of a larger trend as discrimination filings with the State in their New York City offices have also decreased. Additionally, the ratio of cases filed to potential complaints has remained consistent with last year (26 percent in Fiscal 2012 compared to 27 percent in Fiscal 2011). CCHR opens a case for every person who states a claim of discrimination or bias related harassment with the agency.
- During the reporting period the Commission functioned with only six investigative attorneys, resulting in a 9 percent increase in the average age of complaints. Seventy-six percent of the caseload was less than one year old at the close of Fiscal 2012. The Commission recently added four new attorneys, which will reduce the age of pending cases in Fiscal 2013.
- The Commission referred 23 cases to the Office of Administrative Trials and Hearings (OATH), 36 fewer cases compared to Fiscal 2011. This decrease is attributable to an 8 percent increase in cases settled (33 cases) before they could be referred to OATH.
- The average cash value of settlements for complainants increased by 28 percent in Fiscal 2012.

Average Value of Cash Settlement



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Complaint investigations completed (%)	72%	86%	77%	73%	78%	*	*	Neutral
Pre-complaint resolutions	236	216	210	182	190	*	*	Downward
★ Cases filed (by type of complaint)	466	435	410	444	335	*	*	Downward
- Employment discrimination (%)	66%	54%	56%	66%	66%	*	*	Neutral
- Housing discrimination (%)	21%	38%	33%	21%	19%	*	*	Downward
- Public accomodation discrimination (%)	12%	8%	11%	12%	14%	*	*	Upward
- Bias-related harassment (%)	1%	0%	0%	1%	1%	*	*	Upward
★ Cases closed (by type of closure)	477	649	441	462	440	*	*	Downward
- No probable cause determination (%)	53%	39%	35%	44%	45%	*	*	Neutral
★ - Probable cause determination (%)	6%	13%	8%	13%	5%	*	*	Neutral
- Administrative cause (%)	26%	23%	25%	25%	24%	*	*	Neutral
★ - Settlement (%)	15%	25%	32%	18%	26%	*	*	Upward
Cases referred to the Office of Administrative Trials and Hearings	29	72	37	59	23	*	*	Downward
★ Average value of cash settlement for complainant (\$)	\$12,621	\$11,004	\$17,918	\$11,846	\$15,173	*	*	Upward
Modifications for accessibility	217	192	173	187	193	*	*	Downward
★ Average age of complaint caseload (in days)	317	318	315	306	335	*	*	Neutral
Caseload	566	402	438	524	474	550	550	Neutral
Cases pending by age - Less than one year	433	324	353	438	358	400	400	Neutral
- 1-3 years old	126	74	77	81	114	100	100	Neutral
- 3-5 years old	7	4	8	5	2	10	10	Downward
- Older than 5 years	0	0	0	0	0	2	2	Neutral

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

✓ Educate the community on the Human Rights Law.

- The number of conferences, workshops and training sessions and the number of community-based technical assistance sessions remained stable in Fiscal 2012. CCHR conducted 23 percent more school-based training sessions during the reporting period.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Conferences, workshops and training sessions	735	1,002	1,108	1,206	1,217	600	1,000	Upward
Community-based technical assistance	11,920	13,563	17,574	17,055	17,297	10,000	13,000	Upward
School-based training sessions conducted	436	327	370	327	401	325	325	Neutral

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	100	100	100	100	NA	100	NA
Percent of letters responded to in 14 days	NA	100	100	100	100	NA	100	NA
Average customer in-person wait time (minutes)	NA	15	15	10	10	NA	10	NA
Completed customer requests for interpretation	NA	NA	1,200	1,235	1,425	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	89	84	85	NA	85	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$6.8	\$7.1	\$6.9	\$6.1	\$7.2	\$7.1	\$6.5	Neutral
Personnel	82	80	72	70	62	72	66	Downward
Overtime paid (\$ thousands)	\$9	\$21	\$14	\$20	\$11	\$11	\$11	Neutral
¹ Authorized Budget Level "NA" - Not Available in this report ² Expenditures include all funds.								

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 CCHR's services and goals are:

Service 1: Enforce the City's Human Rights Law.

Goal 1a: Investigate, prosecute and resolve complaints of discrimination and bias-related harassment in a timely and efficient manner.

Service 2: Educate the community on the Human Rights Law.

Goal 2a: Increase community awareness of the Human Rights Law.

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 local administrative laws fairly, efficiently and conveniently.

Scope of Agency Operations

The Office of Administrative Trials and Hearings (OATH) is an independent, central court that consists of four tribunals: the OATH Tribunal, the Environmental Control Board (ECB), the OATH Taxi and Limousine Tribunal and the OATH Health Tribunal. The OATH Tribunal adjudicates or settles a wide range of issues referred by City agencies. Its caseload includes employee discipline, retention of seized vehicles, license and regulatory enforcement, real estate and loft law violations, contract disputes, and human rights violations. ECB conducts hearings on quality-of-life violations, which can be filed by 13 City agencies. The OATH Taxi and Limousine Tribunal holds hearings on summonses issued by the Taxi and Limousine Commission (TLC), the Police Department and the Port Authority of New York and New Jersey for alleged violations of TLC and other City rules. The OATH Health Tribunal holds hearings on violations issued by the Department of Health and Mental Hygiene regarding alleged violations of the City's Health Code and other laws affecting health.

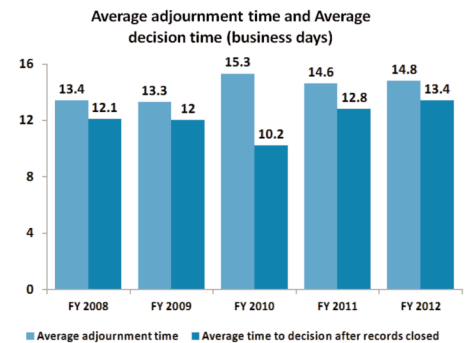
Critical Objectives

- 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 2012 the number of cases filed at the OATH Tribunal decreased 22 percent compared to Fiscal 2011.
- The OATH Tribunal's average adjournment time remained stable at 14.8 business days in Fiscal 2012, well within the target of 20 business days.
- The OATH Tribunal's settlement rate was 59 percent in Fiscal 2012, an 8 percentage point increase compared to Fiscal 2011, due to a continued commitment of time and attention to the settlement process, as well as the particular combination of cases filed in the reporting period.
- In Fiscal 2012 the average time to issue a decision after a case was closed was 13.4 business days, a 5 percent increase from Fiscal 2011, but still well under the target of 25 business days. The agency continues to receive complex civil litigation on its docket, such as new Loft Board matters that fall under recent amendments to the Loft Law. In addition, the percentage of expedited cases filed decreased relative to more complex cases that involve lengthier records and more analysis that require more writing time.

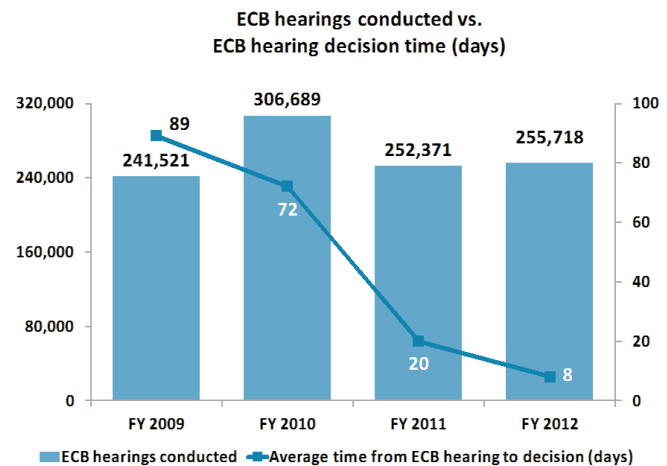


Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Cases filed at OATH (total)	2,775	3,472	2,921	2,611	2,027	*	*	Downward
★ Average adjournment time at OATH (business days)	13.4	13.3	15.3	14.6	14.8	20.0	20.0	Upward
OATH settlement rate (%)	54%	53%	50%	51%	59%	55%	55%	Neutral
★ Average time for OATH to issue decisions after records closed (business days)	12.1	12.0	10.2	12.8	13.4	25.0	25.0	Upward
OATH cases with decisions issued within 45 business days (%)	92%	90%	95%	96%	98%	*	*	Neutral
OATH facts and conclusions adopted by agencies (%)	100%	98%	99%	99%	98%	96%	96%	Neutral

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

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

- ECB achieved a 59 percent reduction in the average time from hearing assignment to hearing decision in Fiscal 2012, to an average of 8 calendar days. The reduction was due mainly to management strategies that rely on the use performance metrics.
- The number of violations issued in Fiscal 2012 remained stable, as did the number of violations heard by ECB.
- The number of ECB decisions rendered decreased slightly in Fiscal 2012.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Notices of Violation (NOV) received by ECB	678,245	704,680	694,273	562,418	563,477	*	*	Downward
ECB hearings conducted	225,505	241,521	306,689	252,371	255,718	*	*	Upward
★ Average time from ECB hearing assignment to decision (days)	96	89	72	20	8	*	*	Downward
★ ECB decisions rendered (total)	177,173	187,475	204,192	178,872	172,409	*	*	Neutral
- Dismissed	66,975	72,075	86,632	69,009	71,357	*	*	Neutral
- In violation	108,670	114,287	116,458	108,470	99,198	*	*	Neutral
- Stipulated	1,528	1,113	1,102	1,393	1,854	*	*	Upward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of letters responded to in 14 days	NA	NA	NA	83	98	NA	95	NA
Completed customer requests for interpretation	NA	1,011	6,864	8,104	7,423	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	84	86	87	NA	87	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$3.8	\$16.2	\$24.0	\$23.3	\$31.7	\$33.5	\$35.5	Upward
Revenues (\$ millions)	\$0.0	\$0.0	\$0.0	\$87.2	\$160.7	\$135.7	\$150.9	Upward
Personnel	28	295	279	270	372	396	447	Upward
Overtime paid (\$ thousands)	\$1	\$86	\$33	\$29	\$0	\$141	\$0	Downward
¹ Authorized Budget Level "NA" - Not Available in this report ² Expenditures include all funds.								

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 OATH's services and goals are:

Service 1: Adjudicate the City's administrative matters.

Goal 1a: Hear cases promptly.

Goal 1b: Issue timely decisions.

Service 2: Adjudicate violations of the City's local administrative laws.

Goal 2a: Hear cases promptly.

Goal 2b: Issue timely decisions.

- In addition, in Fiscal 2013 OATH will begin reporting data for its two new divisions, the OATH Taxi and Limousine Tribunal and the OATH Health Tribunal, under Service 2 above.

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



BUSINESS INTEGRITY COMMISSION

Shari C. Hyman, 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 monitors the trade waste/commercial carting industry and the wholesalers and businesses operating in the City's public wholesale markets, and ensures the integrity of businesses in these industries. Through vigorous background investigations of license and registration applications, the establishment of standards for services and conduct of business, and long-term criminal investigations, BIC carries out its mandate to make certain that these regulated industries and businesses remain free of organized criminal behavior. BIC protects New York City consumers by ensuring that businesses in certain industries and markets act in an honest way. By fostering an open marketplace, BIC also ensures that businesses in those industries and markets are protected from unfair competition. BIC also has the authority to regulate the shipboard gambling industry.

Critical Objectives

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

Performance Report

✓ Regulate commercial carting industry.

- During the reporting period BIC oversaw an 8 percent increase in licenses approved. Overall, the average time to approve both registration and license applications increased by 13 percent during Fiscal 2012; however, both approval times were well within target for Fiscal 2012. During the end of Fiscal 2012 and the beginning of Fiscal 2013, BIC made critical administrative changes to improve the efficiency of the application work flow, while preserving its commitment to thorough investigative and legal review. The agency continues to address a backlog.
- As a result of greater focus on enforcement activity and monitoring of the regulated industries, the total number of violations issued to private carters increased by 25 percent in Fiscal 2012. This represents a 43 percent increase of violations issued to licensees and a 185 percent increase in violations issued to registrants.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Carting background investigations completed</i>	743	1,244	1,289	1,088	998	*	*	Upward
<i>Carting licenses approved</i>	100	83	133	95	103	*	*	Neutral
<i>Carting registrations approved</i>	485	641	943	860	747	*	*	Upward
★ <i>Average time to approve carting licenses (days)</i>	206	142	184	155	175	190	190	Downward
★ <i>Average time to approve carting registrations (days)</i>	116	122	127	99	112	120	120	Downward
<i>Carting applications pending</i>	274	628	336	363	419	*	*	Neutral
★ <i>Average age of pending carting applications (days)</i>	130	123	167	167	168	190	190	Upward
★ <i>Carting license applications denied (%)</i>	10.3%	9.9%	9.6%	9.3%	9.3%	*	*	Downward
★ <i>Carting registration applications denied (%)</i>	2.1%	2.3%	2.3%	2.2%	2.4%	*	*	Neutral
★ <i>Total carting applications denied (%)</i>	4.1%	4.0%	3.7%	3.6%	3.6%	*	*	Downward
<i>Violations issued to private carters</i>	620	1,290	1,672	1,280	1,601	*	*	Upward
★ <i>Violations for unlicensed activity</i>	180	482	996	581	271	*	*	Upward

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

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

- Continuing an upward trend over the past five fiscal years, BIC increased the number of background investigations by 83 percent compared to Fiscal 2011 even though the number of public wholesale market registration applications decreased 38 percent. This decrease in applications was mainly due to weaker economic conditions. The more expansive investigatory oversight did not impact the average time to approve market registrations in Fiscal 2012, which remained the same as the previous year.
- The number of violations issued in the wholesale markets decreased by 6 percent reflecting decreased activity in the markets. As in years past, engines idling over three minutes, a quality-of-life violation, accounted for the majority of the violations issued.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Public wholesale market background investigations completed</i>	158	170	265	397	726	*	*	Upward
<i>Public wholesale market registrations approved</i>	40	56	114	80	50	*	*	Upward
★ <i>Average time to approve public wholesale market registrations (days)</i>	280	226	226	221	221	250	250	Downward
★ <i>Public wholesale market applications denied (%)</i>	2.1%	1.7%	2.2%	1.9%	2.2%	*	*	Neutral
<i>Violations issued at public wholesale markets</i>	551	378	417	345	323	*	*	Downward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Customer Experience</i>								
<i>Percent of e-mails responded to in 14 days</i>	NA	94	100	100	100	NA	100	NA
<i>Percent of letters responded to in 14 days</i>	NA	98	75	100	100	NA	100	NA
<i>Average customer in-person wait time (minutes)</i>	NA	9	13	4	3	NA	3	NA
<i>Completed customer requests for interpretation</i>	NA	NA	50	27	218	NA	NA	NA
<i>CORE customer experience rating (0-100)</i>	NA	NA	98	98	100	NA	100	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$5.8	\$6.3	\$6.9	\$6.9	\$7.2	\$7.2	\$7.1	Upward
Revenues (\$ millions)	\$2.5	\$2.9	\$5.5	\$6.8	\$5.8	\$5.8	\$5.9	Upward
Personnel	64	65	75	72	72	81	80	Upward
Overtime paid (\$ thousands)	\$81	\$77	\$45	\$70	\$34	\$20	\$22	Downward
¹ Authorized Budget Level "NA" - Not Available in this report ² Expenditures include all funds.								

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 BIC's services and goals are:

Service 1: Regulate the City's commercial carting industry.

Goal 1a: Ensure that all businesses in the commercial carting industry abide by the law.

Goal 1b: Process license and registration applications for the carting industry in a timely manner.

Service 2: Regulate businesses in and around the City's public wholesale markets.

Goal 2a: Ensure that businesses in and around public wholesale markets abide by the law.

Goal 2b: Process registration applications for public wholesale businesses in a timely manner.

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

QUALITY OF LIFE



Department of Sanitation



Department of Parks & Recreation



Department of Cultural Affairs



Landmarks Preservation Commission



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 miles of City streets and removes debris from vacant lots as well as abandoned vehicles from City streets.

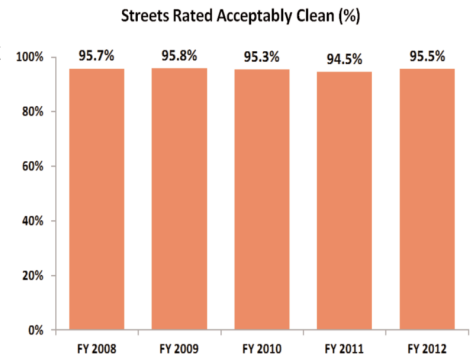
Critical Objectives

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

Performance Report

✓ Clean streets, sidewalks and vacant lots.

- In Fiscal 2012 the Department achieved a street cleanliness rating of 95.5 percent, a rate that has remained relatively stable over the past five fiscal years. None of the City's 232 sections received filthy ratings during the past five fiscal years.



- The Department cleaned 7 percent more vacant lots in Fiscal 2012 compared to Fiscal 2011.
- As a result of below normal snowfall during winter 2011-2012 (only 6.8 inches of snow during the entire season), the Department only used 59,274 tons of salt, a decrease of 83 percent compared to Fiscal 2011. Concurrently, the amount spent on snow overtime decreased 89 percent.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Streets rated acceptably clean (%)	95.7%	95.8%	95.3%	94.5%	95.5%	92.0%	92.0%	Neutral
Dirty/marginal sanitation sections (out of 232)	0	0	0	0	0	*	*	Neutral
Lots cleaned citywide	6,366	4,608	4,519	4,233	4,544	*	*	Downward
★ Graffiti sites cleaned	NA	8,868	12,652	17,210	13,367	*	*	NA
Square feet of graffiti removed (000)	NA	8,058.7	7,447.3	5,912.3	4,241.6	*	*	NA
Snow Overtime (\$000)	\$6,124	\$16,874	\$36,717	\$62,354	\$7,185	*	*	Upward
Snowfall (inches)	13.8	25.8	52.5	61.5	6.8	*	*	Upward
Salt Used (tons)	162,185	295,572	270,010	353,769	59,274	*	*	Downward

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

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

- In Fiscal 2012 refuse tons per truck shift remained unchanged at 10.0 tons, reflecting a stable amount of waste disposed.
- The number of recycling summonses issued increased 15 percent compared to Fiscal 2011, a year with unusually low issuance. The long-term trend in issuance is downward.
- Recycling tons per truck shift decreased to 5.1, reflecting the recent pattern of declining curbside recycling tonnage. Similarly, the curbside and containerized recycling diversion rate decreased slightly to 15.1 percent in Fiscal 2012.
- The number of private transfer station inspections decreased 4 percent and was less than target because several inspectors left the Department and new inspectors had not yet been fully trained by the end of the fiscal year. DSNY continues to maintain an ambitious target for the number of inspections in Fiscal 2013.
- While paper recycling revenue more than doubled compared to Fiscal 2011 due to a recent increase in the market value, the five-year trend is variable.
- The number of chlorofluorocarbon/freon recoveries declined for the fifth straight year in Fiscal 2012, decreasing 25 percent compared to Fiscal 2011.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Refuse cost per ton (fully loaded) (\$)</i>	\$354	\$376	\$392	\$413	NA	*	*	NA
<i>Refuse collection cost per ton (\$)</i>	\$208	\$228	\$241	\$261	NA	*	*	NA
<i>Disposal cost per ton (\$)</i>	\$146	\$148	\$151	\$152	NA	*	*	NA
<i>Missed refuse collections (%)</i>	0.0%	0.1%	0.3%	1.8%	0.1%	*	*	Upward
★ <i>Refuse tons per truck-shift</i>	10.2	9.9	10.1	10.0	10.0	10.7	10.7	Neutral
★ <i>Rear-loading collection truck outage rate</i>	15.6%	16.3%	17.6%	16.3%	15.6%	*	*	Neutral
★ <i>Dual-bin collection truck outage rate</i>	19.5%	17.4%	18.3%	19.2%	20.5%	*	*	Neutral
★ <i>EZ Pack front-loading collection truck outage rate</i>	23.5%	24.4%	21.2%	19.2%	21.7%	*	*	Downward
★ <i>Annual tons disposed (000)</i>	3,441.3	3,306.7	3,308.4	3,261.2	3,269.5	3,413.0	3,413.0	Neutral
<i>Tons per day disposed</i>	11,433	10,986	10,991	10,835	10,826	11,327	11,327	Neutral
★ <i>Percent of total trucks dumped on shift</i>	51.7%	52.1%	50.4%	45.9%	48.1%	*	*	Downward
<i>Annual tons recycled (000)</i>	1,922	1,683	1,202	1,231	NA	*	*	NA
<i>Recycled tons per day</i>	6,160	5,394	3,779	3,944	NA	*	*	NA
★ <i>Curbside and containerized recycling diversion rate (%)</i>	16.5%	16.2%	15.7%	15.4%	15.1%	*	*	Neutral
★ <i>Number of districts with a curbside and containerized recycling diversion rate between 0.0% and 4.9%</i>	1	1	1	1	1	*	*	Neutral
★ <i>Number of districts with a curbside and containerized recycling diversion rate between 5.0% and 9.9%</i>	10	10	11	12	10	*	*	Neutral
★ <i>Number of districts with a curbside and containerized recycling diversion rate greater than 25.0%</i>	6	6	5	3	2	*	*	Downward
★ <i>Total recycling diversion rate (%)</i>	35.0%	32.9%	25.6%	26.6%	NA	*	*	NA
<i>Recycling summonses issued</i>	153,432	159,927	122,010	65,578	75,216	*	*	Downward
★ <i>Recycling tons per truck-shift</i>	5.9	5.6	5.5	5.2	5.1	6.2	6.2	Downward
<i>Missed recycling collections (%)</i>	0.0%	0.0%	0.0%	1.3%	0.0%	*	*	Upward
<i>Recycling cost per ton (fully loaded) (\$)</i>	\$490	\$540	\$575	\$642	NA	*	*	NA
<i>Recycling collection cost per ton (\$)</i>	\$469	\$516	\$548	\$615	NA	*	*	NA
<i>Paper recycling revenue per ton (\$)</i>	\$27	\$20	\$10	\$12	\$25	*	*	Downward
<i>Number of chlorofluorocarbon/freon recoveries</i>	49,043	34,327	30,482	23,008	17,270	*	*	Downward
<i>Private transfer station permits</i>	59	60	59	59	60	*	*	Neutral
<i>Private transfer station inspections performed</i>	4,782	5,810	6,303	5,168	4,967	6,102	6,102	Neutral
★ <i>Marine transfer station construction commencements</i>	NA	0	2	0	0	*	*	NA

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

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Tort cases commenced</i>	299	273	350	398	541	*	*	Upward
<i>Tort dispositions</i>	348	348	318	353	389	*	*	Upward
<i>Tort payout (\$000)</i>	\$25,822.5	\$25,523.8	\$34,075.1	\$23,999.9	\$30,977.6	*	*	Upward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	84	83	75	NA	75	NA
Percent of letters responded to in 14 days	NA	NA	68	71	65	NA	65	NA
Completed customer requests for interpretation	NA	NA	2	2	5	NA	NA	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to action (close) – Dirty Conditions - Illegal Postering (7 days)	98	92	93	95	95	NA	95	Neutral
Percent meeting time to action (close) – Literature Request - Blue Recycling Decals (7 days)	100	100	100	100	100	NA	100	Neutral
Percent meeting time to action (close) – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	100	100	NA	100	Neutral
Percent meeting time to action (close)– Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	98	99	97	94	96	NA	96	Neutral

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$1,244.4	\$1,258.2	\$1,301.2	\$1,408.4	\$1,289.8	\$1,300.9	\$1,353.9	Neutral
Revenues (\$ millions)	\$30.2	\$28.4	\$19.0	\$17.6	\$22.5	\$18.3	\$38.4	Downward
Personnel (uniformed)	7,690	7,612	7,227	6,954	6,991	6,963	7,181	Downward
Personnel (civilian)	2,112	2,111	2,127	2,068	2,007	2,205	2,117	Neutral
Overtime paid (\$ millions)	\$46.9	\$52.0	\$77.3	\$119.5	\$57.7	\$68.1	\$82.2	Upward
Capital commitments (\$ millions) ³	\$171.5	\$171.0	\$502.9	\$319.9	\$221.9	\$456.0	\$709.0	Upward
Work Experience Program (WEP) participants assigned	828	1,171	1,852	1,727	830	*	*	Upward

¹ Authorized Budget Level "NA" - means Not Available in this report
² Expenditures include all funds. ³ To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor’s Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency’s progress toward achieving that goal. For Fiscal 2013 DSNY’s services and goals are:
 - Service 1: Clean streets, sidewalks and vacant lots.
 - Goal 1a: Increase street and sidewalk cleanliness.
 - Goal 1b: Increase the percentage of vacant lots that are clean.
 - Service 2: Collect and dispose of refuse.
 - Goal 2a: Improve efficiency of refuse handling.
 - Service 3: Recycle refuse.
 - Goal 3a: Increase the percent of waste recycled.
 - Service 4: Clear snow and ice from City streets and roadways.
 - Goal 4a: Meet or exceed minimum standards for clearing streets and roadways of snow and ice.
- Fiscal 2012 values for ‘annual tons recycled (000),’ ‘recycled tons per day (total),’ and ‘total recycling diversion rate (%)’ are not available in this report. The methodology for collecting data for these indicators has been modified from previous years to agree with the reporting requirements of Local Law 40 of 2010. Part of the data necessary to calculate these revised measures of recycling must be obtained from outside sources that have not yet provided it. DSNY expects to report Fiscal 2012 data in the upcoming Preliminary MMR.
- Additionally, in Fiscal 2013 DSNY will no longer report ‘graffiti sites cleaned’ or ‘square feet of graffiti removed’ as it is no longer responsible for the removal program. Graffiti cleaning and removal is the responsibility of the Economic Development Corporation.

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



DEPARTMENT OF PARKS & RECREATION

Veronica M. White, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres, including more than 1,700 parks, more than 2,500 greenstreet sites, over 1,000 playgrounds, more than 800 athletic fields, over 550 tennis courts, 55 outdoor swimming pools, 12 indoor swimming pools, 33 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.

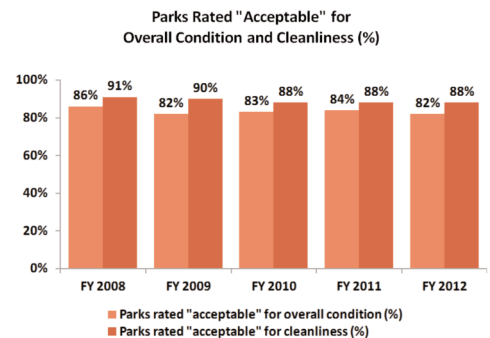
Critical Objectives

- 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 declined slightly, by 2 percentage points, to 82 percent, while the percent rated acceptable for cleanliness remained at 88 percent. Both ratings remained below their respective performance targets. Acceptability ratings for safety surfaces and play equipment held steady at 92 percent, above the 90 percent performance goal.



- The number of summonses issued by the Department decreased by 7 percent to 15,795. Although health and administrative code violations increased, a significant decrease in parking violations contributed to the net decrease in total summonses issued.
- Tree plantings under the [MillionTreesNYC](#) initiative exceeded 98,000. Since the initiative was launched in Fiscal 2008, more than 612,000 trees have been planted by the Department and its partners.
- Due, in part, to the damage caused by Tropical Storm Irene, the number of trees removed rose by 15 percent to 16,248. Slightly more than half were street trees removed in response to a service request.
- Approximately 20 percent fewer crimes against persons were reported, but crimes against property rose by more than 16 percent. At 182, the overall number of crimes reported in Fiscal 2012 was comparable to Fiscal 2011 when a total of 181 crimes were reported.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Parks rated "acceptable" for overall condition (%)	86%	82%	83%	84%	82%	85%	85%	Neutral
★ Parks rated "acceptable" for cleanliness (%)	91%	90%	88%	88%	88%	90%	90%	Neutral
★ - Cleanliness of small parks and playgrounds (%)	93%	90%	88%	88%	87%	*	*	Neutral
★ - Cleanliness of large parks (%)	78%	77%	76%	75%	77%	*	*	Neutral
★ Safety surfaces rated "acceptable" (%)	94%	93%	94%	92%	92%	90%	90%	Neutral
★ Play equipment rated "acceptable" (%)	89%	88%	91%	91%	92%	90%	90%	Neutral
★ Comfort stations in service (in season only) (%)	93%	90%	94%	92%	93%	90%	90%	Neutral
★ Spray showers in service (in season only) (%)	95%	95%	94%	91%	97%	*	*	Neutral
★ Drinking fountains in service (in season only) (%)	92%	94%	94%	93%	93%	*	*	Neutral
Parks with an affiliated volunteer group (%)	57%	58%	58%	60%	63%	*	*	Neutral
Summonses issued	21,149	22,145	17,264	17,071	15,795	*	*	Downward
★ Public service requests received - Forestry	78,569	75,509	95,547	85,257	77,072	*	*	Neutral
★ MillionTreesNYC - Trees planted - Parks	84,419	120,993	107,751	100,604	81,597	70,000	70,000	Neutral
★ - Trees planted - Other	37,433	26,943	22,526	13,477	16,534	30,000	30,000	Downward
Trees removed	12,833	11,378	13,216	14,117	16,248	*	*	Upward
★ - Street trees removed (in response to service request)	8,095	7,261	8,161	8,935	8,688	*	*	Upward
- Removed within 30 days of service request (%)	98%	98%	99%	93%	94%	95%	95%	Neutral
Trees pruned - Block program	75,810	79,658	29,782	30,776	29,497	27,000	27,000	Downward
- Annual pruning goal completed (%)	152%	123%	149%	114%	109%	*	*	Downward
- Percent of pruning completed within established cycle	15%	16%	6%	6%	6%	*	*	Downward
Attendance at historic house museums	763,337	741,449	795,916	797,259	834,208	*	*	Upward
Monuments receiving annual maintenance (%)	61%	71%	69%	67%	75%	*	*	Upward
★ Total major felonies in 20 largest parks - Crimes against persons	82	76	76	78	62	*	*	Downward
★ - Crimes against property	100	121	108	103	120	*	*	Neutral
★ Public service requests received through 311 that relate to quality of life	3,144	2,762	2,818	2,502	2,854	*	*	Downward
Tort cases commenced	274	264	288	258	299	*	*	Neutral
Tort dispositions	292	287	327	275	248	*	*	Downward
Tort payout (\$000)	\$12,258.7	\$9,722.9	\$17,549.5	\$16,152.6	\$16,778.4	*	*	Upward

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

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

- The Department completed 132 capital projects, meeting its annual target. The majority of projects, 80 percent, were completed within budget. On-time performance continued to be below the 80 percent target, with 49 percent completed on time in Fiscal 2012. Fiscal 2012 on-time performance was affected by a number of factors, including contractor defaults, client changes in scope requests, and utility issues. The Department is working on a number of outreach and internal efforts to mitigate avoidable project delays. Notable projects completed in Fiscal 2012 include Loreto Park in the Bronx, which reconstructed the bocce court and created a new tot play area; McLaughlin Park in Brooklyn, which added play equipment for toddlers and pre-teens, recreation space for adults, and increased the tree canopy and green space; Pearl Street playground in Lower Manhattan, which brought this popular play space up to code for accessibility; the Bay Street medians in Staten Island, which created three new, planted traffic medians between Slosson Avenue and the Staten Island Ferry Terminal entrance; and in Queens, the Rachel Carson Playground, one of the last sites in the PlaNYC Asphalt to Turf program, which converted asphalt ballfields into synthetic turf fields.

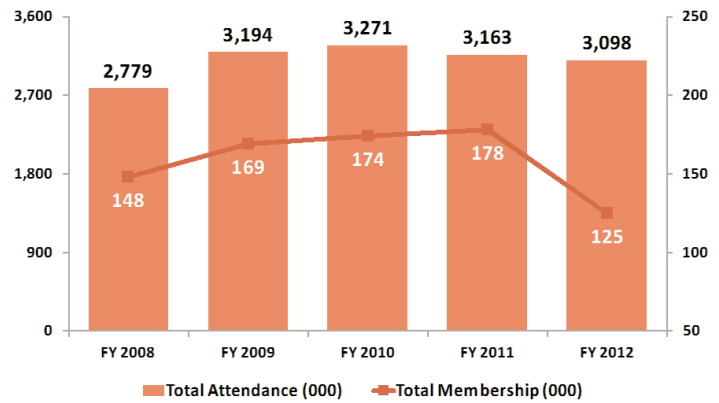
Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Capital projects completed	131	140	150	165	132	132	120	Neutral
Capital projects completed on time or early (%)	53%	67%	61%	56%	49%	80%	80%	Downward
Capital projects completed within budget (%)	89%	86%	89%	85%	80%	85%	85%	Neutral
Greenways added (lane miles)	1.0	6.4	2.6	0.7	2.0	*	*	Downward

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

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

- All recreation centers were inspected at least twice during the fiscal year, and all were rated acceptable for cleanliness. Ratings for overall condition held steady at 87 percent.
- Total attendance at recreation centers fell slightly for the second straight year, from 3.163 million in Fiscal 2011 to 3.098 million in Fiscal 2012, a reduction of 65,000 visits. Recreation center membership, however, fell by 45.5 percent among adults and seniors. Membership among youth/children was similar to Fiscal 2011. In the coming months, the Department will investigate the cause or causes of the drop in membership among adults and seniors.

Total Attendance and Total Membership at Recreation Centers



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Lifeguards (calendar year)</i>	1,152	1,285	1,369	1,407	1,461	1,200	1,200	Upward
★ <i>Attendance at outdoor Olympic and intermediate pools (calendar year)</i>	1,495,628	1,826,326	1,727,436	1,728,318	1,725,257	*	*	Neutral
★ <i>Recreation centers rated "acceptable" for cleanliness (%)</i>	NA	NA	96%	94%	100%	*	*	NA
★ <i>Recreation centers rated "acceptable" for overall condition (%)</i>	NA	NA	88%	87%	87%	*	*	NA
★ <i>Average hours recreation centers open per week</i>	76.3	76.4	77.4	76.3	75.4	*	*	Neutral
★ <i>Total recreation center attendance</i>	2,779,447	3,193,646	3,271,198	3,163,028	3,098,023	*	*	Neutral
<i>Total recreation center membership</i>	148,168	169,301	173,944	177,901	125,334	*	*	Neutral
- <i>Seniors</i>	28,537	31,116	32,536	36,153	18,055	*	*	Downward
- <i>Adults</i>	65,947	79,303	78,325	79,357	44,877	*	*	Downward
- <i>Youth and children</i>	53,684	58,882	63,083	62,391	62,402	*	*	Upward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	76	57	58	NA	58	NA
Percent of letters responded to in 14 days	NA	NA	60	55	54	NA	54	NA
Completed customer requests for interpretation	NA	NA	52	39	57	NA	57	NA
CORE customer experience rating (0-100)	NA	NA	80	85	86	NA	86	NA
Percent of respondents who rated parks acceptable for overall condition	NA	NA	87	86	NA	NA	86	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to (first) action – Damaged Tree - Branch or Limb Has Fallen Down (8 days)	NA	94	94	97	94	NA	94	NA
Percent meeting time to (first) action – Dead Tree - Dead/Dying Tree (7 days)	NA	87	87	94	87	NA	87	NA
Percent meeting time to (first) action – New Tree Request - For One Address (180 days)	NA	94	94	87	80	NA	80	NA
Percent meeting time to (first) action – Overgrown Tree/Branches - Hitting Building (30 days)	NA	95	95	96	93	NA	93	NA
Percent meeting time to (first) action – Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	NA	93	93	92	74	NA	74	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$370.6	\$379.6	\$382.7	\$393.7	\$379.8	\$313.2	\$337.6	Neutral
Revenues (\$ millions)	\$97.5	\$110.2	\$59.0	\$63.9	\$63.6	\$72.6	\$85.6	Downward
Personnel (Total FT and FTE)	7,245	7,395	6,803	6,364	5,598	5,316	5,744	Downward
Full-time personnel	3,702	3,760	3,581	3,354	3,095	2,681	3,197	Downward
Full-time equivalent (FTE) personnel	3,543	3,635	3,222	3,010	2,503	2,635	2,547	Downward
- Parks Opportunity Program (POP) participants ³	2,293	2,203	2,053	1,742	1,405	1,733	1,734	Downward
Overtime paid (\$ millions)	\$7.5	\$6.9	\$6.7	\$7.5	\$6.5	\$3.6	\$3.6	Neutral
Capital commitments (\$ millions) ⁴	\$507.4	\$550.6	\$542.1	\$395.9	\$289.6	\$467.5	\$339.3	Downward
Work Experience Program (WEP) participants assigned	48	542	59	87	787	*	*	Upward

¹Authorized Budget Level ²NA - Not Available in this report

³Expenditures include all funds. ⁴The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above. ⁴To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- During the reporting period Adrian Benepe served as Commissioner of the Department of Parks and Recreation. He was succeeded by Veronica M. White effective September 2012.
- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 DPR's services and goals are:

Service 1: Manage the City's parks and recreation facilities.

Goal 1a: Ensure that all parks and playgrounds are clean and in good condition.

Goal 1b: Ensure that all park features are in service and in working order.

Goal 1c: Ensure that all parks are safe.

Goal 1d: Ensure that all parks are used properly.

Service 2: Manage the City's forests and other publicly owned trees.

Goal 2a: Expand the number of trees in New York City.

Goal 2b: Ensure that publicly-owned trees are healthy.

Goal 2c: Resolve tree-related emergencies promptly.

Service 3: Preserve and expand the infrastructure of New York's park system.

Goal 3a: Build parks and playgrounds in a timely and efficient manner.

Goal 3b: Assure an adequate supply of parkland to meet future needs.

Service 4: Provide recreational and educational opportunities for New Yorkers of all ages.

Goal 4a: Increase public attendance at education programs, recreation centers and other venues.

- Also beginning in Fiscal 2013, performance targets were added for select customer service indicators. For DPR, performance targets were added to nine such indicators.
- The Department updated previously reported data for fiscal years 2008 through 2011 for both MillionTreesNYC indicators.
- Previously reported data for fiscal years 2008 through 2011 for the percent of capital projects completed on time/early has been corrected to conform to the criteria in the indicator definition. The revised numbers show lower timeliness rates.
- The Fiscal 2013 target for the number of capital projects planned was lowered from 132 to 120 to reflect revised projections.

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



DEPARTMENT OF CULTURAL AFFAIRS

Kate D. Levin, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Performance Report

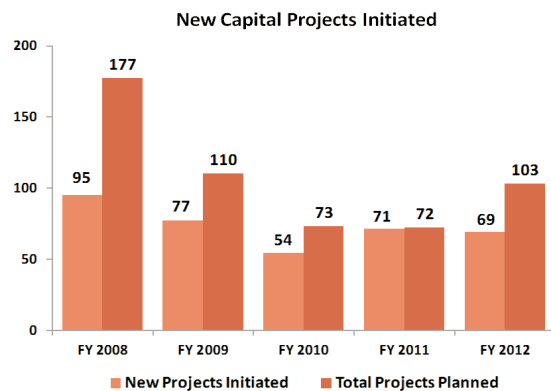
- ✓ **Oversee City support for the operations and services of non-profit cultural organizations, which have a significant impact on the City's economy and quality of life.**
 - In Fiscal 2012 the Department of Cultural Affairs awarded \$104 million in operating support to the Cultural Institutions Group (CIG), \$31.2 million to 891 program organizations, and continued to manage the Cultural After School Adventures program, awarding a total of \$5.1 million to 91 cultural organizations.
 - All operating support payments to the City's cultural institutions were made within the 5-day performance standard.
 - Cultural Development Fund grant payments to cultural organizations were issued in 6 days for initial payments and 4 days for final payments, compared to 7 and 4 days, respectively, one year ago.
 - Materials for the Arts (MFTA) expanded the availability of resources to the arts community and public schools as a result of increased donors from the business sector. MFTA transactions rose by 5.2 percent to 5,550 and the number of schools served grew by 8.4 percent to 674. All annual goals were exceeded.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	100%	100%	100%	Neutral
★ Average days to issue initial Cultural Development Fund payments after complying with all City requirements	NA	6	9	7	6	*	*	NA
★ Average days to issue program grant final payments	6	6	10	4	4	*	*	Downward
Value of contributed Materials for the Arts (MFTA) materials and equipment (\$ millions)	\$7.3	\$5.8	\$6.7	\$5.2	\$5.8	\$5.1	\$5.1	Downward
MFTA donors	1,741	1,509	1,616	1,561	1,697	1,500	1,500	Neutral
★ MFTA transactions	4,994	5,593	5,534	5,276	5,550	5,300	5,300	Neutral
Number of schools served by MFTA	545	631	713	622	674	625	625	Upward

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

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

- DCLA approved a comparable number of capital projects in Fiscal 2012, but the approval rate, or percent initiated, declined to 67 percent. Sixty-nine of 103 planned projects in the Agency’s capital portfolio were authorized to commence work in Fiscal 2012 compared to 71 of 72 projects in Fiscal 2011. Capital projects funded by DCLA and completed during the reporting year include renovation and expansion of the Pershing Square Signature Center in Manhattan; the Brooklyn Botanic Garden Visitor Center; the outdoor Pavilion at the Staten Island Children’s Museum; the New York Botanical Garden’s new parking facility in the Bronx; and, in Queens, MoMA PS 1’s visitors’ kiosk.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ New capital projects initiated (%)	54%	70%	74%	99%	67%	70%	66%	Upward

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

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

- In Fiscal 2012 DCLA’s cultural events calendar provided the public with information on 6,425 arts and cultural programs for hundreds of cultural organizations around the City.
- More than 20.1 million New Yorkers and other visitors attended the City-owned museums, performing arts centers, botanical gardens, zoos and historical sites that comprise the CIG. In addition to increased attendance, the percentage of visitors who took advantage of free admissions programs at the CIG increased to 21 percent from 16 percent.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Number of events listed on NYCulture Calendar</i>	NA	NA	6,631	6,120	6,425	*	*	NA
<i>Total visitors to the Cultural Institutions Group</i>	19,092,865	18,882,316	19,266,938	18,743,457	20,188,062	*	*	Neutral
<i>- Percent of visitors using free admission and/or tickets</i>	NA	15%	16%	16%	21%	*	*	NA

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	NA	NA	88	NA	88	NA
Percent of letters responded to in 14 days	NA	NA	NA	NA	61	NA	61	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$161.3	\$151.4	\$142.9	\$144.1	\$150.3	\$152.8	\$156.4	Neutral
Personnel	65	65	59	56	57	59	59	Downward
Overtime paid (\$ thousands)	\$2	\$0	\$0	\$0	\$0	\$0	\$0	Neutral
Capital commitments (\$ millions) ³	\$211.5	\$429.8	\$337.8	\$161.3	\$134.7	\$149.0	\$247.7	Downward

¹Authorized Budget Level "NA" - Not Available in this report
²Expenditures include all funds. ³To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 DCLA's services and goals are:

Service 1: Provide financial support to the City's non-profit arts and cultural sector for operations, programs and activities.

Goal 1a: Award and process grant payments promptly.

Goal 1b: Strengthen the infrastructure of cultural facilities by funding capital improvements.

Goal 1c: Expand resources for arts programs and public schools by increasing the supply and use of donated materials.

Service 2: Promote public appreciation of non-profit arts and culture.

Goal 2a: Increase public awareness of the cultural programming offered throughout the five boroughs.

- Also beginning in Fiscal 2013, performance targets were added for select customer service indicators. For DCLA, performance targets were added to two such indicators.
- DCLA revised its Fiscal 2013 target for 'New capital projects initiated (%)' from 70% to 66%.

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



LANDMARKS PRESERVATION COMMISSION

Robert B. Tierney, Chair

Key Public Service Areas

- ✓ 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 1,316 individual landmarks and more than 30,000 properties in 108 historic districts and 18 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.

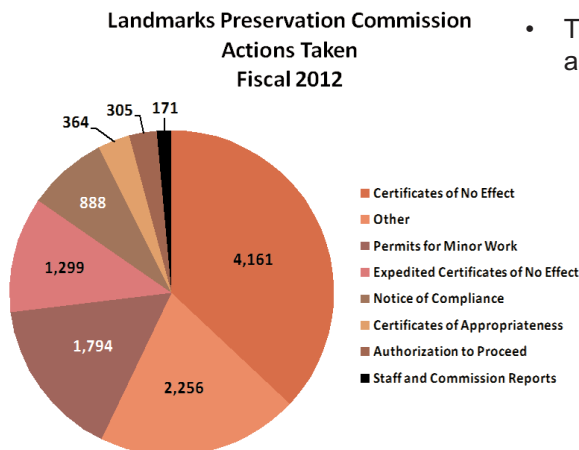
Critical Objectives

- 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 2012 the Commission continued to extend landmark protection in all five boroughs by designating 1,040 buildings, including 29 individual landmarks and seven historic districts: the Wallabout, Borough Hall Skyscraper, Park Slope Extension and Park Place Historic Districts in Brooklyn; the East 10th Street and Riverside Drive-West End Avenue Extension I Historic Districts in Manhattan; and the Grand Concourse Historic District in the Bronx. The Grand Concourse Historic District, consisting of 78 properties along a one-mile stretch of the Bronx’s signature boulevard, is now the second largest historic district in that borough. The number of buildings designated fluctuates from year to year depending on the size of historic districts.
- In Fiscal 2012 LPC received 10 percent more work permit applications compared to Fiscal 2011. This record-high number of permit applications increased the average permit issuance times for Certificates of No Effect and Expedited Certificates of No Effect.
- The number of complaints submitted about potential violations of the Landmarks Law decreased by 14 percent and as a result the number of investigations completed also decreased 14 percent in Fiscal 2012.
- The overall number of warning letters issued increased by 8 percent as a result of issuing multiple violations per complaint.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Individual landmarks and historic districts designated</i>	30	40	40	40	36	20	20	Upward
★ - <i>Total number of buildings designated</i>	438	998	598	1,528	1,040	*	*	Upward
<i>Work permit applications received</i>	10,103	8,929	9,358	10,753	11,823	*	*	Upward
- <i>Actions taken</i>	10,730	9,107	9,274	11,738	11,238	*	*	Upward
<i>Certificates of No Effect issued within 10 days (%)</i>	90%	92%	86%	85%	80%	85%	85%	Downward
<i>Expedited Certificates of No Effect issued within two days (%)</i>	100%	100%	100%	100%	92%	100%	100%	Neutral
<i>Permits for minor work issued within 10 days (%)</i>	87%	90%	85%	81%	81%	*	*	Neutral
<i>Investigations completed</i>	1,430	1,215	1,165	927	796	*	*	Downward
★ <i>Percent of investigations resulting in enforcement action</i>	61%	58%	64%	61%	62%	*	*	Neutral
<i>Warning letters issued</i>	1,285	1,011	1,275	752	810	*	*	Downward
★ <i>Notices of Violation upheld at the Environmental Control Board (%)</i>	98%	98%	98%	97%	98%	*	*	Neutral
<i>Archeology applications received</i>	392	328	298	273	283	*	*	Downward
<i>Archeology applications reviewed within 10 days (%)</i>	89%	96%	96%	96%	96%	85%	85%	Neutral

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	100	100	100	98	NA	98	NA
Percent of letters responded to in 14 days	NA	NA	100	87	88	NA	88	NA
Completed customer requests for interpretation	NA	NA	1	1	0	NA	NA	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$4.4	\$4.6	\$4.6	\$4.5	\$4.5	\$4.8	\$4.7	Neutral
Revenues (\$ millions)	\$1,550	\$2,470	\$1,252	\$2,400	\$4,671	\$2,585	\$2,889	Upward
Personnel	67	62	60	53	58	67	66	Downward
Overtime paid (\$ thousands)	\$4	\$0	\$4	\$6	\$34	\$7	\$7	Upward

¹Authorized Budget Level "NA" - Not Available in this report
²Expenditures include all funds.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 the Commission's services and goals are:

Service 1: Identify and protect qualifying architectural, historical, cultural and archeological assets in all five boroughs.

Goal 1a: Identify and designate as landmarks eligible individual buildings, interiors, scenic landmarks and historic districts.

Goal 1b: Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

Goal 1c: Increase compliance with landmark regulations.

Goal 1d: Evaluate potential impacts to archeological resources in a timely manner.

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

HEALTH AND HUMAN SERVICES



Department of Health and Mental Hygiene
Office of Chief Medical Examiner



Health and Hospitals Corporation



Human Resources Administration



Administration for Children's Services



Department of Homeless Services



Department for the Aging



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Thomas A. Farley, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and mental well being of all New Yorkers. The Department contracts for: mental health services; developmental disability services; alcohol and drug use services; and Early Intervention services to developmentally delayed infants and toddlers. DOHMH's community-based services include: District Public Health Offices; five borough-based Early Intervention Offices, three year round immunization walk-in clinics; five TB chest centers; nine STD clinics; HIV prevention and control services; health services at more than 1,250 schools; and health and mental health services in the City's correctional facilities. DOHMH has programs to prevent and control chronic diseases such as heart disease, diabetes, asthma and cancer. The Department has also made reducing obesity- and tobacco-related illnesses a priority. DOHMH generates community health profiles; issues birth and death certificates; conducts health and safety inspections to enforce the City Health Code; and protects public safety through immediate response to emergent public health threats.

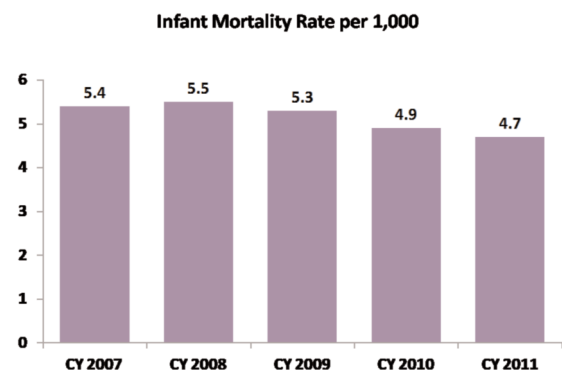
Critical Objectives

- Reduce smoking and the illness and death caused by tobacco use.
- Improve overall health through scientific research and evidence-based initiatives.
- Prevent and control childhood diseases.
- Reduce new cases of HIV/AIDS, tuberculosis, sexually transmitted diseases and other preventable diseases.
- Facilitate access to quality mental health, Early Intervention, developmental disability, and alcohol and drug use services.
- Prevent lead poisoning.
- Promote the safety of child care programs.
- Promote the safety of commercial food establishments.
- Prevent rat infestations 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 mental hygiene, prevent and reduce harmful alcohol and drug use and dependence, and reduce health disparities among New York City communities.**

- The infant mortality rate fell to 4.7 per 1,000 live births in Calendar 2011, the lowest rate recorded in over 100 years of measurement.

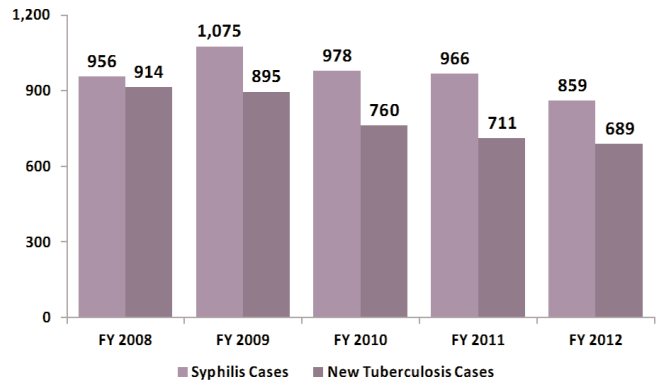


- The adult smoking rate in New York City was 14.8 percent in Calendar 2011, compared to 14.0 percent in Calendar 2010; these rates are not statistically different from one another. DOHMH continues tobacco control efforts such as educational campaigns, nicotine replacement therapies, and prompting providers to screen and treat for tobacco use.
- The percentage of adults who consume an average of one or more sugar-sweetened beverages per day has declined six percentage points since Calendar 2008, and the rate declined slightly from Calendar 2010 to Calendar 2011. The Department continues to pursue anti-obesity initiatives, which may have contributed to this decline. Public education campaigns warn consumers about the health risks to sugary drinks, NYC food standards require healthier

beverage options across meals and beverages served by city agencies, and the Shop Healthy program encourages healthier beverage choices in retailers. The Department also plans to limit the size of sugar-sweetened beverages served in food establishments.

- The percent of adults, aged 50+, who received a colonoscopy in the past ten years remained stable at 68.6 percent for Calendar 2011.
- The percentage of seniors, aged 65+, who reported receiving a flu shot in the past 12 months increased 5.1 percentage points and surpassed the target of 64 percent.
- Deaths from AIDS declined 7.9 percent and the number of new adult AIDS cases diagnosed declined by 14.3 percent from Calendar 2010 to 2011. While some of the decrease maybe due to incomplete reporting, the decrease in AIDS cases also mirrors national trends.
- The 18.2 percent decline in HIV tests from Fiscal 2011 to Fiscal 2012 is due to incomplete reporting from contracted providers resulting from a transition to new contracts and data reporting system and to a reduction of TB and STD clinic services that offered HIV testing services.
- The number of syphilis cases reported during Fiscal 2012 decreased 11.1 percent from the same period in Fiscal 2011, to 859. The number of new tuberculosis cases declined by 3.1 percent, to 689, from Calendar 2010 to 2011, an all time low.

Syphilis Cases and New Tuberculosis Cases



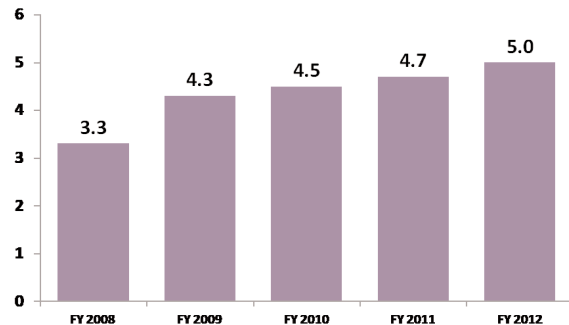
Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Adults who smoke (%) (CY) (preliminary)	16.9%	15.8%	15.8%	14.0%	14.8%	12.0%	12.5%	Downward
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY) (preliminary)	61.7%	65.6%	66.0%	67.5%	68.6%	80.0%	73.0%	Upward
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY) (preliminary)	35.9%	32.6%	31.6%	30.3%	29.9%	29.0%	26.0%	Downward
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY) (preliminary)	54.7%	56.6%	52.6%	62.3%	67.4%	64.0%	67.0%	Upward
★ Hospitalization rate for asthma among children ages 0-14 (per 1,000 children) (CY) (preliminary)	5.2	5.2	5.2	5.5	NA	4.7	4.7	NA
★ Infant mortality rate (per 1,000 live births) (CY)	5.4	5.5	5.3	4.9	4.7	4.7	4.7	Downward
★ Children in the public schools who have completed required immunizations (%)	97.9%	98.8%	98.8%	98.8%	99.1%	98.8%	99.0%	Neutral
Number of male condoms distributed (000)	39,070	41,838	36,838	36,309	36,108	36,000	37,000	Downward
Number of New Yorkers who die from HIV/AIDS (CY)	1,115	1,073	933	832	766	*	*	Downward
★ New adult AIDS cases diagnosed (CY) (preliminary)	3,522	3,266	2,947	2,483	2,129	*	*	Downward
Persons diagnosed, living and reported with HIV/AIDS (CY)	104,415	106,584	108,791	110,736	112,791	*	*	Neutral
★ HIV tests conducted (preliminary)	201,624	278,222	282,692	291,551	238,347	250,000	250,000	Upward
Unduplicated clients enrolled in HIV/AIDS (Ryan White) health and supportive services (FY March - February) (000)	64.7	88.0	87.7	81.4	70.7	75.5	70.0	Neutral
★ Syphilis cases	956	1,075	978	966	859	*	*	Downward
★ New tuberculosis cases (CY) (preliminary)	914	895	760	711	689	*	*	Downward
Patients who complete treatment for active tuberculosis (%) (CY)	92.0%	94.0%	90.5%	91.0%	91.0%	93.0%	93.0%	Neutral

★ 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 serious mental illness increased 6.4 percent between Fiscal 2011 and Fiscal 2012. The increase reflects the ongoing development of new housing units produced under the New York/New York III agreement.

Units of Supportive Housing Available for Persons with Serious Mental Illness (000)



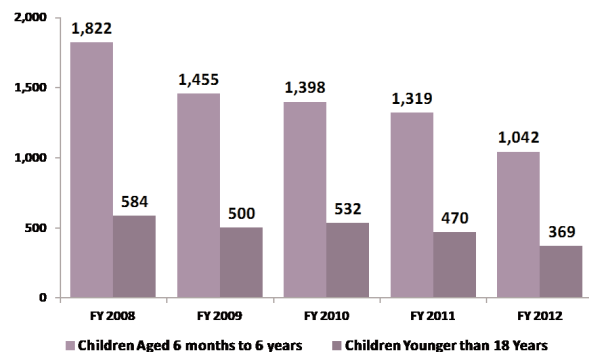
Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health, and dental)	817,437	838,467	817,012	803,871	877,270	*	*	Neutral
New children receiving services from the Early Intervention Program (000)	15.8	16.9	17.0	15.4	NA	*	*	NA
All children receiving services from the Early Intervention Program (000)	31.5	32.7	34.9	33.9	NA	*	*	NA
Adult New Yorkers without a regular doctor (%) (CY)(preliminary)	19.4%	15.6%	18.1%	16.7%	16.9%	*	*	Neutral
Screening rates for breast cancer (%) (CY)	73.9%	77.8%	78.5%	76.7%	NA	80.0%	80.0%	NA
Screening rates for cervical cancer (%) (CY)	79.8%	82.5%	81.6%	78.4%	NA	83.0%	80.2%	NA
Calls to LifeNet (000)	88.4	94.5	97.2	92.9	85.8	*	*	Neutral
Individuals in the assisted outpatient mental health treatment program	1,061	1,274	1,344	1,315	1,245	*	*	Upward
Units of supportive housing available to persons with serious mental illness (000)	3.3	4.3	4.5	4.7	5.0	5.1	5.3	Upward
New buprenorphine patients	4,177	6,733	7,006	7,238	NA	7,500	8,000	NA
★ Deaths from unintentional drug overdose (CY)	695	631	624	516	NA	*	*	NA
Alcohol-attributable mortality (CY)	1,680	1,703	1,675	1,629	NA	*	*	NA

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

✓ **Improve environmental health and safety.**

- New cases among children aged 6 months to less than 6 years with blood lead levels greater than or equal to 10 micrograms per deciliter decreased by 21 percent from Fiscal 2011 to 2012. New cases among children less than 18 years old that require environmental intervention for lead poisoning decreased by 21.5 percent from Fiscal 2011 to Fiscal 2012 as well. Performance reflects the continued success of the Department's lead poisoning prevention activities and the reduction of lead environmental hazards citywide.

New Cases: Blood Lead Levels >= 10micrograms/dl



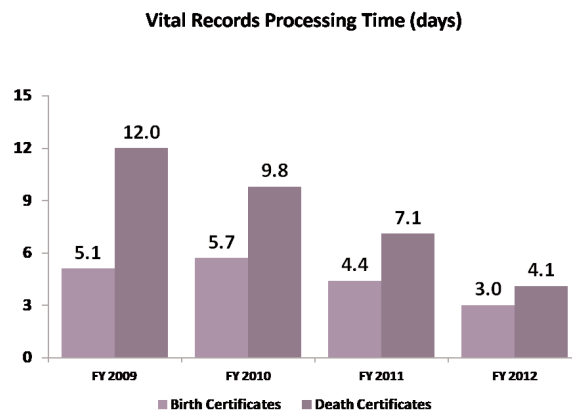
- Pest control initial inspections increased 8.8 percent in Fiscal 2012 to approximately 124,000, compared to 114,000 in Fiscal 2011.
- While initial pest control inspections with signs of active rats increased by 1.2 percentage points to 11 percent, compliance pest control inspections found to be rat free increased by 3.9 percentage points to 51 percent from Fiscal 2011 to Fiscal 2012. The change is due to two factors: (1) indexing activity in the Bronx was restricted to a smaller area as compared to that in Fiscal 2011, in order to target community districts with the highest failure rates; and (2) indexing began in Manhattan, which has a higher initial inspection failure rate. However, because of the Department's intervention efforts following failed initial inspections, homeowners were more likely in Fiscal 2012 to make improvements and pass their compliance inspections.
- Restaurants earning an 'A' grade increased to 85.4 percent of all licensed eateries, up 3.7 percentage points from Fiscal 2011 to Fiscal 2012. The Department inspected 99.4 percent of all licensed restaurants during Fiscal 2012.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Childhood blood lead levels - New cases among children less than 18 years requiring environmental intervention for lead poisoning</i>	584	500	532	470	369	*	*	Downward
<i>- Primary address inspected within 5 business days (%)</i>	90.2%	90.4%	86.9%	85.0%	89.7%	90.0%	90.0%	Neutral
★ <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>	1,822	1,455	1,398	1,319	1,042	*	*	Downward
<i>Day Care site complaints received</i>	1,554	1,525	1,416	1,325	1,082	*	*	Downward
<i>Day care initial site inspections</i>	18,695	15,989	20,280	21,610	22,219	*	*	Upward
<i>Restaurants inspected (%)</i>	80.1%	99.1%	99.7%	99.8%	99.4%	100.0%	100.0%	Upward
<i>Restaurants scoring an 'A' grade (%)</i>	NA	NA	NA	81.7%	85.4%	*	*	NA
★ <i>Pest control complaints received by DOHMH (000)</i>	23.0	22.1	21.8	22.5	22.3	*	*	Neutral
<i>Initial pest control inspections (000)</i>	72	99	85	114	124	*	*	Upward
<i>Initial Inspections with active rat signs (ARS) (%)</i>	22.3%	13.1%	15.1%	9.8%	11.0%	*	*	Downward
★ <i>Compliance inspections found to be rat free (%)</i>	42.2%	40.8%	43.5%	47.1%	51.0%	*	*	Upward
<i>Dog licenses issued (000)</i>	91.8	101.0	99.4	97.6	92.7	105.0	105.0	Neutral

★ 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 31.8 percent between Fiscal 2011 and Fiscal 2012. The average response time for death certificates declined by 42.3 percent for the same period. The Department has improved the average response time through continued active promotion and expansion of online orders, which are less time-consuming to fulfill than orders received through the mail. The Department also streamlined its internal procedures for processing mail orders through information technology upgrades, which have reduced the turnaround time for these orders. Additional information on customer service-related performance is available in the "Agency Customer Service" section of this chapter.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Average response time for birth certificates by mail/online (days)	NA	5.1	5.7	4.4	3.0	5.0	5.0	NA
★ Average response time for death certificates by mail/online (days)	NA	12.0	9.8	7.1	4.1	8.0	8.0	NA
★ Critical Indicator "NA" - means Not Available in this report								

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	76	63	31	NA	70	NA
Percent of letters responded to in 14 days	NA	NA	43	28	18	NA	40	NA
Percent of calls answered in 30 seconds	NA	86	83	35	65	NA	70	NA
Average customer in-person wait time (minutes)	NA	18	38	17	12	NA	10	NA
Completed customer requests for interpretation	NA	3,283	14,357	12,256	10,278	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	85	86	81	NA	85	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to action – Food Establishment (14 days)	NA	NA	90	87	94	NA	90	NA
Percent meeting time to action – Food poisoning (3 days)	98	92	93	94	96	NA	90	Neutral
Percent meeting time to action – Indoor Air Quality (14 days)	63	85	96	98	99	NA	95	Upward
Percent meeting time to action – Smoking (14 days)	NA	NA	86	72	77	NA	70	NA
Percent meeting time to action – Rodent (14 days)	NA	NA	71	64	72	NA	70	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$1,518.5	\$1,646.3	\$1,619.9	\$1,564.3	\$1,608.0	\$1,521.8	\$1,517.2	Neutral
Revenues (\$ millions)	\$129.5	\$65.3	\$69.2	\$79.0	\$36.8	\$33.6	\$35.4	Downward
Personnel	6,070	6,073	5,578	5,270	5,179	5,393	5,292	Downward
Overtime paid (\$ millions)	\$5.5	\$6.2	\$7.8	\$5.4	\$4.0	\$3.3	\$3.2	Downward
Capital commitments (\$ millions) ³	\$52.7	\$51.1	\$50.5	\$138.9	\$25.7	\$80.0	\$141.0	Upward
Human services contract budget (\$ millions)	\$800.6	\$947.8	\$934.4	\$900.9	\$874.6	\$905.3	\$882.2	Neutral
Work Experience Program (WEP) participants assigned	192	188	293	38	113	*	*	Downward
¹ Authorized Budget Level "NA" - Not Available in this report								
² Expenditures include all funds. ³ To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb .								

Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013, the Mayor's Management Report will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013, the department's services and goals are:

Service 1: Detect and control infectious diseases.

Goal 1a: Reduce new cases of HIV and other sexually transmitted diseases.

Goal 1b: Prevent the spread of other infectious diseases.

Service 2: Prevent chronic diseases by promoting healthy behaviors and preventive health care.

Goal 2a: Reduce tobacco use and promote physical activity and healthy eating.

Goal 2b: Improve preventive health care.

Service 3: Promote a safe environment.

Goal 3a: Reduce hazards to children in homes and child care programs.

Goal 3b: Reduce the threat of foodborne illness.

Goal 3c: Reduce animal-related risks to human health.

Service 4: Prevent and address mental illness, developmental delays and disabilities, and alcohol and substance abuse.

Goal 4a: Reduce the adverse health consequences of excessive drinking and substance abuse.

Goal 4b: Facilitate access to services for New Yorkers with or at-risk of developing mental illnesses or developmental disabilities.

Service 5: Provide high quality and timely service to the public.

Goal 5a: Provide birth and death certificates to the public quickly and efficiently.

- With the release of Community Health Survey (CHS) 2011 data, the Health Department has updated its weighting methodology which is consistent with other large state and national surveys. The new weighting methods incorporate Census 2010 data and additional demographic characteristics to best represent the population of adult New Yorkers in its health and risk factor estimates. The Health Department conducted an extensive analysis of the effects of these changes, with the key finding that the updated methodology has minimal or no effect on CHS health estimates and does not impact the interpretation of trends in prevalence (percentages) over time. Trends in health indicators can be best measured using prevalence estimates (percentages). CHS estimates of the number of New Yorkers with a health condition are more sensitive to the changes in methodology than estimated percentages. The estimated number of adults from CHS 2011 should be compared with caution to those from previous years, because changes will reflect not only change in the health indicator, but also population shifts between 2000 and 2010. This change impacts the following indicators; 'Adults who smoke (%) (CY)', 'Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)', 'Adults who consume an average of one or more sugar-sweetened beverage per day (%) (CY)', 'Seniors, aged 65+, who received a flu shot in the last 12 months (%) (CY)' and 'Adult New Yorkers without a regular doctor (%) (CY)'.
- The data for the indicator 'Hospitalization rates for asthma among children ages 0-14' is not available. New York State continues to receive updated hospital discharge data indefinitely and the data are not usually complete until at least six months after the end of a given calendar year. After the Health Department requests data, there is an additional lag time to process the request and for the data to be cleaned and analyzed by the Health Department.
- Last year, NYS DOH implemented a new database, from which Early Intervention data is reported. The new system is still not able to transmit accurate data, which is a state-wide problem. DOHMH is actively working with NYS DOH to fix the system and will report updated Early Intervention data as soon as it is available.

- Data on the number of breast cancer screenings and the number of cervical cancer screenings were not collected in 2011.
- The Department revised its calculation method for the measure of 'Units of supportive housing available to persons with serious mental illness (000)' to reflect only those units that NYC DOHMH oversees. Previously this indicator counted City-overseen units and units overseen by the New York State Office of Mental Health, which the Department does not fund, control or oversee. The new methodology will provide a clearer picture of progress made in supportive housing units overseen by NYC DOHMH.
- The NYS DOH Bureau of Narcotics Enforcement collects data on new buprenorphine patients. At this time, data for Fiscal 2012 is unavailable.
- Data on deaths from unintentional drug overdose require reporting from DOHMH Vital Statistics and additional review and verification of toxicology reports. At this time, review of the data is still ongoing, with completion expected in late September.
- The Department revised its calculation method for the indicator 'Alcohol-attributable mortality (CY)' and data for Fiscal 2012 is not yet available.
- The Department revised its Fiscal 2013 targets for 'Adults who smoke (%) (CY)' and 'Adults who consume an average of one or more sugar-sweetened beverage per day (%) (CY)'. The target for 'Adults who smoke (%) (CY)' was revised based on previous year-to-year changes in smoking prevalence. The target for 'Adults who consume an average of one or more sugar-sweetened beverage per day (%) (CY)' was based on the findings of the City's Obesity Task Force.

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.

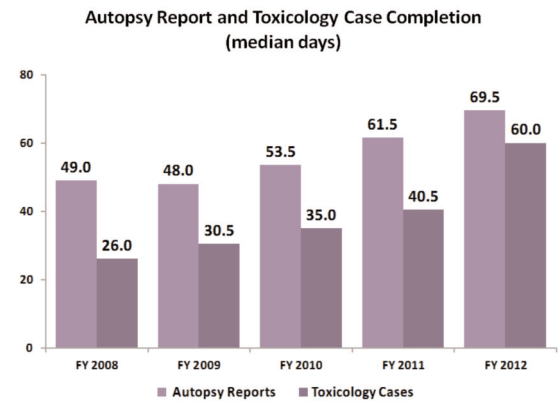
Critical Objectives

- 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 2012, the continued upward trend in most OCME indicators that measure performance in time, such as autopsy report and toxicology case completion times, resulted from staffing shortage and software changes. Time-consuming pressures on the department should be reduced by a shift away from full-test reliance toward selective test requisitioning beginning in Fiscal 2013.



- The average time required to complete analysis of DNA cases was 88 days in Fiscal 2012, compared to 83 days the previous year. At OCME, DNA case turn-around time fluctuates with attrition and number of evidence submissions, but a recent Mayoral restoration of funding reductions should yield positive results in later Fiscal 2013 as new personnel are added.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Median time for MLI scene arrivals (hours)	1.5	1.6	1.6	1.7	1.8	*	*	Upward
★ Median time to complete autopsy reports (days)	49.0	48.0	53.5	61.5	69.5	51.0	51.0	Upward
Median time to process cremation requests (hours)	1.4	0.9	1.2	1.2	1.3	1.5	1.5	Neutral
★ Median time to complete toxicology cases (days)	26.0	30.5	35.0	40.5	60.0	28.0	28.0	Upward
Median time to complete toxicology sexual assault cases (days)	16.0	17.5	17.0	21.0	30.5	17.0	17.0	Upward
Median time to complete toxicology DUI cases (days)	12.5	13.5	13.0	16.0	15.0	10.0	10.0	Upward
Average days to complete analysis of a DNA case	49.0	89.8	76.0	83.0	88.0	75.0	75.0	Upward
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	65.0	97.0	112.0	114.0	111.0	90.0	90.0	Upward
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	36.0	70.5	58.0	65.0	68.0	*	*	Upward
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	37.0	17.5	19.0	27.0	46.0	50.0	50.0	Upward
DNA matches with profiles in database	1,453	1,264	1,264	1,629	1,791	*	*	Upward

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

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

- OCME continues all World Trade Center victim identification efforts, with 1,630 persons identified of the 2,753 reported missing. OCME continues to monitor all work at the site for recovery of remains.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Remains recovered following a disaster or mass fatality incident (cumulative)	21,741	21,745	21,813	21,818	21,818	*	*	Neutral
Remains identified following a disaster (cumulative)	11,989	12,762	12,770	12,810	13,024	*	*	Neutral

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	100	100	100	100	NA	100	NA
Percent of letters responded to in 14 days	NA	NA	100	100	100	NA	100	NA
Completed customer requests for interpretation	NA	24	125	469	404	NA	NA	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$68.4	\$79.1	\$65.6	\$62.6	\$68.3	\$60.9	\$62.2	Neutral
Revenues (\$ thousands)	\$5	\$6	\$2	\$39	\$92	\$503	\$503	Upward
Personnel	661	652	652	606	582	691	650	Downward
Overtime paid (\$ millions)	\$2.9	\$1.4	\$1.8	\$1.9	\$2.7	\$0.8	\$1.8	Neutral
¹ Authorized Budget Level "NA" - Not Available in this report ² Expenditures include all funds.								

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013, the Chief Medical Examiner's Office's services and goals are:

Service 1: Perform the processes necessary to certify deaths falling within the agency's jurisdiction.

Goal 1a: Perform autopsies and examinations necessary to issue timely death certificates.

Goal 1b: Respond promptly to scenes of reportable fatalities and conduct related investigations.

Goal 1c: Provide timely and accurate laboratory services.

Goal 1d: Provide timely investigation for all cremation requests.

Service 2: Provide mortuary services to the City.

Goal 2a: Recover and transport decedents to City mortuary facilities in a timely manner.

Goal 2b: Contact relatives, where possible, and provide timely burial for unclaimed or unidentified decedents in City Cemetery.

Service 3: Determine the identity of unidentified decedents.

Goal 3a: Use scientific methods to identify remains in a timely manner, contact relatives where possible, and arrange for proper disposition of those remains.

Service 4: Respond to disasters and emergencies when fatalities are involved.

Goal 4a: Provide rapid response and safe fatality management services to the City.

Goal 4b: Identify victims of disasters and return their remains to families in a timely manner.

Service 5: Provide DNA services to the City for forensic purposes.

Goal 5a: Provide timely and accurate DNA laboratory services for criminal justice purposes.

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



HEALTH AND HOSPITALS CORPORATION

Alan D. Aviles, President

Key Public Service Areas

- ✓ 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 \$7 billion public benefit corporation. It provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six large diagnostic and treatment centers and more than 70 community and school-based clinics. HHC also provides specialized services such as trauma, high risk neonatal and obstetric care and burn care. HHC acute care hospitals serve as major teaching hospitals. HHC operates a certified home health agency and a health maintenance organization, MetroPlus. HHC is the single largest provider of health care to uninsured New Yorkers. One in every six New Yorkers receives health services at an HHC facility.

Critical Objectives

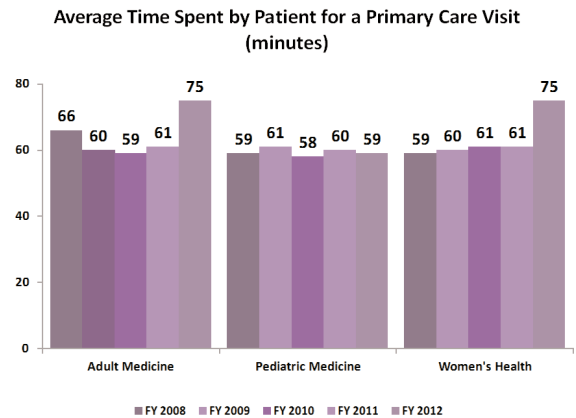
- Improve health outcomes.
- Achieve/surpass local and national performance for specific health interventions and efficient delivery of health services.
- Reduce unnecessary emergency room visits and rehospitalizations.
- Improve access to outpatient services.
- Expand enrollment in insurance programs.

Performance Report

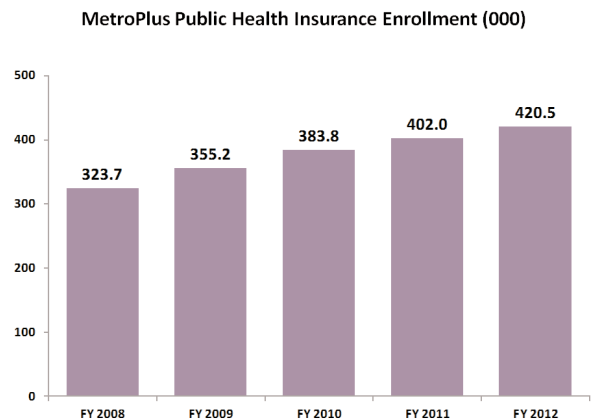
- ✓ **Provide comprehensive medical, mental health and substance abuse services to New York City residents regardless of their ability to pay.**
 - HHC considers life-saving screenings to be the lynchpin in its strategy to intervene early and aggressively in the treatment of cancer. Efforts to increase cancer screening have had a dramatic and positive impact on the lives of New Yorkers. In Fiscal 2012, HHC continued to surpass the target of 70 percent for the percentage of eligible women ages 40 to 70 receiving a mammogram with an achievement of 73 percent. HHC puts a premium on taking steps to help women prevent illness or diagnose it as early as possible, when treatment can be most successful. Wide-scale public awareness campaigns and materials in 11 languages alert women 40 and over to get a mammogram. Outreach efforts such as the "Give your Mother a Gift" mammogram campaign which provides mammograms at no cost to eligible patients is offered every year during the month of May.
 - As a result of HHC's case management initiative that focuses on real time monitoring of length of stay, the general care average length of stay (excluding psychiatry and rehabilitation) continues to meet the corporate target of 4.7 days. HHC continues to enhance process improvements in admissions and discharge planning to sustain operational efficiencies which contribute to length of stay reductions.
 - Another priority for HHC is reducing psychiatric re-admissions of patients with psychiatric conditions. The number of adult psychiatric patients that have been re-hospitalized within 15 days of discharge has decreased for the third consecutive year. The most recent decrease is from 4.8 percent in Fiscal 2011 to 4.6 percent in Fiscal 2012. HHC attributes this steady decrease to effective discharge planning and transitioning of patients from the hospital to the community. HHC provides a post-hospitalization treatment and discharge plan for each psychiatric patient; and relies on linkages with community support and housing programs to help psychiatric patients remain engaged in outpatient care within their communities.
 - HHC continues to provide state-of-the-art treatment for adults, adolescent and children with HIV/AIDS. Research shows that patients

with HIV who are treated by providers who are experts in HIV care have better health outcomes than those who are not. In Fiscal 2012, 99.3 percent of HIV positive patients in care at HHC acute care hospitals were treated in dedicated HIV clinics. These clinics are monitored following HIV specific indicators set by the New York State Department of Health (NYS DOH). HHC's HIV Services continue to meet the Corporate goal with a utilization rate of over 99 percent. HHC serves more than 19,000 HIV/AIDS patients or nearly 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 2012, the average cycle time for pediatric primary care services was 59 minutes, surpassing the corporate target of 60 minutes by one minute. However, the average cycle time for women's health primary care clinic visits and adult medicine were both above the target at 75 minutes. Last year, HHC primary care clinics received Patient Centered Medical Home (PCMH) designations from the National Committee for Quality Assurance (NCQA) for their quality service and as a result were required to implement new activities (including staff training) which contributed to the increase in cycle time for adult medicine and women's health. Once these activities are completed, HHC expects the average cycle time for these primary care visits to be on target.



- In Fiscal 2012, HHC continued to focus on services to address the health needs of specific populations, including women's health services. Through targeted efforts to enhance community outreach and patient education, HHC was able to retain 86 percent of prenatal patients through delivery. HHC delivers approximately 23,000 New York City babies each year and now many of them begin their lives in one of HHC's modern and welcoming birthing centers.



- As a result of HHC's continued efforts to enroll uninsured patients into public health insurance, the number of individuals enrolled in public health insurance has steadily risen since 2008 and surpassed 2012 enrollment targets. The Corporation expects that this trend will continue and has revised its enrollment targets for 2013.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Percentage of prenatal patients retained in care through delivery	89.0%	89.2%	86.5%	86.4%	85.8%	90.0%	90.0%	Neutral
★ Percent of eligible women aged 40-70 receiving a mammogram screening from HHC	70.9%	71.0%	72.8%	72.0%	73.0%	70.0%	70.0%	Neutral
★ Percent of HIV patients using dedicated HIV clinics	99.0%	99.3%	99.2%	99.2%	99.3%	99.0%	99.0%	Neutral
Percent of two-year olds immunized	97.0%	97.0%	96.5%	97.0%	NA	98.0%	98.0%	NA
★ General Care average length of stay (days)	4.7	4.6	4.6	4.6	4.7	4.7	4.7	Neutral
★ Emergency room revisits for adult asthma patients (%)	5.2%	4.7%	5.1%	5.1%	5.4%	5.0%	5.0%	Neutral
★ Emergency room revisits for pediatric asthma patients (%)	3.1%	3.3%	3.2%	2.7%	3.7%	3.2%	3.2%	Neutral
Percent of adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days	4.6%	5.2%	5.1%	4.8%	4.6%	5.0%	5.0%	Neutral
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine	66.0	60.0	59.0	61.0	75.0	60.0	60.0	Upward
★ Critical Indicator "NA" - means Not Available in this report								

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine	59.0	61.0	58.0	60.0	59.0	60.0	60.0	Neutral
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health	59.0	60.0	61.0	61.0	75.0	60.0	60.0	Upward
★ Uninsured patients served	413,294	448,705	452,576	477,957	NA	*	*	NA
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	373,284	436,526	474,118	498,324	521,434	450,000	513,400	Upward
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	323,746	355,172	383,797	401,967	420,459	370,000	446,932	Upward
★ Net days of revenue for accounts receivable	59.2	56.3	55.5	52.3	56.4	56.0	56.0	Neutral

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

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$5,823.5	\$5,955.4	\$6,113.4	\$6,294.7	\$6,554.7	\$6,719.0	\$6,850.4	Upward
Revenues (\$ millions)	\$6,702.8	\$6,188.8	\$6,478.7	\$6,847.9	\$7,015.2	\$7,221.7	\$6,978.0	Neutral
Personnel	40,522	40,834	39,872	38,898	38,387	38,129	37,748	Neutral
Overtime paid (\$ millions)	\$106.5	\$107.0	\$123.1	\$125.9	\$128.5	\$124.0	\$120.3	Upward
Capital commitments (\$ millions) ³	\$178.7	\$229.5	\$124.4	\$147.4	\$272.7	\$219.3	\$124.5	Upward

¹Authorized Budget Level "NA" - Not Available in this report
²Expenditures include all funds. ³To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013, the Mayor's Management Report will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013, the department's services and goals are:

Service 1: Provide medical, mental health and substance abuse services to New York City residents regardless of their ability to pay.

Goal 1a: Improve access to outpatient services.

Goal 1b: Expand enrollment in insurance programs.

Goal 1c: Achieve/surpass local and national performance standards for specific health interventions and efficient delivery of health services.

Goal 1d: Reduce unnecessary emergency room visits and re-hospitalizations.

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



HUMAN RESOURCES ADMINISTRATION

Robert Doar, Commissioner

Key Public Service Areas

- ✓ Provide services that will ensure the self-sufficiency of lower-income New Yorkers, especially current or potential cash assistance participants, by engaging them in activities that lead to employment, enhancing their skills and education, maintaining and/or advancing their careers, and by helping custodial parents secure child support payments.
- ✓ Provide cash assistance, Supplemental Nutrition Assistance Program (SNAP) benefits and/or public health insurance to eligible individuals and families, and help expand access to private and public health insurance.
- ✓ Provide necessary and appropriate support services for eligible vulnerable, frail and/or disabled residents.
- ✓ Manage HRA's contracts and finances efficiently to ensure 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, the Family Services Call Center and its satellites, and the Special Project Center. Currently, 16 of these sites are Model Offices designed to streamline workflow and enhance access to services. SNAP benefits are provided at 16 centers. HRA offers public health insurance at 14 Medicaid Community Model Offices. HRA provides HASA support services to medically eligible individuals at 12 centers (nine are Model Offices) and adult protective services through six HRA borough offices and six contracted programs. HRA determines the personal care eligibility of disabled or frail Medicaid recipients through seven Community Alternative Systems Agency offices and contracts with 51 vendors for service. Services to victims of domestic violence are offered at 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 four borough and five Family Court offices.

Critical Objectives

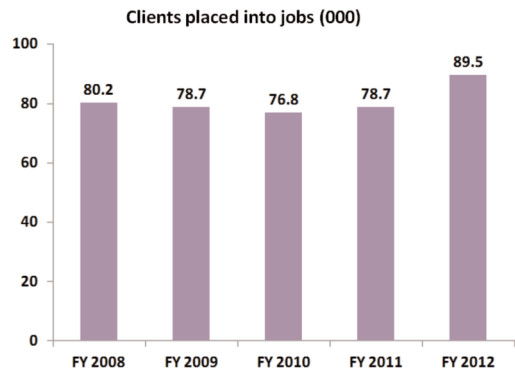
- Assist cash assistance participants to enhance their employability, find jobs, retain their employment, and move to self-sufficiency.
- Assist custodial parents in obtaining support orders from the court and ensure that they receive their court-ordered child support payments on time.
- Provide cash assistance, Supplemental Nutrition Assistance Program (SNAP) benefits or public health insurance benefits to eligible individuals and families.
- Provide short-term crisis intervention services to resolve immediate risk, and provide ongoing services for eligible vulnerable, frail and disabled clients to ensure their safety and independence.

Performance Report

- ✓ **Provide services that will ensure the self-sufficiency of lower-income New Yorkers, especially current or potential cash assistance participants, by engaging them in activities that lead to employment, enhancing their skills and education, maintaining and/or advancing their careers, and by helping custodial parents secure child support payments.**

- For calendar 2011 and 2012, HRA increased its job placement goal to 85,000 placements.

For Fiscal 2012, HRA achieved 89,462 job placements, which is 13.7 percent more than was achieved in Fiscal 2011. The percent of cash assistance cases that retained employment for 180 days remained above target.



- The City's federal family work participation rate averaged 33 percent for the first six months of the federal fiscal year that ends in September 2012. 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 target. While these adjustments will not be finalized until after the 2012 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.

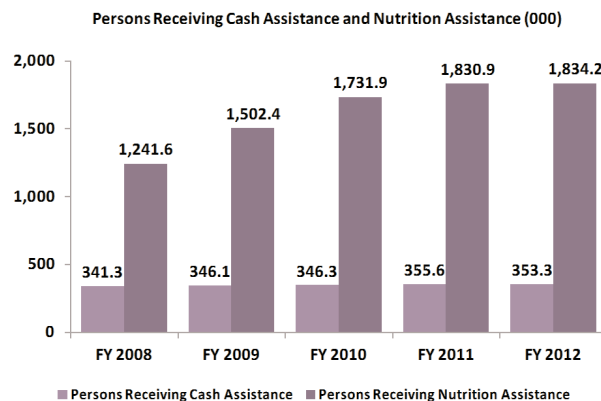
- For the state fiscal year that ended in March 2012, the City achieved a work participation rate for the Safety Net program that was above the State requirement of 50 percent. For the current state fiscal year, ending in March 2013, it has continued to perform above the required rate.
- The amount of Child Support collected in Fiscal 2012 was \$16.1 million more than the target set by the agency for the fiscal year, and \$30.5 million, or 4.2 percent, more than the amount collected in Fiscal 2011.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Clients whom HRA helped obtain employment (000)	80.2	78.7	76.8	78.7	89.5	*	*	Neutral
★ Percent of HRA clients whom HRA helped obtain employment compared to monthly goal (Calendar year-to-date) (%)	100.4%	95.4%	99.0%	95.1%	94.9%	*	*	Neutral
Cash assistance cases with an adult head of household who is temporarily or permanently unable to engage in any work or work-related activity (%)	54.3%	57.0%	56.6%	55.2%	55.7%	*	*	Neutral
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) (%)	63.9%	62.0%	59.0%	59.9%	61.5%	50.0%	50.0%	Neutral
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	36.3%	32.3%	35.6%	35.5%	NA	50.0%	50.0%	NA
Cash assistance cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)	57.0%	56.1%	53.7%	52.8%	54.8%	*	*	Neutral
Safety net assistance (SNA) single cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)	67.4%	66.8%	65.6%	64.6%	67.4%	*	*	Neutral
Cash assistance cases that retained employment income 180 days after being placed in a job (Calendar year-to-date average) (%)	80.6%	80.3%	80.4%	80.0%	80.8%	75.0%	75.0%	Neutral
★ Cash assistance cases that remained closed for 180 days due to employment (Calendar year-to-date average) (%)	80.3%	79.8%	80.3%	80.7%	80.5%	75.0%	75.0%	Neutral
Child support collected (\$ million)	\$641.6	\$671.3	\$686.4	\$718.3	\$748.8	\$732.7	\$732.7	Upward
★ Current obligations collected (%)	70.2%	70.4%	69.3%	69.1%	68.5%	69.0%	69.0%	Neutral
★ Child support cases with orders of support (%)	72.4%	76.2%	70.5%	69.7%	70.1%	73.0%	73.0%	Neutral

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

✓ **Provide cash assistance, Supplemental Nutrition Assistance Program (SNAP) benefits 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 decreased by 0.6 percent as of June 2012 compared to June 2011. The number of recipients as of June 2012 is 24 percent lower than it was at the start of the current administration.
- The Fiscal 2012 average annual administrative cost per cash assistance case was \$472.91, which is \$36.50 per case, or 8.4 percent higher than it was in Fiscal 2011. This was due primarily to an increase in the fringe benefit rate from 30 percent to 46 percent, resulting in a \$19.5 million increase in the overall fringe benefits for cash assistance personnel.



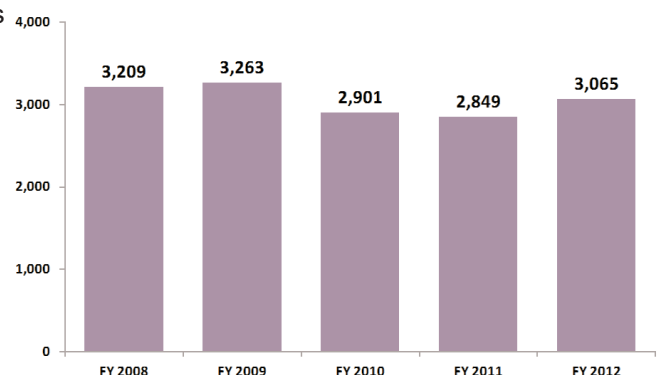
- The number of persons receiving Supplemental Nutrition Assistance Program benefits in June 2012 increased by 0.2 percent, compared to June 2011. The number of Supplemental Nutrition Assistance Program recipients without cash assistance remained about the same as the previous year.
- The total number of public health insurance Medicaid enrollees increased by 3.2 percent as of June 2012, compared to June 2011, and among these, the number of Medicaid-only enrollees increased by 4.2 percent during the same period.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Persons receiving Cash Assistance (000)	341.3	346.1	346.3	355.6	353.3	*	*	Neutral
★ Cash assistance application timeliness rate (%)	90.7%	88.9%	91.9%	90.8%	94.2%	*	*	Neutral
★ Cash assistance fair hearing win rate (%)	86.6%	87.2%	87.9%	89.3%	90.3%	*	*	Neutral
Average annual administrative cost per Cash Assistance case (\$)	\$461.83	\$482.41	\$561.96	\$436.41	\$472.91	*	*	Neutral
Persons receiving Supplemental Nutrition Assistance Program benefits (000)	1,241.6	1,502.4	1,731.9	1,830.9	1,834.2	*	*	Upward
- Non-cash assistance persons receiving Supplemental Nutrition Assistance Program benefits (000)	607.4	860.1	1,071.0	1,159.1	1,159.4	*	*	Upward
- SSI persons receiving Supplemental Nutrition Assistance Program benefits (000)	231.9	243.3	258.4	262.9	274.4	*	*	Upward
★ Supplemental Nutrition Assistance Program estimated payment error rate (%)	5.43%	6.68%	6.74%	4.37%	NA	*	*	NA
Public health insurance enrollees (000)	2,563.8	2,704.9	2,843.6	2,912.7	3,006.5	*	*	Upward
- Public health insurance Medicaid-only enrollees (000)	1,820.4	1,949.2	2,088.4	2,150.9	2,241.6	*	*	Upward
★ Client responses to public health insurance mailed renewal notices (%)	68.6%	74.6%	74.6%	74.4%	72.4%	*	*	Neutral
★ Clients found eligible for public health insurance who responded to a mailed renewal notice (%)	91.6%	95.4%	93.9%	92.7%	91.9%	*	*	Neutral
★ Public health insurance fair hearing win rate (%)	82.3%	81.7%	84.6%	88.8%	91.3%	*	*	Upward
★ Critical Indicator "NA" - means Not Available in this report								

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

- The number of 'Average weekly billable hours for personal care services' increased by 1.3 percent in Fiscal 2012 compared to Fiscal 2011. This increase is primarily due to the mandated transfer to managed care of eligible personal care cases. On average, these cases had lower hours than the cases that were not transferred.
- As of June 2012, the assessment Adult Protective Services (APS) caseload was down by 3.5 percent compared to June 2011. For APS cases eligible for services, the caseload has increased by 1.9 percent as of June 2012 compared to June 2011.

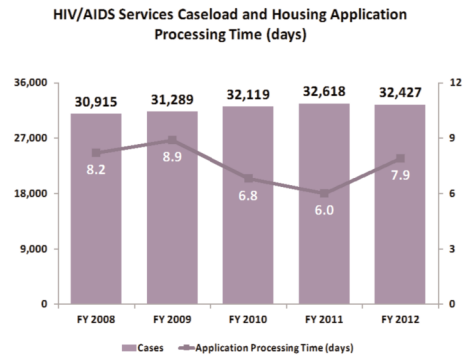
Average Monthly Number of Domestic Violence Cases Served by Non-Residential Services Programs



- For Fiscal Year 2012, data for the indicator 'Average days to initiate Home Attendant and Housekeeper Services for all cases' is not comparable to prior years. In January 2011, 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.'
- The number of individuals receiving HIV/AIDS Services Administration's (HASA) services decreased by 0.6 percent as of June 2012, compared to June 2011. In Fiscal 2012, the time to complete the review of applications for enhanced housing benefits increased by

31.7 percent, compared to Fiscal 2011, and the time to issue ongoing enhanced housing benefits to eligible clients increased by 4.2 percent. Delays in application processing and benefit issuance are due to the transition to a new automated housing benefit application review and issuance process. The new process has resulted in better documentation and increased accountability at all levels of review and supervision. Delays are trending downward since the results reported in the Fiscal 2012 Preliminary Mayor's Management Report and enhanced housing benefits continue to be issued within the mandated thirty days.

- The percent of families entering HRA's domestic violence shelters who were found eligible for services at Prevention Assistance and Temporary Housing (PATH) increased by 3.7 percentage points in Fiscal 2012. Agency staff continues to place eligible clients in domestic violence shelters and use the computerized domestic violence shelter referral and placement system. In the shelters, clients receive a full complement of services to support their transition into safety and stability.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Cases receiving home care services	82,540	83,899	85,251	88,722	99,716	*	*	Upward
★ Average days to initiate home attendant and housekeeper services for all cases	NA	NA	NA	NA	33.1	*	*	NA
★ Personal care services - average weekly billable hours	46.9	48.2	48.3	47.8	48.4	*	*	Neutral
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	100.0%	100.0%	*	*	Neutral
Adult Protective Services (APS) assessment cases	3,212	3,411	3,362	3,159	3,050	*	*	Neutral
Adult Protective Services (APS) cases eligible for services	5,928	6,167	6,129	6,113	6,227	*	*	Neutral
Adult Protective Services (APS) assessment cases accepted or denied for undercare within State-mandated 60 days (%)	90.0%	96.4%	96.4%	98.4%	98.5%	*	*	Neutral
Individuals receiving HIV/AIDS services	30,915	31,289	32,119	32,618	32,427	*	*	Neutral
★ 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	8.2	8.9	6.8	6.0	7.9	*	*	Downward
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	NA	NA	17.5	16.6	17.3	*	*	NA
HASA clients receiving ongoing enhanced housing benefits (%)	83.0%	81.1%	80.7%	81.4%	83.7%	*	*	Neutral
Individuals and families at imminent risk diverted from becoming homeless (%)	99.5%	92.2%	94.4%	90.1%	92.0%	95.0%	95.0%	Neutral
Total WeCARE cases	24,366	24,999	25,342	24,395	25,454	*	*	Neutral
Number of WeCARE federal disability awards	4,927	6,419	7,128	6,305	4,957	*	*	Neutral
Domestic violence non-residential services programs active caseload	3,209	3,263	2,901	2,849	3,065	*	*	Neutral
Number of domestic violence emergency beds (capacity)	2,144	2,144	2,208	2,228	2,228	*	*	Neutral
★ Families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	27.0%	62.2%	70.0%	79.8%	83.5%	*	*	Upward
★ Individuals referred to an Adult Protective Services (APS) field office visited within three working days (%)	95.7%	98.4%	98.9%	99.7%	99.7%	85.0%	85.0%	Neutral

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

✓ **Manage HRA's contracts and finances efficiently to ensure agency's capacity to serve its clients**

- HRA filed 100 percent of its claims for state and federal funding within 60 days of the close of the expenditure month during Fiscal 2012.
- Although HRA continues to combat Medicaid fraud and abuse by clients and providers, and to collect monies owed from lawsuit settlements, property liens and other windfalls pursuant to NYS Social Services law, there was a 2.2 percent decrease in recoveries and cost avoidance in Fiscal 2012, compared to Fiscal 2011. This is due to the shift of pharmaceutical benefits into managed care plans for Medicaid recipients as of October 2011. Data is no longer available to calculate savings related to pharmaceutical restrictions.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Billed revenue as a percentage of budgeted revenue (%)	83.82%	78.50%	78.21%	80.21%	78.30%	*	*	Neutral
★ Percentage of claims filed within 60 days of the close of the expenditure month (%)	89.0%	100.0%	100.0%	100.0%	100.0%	*	*	Neutral
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$ millions)	NA	NA	NA	\$219.1	\$214.3	*	\$215	NA

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	58	83	89	93	NA	90	NA
Percent of letters responded to in 14 days	NA	63	73	68	76	NA	90	NA
Percent of calls answered in 30 seconds	NA	10	31	46	57	NA	80	NA
Average customer in-person wait time at Model Offices (minutes)	NA	27	40	58	58	NA	60	NA
Completed customer requests for interpretation	NA	324,493	703,994	914,256	732,605	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	78	79	80	NA	80	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$8,681.9	\$8,327.8	\$8,482.4	\$8,068.8	\$9,420.3	\$9,294.1	\$9,281.3	Neutral
Revenues (\$ millions)	\$29.5	\$27.5	\$25.8	\$26.9	\$39.8	\$25.6	\$48.7	Upward
Personnel	14,202	14,114	14,019	13,840	13,948	14,659	14,510	Neutral
Overtime paid (\$ millions)	\$31.7	\$28.2	\$19.4	\$21.9	\$20.6	\$20.5	\$18.3	Downward
Capital commitments (\$ millions) ³	\$11.6	\$11.7	\$11.4	\$23.7	\$22.7	\$23.7	\$41.2	Upward
Human services contract budget (\$ millions)	\$622.7	\$584.7	\$609.2	\$599.3	\$729.6	\$607.8	\$612.1	Upward
Work Experience Program (WEP) participants assigned	736	627	663	1,213	901	*	*	Upward

¹ Authorized Budget Level "NA" - Not Available in this report
² Expenditures include all funds. ³ To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013, the Mayor's Management Report will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013, the department's services and goals are:

Service 1: Provide services to lower income New Yorkers to help them become more self-sufficient, including job search, education, wellness and skills enhancement.

Goal 1a: Increase the proportion of cash assistance recipients moving from dependence to self-sufficiency through obtaining and retaining employment.

Service 2: Provide basic assistance to eligible individuals and families.

Goal 2a: Provide access to work supports, including cash assistance benefits, for all eligible individuals and families.

Goal 2b: Provide access to Supplemental Nutrition Assistance Program benefits to all eligible households.

Goal 2c: Expand public health insurance coverage for low-income residents.

Service 3: Provide services for custodial parents seeking child support.

Goal 3a: Ensure that child support orders are obtained and payments are made and disbursed to custodial parents.

Service 4: Provide necessary and appropriate support services for eligible vulnerable, frail and/or disabled residents.

Goal 4a: Ensure that all eligible vulnerable, frail and/or disabled residents receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

- The increase in expenditures in 2012 compared to 2011 is the result of one-time savings in 2011 from American Recovery and Reinvestment Act (ARRA) enhanced federal Medicaid matching funds; growth in uncompensated care payments to Health and Hospitals Corporation (HHC) in 2012; and the NYS Medicaid local district share growth factor. The increase in the contract budget in 2012 is due to one-time retroactive payments for the Homecare Central Insurance Program.
- HRA has changed the way it reports the fiscal year-to-date Adult Protective Services assessment cases and cases eligible for services to use a year-to-date average rather than a point-in-time number. This is being done because these caseloads fluctuate monthly within the fiscal years and comparing the average monthly caseloads for the fiscal years would give a better portrayal of trends.
- HRA will no longer report the indicator 'HRA human services contracts submitted to the Comptroller on time (%)'. Data for this and other procurement-related indicators is available in the "[Annual Procurement Indicator Report](#)" produced by the Mayor's Office of Contract Services (MOCS), which can be found online at http://www.nyc.gov/html/mocs/html/research/indicator_reports.shtml.
- In response to a federal directive, the Food Stamp program has been renamed the "Supplemental Nutrition Assistance Program (SNAP)". All related indicators have been renamed accordingly.

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 and youth from abuse and neglect.
- ✓ Provide preventive and foster care services to meet the needs of children, youth 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) is responsible for protecting and strengthening the City's children, youth, and families by providing quality child welfare, juvenile justice, early care and education services. Each year, ACS conducts 60,000 investigations of abuse or neglect of New York City children and youth. For those children, youth and families involved in the child welfare system, ACS provides preventive and foster care services through contracts with nonprofit private providers. We also provide quality early care and education services, which prepares our youngest residents for success in school and beyond. Services are available for children from low income working families, families receiving child welfare services and for children whose parents are entering the work force from public assistance. These services are purchased from private-nonprofit agencies or informal private providers. In addition, we deliver a range of juvenile justice services to young people and their families from detention to placement, as well as intensive community-based programs that we employ at all stages of the juvenile justice process while always remaining focused on public safety. Our community-based alternatives programs help families whose youth are having behavioral problems by using evidence-based services that address family functioning.

Critical Objectives

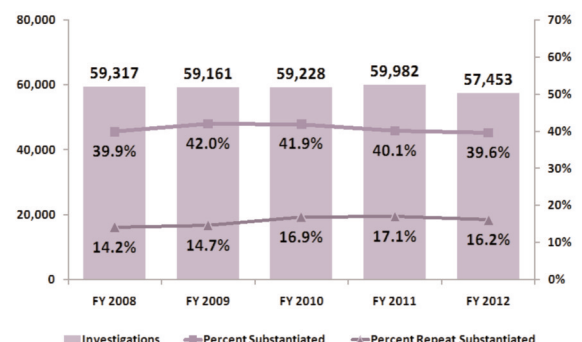
- Respond within 24 hours to every allegation of abuse and neglect, and perform thorough assessments of safety and risk.
- Increase access to quality, neighborhood-based services to support families and prevent placement or re-entry into foster care.
- Maximize rate of placement of children in foster 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 and youth from abuse and neglect.

- Between fiscal years 2006 and 2011, reports of child abuse and/or neglect increased annually. This trend reversed in Fiscal 2012 when the number of reports declined 3.8 percent from 65,761 in Fiscal 2011 to 63,251. The number of consolidated investigations between fiscal years 2011 and 2012 also declined by 4.2 percent from 59,982 in Fiscal 2011 to 57,453 in Fiscal 2012. During this period the rate of repeat substantiated investigations also fell 5.3 percent from 17.1 percent in Fiscal 2011 to 16.2 percent in Fiscal 2012.
- The percentage of abuse and neglect reports that were responded to within 24 hours declined from 93.5 percent in Fiscal 2011 to 92.1 percent in Fiscal 2012. ACS is developing an automated process for implementation in December 2012 that will improve tracking and monitoring of these contacts and contribute to increased timeliness of investigation initiation.

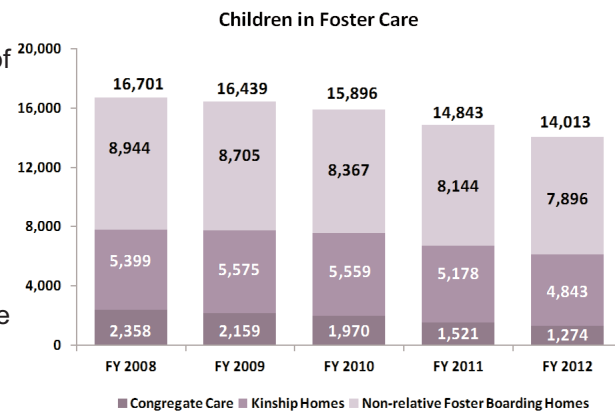
Abuse and/or Neglect Investigations and the Percent Substantiated



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Number of State Central Register Consolidated investigations	59,317	59,161	59,228	59,982	57,453	*	*	Neutral
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)	97.3%	97.6%	95.8%	93.5%	92.1%	100.0%	100.0%	Neutral
Substantiation rate	39.9%	42.0%	41.9%	40.1%	39.6%	*	*	Neutral
★ Children in substantiated investigations with repeat substantiated investigations within a year (%) (Preliminary)	14.2%	14.7%	16.9%	17.1%	16.2%	12.0%	14.0%	Upward
★ Average child protective specialist caseload	11.0	9.3	9.1	9.4	8.7	12.0	12.0	Downward
★ Critical Indicator "NA" - means Not Available in this report								

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

- The number of new families receiving preventive services through ACS contracted programs increased 28.7 percent from 7,865 in Fiscal 2011 to 10,124 in Fiscal 2012.
- ACS continues to see declines in the foster care census which was at a recent high of 16,701 in Fiscal 2008. The average number of children in foster care declined 5.6 percent from 14,843 in Fiscal 2011 to 14,013 in Fiscal 2012. The number of children in residential care fell 16.2 percent from 1,521 in Fiscal 2011 to 1,274 in Fiscal 2012. There was also a 6.5 percent decrease in the number of children in kinship homes and 3.0 percent decrease in non-relative foster boarding homes.
- Since 2009, the number of children entering foster care has decreased steadily. This trend continued when placements decreased 10.4 percent from 6,356 in Fiscal 2011 to 5,698 in Fiscal 2012. When children need to be placed in foster care, ACS aims to place them with their siblings and relatives in the community. The percent of children placed in their home communities upon admission was 33.5 percent in Fiscal 2012, and 57.9 percent of children were placed in their home borough. At the same time, 27.1 percent of children entering foster care were placed with relatives and the proportion of siblings placed together reached 86.3 percent.
- The overall number of reports of abuse and/or neglect of children in foster care or child care received by ACS fell 8.0 percent from 2,416 in Fiscal 2011 to 2,223 in Fiscal 2012. This decline was driven by a reduction in foster care reports which fell 6.8 percent from 2,040 in Fiscal 2011 to 1,902 in Fiscal 2012. Reports for child care declined by 14.1 percent from 375 to 322 during the same period. The percent of foster care reports that were substantiated decreased by 10.7 percent from 34.7 in Fiscal 2011 to 31.0 percent in Fiscal 2012 and the percent of child care reports that were substantiated fell from 29.7 to 24.8 percent during this period.



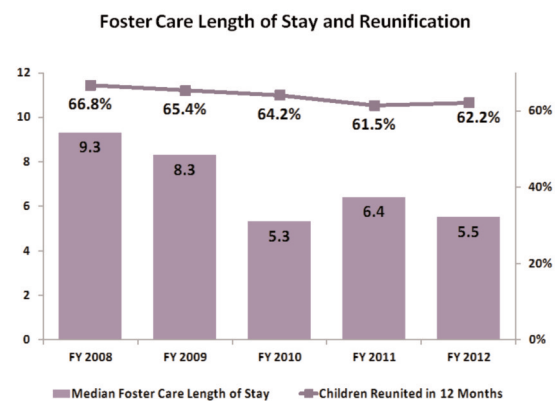
Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Children in foster care (average)	16,701	16,439	15,896	14,843	14,013	*	*	Downward
- Children in foster kinship homes	5,399	5,575	5,559	5,178	4,843	*	*	Downward
- Children in nonrelative foster boarding homes	8,944	8,705	8,367	8,144	7,896	*	*	Downward
- Children in congregate care	2,358	2,159	1,970	1,521	1,274	*	*	Downward
All children entering foster care (preliminary)	7,401	7,406	7,108	6,356	5,698	*	*	Downward
★ Children who re-enter foster care within a year of discharge to family (%) (Preliminary)	11.1%	14.1%	11.0%	11.2%	10.4%	10.0%	10.0%	Downward
Children placed in foster care in their borough (%) (Preliminary)	54.0%	57.8%	58.8%	60.4%	57.9%	*	*	Neutral
★ Children placed in foster care in their community	29.1%	32.7%	31.2%	35.1%	33.5%	*	*	Upward
★ Critical Indicator "NA" - means Not Available in this report								

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Children entering foster care who are placed with relatives (%) (Preliminary)	24.3%	24.5%	25.0%	27.0%	27.1%	*	*	Upward
Siblings placed simultaneously in the same foster home (%) (Preliminary)	79.7%	80.9%	83.0%	85.0%	86.3%	*	*	Neutral
Children in foster care who had one or fewer transfers from one facility to another (%)	58.6%	59.2%	58.2%	57.9%	57.8%	*	*	Neutral
Abuse and/or neglect reports for children in foster care and child care	2,027	2,366	2,548	2,416	2,223	*	*	Neutral
- for children in foster care	1,650	1,940	2,170	2,040	1,902	*	*	Upward
- for children in child care	377	426	377	375	322	*	*	Downward
Abuse and/or neglect reports for children in foster care and child care that are substantiated (%) (Preliminary)	29.4%	31.5%	32.5%	33.9%	30.1%	*	*	Neutral
- for children in foster care (%) (Preliminary)	30.0%	31.8%	33.3%	34.7%	31.0%	*	*	Neutral
- for children in child care (%) (Preliminary)	26.8%	30.1%	28.3%	29.7%	24.8%	*	*	Neutral
Cost per foster care case \$ - Congregate care by level of need - Level 1	\$201.88	\$213.44	\$221.42	\$252.76	\$272.44	*	*	Upward
- Level 2	\$215.82	\$225.35	\$231.76	\$240.69	\$316.09	*	*	Upward
- Level 3	\$271.07	\$294.63	\$306.51	\$311.59	\$336.53	*	*	Upward
- Foster boarding home	\$63.46	\$66.94	\$68.35	\$63.69	\$66.57	*	*	Neutral
★ Number of Families Entering Purchased Preventive Services	11,227	11,209	10,207	7,865	10,124	*	*	Downward

★ 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 who are returned to their parents decreased from 6.4 months in Fiscal 2011 to 5.5 months.
- The percent of children reunified with their parents who re-entered foster care within in a year decreased 7.1 percent from 11.2 percent in Fiscal 2011 to 10.4 percent in Fiscal 2012.
- 1,295 adoptions were finalized during Fiscal 2012. This represents an increase of 9.2 percent from the 1,186 that were finalized during Fiscal 2011. In addition, the percent of children eligible for adoption who were ultimately adopted increased by 10.6 percent from 69.9 percent in Fiscal 2011 to 77.3 percent in Fiscal 2012.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Total Head Start enrollment	18,147	18,561	18,563	18,423	18,351	*	*	Neutral
★ Head Start capacity filled (%)	92.0%	96.0%	96.1%	95.4%	95.0%	95.0%	95.0%	Neutral
★ Total enrollment in subsidized child-care (low-income working/other families and TANF)	102,292	104,275	102,246	98,643	95,979	102,000	110,000	Neutral
★ Total contracted child care capacity filled (%)	89.1%	94.8%	90.6%	89.9%	87.6%	99.0%	99.0%	Neutral
Contracted family child care capacity filled (%)	98.4%	102.7%	102.5%	94.0%	89.6%	99.0%	99.0%	Downward
Contacted group child care capacity filled (%)	85.6%	91.7%	85.6%	88.1%	86.7%	99.0%	99.0%	Neutral
Total number of children using vouchers for child care (low-income working/ other families)	23,281	22,069	20,801	18,595	17,238	*	*	Downward
Total number of children using vouchers for child care (TANF)	47,632	49,463	51,399	49,889	51,782	*	*	Neutral

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

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Total number of children using vouchers for child care (TANF and low-income working /other families)	70,913	71,532	72,200	68,484	69,020	*	*	Neutral
Cost per child care slot - Group child care (voucher) (\$)	\$9,874	\$10,080	\$9,767	\$9,926	\$10,052	*	*	Neutral
- Family child care (voucher) (\$)	\$7,048	\$7,151	\$8,590	\$8,124	\$8,207	*	*	Upward
- Group child care (contract) (\$)	\$13,095	\$12,710	\$13,672	\$13,995	\$14,021	*	*	Neutral
- Family child care (contract) (\$)	\$7,306	\$7,457	\$7,910	\$8,044	\$8,185	*	*	Upward
Cost per Head Start slot (\$)	\$10,461	\$10,820	\$10,359	\$11,271	\$11,271	*	*	Neutral

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

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

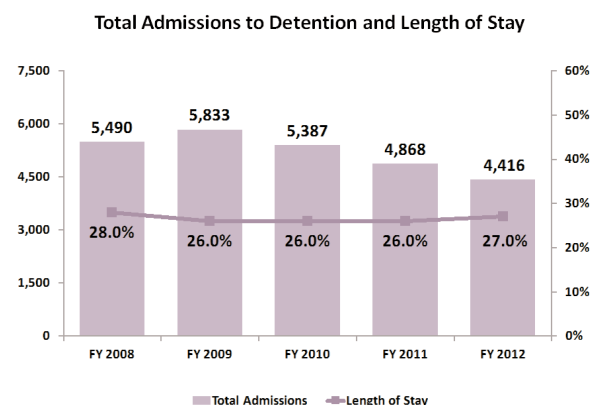
- Head Start utilization has remained at 95 percent or above since Fiscal Year 2009.
- The total number of children using vouchers for child care remained stable at approximately 69,000 in fiscals 2011 and 2012. However, vouchers for Low-Income Working/ Other Families decreased by 7.3 percent, from 18,595 in Fiscal 2011 to 17,238 in Fiscal 2012 while the number of TANF vouchers increased 3.8 percent from 49,889 to 51,782.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Total Head Start enrollment	18,147	18,561	18,563	18,423	18,351	*	*	Neutral
★ Head Start capacity filled (%)	92.0%	96.0%	96.1%	95.4%	95.0%	95.0%	95.0%	Neutral
★ Total enrollment in subsidized child-care (low-income working/other families and TANF)	102,292	104,275	102,246	98,643	95,979	102,000	110,000	Neutral
★ Total contracted child care capacity filled (%)	89.1%	94.8%	90.6%	89.9%	87.6%	99.0%	99.0%	Neutral
Contracted family child care capacity filled (%)	98.4%	102.7%	102.5%	94.0%	89.6%	99.0%	99.0%	Downward
Contacted group child care capacity filled (%)	85.6%	91.7%	85.6%	88.1%	86.7%	99.0%	99.0%	Neutral
Total number of children using vouchers for child care (low-income working/ other families)	23,281	22,069	20,801	18,595	17,238	*	*	Downward
Total number of children using vouchers for child care (TANF)	47,632	49,463	51,399	49,889	51,782	*	*	Neutral
Total number of children using vouchers for child care (TANF and low-income working /other families)	70,913	71,532	72,200	68,484	69,020	*	*	Neutral
Cost per child care slot - Group child care (voucher) (\$)	\$9,874	\$10,080	\$9,767	\$9,926	\$10,052	*	*	Neutral
- Family child care (voucher) (\$)	\$7,048	\$7,151	\$8,590	\$8,124	\$8,207	*	*	Upward
- Group child care (contract) (\$)	\$13,095	\$12,710	\$13,672	\$13,995	\$14,021	*	*	Neutral
- Family child care (contract) (\$)	\$7,306	\$7,457	\$7,910	\$8,044	\$8,185	*	*	Upward
Cost per Head Start slot (\$)	\$10,461	\$10,820	\$10,359	\$11,271	\$11,271	*	*	Neutral

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

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

- Since Fiscal 2009 the average daily population in detention has decreased steadily. This trend continued as the average daily population decreased from 337.4 in Fiscal 2011 to 326.5 in Fiscal 2012. The decline in the average daily population was largely driven by reductions in admissions which fell 9.3 percent from 4,868 in Fiscal 2011 to 4,416 in Fiscal 2012. The average length of stay increased by one day but has remained nearly constant for the five-year reporting period.



- The rate of youth on youth assaults with injury increased by 22.2 percent from 0.36 per 100 average daily population in Fiscal 2011 to 0.44 in Fiscal 2012. And the youth on staff assault with injury rate increased 33.3 percent from 0.03 per 100 average daily population in Fiscal 2011 to 0.04 in Fiscal 2012. In 2012, ACS launched a new staffing model to increase staffing levels at secure facilities and implemented new crisis management protocols and heightened security measures to reduce the rate of incidents resulting in injury.
- The rate of incidents where a weapon was recovered increased by 150 percent from Fiscal 2011 to Fiscal 2012, and the rate of narcotics recovered in detention increased 100 percent during the same period. These increases were driven a 14.3 percent increase in searches from 134,683 in Fiscal 2011 to 153,966 in Fiscal 2012. By late Calendar 2012, increased staffing, security and management levels, together with improved security procedures, should result in safer facilities.
- The percent of youth in care that received mental health services increased from 48.0 percent in Fiscal 2011 to 55.0 percent in Fiscal 2012.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Total admissions	5,490	5,833	5,387	4,868	4,416	*	*	Downward
★ Average length of stay	28	26	26	26	27	*	*	Neutral
★ Average daily population (ADP)	426.4	429.6	388.2	337.4	326.5	*	*	Downward
★ Average daily cost per youth per day (\$)	\$588	\$622	\$706	\$705	\$634	*	*	Upward
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP)	0.37	0.33	0.35	0.36	0.44	*	*	Upward
★ Youth on Staff Assault w/injury Rate (Average per 100 Total ADP)	0.03	0.03	0.02	0.03	0.04	*	*	Upward
★ Escapes from secure detention	0	0	1	0	0	0	0	Neutral
★ Abscond rate in non-secure detention (average per 100 Total ADP in non-secure)	0.03	0.04	0.02	0.02	0.02	0.06	0.02	Downward
★ Weapon recovery rate (average per 100 Total ADP)	0.06	0.04	0.03	0.04	0.10	*	*	Upward
★ Narcotics recovery rate (average per 100 Total ADP)	0.05	0.04	0.03	0.04	0.08	*	*	Upward
★ Child abuse and/or neglect allegation rate (internal) (average per 100 Total ADP)	0.08	0.13	0.11	0.09	0.09	*	*	Neutral
Child abuse/neglect allegations cases (internal) reported by OCFS as Substantiated	NA	NA	22	13	5	*	*	NA
★ Residents seen within 24 hours of sick call report (%)	97%	98%	100%	100%	100%	95%	100%	Neutral
★ In-care youth who were referred for mental health services (%)	NA	43%	48%	44%	43%	*	*	NA
★ In-care youth who were referred for and received mental health services (%)	NA	37%	44%	48%	55%	*	*	NA
★ General healthcare cost per youth per day (\$)	\$83	\$95	\$88	\$47	\$52	*	*	Downward

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

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

- The proportion of youth in care with previous admissions to detention has increased each year since Fiscal 2008. This is due in part to the use of the Risk Assessment Instrument (RAI), among other reforms. The RAI 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	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Youth with previous admission(s) to detention (%)	47.5%	49.4%	53.0%	54.0%	59.5%	*	*	Upward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	10	8	45	31	NA	40	NA
Percent of letters responded to in 14 days	NA	15	34	46	26	NA	40	NA
Completed customer requests for interpretation	NA	103	53,684	43,917	61,873	NA	NA	NA

Agency Resources

Resource Statistics ⁴	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$2,985.5	\$2,978.7	\$3,015.8	\$2,964.2	\$2,920.7	\$2,804.0	\$2,825.1	Neutral
Revenues (\$ millions)	\$3.8	\$4.8	\$3.1	\$2.8	\$8.0	\$3.4	\$3.4	Upward
Personnel	7,925	7,463	6,564	6,213	6,196	6,695	6,634	Downward
Overtime paid (\$ millions)	\$28.1	\$19.8	\$21.8	\$20.8	\$13.3	\$11.7	\$13.3	Downward
Capital commitments (\$ millions) ³	\$7	\$8.6	\$6.8	\$10.1	\$13.5	\$22.7	\$30.6	Upward
Human services contract budget (\$ millions)	\$1,628.2	\$1,629.6	\$1,716.3	\$1,614.7	\$1,622.8	\$1,519.8	\$1,534.6	Neutral
Work Experience Program (WEP) participants assigned	125	64	76	143	96	*	*	Neutral

¹Authorized Budget Level "NA" - Not Available in this report

²Expenditures include all funds. ³To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

⁴This table includes resources for the Administration for Children's Services and those reported in Fiscal 2008-2010 for the Department of Juvenile Justice.

Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013, the Mayor's Management Report will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013, the department's services and goals are:

Service 1: Protect children from child abuse.

Goal 1a: Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.

Goal 1c: Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality preventive services.

Goal 1d: Provide safe and stable foster care placements for children who cannot remain safely at home.

Goal 1e: Encourage and support family-based foster care.

Goal 1f: Reduce time to reunification and/or adoption and maintain strong family connections for children.

Service 2: Ensure access to quality early child care and education services in all communities.

Goal 2a: Ensure access to quality early child care services in all communities and achieve maximum capacity enrollment at all participating centers.

Service 3: Provide custody and care of youth in secure and safe detention and placement facilities while providing casework services.

Goal 3a: Assure that detention facilities are safe and secure.

Goal 3b: Provide youth in detention and placement with appropriate health and mental health services.

Goal 3c: Provide services to prevent youth from returning to the juvenile justice system.

- Beginning in Fiscal 2012 the level of need categories for foster care were modified to reflect new contracted program types.
- During Fiscal 2012, the nyc.gov website experienced cyber-attacks. The Webtrends Analytics team at the Department of Information Technology and Telecommunications made multiple decisions to stabilize the website and filter out potential high risk traffic. These new protocols have also impacted ACS' website by potentially limiting web traffic to the site.

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

Scope of Agency Operations

DHS manages nine City-run and 217 privately-run shelter facilities, consisting of 63 adult facilities, 16 adult family facilities and 147 facilities for families with children. DHS also provides outreach services available 24 hours a day, seven days a week, as well as homeless prevention services through community-based programs known as “HomeBase”.

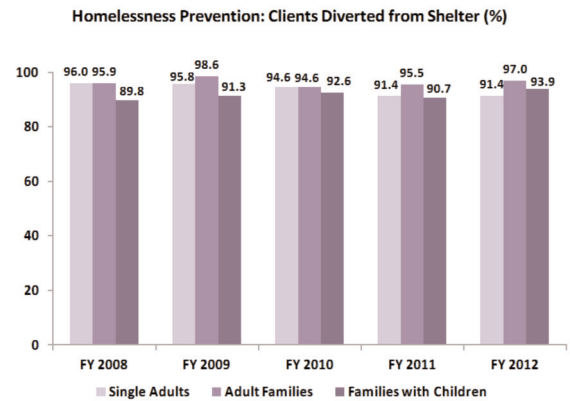
Critical Objectives

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

Performance Report

✓ Prevent homelessness.

- DHS continued to exceed its prevention target for all populations by helping more than ninety percent of clients in all populations receiving prevention services to stay in their communities and avoid shelter entry. This success can be attributed to the highly successful model employed by DHS’s community-based homelessness prevention program, Homebase.

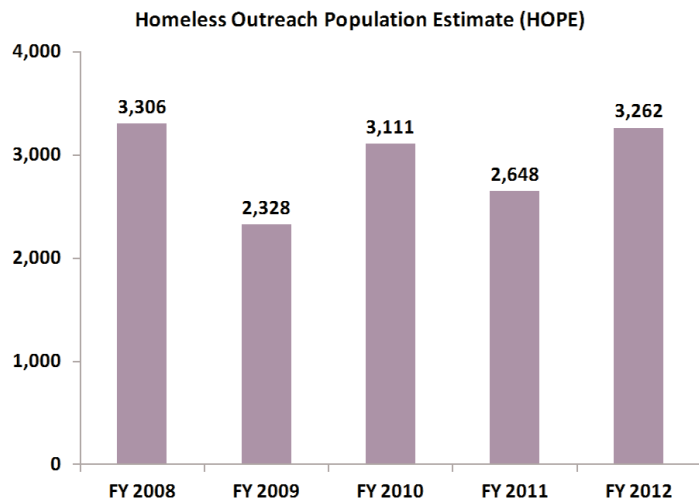


Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	96.0%	95.8%	94.6%	91.4%	91.4%	90.0%	70.0%	Neutral
★ Adult families receiving preventive services who did not enter the shelter system (%)	95.9%	98.6%	94.6%	95.5%	97.0%	90.0%	70.0%	Neutral
★ Families with children receiving preventive services who did not enter the shelter system (%)	89.8%	91.3%	92.6%	90.7%	93.9%	90.0%	70.0%	Neutral

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

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

- The Homeless Outreach Population Estimate (HOPE) conducted in Fiscal 2012 estimated 3,262 unsheltered individuals in New York City, a 26 percent decrease from the 4,395 estimated in the first citywide survey conducted in 2005.
- Street outreach teams respond to approximately 500 calls each year from citizens who see an individual on the street who may be in need of assistance and alert DHS by calling 311. In Fiscal 2012, 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 depends on the help of its citizens.

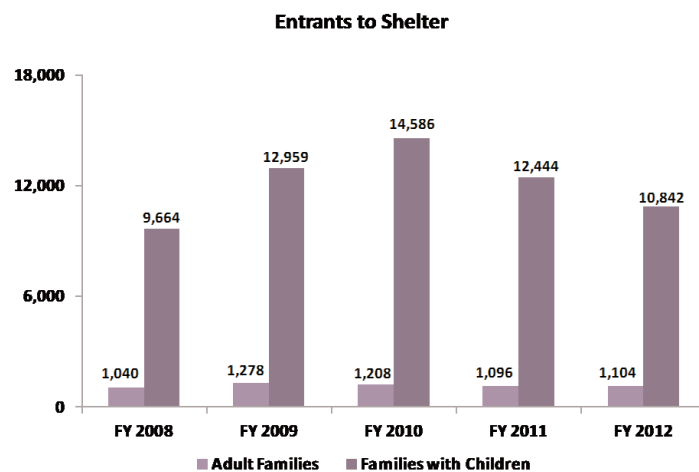


Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City (HOPE)</i>	3,306	2,328	3,111	2,648	3,262	*	*	Neutral
<i>Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams</i>	NA	689	880	577	545	*	*	NA
<i>Response rate to 311 calls from constituents for homeless person assistance</i>	NA	NA	94.6%	100.0%	100.0%	*	*	NA

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

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

- The number of families with children entering shelter decreased by 13 percent from Fiscal 2011 to Fiscal 2012, while the number of adult families remained stable. 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. Stimulus funding ended in Fiscal 2012 but DHS will continue to fund these successful models through other federal funding streams.
- The average number of families with children and single adults in shelter increased by 3 percent from Fiscal 2011 to Fiscal 2012 and the average number of adult families in shelter increased by 10 percent during this same time period. DHS is working to engage families and individuals in work and rehabilitative activities to assist them in exiting shelter.



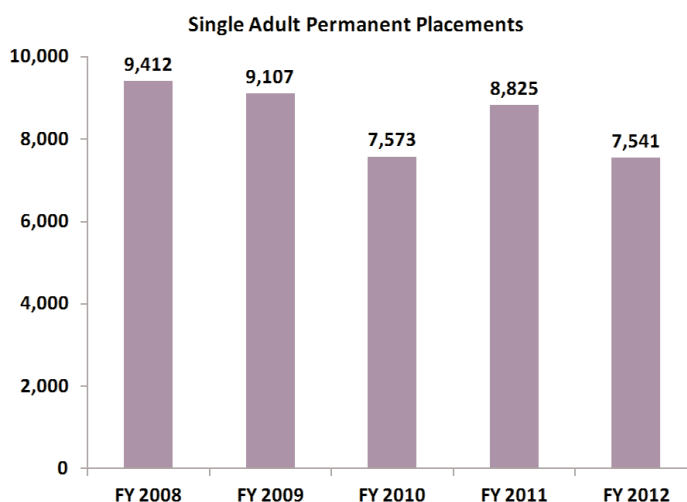
- The number of safety, maintenance, and cleanliness deficiencies identified on inspections of adult shelters decreased by 83 percent from Fiscal 2011 to Fiscal 2012. This indicator has improved consistently over several years as the Department has incorporated a regular internal monitoring and inspection process. DHS works to ensure that shelters are safe and clean environments for its clients to temporarily reside as they move towards independent living.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Single adults entering the DHS shelter services system</i>	NA	NA	NA	NA	17,872	*	*	NA
★ <i>Adult families entering the DHS shelter services system</i>	1,040	1,278	1,208	1,096	1,104	*	*	Neutral
★ <i>Families with children entering the DHS shelter services system</i>	9,664	12,959	14,586	12,444	10,842	*	*	Neutral
★ <i>Average number of single adults in shelter per day</i>	6,737	6,526	7,167	8,387	8,622	*	*	Upward
★ <i>Average number of adult families in shelters per day</i>	1,294	1,276	1,309	1,315	1,450	*	*	Upward
★ <i>Average number of families with children in shelters per day</i>	7,548	7,948	8,629	8,165	8,445	*	*	Upward
<i>Cost per day for shelter facilities - Single adult facilities (\$)</i>	\$72.38	\$70.18	\$69.25	\$73.58	\$77.58	*	*	Neutral
<i>- Family facilities (\$)</i>	\$99.81	\$105.22	\$100.49	\$100.12	\$100.82	*	*	Neutral
<i>VENDEX evaluations for human services contracts completed on time, as compared to the goal (%)</i>	NA	NA	NA	93.6%	97.8%	*	*	NA
<i>Families suitably placed in the shelter services system within 10 days (%)</i>	99.9%	100.0%	100.0%	100.0%	100.0%	95.0%	95.0%	Neutral
<i>Average school attendance rate for children in the DHS shelter services system (%)</i>	79.7%	81.0%	82.0%	82.0%	82.7%	*	*	Neutral
<i>Families placed in the shelter services system according to their youngest school-aged child's school address (%)</i>	82.9%	81.3%	84.3%	83.3%	76.5%	85.0%	85.0%	Neutral
★ <i>Safety, maintenance, and cleanliness deficiencies noted on independent inspections of adult shelters</i>	93	54	39	29	5	*	*	Downward
★ <i>Critical incidents in the adult shelter system, per 1,000 residents</i>	0.5	0.4	0.8	0.2	1.1	*	*	Upward
★ <i>Critical incidents in the adult family shelter system, per 1,000 residents</i>	1.6	1.6	7.4	8.2	4.5	*	*	Upward
★ <i>Critical incidents in the families with children shelter system, per 1,000 residents</i>	0.6	1.2	0.3	1.7	6.5	*	*	Upward

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

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

- The length of stay in shelter increased for all populations. DHS continues to emphasize linking clients to employment, rehabilitative and supportive services to reduce the length of stay of clients in shelter.
- The number of single adults placed into permanent housing decreased by 15 percent from Fiscal 2011 to Fiscal 2012. Despite the decrease in overall placements, the number of single adults placed in supportive housing increased by 11 percent, from 1,468 in Fiscal 2011 to 1,635 in Fiscal 2012. Supportive housing is a valuable resource that enables clients with disabilities to exit shelter and remain housed in the community.



- DHS achieved 99 percent of its annual target for families with children exiting shelter and 70 percent of its target for adult families exiting shelter. A family is considered to have 'exited' shelter if they leave shelter and do not return for at least 30 days.
- The East River Job Center, which is operated by the Human Resources Administration (HRA) and serves homeless individuals and families, placed 6,239 homeless individuals and families into jobs, 80 percent of the target. Employment is a cornerstone of DHS's efforts to help homeless New Yorkers move back to independence.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Average length of stay for single adults in shelter (days)</i>	283	261	245	250	272	*	*	Neutral
★ <i>Average length of stay for adult families in shelter (days)</i>	505	370	325	349	416	*	*	Downward
★ <i>Average length of stay for families with children in shelter (days)</i>	324	281	243	258	337	*	*	Neutral
<i>Single adults placed into permanent housing (prelim. for most recent month)</i>	9,412	9,107	7,573	8,825	7,541	8,000	8,000	Downward
<i>Exits from the adult family shelter system, as compared to monthly goal (%)</i>	NA	NA	NA	NA	70	*	*	NA
<i>Exits from the families with children shelter system, as compared to monthly goal (%)</i>	NA	NA	NA	NA	99	*	*	NA
★ <i>Single adults placed into permanent housing who return to the DHS shelter services system within one year (%)</i>	7.1%	5.5%	4.1%	4.0%	3.9%	*	*	Downward
★ <i>Adult families placed into permanent housing who return to the DHS shelter services system within one year (%)</i>	5.3%	2.8%	6.4%	7.8%	10.3%	*	*	Upward
★ <i>Families with children placed into permanent housing who return to the DHS shelter services system within one year (%)</i>	5.3%	4.5%	3.8%	3.9%	6.1%	*	*	Neutral
<i>East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal (%)</i>	NA	NA	NA	125.0%	80.0%	*	*	NA

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	81	68	71	88	NA	80	NA
Percent of letters responded to in 14 days	NA	72	65	73	70	NA	70	NA
Percent of calls answered in 30 seconds	NA	52	53	NA	NA	NA	NA	NA
Average customer in-person wait time (minutes)	NA	NA	26	29	22	NA	25	NA
Completed customer requests for interpretation	NA	189	2,378	3,814	3,230	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	78	80	81	NA	81	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$785.5	\$851.3	\$942.0	\$1,019.2	\$908.2	\$791.0	\$801.9	Upward
Personnel	2,084	2,027	1,927	1,838	1,819	1,915	1,935	Downward
Overtime paid (\$ millions)	\$9.1	\$10.0	\$9.1	\$8.0	\$7.0	\$5.9	\$6.9	Downward
Capital commitments (\$ millions) ³	\$69.2	\$25.5	\$33.7	\$19.1	\$24.2	\$32.1	\$27.9	Downward
Human services contract budget (\$ millions)	\$576.5	\$643.8	\$739.2	\$811.3	\$694.4	\$582.8	\$592.7	Upward

¹Authorized Budget Level "NA" - Not Available in this report

²Expenditures include all funds. ³To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013, the Mayor's Management Report will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013, the department's services and goals are:

Service 1: Help prevent at-risk individuals and families from becoming homeless.

Goal 1a: Provide effective interventions to households most at risk of homelessness.

Service 2: Provide temporary emergency housing to homeless individuals and families who become homeless.

Goal 2a: Ensure that individuals and families in shelter are connected to appropriate mainstream resources.

Goal 2b: Ensure that all temporary shelters for homeless individuals and families are clean and safe.

Service 3: Coordinate and/or provide support services to help individuals and families who are homeless to exit shelter as quickly as possible.

Goal 3a: Reduce the number of families in shelter.

Goal 3b: Reduce clients' length of stay in shelters.

Goal 3c: Increase exits from shelter.

Goal 3d: Reduce re-entries into the shelter services system.

Goal 3e: Increase the number of shelter residents who are working and otherwise making progress to independent living.

Service 4: Help chronically homeless street individuals find stable, safe living situations.

Goal 4a: Reduce the number of street homeless individuals.

- The Department is refocusing its homelessness prevention strategy and has recently implemented a new risk assessment tool that identifies the highest risk clients to ensure that those most at risk are served. The Department has revised performance targets for individuals and families from 90 percent to 70 percent to reflect this practice.
- DHS converted to a new data system in Fiscal 2012 and implemented a new data collection method for single adult entrants into shelter. As a result, single adult entrant data for Fiscal 2012 is not comparable with prior years. The conversion also resulted in unreconciled data for December 2011 and January 2012 for adult families and families with children, which affects Fiscal 2012 totals.

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 and educate the general public about benefits, entitlements and information for older New Yorkers and their families.

Scope of Agency Operations

The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. The Department supports a broad range of services, both directly and through approximately 721 contracts which include discretionary funds with community-based organizations, including the administration of 257 contracted senior centers, and also provides 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

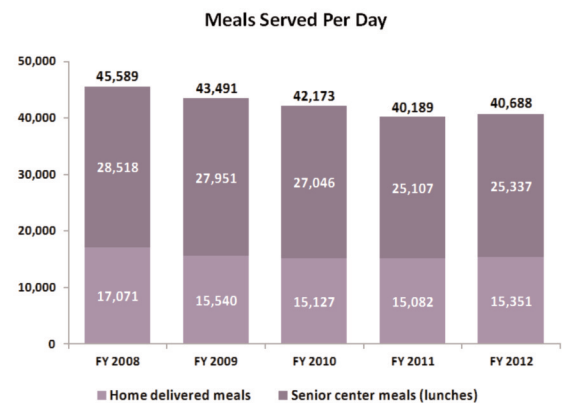
✓ Promote independence and opportunities for older New Yorkers.

- During Fiscal 2012, DFTA's senior centers (249 Neighborhood Centers and 8 Innovative Senior Centers) met 89 percent of their target in serving meals; over 6.3 million congregate meals were served to approximately 25,337 older New Yorkers per day.

During Fiscal 2012

the number of meals delivered to seniors in their homes increased slightly to 3.8 million meals from 3.77 million in the prior year.

- In Fiscal 2012 approximately 823,831 hours of home care services were provided to older New Yorkers. This number reflects the current capacity of the system after the continued impact of Fiscal 2010 budget adjustments. Authorization of homecare hours was reopened in September 2011; since then, the number of hours has been rising and getting closer to the monthly figures needed in order to reach the annual goal for Fiscal 2013.
- DFTA trained 322 seniors for unsubsidized employment during Fiscal 2012, a 54 percent decrease from Fiscal 2011 and job placements in unsubsidized employment declined by 37 percent to 102. Many seniors exited the program as they reached the 4-year participation limit during Fiscal 2012.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Average daily attendance at senior centers	28,518	27,951	27,046	25,107	25,337	*	*	Downward
★ Citywide senior center utilization rate (%)	NA	NA	NA	88.0%	93.0%	*	*	NA
★ Senior center lunches served	7,025,805	6,987,646	6,801,948	6,301,828	6,334,270	7,085,852	7,085,852	Downward
★ Home delivered meals served	4,210,538	3,936,718	3,860,416	3,770,569	3,837,692	4,257,750	4,257,750	Neutral
★ Total recipients of home care services (annual)	NA	6,064	5,206	3,012	2,861	*	*	NA
★ Hours of home care services provided	1,746,742	1,534,705	1,622,966	1,033,407	823,831	1,039,003	1,039,003	Downward
Seniors trained for unsubsidized employment (Title V)	305	308	542	706	322	*	*	Upward
Senior trainees placed in unsubsidized employment (Title V)	185	161	123	162	102	*	*	Downward

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

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

- DTFA has revised its method for tracking the number of caregivers it serves directly and through contracted providers. As a result, Fiscal 2012 data is not available for this report but will appear in the Fiscal 2013 PMMR.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Caregivers who received casework services or training through DFTA's In-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center	6,278	7,746	8,770	9,359	NA	*	*	NA
★ Caregivers who received supportive services through DFTA's contracted providers	7,495	6,414	6,202	8,783	NA	*	*	NA

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	88	92	83	90	NA	90	NA
Percent of letters responded to in 14 days	NA	100	67	65	73	NA	75	NA
Average customer in-person wait time (minutes)	NA	13	12	NA	NA	NA	NA	NA
Completed customer requests for interpretation	NA	1,953	4,016	171	547	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	93	85	91	NA	91	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to (first) action – Elder Abuse (5 days)	NA	NA	66	88	82	NA	85	NA
Percent meeting time to (first) action – Eviction (3 days)	NA	88	85	NA	NA	NA	NA	NA
Percent meeting time to (first) action – Home Repair (14 days)	NA	39	99	100	99	NA	100	NA
Percent meeting time to (first) action – Housing Options (14 days)	NA	80	86	96	96	NA	100	NA
Percent meeting time to (first) action – Weatherization (14 days)	NA	31	99	100	100	NA	100	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$290.5	\$290.3	\$281.6	\$263.7	\$271.5	\$258.7	\$263.3	Neutral
Revenues (\$ millions)	\$1.5	\$2.0	\$3.5	\$2.1	\$0.7	\$1.0	\$1.0	Downward
Personnel	870	875	900	1,034	833	809	733	Neutral
Overtime paid (\$ thousands)	\$16	\$23	\$18	\$14	\$67	\$3	\$3	Upward
Capital commitments (\$ millions) ³	\$4.4	-\$0.9	\$4.2	\$1.1	\$4.3	\$8.0	\$12.4	Upward
Human services contract budget (\$ millions)	\$229.1	\$223.7	\$215.4	\$194.5	\$204.0	\$198.9	\$200.1	Downward
Work Experience Program (WEP) participants assigned	598	799	566	795	704	*	*	Upward

¹Authorized Budget Level "NA" - Not Available in this report
²Expenditures include all funds. ³To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013, the Mayor's Management Report will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013, the department's services and goals are:

Service 1: Provide health and nutrition opportunities to older New Yorkers.

- Goal 1a: Increase utilization of nutrition programs.
- Goal 1b: Increase utilization of senior centers.

Service 2: Provide supportive services for seniors.

- Goal 2a: Increase supportive services to caregivers.
- Goal 2b: Increase supportive services to the homebound.

Service 3: Support independent lifestyles for older New Yorkers.

- Goal 3a: Continue to provide employment opportunities for seniors.

- DFTA is implementing a system wide Data System Replacement Project. This project will result in the design and installation of a new data system that will enable the Department to better manage and track client needs and the services provided to them, and to more efficiently report accurate statistical information to city, state and federal oversight agencies.
- During this fiscal year DFTA conducted a solicitation for the entire senior center system; this might result in a slight change in the number of senior centers later this year.

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

EDUCATION



Department of Education
School Construction Authority



Department of Youth and Community Development



DEPARTMENT OF EDUCATION

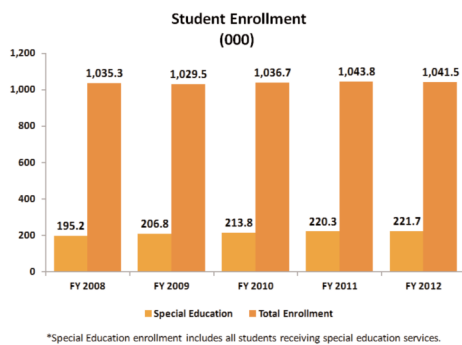
Dennis M. Walcott, Chancellor

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 over 1,700 schools, and employs approximately 73,000 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), reported separately coordinates the development of DOE's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools and supervises conversion of administrative space for classroom use.



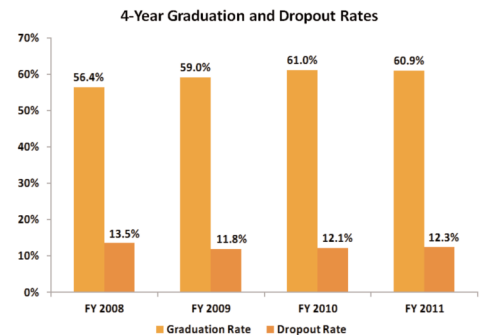
Critical Objectives

- Increase student attendance.
- Improve performance on standardized English Language Arts and math tests.
- Improve performance on Regents examinations.
- Increase graduation rates and decrease dropout rates for high school students.
- Improve the ability of non-English speaking students to learn English and improve academic progress.
- Ensure students are appropriately placed in special education.
- Ensure resources to support student academic performance.
- Increase the proportion of certified teachers and overall principal and teacher qualifications.
- Increase parent involvement in school programs.
- Address crime in schools.
- Improve building conditions.
- Work with the School Construction Authority to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

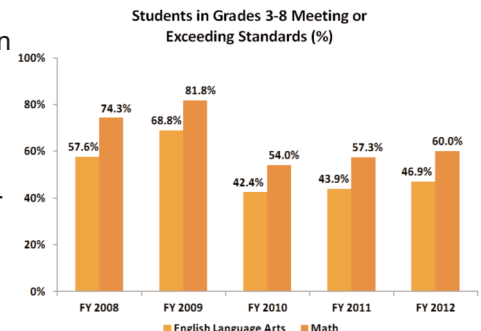
Performance Report

✓ Improve academic performance.

- Four and six year graduation and dropout rates are now available for School Year 2011 and School Year 2009, respectively. Despite the rising graduation requirement, the percent of all students in the cohort graduating within 4 years increased slightly from School Year 2010 to School Year 2011 for both general education and special education students – 0.4 points to 65.5 percent and 0.3 points to 31.0 percent, respectively.



- The percentage of students in grades 3 through 8 meeting or exceeding standards on English Language Arts and Math exams increased slightly since last school year – 3.0 and 2.7 points, to 46.9 and 60 percent, respectively in Fiscal 2012.



- The percentage of students in the Class of 2011 passing with at least a 65 has increased across all of the required Regents exams, particularly the Global History and Science Regents. These increases are an indication that students are increasingly able to meet the more rigorous graduation requirements instituted by the New York State Education Department, which now requires that students pass four out of the five required Regents exams in order to obtain a local diploma. The Class of 2012 had to pass all five required Regents exams with a 65.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Percent of schools with scores of Well Developed on Quality Reviews	NA	48.1%	43.8%	14.3%	9.0%	*	*	NA
★ Percent of schools with scores of Proficient on Quality Reviews	NA	44.8%	50.9%	45.3%	47.0%	*	*	NA
★ Percent of schools with scores of Developing on Quality Reviews	NA	4.8%	3.3%	35.4%	41.0%	*	*	NA
★ Percent of schools with scores of Underdeveloped on Quality Reviews	NA	2.2%	2.0%	5.0%	2.0%	*	*	NA
★ Percent of schools receiving an A on school Progress Report	38.0%	75.1%	28.8%	27.2%	NA	*	*	NA
★ Percent of schools receiving a B on school Progress Report	41.0%	17.0%	33.5%	34.2%	NA	*	*	NA
★ Percent of schools receiving a C on school Progress Report	15.0%	5.7%	32.0%	28.6%	NA	*	*	NA
★ Percent of schools receiving a D on school Progress Report	4.0%	1.9%	4.7%	7.1%	NA	*	*	NA
★ Percent of schools receiving an F on school Progress Report	2.0%	0.2%	1.0%	2.9%	NA	*	*	NA
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000) (Preliminary unaudited)	1,035.3	1,029.5	1,036.7	1,043.8	1,041.5	*	*	Neutral
★ Average daily attendance (%)	89.8%	90.0%	90.7%	90.5%	91.6%	90.0%	90.0%	Neutral
- Elementary/middle (%)	92.6%	92.4%	93.3%	93.1%	93.8%	92.0%	92.0%	Neutral
- High school (%)	83.4%	84.3%	86.9%	86.5%	86.7%	83.0%	83.0%	Neutral
Students with 90% or better attendance rate (%)	70.2%	69.8%	74.3%	73.9%	77.3%	72.0%	72.0%	Upward
★ Students in grades 3 to 8 meeting or exceeding standards - English Language Arts (%)	57.6%	68.8%	42.4%	43.9%	46.9%	62.0%	62.0%	Downward
★ - Math (%)	74.3%	81.8%	54.0%	57.3%	60.0%	78.0%	78.0%	Downward
Students in grades 3 to 8 scoring below standards progressing into a higher level - English Language Arts (%)	64.8%	78.8%	25.7%	50.3%	46.2%	*	*	Downward
- Math (%)	59.2%	68.6%	30.5%	54.9%	52.1%	*	*	Downward
Students in grades 3 to 8 progressing from below standards to meeting standards - English Language Arts (%)	27.3%	37.9%	5.9%	18.4%	17.7%	*	*	Downward
- Math (%)	31.3%	38.6%	4.3%	24.3%	24.8%	*	*	Downward
Students in grades 1 to 9 promoted (%)	97.4%	97.7%	93.2%	93.7%	94.6%	98.0%	98.0%	Neutral
Students in the graduating class taking required Regents examinations	51,247	53,087	55,378	58,396	NA	45,000	45,000	NA
Students passing required Regents examinations (%)	63.1%	66.4%	70.8%	70.3%	NA	66.0%	66.0%	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	81.9%	84.6%	87.4%	89.8%	NA	82.0%	82.0%	NA
- Math (%)	79.0%	80.6%	82.2%	84.6%	NA	79.0%	79.0%	NA
- United States history and government (%)	79.4%	82.1%	83.6%	86.4%	NA	76.0%	76.0%	NA
- Global history (%)	69.5%	72.5%	76.7%	82.6%	NA	71.0%	71.0%	NA
- Science (%)	73.3%	76.1%	80.6%	86.6%	NA	76.0%	76.0%	NA
Students in graduating class with a 55 to 100 passing score on the Regents Examination - English (%)	91.5%	91.2%	91.8%	94.2%	NA	93.0%	93.0%	NA
- Math (%)	92.9%	92.3%	91.9%	93.3%	NA	96.0%	96.0%	NA
- United States history and government (%)	92.3%	92.0%	91.7%	93.2%	NA	96.0%	96.0%	NA

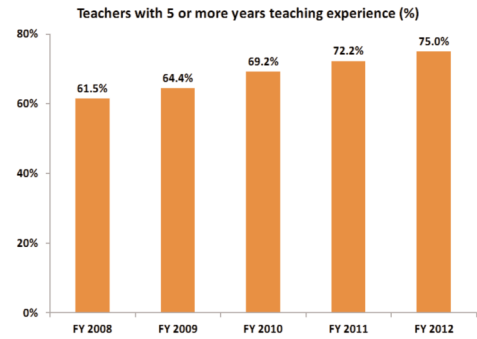
★ Critical Indicator "NA" - means Not Available in this report

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
- Global history (%)	86.8%	87.0%	87.9%	90.6%	NA	90.0%	90.0%	NA
- Science (%)	90.1%	91.0%	91.6%	93.9%	NA	92.0%	92.0%	NA
★ Percent of all students in cohort graduating from high school in 4 years (NYSSED)	56.4%	59.0%	61.0%	60.9%	NA	*	*	NA
★ Percent of all students in cohort graduating from high school in 6 years (NYSSED)	69.2%	70.9%	NA	NA	NA	*	*	NA
★ Percent of students with disabilities in cohort graduating from high school in 4 years (NYSSED)	22.5%	24.7%	27.9%	27.2%	NA	*	*	NA
★ Percent of students with disabilities in cohort graduating from high school in 6 years (NYSSED)	34.5%	35.9%	NA	NA	NA	*	*	NA
★ Percent of all students in cohort dropping out from high school in 4 years (NYSSED)	13.5%	11.8%	12.1%	12.3%	NA	*	*	NA
Percent of all students in cohort dropping out from high school in 6 years (NYSSED)	20.2%	19.3%	NA	NA	NA	*	*	NA
★ Percent of students with disabilities in cohort dropping out from high school in 4 years (NYSSED)	21.6%	21.0%	20.9%	20.9%	NA	*	*	NA
Percent of students with disabilities in cohort dropping out from high school in 6 years (NYSSED)	30.9%	31.3%	NA	NA	NA	*	*	NA
Students enrolled as English Language Learners (000)	148	149	165	164	159	*	*	Neutral
English Language Learners testing out of ELL Programs (%)	13.4%	15.1%	15.4%	16.4%	16.5%	17.0%	17.0%	Upward
★ English Language Learners testing out of ELL programs within 3 years (%)	52.5%	50.6%	54.1%	51.5%	54.6%	55.0%	55.0%	Neutral
Students receiving special education services (Preliminary unaudited)	195,201	206,760	213,831	220,289	221,661	*	*	Upward
Special education enrollment - school-age	173,856	184,020	190,092	194,503	194,073	*	*	Upward
- Public school	154,881	162,034	166,761	169,948	169,503	*	*	Neutral
- Non-public school	18,975	21,986	23,331	25,253	24,570	*	*	Upward
Special education enrollment - pre-school	21,345	22,740	23,739	25,786	27,588	*	*	Upward
- Public school	772	781	748	699	703	*	*	Downward
- Non-public school	20,573	21,959	22,991	25,087	26,885	*	*	Upward
Students recommended for special education services	24,077	23,050	22,967	15,528	15,653	*	*	Downward
Students no longer in need of special education services	6,257	6,183	6,469	6,438	6,689	*	*	Neutral
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	55.3%	73.2%	20.0%	36.4%	29.3%	*	*	Downward
★ - Math (%)	45.9%	60.1%	23.2%	42.0%	37.7%	*	*	Downward
Schools Under Registration Review	32	20	14	NA	NA	*	*	NA
Average lunches served daily	624,266	623,039	642,264	648,141	661,102	*	*	Neutral
Average breakfasts served daily	198,990	205,317	220,923	224,623	224,641	*	*	Upward
Average expenditure per student (\$)	\$17,696	\$17,929	\$18,419	TBD	NA	*	*	NA
- Elementary school (\$)	\$18,141	\$18,265	\$18,617	TBD	NA	*	*	NA
- Middle school (\$)	\$17,496	\$17,582	\$17,972	TBD	NA	*	*	NA
- High school (\$)	\$15,371	\$15,648	\$16,152	TBD	NA	*	*	NA
- Full-time special education (District 75) (\$)	\$65,681	\$69,376	\$72,718	TBD	NA	*	*	NA
Average direct services to schools expenditure per student (\$)	\$15,498	\$16,510	\$16,541	TBD	NA	*	*	NA

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

✓ **Ensure principal and teacher quality.**

- For the 2010-2011 School Year, the total number of public school teachers totaled 72,787. The level of experience of teachers within the school system has continued to increase. The number of teachers with more than 5 years of experience increased approximately 3 percentage points from 72.2 percent to 75.0 percent during the reporting period.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Teachers</i>	79,109	79,021	76,795	74,958	72,787	*	*	Neutral
<i>Teachers with 5 or more years teaching experience (%)</i>	61.5%	64.4%	69.2%	72.2%	75.0%	*	*	Upward
<i>Teachers hired to fill projected vacancies (%)</i>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Neutral
<i>Principals with more than 3 years experience as principal (%)</i>	62.2%	53.5%	59.7%	61.3%	61.6%	*	*	Neutral
<i>Teachers absent more than 10 days (%)</i>	13.4%	12.9%	12.6%	12.8%	11.4%	*	*	Downward

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

✓ **Promote parental involvement in education.**

- The data reflects a decline in parent engagement across reporting areas. This is partially due to an improved data collection and tracking system launched in the 2012 school year, which more accurately tracks meaningful interactions between parents and their schools' Parent Coordinators. The Department is developing new outreach and communication strategies to encourage parents' continued involvement in the schools their children attend. Some of these strategies include: October 2012 Parents As Partners Week, which will host events in each of the five boroughs this year and the Parent Academy, which is designed to grow partnerships between schools and parents, strengthen parent involvement and improve student achievement.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Phone calls responded to by parent coordinator (000)</i>	1,572	2,006	1,973	1,613	985	1,500	1,500	Downward
<i>Parent walk-ins receiving parent coordinator assistance (000)</i>	778	794	857	735	375	759	759	Downward
<i>Parent coordinator workshops held for parents (000)</i>	38	35	26	34	11	35	35	Downward
<i>Parents attending parent coordinator workshops (000)</i>	706	670	595	459	267	600	600	Downward
<i>Parents attending parent-teacher conferences (000)</i>	1,152	1,167	792	639	466	1,282	1,282	Downward

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

✓ **Ensure school safety.**

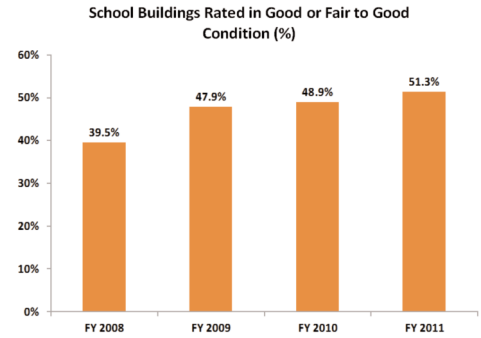
- During Fiscal 2012, the number of school safety incidents increased in all three categories but still near five-year lows. Totals for the seven major felonies increased slightly, from 801 to 812. The incidence of other criminal categories and other incidents each increased by 7 and 5 percent, respectively.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>School safety - Seven Major Crimes</i>	1,042	902	839	801	812	*	*	Downward
★ <i>- Other criminal categories</i>	4,533	3,559	3,302	3,089	3,295	*	*	Downward
★ <i>- Other incidents</i>	7,456	5,843	5,354	5,119	5,365	*	*	Downward

★ 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 2011-12 school year. With school budgets decreasing further this year, while teacher salaries increased, the Department has managed to avoid massive increases in class size by working with schools to avoid cuts to classroom staff where possible.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Average class size (end of October) (Preliminary Unaudited) - Kindergarten	20.6	20.7	21.7	22.1	22.8	*	*	Upward
★ - Grade 1	21.1	21.3	22.0	22.9	23.9	*	*	Upward
★ - Grade 2	21.1	21.4	22.2	23.2	24.2	*	*	Upward
★ - Grade 3	21.0	21.9	22.5	23.7	24.5	*	*	Upward
★ - Grade 4	23.5	23.4	24.4	25.0	25.3	*	*	Neutral
★ - Grade 5	24.1	24.2	24.8	25.4	25.8	*	*	Neutral
★ - Grade 6	25.5	25.6	26.1	26.2	27.0	*	*	Neutral
★ - Grade 7	26.2	26.5	26.8	27.1	27.2	*	*	Neutral
★ - Grade 8	26.6	26.8	27.5	27.3	27.4	*	*	Neutral
Schools that exceed capacity - Elementary schools (%)	26.0%	28.0%	31.0%	32.0%	NA	*	*	NA
- Middle schools (%)	14.0%	12.0%	9.0%	12.0%	NA	*	*	NA
- High schools (%)	40.0%	37.0%	37.0%	37.0%	NA	*	*	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	20.0%	22.0%	24.0%	26.0%	NA	*	*	NA
- High schools (%)	57.0%	52.0%	53.0%	55.0%	NA	*	*	NA
Total new seats created	12,932	14,329	18,525	5,593	10,766	8,911	9,137	Downward
Hazardous building violations total backlog	260	163	204	108	103	*	*	Downward
★ School building ratings - Good condition (%)	2.4%	1.7%	1.7%	1.3%	NA	*	*	NA
★ - Fair to good condition (%)	37.1%	46.2%	47.2%	50.0%	NA	*	*	NA
★ - Fair condition (%)	60.3%	52.0%	51.0%	48.5%	NA	*	*	NA
★ - Fair to poor condition (%)	0.1%	0.2%	0.1%	0.1%	NA	*	*	NA
- Poor condition (%)	0.0%	0.0%	0.0%	0.0%	NA	*	*	NA

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	72	74	NA	74.9	NA	75	NA
Percent of letters responded to in 14 days	NA	NA	85	NA	92.9	NA	93	NA
Percent of calls answered in 30 seconds	NA	NA	73	NA	NA	NA	NA	NA
Average customer in-person wait time (minutes)	NA	15	15	15	15	NA	15	NA
Completed customer requests for interpretation	NA	11,044	12,840	NA	9,489	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	87	92	88	NA	88	NA
Customers rating service good or better (%) (As applicable)	NA	NA	94	94	94	NA	90	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$16,977.0	\$17,903.1	\$18,498.5	\$18,938.9	\$19,244.5	\$19,423.3	\$19,720.9	Upward
Revenues (\$ millions)	\$69.9	\$59.7	\$68.1	\$68.3	\$68.0	\$64.9	\$57.9	Neutral
Personnel	140,268	139,208	136,368	134,209	132,273	131,282	132,367	Neutral
Overtime paid (\$ millions)	\$14.6	\$12.3	\$13.3	\$14.7	\$9.7	\$9.6	\$9.3	Downward
Human services contract budget (\$ millions)	\$659.7	\$758.7	\$837.2	\$938.9	\$906.7	\$844.9	\$940.9	Upward
Work Experience Program (WEP) participants assigned	212	139	238	296	210	*	*	Upward

¹Authorized Budget Level "NA" - Not Available in this report
²Expenditures include all funds.

Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013, the PMMR and the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 DOE's services and goals are:

Service 1: Educate New York City's children.

Goal 1a: Improve academic achievement.

Goal 2b: Promote parental involvement in education.

Service 2: Support children with special needs.

Goal 2a: Improve academic outcomes of non-English speaking students and students with disabilities.

Service 3: Prepare children to become productive, engaged adults.

Goal 3a: Increase the percentage of high school students graduating college and career ready.

Goal 3b: Increase the percentage of middle and high school students taking coursework that prepares them for future academic success.

Service 4: Maintain and enhance the City's educational facilities.

Goal 4a: Work with the School Construction Authority to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

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



DEPARTMENT OF EDUCATION

SCHOOL CONSTRUCTION AUTHORITY

Lorraine Grillo, President/CEO

Key Public Service Areas

- ✓ 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 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.

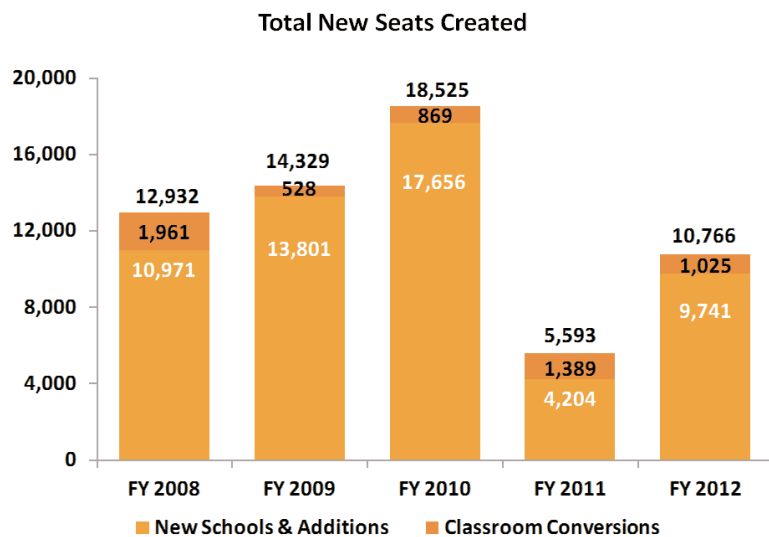
Critical Objectives

- 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 opened 14 new schools and additions during Fiscal 2012, resulting in the addition of 9,741 new seats. In addition, 1,025 seats were added by classroom conversions, bringing the total to 10,766. The last two years were significantly lower than the three previous.
- Capital improvement projects progressed overall in terms of timeliness and project completion within budget in Fiscal 2012. The percentage of capital improvement projects constructed on time or early increased by three percentage points and the percentage of capital improvement projects constructed within budget also increased four percentage points in Fiscal 2012.



Performance Statistics	Actual					Target		Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Total new seats created	12,932	14,329	18,525	5,593	10,766	8,911	9,137	Downward
★ New schools and additions constructed	18	23	26	10	14	12	17	Downward
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	94.0%	95.7%	94.6%	92.9%	92.9%	100.0%	100.0%	Neutral
★ Scheduled new seats constructed on time (%)	100%	100%	100%	100%	100%	100%	100%	Neutral
★ Construction bid price for school capacity projects per square foot (\$)	\$468	\$427	\$443	\$475	\$514	*	*	Upward
Average new school construction cost per square foot - Early childhood (\$)	\$543	NA	\$628	NA	NA	*	*	NA
- Elementary (\$)	\$410	\$551	\$561	\$581	\$525	*	*	Upward
- Intermediate (\$)	NA	\$571	\$515	NA	NA	*	*	NA
- High school (\$)	\$452	\$479	\$586	NA	\$513	*	*	NA
★ Capital improvement projects constructed on time or early (%)	79%	77%	83%	69%	72%	80%	80%	Downward
★ Capital improvement projects constructed within budget (%)	90%	86%	88%	73%	77%	80%	80%	Downward
Ultimate cost of insurance losses as % of construction value (per calendar year)	5.49%	5.73%	5.97%	7.51%	NA	*	*	NA
★ Critical Indicator "NA" - means Not Available in this report								

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Personnel	676	707	690	674	660	715	715	Neutral
Capital commitments (\$ millions) ²	\$3,183.4	\$2,632.5	\$2,247.1	\$1,726.2	\$2,586.7	\$2,886.4	\$2,400.1	Downward
¹ Authorized Budget Level "NA" - Not Available in this report								
² To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb .								

Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013, the Mayor's Management Report will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013, the department's services and goals are:

Service 1: Design and construct new schools, additions and capital improvement projects authorized by the Department of Education.

Goal 1a: Produce the number of new school seats authorized by the Department of Education.

Goal 1b: Improve cost efficiencies in construction.

Goal 1c: Increase the number of capital improvement projects completed on schedule and within budget.

Goal 1d: Maximize project safety and quality.

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



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 2,631 contracts with community-based organizations throughout New York City. These include 451 contracts that comprise the citywide Out-of-School Time (OST) initiative. OST offers a balanced mix of academic support, sports/recreational activities, the arts and cultural experiences, which take place after school, on weekends, and during school vacations. DYCD also funds 274 programs to help low-income individuals and families become more economically self-sufficient and 31 adult literacy programs that help participants further their education and advance their careers, as well as 10 adolescent literacy programs. The Department also administers a network of 80 Beacon community centers, housed in public schools, citywide, which serve youth, adults and families during out-of-school hours. Through a range of programs, DYCD contractors assist immigrants in becoming citizens and in taking part in the civic and cultural life of their new communities. In addition, DYCD implements and oversees the City's youth workforce development program, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. DYCD is also responsible for the City's runaway and homeless youth programs.

Critical Objectives

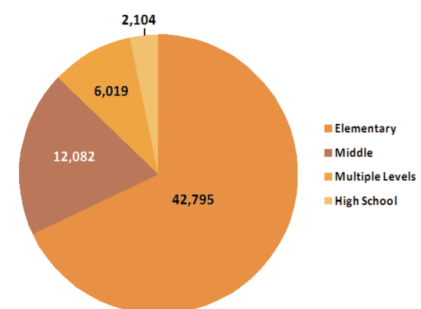
- Implement and expand a citywide program of educational, recreational and cultural activities to operate during non-school hours.
- Support youth development and community engagement through school-based and community-based centers.
- Help runaway and homeless youth reunite with their families or live 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.**

- Enrollment in the school-year Out-of-School Time Program decreased for the fourth consecutive year, from 68,680 in Fiscal 2011 to 63,000 in Fiscal 2012. This resulted from a reduction in funding and a reconfiguration of the program model to expand year-round elementary and middle-school programming.

Out-of-School Time (OST) Program Participation by School Level FY 2012



- Youth served in Runaway and Homeless Youth (RHY) Program crisis beds decreased, from 1,686 in Fiscal 2011 to 1,346 in Fiscal 2012, as youth stayed for longer periods in transitional independent living situations. As a result, other youth had to stay longer in crisis shelters, reducing the number that could be served there. Additionally, one crisis shelter provider was closed from June through November 2011, at which point another provider took over its contract. Nonetheless, the number of youth served by DYCD-contracted drop-in centers increased 33 percent, from 10,728 in Fiscal 2011 to 14,254 in Fiscal 2012, as a result of more targeted outreach and presentations by RHY provider staff in high-need communities, as well as collaboration with community organizations that serve youth.

- The Beacon programs' enrollment as a percentage of the minimum annual target rose from 108 percent in Fiscal 2011 to 117 percent in Fiscal 2012 due to an increase in the number of community events that drew participants to the Beacon centers. The total number of youth and adults served in Beacon programs rose from 96,236 in Fiscal 2011 to 104,434 in Fiscal 2012, reflecting increased community engagement on the part of Beacon providers and greater awareness of the programs Beacons offer.
- The number of phone calls to Youth Connect decreased 17 percent in Fiscal 2012 to 34,609, from 41,621 in Fiscal 2011, the third consecutive year of reduced usage. This ongoing trend is explained by DYCD's increased availability through the Internet and social media.

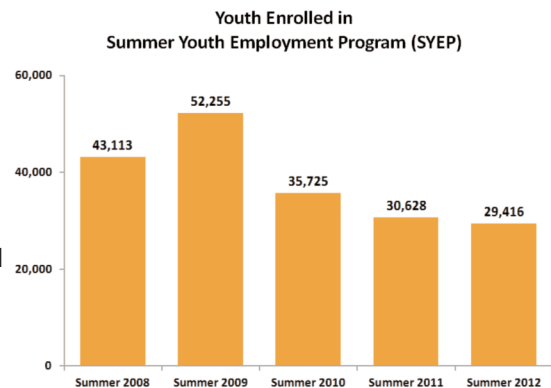
Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ OST Program Participation Rate - elementary (school year) (%)	78%	82%	86%	86%	87%	80%	80%	Upward
★ OST programs meeting target enrollment (school year) (%)	86%	93%	98%	97%	98%	85%	85%	Upward
★ OST programs meeting target enrollment (summer) (%)	95%	94%	97%	99%	97%	85%	85%	Neutral
OST programs meeting target enrollment - elementary (%)	89%	99%	100%	99%	100%	90%	90%	Neutral
OST programs meeting target enrollment - middle school (%)	89%	91%	98%	96%	95%	85%	85%	Neutral
OST programs meeting target enrollment - high school (%)	77%	81%	85%	81%	87%	80%	80%	Upward
Calls to Youth Connect	47,688	48,469	46,685	41,621	34,609	48,000	48,000	Downward
Beacon programs' enrollment as percentage of the minimum annual target (%)	103%	107%	119%	108%	117%	100%	100%	Upward
Runaway and homeless youth served - Crisis beds	1,824	1,713	1,489	1,686	1,346	1,860	1,400	Downward
Runaway and homeless youth served - Transitional independent living beds	244	275	294	248	341	250	250	Upward
★ Utilization rate for crisis beds (%)	100%	100%	98%	82%	98%	90%	90%	Neutral
★ Utilization rate for transitional independent living beds (%)	86%	82%	80%	73%	86%	85%	85%	Neutral
★ Youth reunited with family or placed in a suitable environment from crisis shelters (%)	75%	72%	81%	79%	80%	60%	60%	Neutral
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	89%	90%	86%	87%	93%	85%	85%	Neutral
Out-of-School Time (OST) enrollment	87,256	85,513	73,186	68,680	63,000	52,500	56,700	Downward

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

✓ **Prepare youth for economic independence.**

- During the summer of 2012, the Summer Youth Employment Program (SYEP) provided paid work experience for 29,416 youth, a decrease from the summer of 2011, when 30,628 youth were employed by organizations funded by SYEP. This decline, the third consecutive since 2009, was attributable to a reduction of approximately \$500,000 in funding for the initiative.

- The percentage of Out-of-School youth attaining a degree or certificate by the end of the third quarter after exiting the program rose from 61 percent in Fiscal 2011 to 68 percent in Fiscal 2012. This improvement was due to increased technical assistance by DYCD, which led contractors to a better understanding of required Workforce Investment Act (WIA) performance expectations. The participation of In-School youth declined from 5,024 in Fiscal 2011 to 2,401 in Fiscal 2012 because of diminished federal funding for WIA programs.



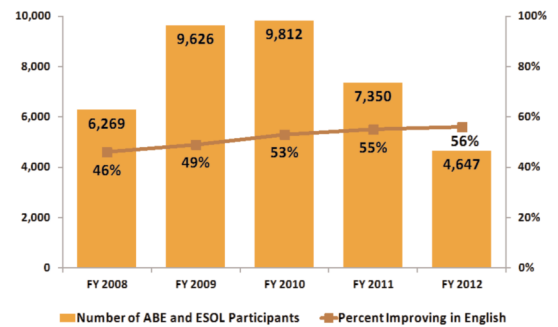
Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Summer Youth Employment Program (SYEP) participants	41,804	43,113	52,255	35,725	30,628	30,000	30,000	Downward
★ Out-of-school youth placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	72%	69%	68%	67%	68%	62%	62%	Neutral
★ In-school youth placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	72%	72%	73%	77%	78%	62%	62%	Neutral
Out-of-school youth attaining a degree or certificate by the end of the 3rd quarter after exiting the program (%)	55%	58%	63%	61%	68%	50%	50%	Upward
In-school youth attaining a degree or certificate by the end of the 3rd quarter after exiting the program (%)	71%	66%	65%	72%	75%	50%	50%	Neutral

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

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

- The number of citizenship applications filed with the U.S. Citizenship and Immigration Services dropped from 862 in Fiscal 2011 to 245 in Fiscal 2012, due to the introduction of more stringent outcome and reporting requirements. Additionally, the number of participants enrolled in immigration initiatives decreased from 5,780 in Fiscal 2011 to 4,047 in Fiscal 2012 because of reductions in overall program funding.

English Language Improvement



- The percentage of Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) students meeting federal standards of improvement in demonstrating an increased ability to read, write and speak English remained stable at 56 percent in Fiscal 2012, compared to 55 percent in Fiscal 2011. The number of participants served in ABE and ESOL programs fell from 7,350 in Fiscal 2011 to 4,647 in Fiscal 2012 as the result of budget cuts.
- The percentage of Community Development program participants achieving target outcomes designated for clients in each program area was 59 percent in Fiscal 2012, up from 52 percent the previous year. The new Capricorn electronic data management system has been fully implemented by DYCD-funded Community Development service providers. These providers have been trained in using the Capricorn system, which has made data collection, reporting and case management more efficient across this range of program areas.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Community Development program participants achieving target outcomes designated for clients in each program area (%)	65%	65%	66%	52%	59%	40%	60%	Downward
Number of participants served in Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) literacy programs	6,269	9,626	9,812	7,350	4,647	6,500	6,500	Downward
★ Adult Basic Education and ESOL participants meeting federal standards of improvement in demonstrating an increased ability to read, write and speak English (%)	46%	49%	53%	55%	56%	45%	45%	Upward
Participants achieving positive outcomes in immigration initiatives (%)	45%	50%	59%	60%	51%	45%	50%	Upward
Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)	667	798	751	862	245	550	250	Downward

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

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

- As a result of the improvements and efficiencies that DYCD has instituted to ensure that funded agencies are programmatically and financially capable of providing contracted services, the number of contracts terminated for poor performance remained at two for Fiscal 2012, unchanged from Fiscal 2011. Additionally, the number of agency VENDEX evaluation assessments completed rose from 892 in Fiscal 2011 to 1,110 in Fiscal 2012.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Agency Assessments Completed as a percent of total agency contracts	90%	98%	90%	90%	90%	90%	90%	Neutral
Fiscal audits conducted	545	344	347	345	340	345	345	Downward
★ Contracts terminated	36	12	2	2	2	*	*	Downward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	98	100	100	100	NA	100	NA
Percent of letters responded to in 14 days	NA	81	100	100	100	NA	100	NA
Percent of calls answered in 30 seconds	NA	37	65	53	38	NA	65	NA
Completed customer requests for interpretation	NA	1,127	1,189	1,525	1,415	NA	NA	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$384.1	\$382.7	\$405.9	\$350.3	\$329.5	\$322.8	\$344.7	Downward
Personnel	452	434	424	398	388	384	386	Downward
Overtime paid (\$ millions)	\$0.4	\$0.2	\$0.2	\$0.1	\$0.2	\$0.2	\$0.2	Downward
Human services contract budget (\$ millions)	\$288.1	\$290.2	\$300.5	\$264.9	\$245.7	\$254.5	\$271.8	Downward

¹ Authorized Budget Level "NA" - Not Available in this report
² Expenditures include all funds.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 DYCD's services and goals are:

Service1: Implement and manage contracts for the operation of community centers and programs to support youth development in New York City communities.

Goal 1a: Young people will be involved in DYCD-funded programs during school and nonschool hours in increasing numbers and directed toward positive outcomes.

Goal 1b: Runaway and homeless youth will reunite with their families or live independently.

Goal 1c: Assure that all DYCD contracts are administered cost-effectively and within the law.

Service 2: Implement and manage contracts for programs that provide work-related education, skills training and employment opportunities to increase youth capacity for economic independence.

Goal 2a: Young people will be engaged in DYCD-funded training and employment programs at increasingly high levels and rates.

Goal 2b: Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

Service 3: Implement and manage contracts for programs to strengthen and revitalize the communities of New York City.

Goal 3a: Increase participation and success in programs improving English literacy skills among adults, adolescents, children, and recent immigrants.

Goal 3b: Increase the number of immigrants who file for visas and United States citizenship through DYCD-funded programs.

Goal 3c: Increase participation in DYCD-funded community development initiatives and improve results for participants, including ensuring access to all public services to which they are entitled.

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

INFRASTRUCTURE AND SUSTAINABILITY



Department of Environmental Protection



Department of Transportation



Department of Housing Preservation and Development



Department of Buildings



New York City Housing Authority



Department of City Planning



Department of Design and Construction



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 to more than half the population of New York State; maintains the City's water distribution network, fire hydrants, and storm and sanitary sewage collection systems; 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

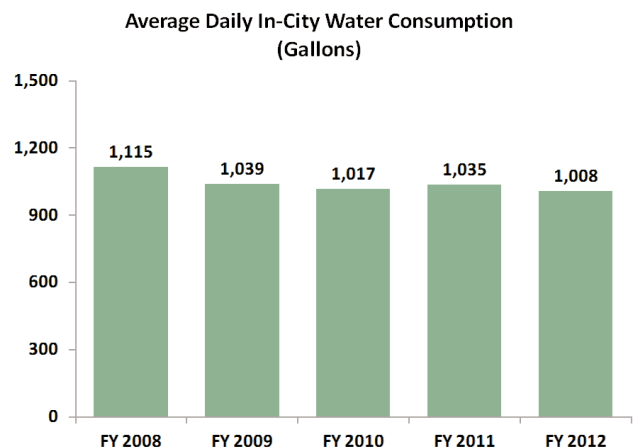
- Protect and secure the watershed area.
- Monitor drinking water sources to protect public health, including compliance with federal and State water quality standards.
- Maintain the integrity of the water supply and distribution systems.
- Maintain the integrity of the stormwater and wastewater sewer 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.

- Despite Hurricane Irene's significant impacts on the upstate water supply system, active management of the water supply, enabled by investments in technology and infrastructure over the past decade, ensured the continued decline in the number of water quality analyses exceeding maximum contaminant levels and ongoing compliance with Federal and State water quality standards.
- Environmental Police Officers issued 1,057 violations and warnings in the City's watershed, a significant increase over prior years. The increase is associated with the opening of over 25,000 additional acres to the public over the last two years.

- Both per capita water consumption and average daily in-City water consumption decreased, with consumption falling to the lowest levels in five years.

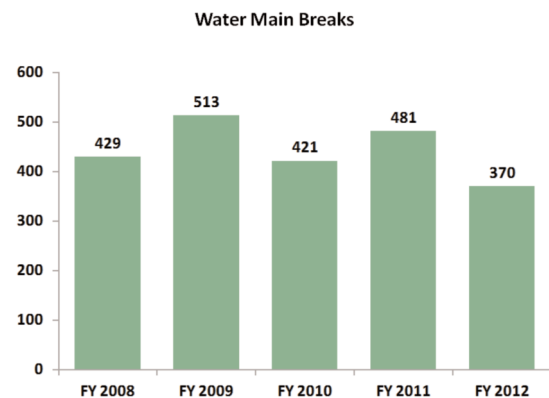


Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>In-City samples meeting water quality standards for coliform (%)</i>	100%	100%	100%	100%	100%	*	*	Neutral
★ <i>Percent of samples testing positive for coliform bacteria</i>	0.2%	0.2%	0.3%	0.4%	0.4%	*	*	Upward
★ <i>Number of drinking water analyses above maximum contaminant level</i>	53	130	15	9	8	*	*	Downward
<i>Completed applications for work to comply with Watershed Rules and Regulations</i>	866	678	646	627	613	*	*	Downward
<i>Notices of Violation and Notices of Warning issued in the watershed</i>	165	205	275	396	1,057	*	*	Upward
<i>Patrol hours for Environmental Police and watershed protection staff (000)</i>	298.9	286.0	304.2	308.6	314.2	*	*	Neutral
★ <i>Percent of reservoir capacity filled (end of month)</i>	89.8%	99.1%	91.0%	98.4%	94.3%	*	*	Neutral
<i>Average daily in-City water consumption (millions of gallons)</i>	1,115	1,039	1,017	1,035	1,008	*	*	Neutral

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

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

- The Department resolved leak complaints in an average of 11.1 days, an improvement of three days over the Fiscal 2011 average. Two factors contributed to the faster turnaround time: a 10.6 percent decrease in the number of leak complaints; and the decentralization of program resources, which enabled each borough to respond in a more timely manner. However, this efficiency in responding to active complaints meant that less leak detection equipment was available for water main surveys, and the percent of water mains surveyed decreased to 43.2 percent.
- The number of water main breaks in Fiscal 2012 decreased due, in part, to significant modifications in the way DEP manages pressure in the water distribution system and maintains regulators. In addition, the comparatively milder winter weather contributed to the decrease in water main breaks.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Sewer backup complaints received</i>	21,797	16,977	14,883	14,460	13,933	*	*	Downward
★ <i>Sewer backup resolution time (hours)</i>	6.7	5.6	5.8	5.5	5.6	7.0	7.0	Downward
★ <i>Percent of sewer backups recurring locally within 2 years</i>	48.3%	48.8%	47.2%	47.9%	44.7%	*	*	Neutral
★ <i>Leak complaints received</i>	4,275	4,583	3,908	4,198	3,751	*	*	Downward
★ <i>Leak resolution time (days)</i>	13.4	13.8	15.1	14.1	11.1	17.0	17.0	Downward
<i>Water main surveyed for leak detection (% linear feet)</i>	56.6%	59.7%	59.2%	55.0%	43.2%	56.0%	50.0%	Downward
★ <i>Water main breaks</i>	429	513	421	481	370	*	*	Downward
★ <i>Average time to restore water to customers after confirming breaks (hours)</i>	12.1	9.1	5.5	5.4	4.8	*	*	Downward
<i>Repairs to distribution system</i>	20,166	18,765	17,777	17,067	18,744	*	*	Neutral
★ <i>Catch basin complaints received</i>	18,305	12,943	11,330	10,539	12,366	*	*	Downward
★ <i>Catch basin backup resolution time (days)</i>	6.5	7.0	8.4	5.1	5.1	9.0	9.0	Downward
★ <i>Percent of catch basin backups recurring locally within 2 years</i>	31.4%	29.6%	27.9%	25.6%	24.7%	*	*	Downward
<i>Catch basins surveyed/inspected (%)</i>	36.5%	40.5%	35.1%	29.3%	33.1%	33.3%	33.3%	Downward

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

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Street cave-in complaints received	19,272	9,545	6,302	4,656	3,467	*	*	Downward
Street cave-in complaints resolved	15,872	8,780	4,435	3,314	3,149	*	*	Downward
★ Average time to respond to street cave-in complaints and make safe (days)	8.7	10.4	8.3	2.4	3.2	*	*	Downward
Broken and inoperative hydrants (%)	0.39%	0.45%	0.52%	0.55%	0.36%	1.00%	1.00%	Neutral
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	14.8	15.2	7.5	5.9	4.4	*	*	Downward
★ Average backlog of broken and inoperative hydrants	421	492	572	600	390	*	*	Neutral

★ 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.**

- During Fiscal 2012 the Department maintained 99.9% compliance with Federal standards despite a four-alarm fire at the North River wastewater treatment plant. The Department was able to achieve this through a multi-discipline technical response that promptly brought the plant back on line.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.9%	99.9%	100.0%	100.0%	99.9%	100.0%	100.0%	Neutral
★ WWTPs - Critical equipment out-of-service (% below minimum)	NA	NA	NA	4.2%	3.0%	*	*	NA
Percent of harbor survey stations meeting the swimmable standard of 5mg/L for dissolved oxygen	90%	89%	88%	87%	87%	89%	89%	Neutral

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

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

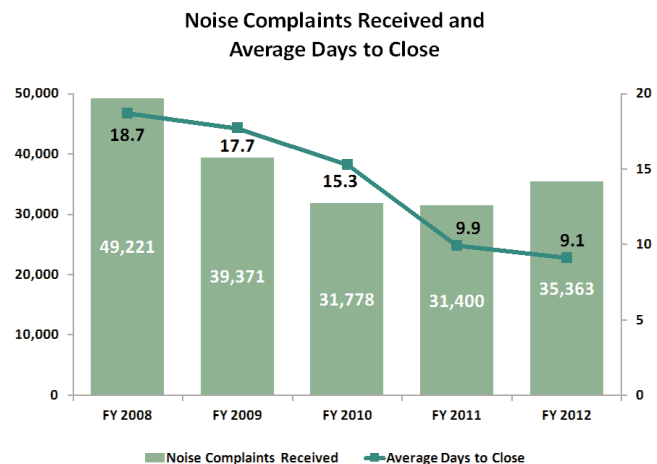
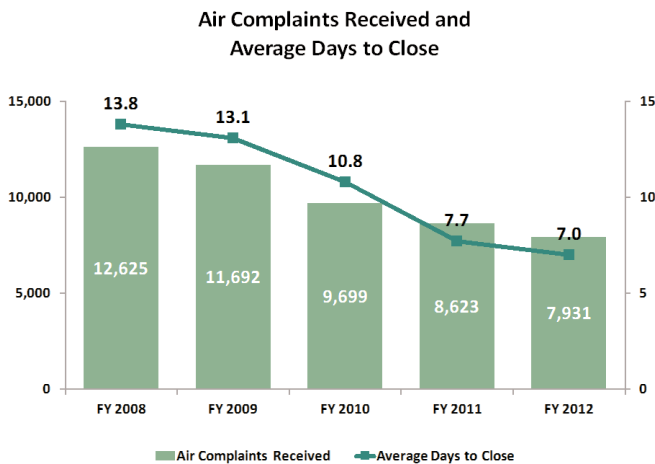
- The substantive completion of the Automated Meter Reading (AMR) project resulted in a record low number of bills for water and sewer charges based upon estimated meter readings – under 7 percent. In addition, the AMR system provides the benefit of allowing the Department to promptly notify customers when recorded water use over a five-day period indicates that there may be a significant leak. Customers can also enroll to view water consumption online or receive leak notification email alerts.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Estimated bills (%)	16.3%	16.8%	17.0%	12.2%	6.8%	8.0%	6.0%	Downward
Total revenue collected (\$ millions)	\$2,173.4	\$2,333.9	\$2,552.4	\$2,918.8	\$3,139.8	\$3,104.6	\$3,232.6	Upward
★ Total revenue as percent of plan	97.7%	95.0%	95.2%	102.9%	101.1%	*	*	Neutral
★ Percent of billed amount collected in 30 days	54.8%	56.8%	56.4%	53.8%	54.6%	*	*	Neutral
Accounts receivable - Total balance (\$ millions)	\$1,046	\$1,131	\$1,242	\$1,385	\$1,487	*	*	Upward
- Delinquent for more than 180 days (\$ millions)	\$323	\$287	\$313	\$398	\$439	*	*	Upward
- Delinquent for more than 1 year (\$ millions)	\$233	\$204	\$220	\$279	\$308	*	*	Upward

★ 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.**

- The number of air complaints reported to DEP continued on a downward trend, while noise complaints saw the first increase in several years. On average, DEP closed air complaints in 7 days and noise complaints in 9.1 days; resolution times for both complaint types were faster than last fiscal year.
- Compared to Fiscal 2011 DEP issued nearly 25 percent fewer asbestos violations, although issuance remained higher than in years prior to Fiscal 2010. The decrease is likely due to applicants' growing familiarity with the Fiscal 2010 rule changes governing asbestos removal and asbestos related work, which has resulted in improved compliance.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Air complaints received	12,625	11,692	9,699	8,623	7,931	*	*	Downward
Air complaints responded to within seven days (%)	82%	79%	76%	73%	82%	85%	85%	Neutral
★ Average days to close air quality complaints	13.8	13.1	10.8	7.7	7.0	*	*	Downward
★ Noise complaints received	49,221	39,371	31,778	31,400	35,363	*	*	Downward
Noise complaints not requiring access to premises responded to within seven days (%)	85%	85%	86%	89%	88%	85%	85%	Neutral
★ Average days to close noise complaints	18.7	17.7	15.3	9.9	9.1	*	*	Downward
★ Asbestos complaints received	2,350	1,391	1,180	1,320	1,461	*	*	Downward
Asbestos complaints responded to within three hours (%)	99%	99%	100%	100%	100%	90%	90%	Neutral
★ Average days to close asbestos complaints	0.29	0.23	0.27	0.24	0.20	*	*	Downward
Emergencies responded to within one hour (%)	100%	100%	100%	100%	100%	100%	100%	Neutral
DEP - issued violations	8,577	7,412	9,466	12,171	10,629	*	*	Upward
- Air	4,657	4,346	4,983	5,855	5,587	*	*	Upward
- Noise	3,420	2,559	2,446	2,582	2,233	*	*	Downward
- Asbestos	500	507	2,037	3,734	2,809	*	*	Upward
Notices of Violation (all categories) upheld at the Environmental Control Board (%)	NA	77.6%	77.1%	75.5%	72.9%	*	*	NA

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	NA	93	91	NA	95	NA
Percent of letters responded to in 14 days	NA	NA	NA	95	96	NA	95	NA
Percent of calls answered in 30 seconds	NA	NA	64	65	76	NA	76	NA
Average customer in-person wait time (minutes)	NA	NA	9	4	5	NA	5	NA
Completed customer requests for interpretation	NA	NA	7,585	8,008	7,497	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	88	89	90	NA	90	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to (first) action – Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	NA	NA	NA	87	81	NA	85	NA
Percent meeting time to (first) action – Sewer Maintenance - Sewer Backup (0.3 days)	NA	NA	NA	73	78	NA	85	NA
Percent meeting time to (first) action – Water Maintenance - Hydrant Running (2 days)	NA	NA	NA	86	91	NA	85	NA
Percent meeting time to (first) action – Water Maintenance - Hydrant Running Full (1 days)	NA	NA	NA	82	89	NA	85	NA
Percent meeting time to (first) action – Water Maintenance - Leak (0.7 days)	NA	NA	NA	84	83	NA	85	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$919.1	\$1,034.1	\$1,470.9	\$1,021.6	\$1,048.2	\$1,042.1	\$1,134.6	Neutral
Revenues (\$ millions)	\$102.9	\$59.8	\$24.0	\$24.6	\$23.5	\$23.0	\$23.2	Downward
Personnel	6,304	6,054	5,963	5,802	5,740	6,050	6,120	Neutral
Overtime paid (\$ millions)	\$38.7	\$36.4	\$32.0	\$32.2	\$24.4	\$21.6	\$21.7	Downward
Capital commitments (\$ millions) ³	\$3,050.8	\$2,174.8	\$2,649.9	\$1,252.4	\$1,674.9	\$2,144.0	\$2,512.0	Downward

¹Authorized Budget Level

²"NA" - Not Available in this report

³Expenditures include all funds. ³To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 DEP's services and goals are:

Service 1: Ensure the sufficiency, quality, and security of the City's drinking water supply.

Goal 1a: Comply with all federal and State drinking water quality standards.

Goal 1b: Assure the integrity of the drinking water supply and distribution systems.

Service 2: Maintain the City's water delivery and sewer collection systems.

Goal 2a: Resolve water and wastewater system emergencies in a timely manner.

Goal 2b: Perform preventive maintenance and required repairs to the water distribution and wastewater collections systems a timely manner.

Service 3: Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.

Goal 3a: Maintain high levels of compliance with Federal and State treatment standards for wastewater and sewage entering receiving waters.

Service 4: Bill and collect revenue for water and sewer usage.

Goal 4a: Ensure that customer billing is accurate and transparent.

Goal 4b: Meet revenue targets established by the NYC Water Board.

Service 5: Enforce City laws relating to air pollution, noise pollution, and hazardous materials.

Goal 5a: Investigate complaints in a timely manner.

- Also beginning in Fiscal 2013, performance targets were added for select customer service indicators. For DEP, performance targets were added to 10 such indicators.
- The Department adjusted the Fiscal 2013 target for 'Water main surveyed for leak detection (% linear feet)' from 56% to 50% to reflect changes in the structure of the program.
- The Department replaced the two indicators that reported on critical equipment at the City's 14 wastewater treatment plants (WWTPs) - days below minimum and percent out of service due to planned work - with the indicator 'WWTPs - Critical equipment out-of-service (% below minimum).' This new indicator provides a better overall measure of the readiness of the City's wastewater treatment plants to handle wet weather flows.
- DEP updated its Fiscal 2013 revenue target to \$3,232.6 billion from \$3,330.8 billion.

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.

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, 787 bridge structures, and the nine boats for the Staten Island Ferry program. DOT ensures safety of its operations through a variety of approaches including: continuous analysis of traffic operations in key intersections and corridors; daily operation of traffic signals at more than 12,300 signalized intersections and over 300,000 street lights; and enhancing conditions for pedestrians near schools and in communities with high concentrations of seniors. DOT maintains 69 million linear feet of markings on City streets and highways.

DOT manages mobility through the Joint Traffic Management Center; emergency response operations; the Bus Rapid Transit program; the Staten Island Ferry operation; pedestrian programs; sidewalk repair; and the on-street parking system encompassing approximately 39,000 parking meters.

DOT's infrastructure programs comprise an extensive bridge capital investment and life-cycle maintenance program; roadway resurfacing, repair and maintenance; ferry boat and terminal upgrades 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.

Critical Objectives

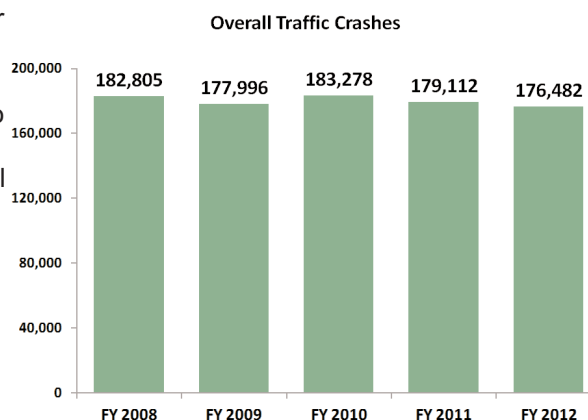
- Improve safety for pedestrians, motorists, and bicyclists.
- Install and maintain traffic controls and safety devices.
- Manage parking and curbside use.
- Manage the City's bridge inventory to achieve a high state of repair.
- Ensure accessibility of streets and sidewalks citywide.
- Ensure the cleanliness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

Performance Report

✓ Ensure the safety of the traveling public.

- Traffic signal response time, priority regulatory sign repair time, and street light repair time were essentially unchanged. Since Fiscal 2008 the Department has completed installation of over 257,000 energy efficient street lights, and reduced electricity usage for street lighting by 33 percent, from 72,000 kilowatts to 48,000 kilowatts.
- An additional 78 speed humps were installed near schools, bringing the citywide total to 327 in five years. Further safety improvements, including street redesigns and construction, have been completed at 35 schools and are currently in the design phase at an additional 85 schools as part of the Department's Safe Routes to School initiative.

- The overall number of traffic crashes fell for the second consecutive year to 176,482. Compared to Fiscal 2011 this represents a decrease of 1.5 percent.

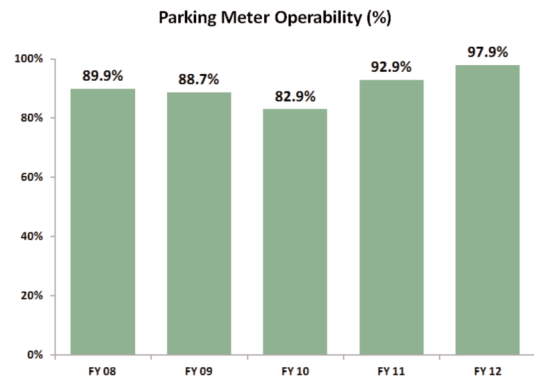


- Since Fiscal 2003 traffic fatalities have decreased by 20 percent; fatalities rose to 291 in Fiscal 2012 after decreasing for four consecutive years. Two-thirds of the Fiscal 2012 increase occurred in the motorist/passenger category. Preliminary analysis indicates that crashes were concentrated on highways. Speeding, driving while intoxicated, and running red lights/stop signs were the most common contributing factors, accounting for 54 percent of motorist/passenger fatalities.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Citywide traffic fatalities</i>	300	276	259	236	291	*	*	Neutral
- <i>Motorists/passengers</i>	123	98	97	78	115	*	*	Downward
- <i>Bicyclists/pedestrians</i>	177	178	162	158	176	*	*	Neutral
★ <i>Overall traffic crashes</i>	182,805	177,996	183,278	179,112	176,482	*	*	Neutral
★ <i>Average time to respond to traffic signal defect and make safe (hours)</i>	4.0	4.3	3.7	4.1	3.8	*	*	Neutral
★ <i>Average time to repair priority regulatory signs after notification (days)</i>	1.9	1.6	1.8	1.9	1.9	*	*	Neutral
★ <i>Average time to repair street lights - by DOT (days)</i>	2.5	2.4	2.2	2.2	2.5	*	*	Neutral
<i>Average time to repair street lights - by ConEd (days)</i>	12.5	14.0	13.5	14.3	12.5	*	*	Neutral
<i>Speed humps installed near schools</i>	32	27	98	92	78	*	*	Upward
<i>Tort cases commenced</i>	2,146	2,138	2,175	1,983	2,178	*	*	Neutral
<i>Tort dispositions</i>	2,837	2,406	2,487	2,114	1,979	*	*	Downward
<i>Tort payout (\$000)</i>	\$95,314.1	\$85,744.5	\$72,593.8	\$62,884.2	\$66,795.5	*	*	Downward
★ Critical Indicator "NA" - means Not Available in this report								

✓ **Improve mobility throughout the City.**

- Parking meter operability reached an all-time high of 97.9 percent. The ongoing replacement of old single space meters with muni-meters is the main reason for this improvement. As of June 30th nearly two-thirds of metered spaces in the City were equipped with muni-meters.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Average travel speed (miles per hour) - Manhattan Central Business District</i>	NA	9.1	9.3	9.2	9.1	*	*	NA
<i>Traffic-monitoring cameras</i>	183	183	183	183	183	*	*	Neutral
★ <i>On-street parking meters that are operable (%)</i>	89.9%	88.7%	82.9%	92.9%	97.9%	90.0%	90.0%	Neutral
<i>Percent of metered spaces that have muni-meters (multi-space meters)</i>	29.9%	36.6%	40.9%	42.3%	63.7%	*	*	Upward
★ Critical Indicator "NA" - means Not Available in this report								

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

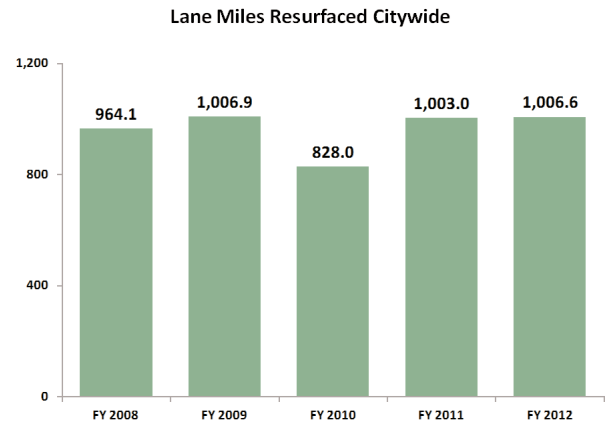
- The Department completed 11 non-East River bridge projects during the reporting period, including replacement of a pedestrian bridge previously rated poor; 10 of the 11 projects were substantially completed on time. There were no East River projects scheduled for completion. Overall, bridge ratings remained stable.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Bridges rated								
- Good or very good (%)	41.4%	41.8%	41.4%	40.7%	41.2%	*	*	Neutral
★ - Fair (%)	58.2%	57.8%	58.1%	58.8%	58.4%	*	*	Neutral
★ - Poor (%)	0.4%	0.4%	0.5%	0.5%	0.4%	*	*	Neutral
Bridge projects (structural work) substantially completed on schedule								
- East River (%)	100%	100%	NA	100%	NA	100%	100%	NA
- Non-East River (%)	100%	67%	100%	100%	91%	100%	100%	Neutral

★ 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 to 73.4 percent, its highest rating in the last five years. Nearly 1,007 lane miles of streets were resurfaced during the fiscal year.



- DOT repaired 200,666 potholes compared to 305,001 in Fiscal 2011. The average time to close a pothole work order improved dramatically with a nearly five-fold reduction to 2.3 days from 10.8 days. The mild weather of winter 2011-12 resulted in significantly fewer potholes and also allowed DOT work crews to extend the street paving season.
- The number of construction permits issued for street excavations and other work on the City's streets and sidewalks rose by more than 23 percent to 325,839. Inspections by DOT of active permit work increased by approximately 5 percent to 564,852 while post-audit inspections increased by 14.2 percent to almost 275,000. Post-audit inspections are completed to assess if contractors have properly restored streets and sidewalks. The percent of street work rated satisfactory was slightly better for both inspection types.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Street pavement ratings: percent of lane miles assessed in the 12 months ending June 30th	88.2%	88.6%	87.8%	83.0%	84.0%	*	*	Neutral
★ Streets maintained with a pavement rating of								
- Good (%)	66.4%	70.9%	70.8%	72.3%	73.4%	*	*	Neutral
- Fair (%)	33.4%	28.8%	28.9%	27.2%	26.2%	*	*	Downward
- Poor (%)	0.2%	0.3%	0.4%	0.5%	1.8%	*	*	Upward
Arterial highway system that is adopted (%)	65.3%	61.9%	61.3%	69.3%	66.3%	75.0%	75.0%	Neutral
Audited adopted highway miles that receive cleanliness rating of good (%)	96.8%	99.3%	99.4%	100.0%	100.0%	*	*	Neutral
★ Percent of all NYC highways that receive a cleanliness rating of good	98.3%	98.3%	98.1%	97.6%	99.1%	*	*	Neutral
Pothole work orders	48,433	49,906	59,254	56,399	61,249	*	*	Upward
★ Average time to close a pothole work order where repair was done (days)	2.7	4.1	5.6	10.8	2.3	*	*	Upward
Potholes repaired (Local streets)	210,032	224,648	295,297	305,001	200,666	*	*	Upward
Construction permits issued	253,893	268,915	244,091	264,532	325,839	*	*	Upward
Inspections of permitted street work	532,661	558,025	550,906	539,933	564,852	*	*	Neutral
★ Inspected street work rated satisfactory (%)	77%	78%	75%	74%	76%	75%	75%	Neutral
Summonses issued	33,403	26,648	25,622	27,511	30,438	*	*	Neutral
★ Post-audit inspections for completed street work	220,272	223,352	228,440	240,634	274,714	*	*	Upward

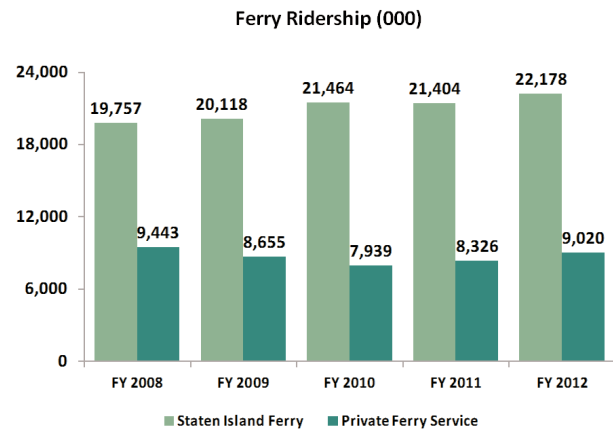
★ Critical Indicator "NA" - means Not Available in this report

	Actual					Target		5-Yr. Trend
★ Post-audit inspections for completed street work that passed inspection (%)	86%	83%	80%	80%	81%	*	*	Neutral
★ Percent of all crossing points with pedestrian ramps	72%	85%	86%	91%	NA	*	*	NA
★ Percent of existing newsstands converted to new model	30.4%	47.0%	55.1%	77.7%	86.4%	*	*	Upward
Average cost per lane mile resurfaced citywide (\$)	\$137,113	\$136,191	\$166,203	\$153,790	NA	*	*	NA
Average cost per ton of asphalt placed citywide (\$)	\$141.40	\$143.63	\$172.39	\$162.01	NA	*	*	NA
Average in-house cost of asphalt per ton (\$)	\$47.75	\$51.17	\$58.65	\$63.18	NA	*	*	NA
Average vendor cost of asphalt per ton (\$)	\$61.37	\$73.67	\$66.94	\$69.06	NA	*	*	NA

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

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

- Staten Island ferry ridership continued to grow and exceeded the 22 million passenger mark. Ridership has been increasing an average of 3 percent annually since Fiscal 2007. More than 90 percent of weekday ferry trips were on-time but service delays on weekend trips, which often attract tourists and other new riders unfamiliar with boarding and discharging protocols, affected the overall average which fell just below the 90 percent target.
- Total ridership on private ferries increased compared to Fiscal 2011. The successful new East River Ferry played a large role in this and carried nearly approximately 1 million passengers in its first year of service.



- DOT installed 25.8 bicycle lane miles, including over 4.7 lane miles of protected bicycle paths. Protected bicycle paths are physically separated from motor vehicle traffic, require more complex construction, and have greater community involvement than standard bicycle lanes. Consequently, the implementation schedule was delayed and just over half of the annual goal of 50 lane miles was completed. In Fiscal 2012 DOT started the [meter rack](#) and [street racks](#) programs to improve bicycle parking in the City. While focus on developing these programs slowed overall installation, close to 1,300 bicycle racks were installed by year-end. The development of these new bicycle parking programs creates the potential for accelerated installation of bicycle parking in the coming years.

	Actual					Target		5-Yr. Trend
Performance Statistics	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Staten Island Ferry								
- Trips that are on-time (%)	91.0%	91.1%	90.6%	90.9%	88.9%	90.0%	90.0%	Neutral
- Ridership	19,756,963	20,118,000	21,464,000	21,404,000	22,178,000	*	*	Upward
- Average cost per passenger (\$)	\$5.69	\$5.38	\$5.32	\$5.16	\$4.86	*	*	Downward
Private ferry service								
- Total ridership	9,443,764	8,655,337	7,939,090	8,326,237	9,020,494	*	*	Neutral
- Number of routes	19	20	21	20	21	*	*	Neutral
Bicycle lane miles installed	70.6	88.7	52.3	33.1	25.8	50.0	50.0	Downward
★ Bicycle network connectivity index	582	919	1,018	1,134	1,254	*	*	Upward
Bicycle racks installed	1,377	1,529	775	2,750	1,286	1,500	1,500	Upward
★ Percent of existing bus shelters converted to new model	45.5%	59.8%	72.7%	89.5%	97.8%	*	*	Upward
★ Pedestrian volume index	105.5	99.9	103.4	113.2	NA	*	*	NA

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	96	92	93	NA	90	NA
Percent of letters responded to in 14 days	NA	NA	95	93	94	NA	90	NA
Percent of calls answered in 30 seconds	NA	NA	66	61	31	NA	75	NA
Average customer in-person wait time (minutes)	NA	NA	3	3	2	NA	5	NA
Completed customer requests for interpretation	NA	NA	959	1,108	735	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	91	91	90	NA	90	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to action (close) – Street Condition - Pothole (30 days)	NA	99	99	90	100	NA	98	NA
Percent meeting time to (first) action – Street Light Condition - Street Light Out (10 days)	NA	98	98	100	96	NA	95	NA
Percent meeting time to (first) action – Traffic Signal Condition - Controller (0.1 days)	NA	79	79	81	78	NA	80	NA
Percent meeting time to (first) action – Street Condition - Failed Street Repair (10 days)	NA	90	90	86	81	NA	85	NA
Percent meeting time to action (close) – Broken Muni Meter - No Receipt (14 days)	NA	84	84	94	87	NA	90	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$697.8	\$788.0	\$800.8	\$864.9	\$848.0	\$693.7	\$711.4	Upward
Revenues (\$ millions)	\$230.3	\$244.0	\$266.7	\$279.8	\$331.4	\$315.7	\$335.8	Upward
Personnel	4,899	4,951	4,988	4,853	4,807	4,388	4,287	Neutral
Overtime paid (\$ millions)	\$48.9	\$51.6	\$52.7	\$51.7	\$36.4	\$33.7	\$32.0	Downward
Capital commitments (\$ millions) ³	\$835.4	\$997.2	\$1,697.5	\$640.8	\$472.6	\$1,773.8	\$1,684.6	Downward
Work Experience Program (WEP) participants assigned	105	85	199	78	67	*	*	Downward

¹Authorized Budget Level "NA" - Not Available in this report

²Expenditures include all funds. ³To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report (PMMR), the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 DOT's services and goals are:

Service 1: Maintain the City's transportation infrastructure.

Goal 1a: Manage the City's bridge inventory to achieve a high state of repair.

Goal 1b: Maintain a state of good repair for the City's streets, sidewalks, and highways.

Goal 1c: Ensure timely installation and repairs of the City's street lights, traffic signs and signals.

Service 2: Operate and oversee ferry services.

Goal 2a: Provide efficient passenger transportation via the Staten Island Ferry.

Goal 2b: Promote private ferry services throughout the City.

Service 3: Design streets.

Goal 3a: Improve safety for pedestrians, motorists, and bus and bike riders.

Goal 3b: Increase mobility and accessibility throughout the City.

Goal 3c: Increase public engagement by expanding availability of agency information.

Service 4: Manage parking and curbside use.

Goal 4a: Maximize efficient use of street/sidewalk space.

- Also beginning in Fiscal 2013, performance targets were added for select customer service indicators. For DOT, performance targets were added to nine such indicators.
- Fiscal 2012 data for 'Percent of all crossing points with pedestrian ramps' and 'Pedestrian volume index' is under review by DOT and will be reported in the Fiscal 2013 PMMR.
- Fiscal 2012 data for the four metrics that report on the average cost of asphalt and roadway resurfacing is not available and will also be reported in the Fiscal 2013 PMMR.
- The Department replaced the metric that reported average weekday ridership on private ferries with one that reports total ridership, providing a better picture of customer volume.

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



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 the 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

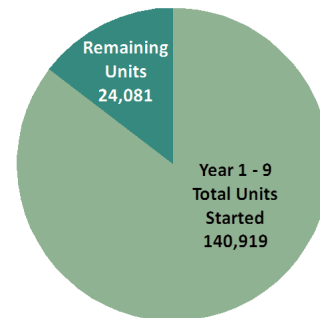
- Provide financial assistance, including tax incentives, to preserve and construct housing units.
- Provide housing programs to serve people with special needs.
- Proactively address the needs of distressed multifamily buildings.
- Respond to heat, hot water and other tenant complaints.
- Correct housing 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 2012 target for starts financed or assisted under the [New Housing Marketplace Plan \(NHMP\)](#) by almost 14 percent, although new construction starts fell short of its individual goal. NHMP completions exceeded the Fiscal 2012 target by 18 percent.

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



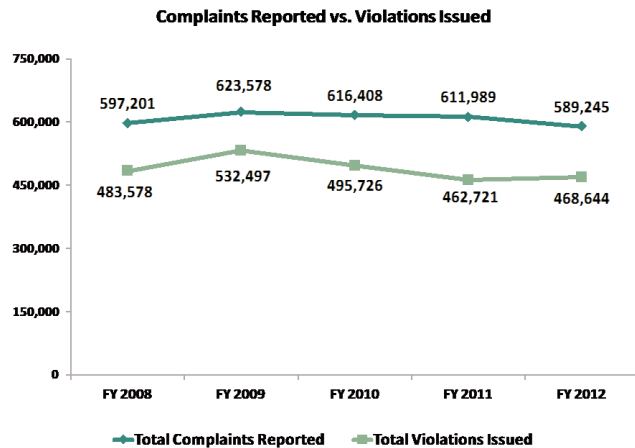
- The 16,501 housing units started this year brings total NHMP starts to close to 141,000, or more than 85 percent of the 165,000 units planned under the NHMP. Completions reached 120,609 units, or 73 percent of the Plan.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Total starts financed or assisted under the New Housing Marketplace Plan (units)	17,008	12,500	14,767	15,735	16,501	14,500	14,500	Neutral
★ - New construction starts - HPD and HDC	6,826	4,123	3,144	3,873	2,521	3,282	5,515	Downward
★ - Preservation starts - HPD and HDC	9,953	8,108	11,337	11,680	13,837	10,993	8,835	Upward
- Number of homeowners receiving downpayment assistance	229	269	286	182	143	225	150	Downward
Planned starts initiated (%)	100%	97%	102%	109%	114%	*	*	Upward
★ Total completions financed or assisted under the New Housing Marketplace Plan (units)	12,543	12,914	16,874	14,106	12,288	10,414	11,763	Neutral
- New construction completions - HPD and HDC	5,077	4,557	5,389	7,575	4,502	4,908	3,705	Upward
- Preservation completions - HPD and HDC	7,466	8,357	11,485	6,531	7,786	5,506	8,058	Neutral
Planned completions initiated (%)	99%	82%	100%	91%	118%	*	*	Upward
Units completed for homeless individuals and families	442	835	620	684	891	*	*	Upward

★ 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.**

- Due to above average temperatures during this year's heat season (October 1st to May 31st), HPD experienced a 14 percent decrease in heat and hot water complaints and issued 16 percent less heat and hot water violations compared to Fiscal 2011. Largely as a result of this decrease, HPD was able to respond more quickly to non-heat emergency complaints, bringing the overall average time to close emergency complaints down to 10.3 days from 12.3 days a year ago, and reducing the number of outstanding emergency complaints by 13 percent.
- HPD closed over 209,400 nonemergency complaints during the fiscal year. Approximately 2 percent of these were significantly older complaints – minimum age of two years – that were closed as part of a data cleaning initiative. The overall average time to close a nonemergency complaint consequently grew to 41.7 days, while the number of outstanding complaints declined by more than half.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Total complaints reported	597,201	623,578	616,408	611,989	589,245	*	*	Neutral
★ - Total emergency complaints	396,260	419,271	409,354	407,772	388,276	*	*	Neutral
- Heat and hot water	111,642	128,708	114,009	115,629	99,409	*	*	Downward
- Lead	43,021	40,114	40,109	38,749	39,340	*	*	Neutral
- Other emergency	241,597	250,449	255,236	253,394	249,527	*	*	Neutral
★ - Nonemergency complaints	200,941	204,307	207,054	204,217	200,969	*	*	Neutral
★ Outstanding emergency complaints at end of month	10,717	10,673	12,210	11,603	10,089	*	*	Neutral
★ Outstanding nonemergency complaints at end of month	16,930	13,324	14,365	14,533	6,229	*	*	Downward
★ Average time to close emergency complaints (days)	16.4	12.1	12.0	12.3	10.3	*	*	Downward
★ Average time to close nonemergency complaints (days)	39.9	30.0	19.1	16.8	41.7	*	*	Downward
Inspections completed	621,503	707,516	689,872	678,038	697,736	600,000	600,000	Neutral
Inspection visits per team per day	10.0	11.6	11.0	11.3	11.8	*	*	Upward
Ratio of completed inspections to attempted inspections (%)	75%	74%	72%	71%	71%	*	*	Neutral

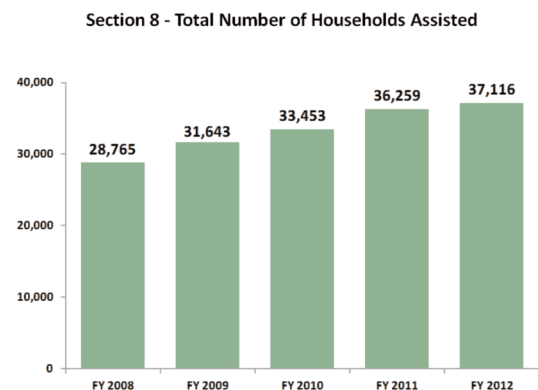
★ Critical Indicator "NA" - means Not Available in this report

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Total violations issued</i>	483,578	532,497	495,726	462,721	468,644	*	*	Neutral
- <i>Total emergency violations issued</i>	88,997	104,370	97,506	88,342	92,665	*	*	Neutral
- <i>Heat and hot water</i>	12,374	15,727	12,436	12,945	10,869	*	*	Downward
- <i>Lead</i>	29,510	31,285	26,022	21,973	20,496	*	*	Downward
- <i>Other emergency</i>	47,113	57,358	59,048	53,424	61,300	*	*	Upward
- <i>Nonemergency violations issued</i>	394,581	428,127	398,220	374,379	375,979	*	*	Neutral
<i>Total violations removed</i>	721,629	706,478	608,214	556,777	536,010	*	*	Downward
<i>Violations issued and removed in the same fiscal year (%)</i>	34%	37%	38%	41%	43%	*	*	Upward
<i>Emergency violations corrected by owner (%)</i>	47%	52%	55%	56%	57%	*	*	Upward
<i>Emergency violations corrected by HPD (%)</i>	16%	15%	15%	14%	15%	*	*	Neutral
★ <i>Percent of non-lead emergency C violations issued in reporting year pending at end of reporting year</i>	32.0%	35.0%	32.0%	29.0%	20.4%	*	*	Downward
★ <i>Percent of non-lead emergency C violations issued during prior five years pending at end of reporting year</i>	10.0%	10.3%	11.0%	10.0%	9.8%	*	*	Neutral
<i>Average cost of repair work performed by HPD (\$)</i>	\$901	\$862	\$737	\$657	\$537	*	*	Downward
- <i>Emergency (non-lead) (\$)</i>	\$734	\$731	\$635	\$562	\$465	*	*	Downward
- <i>Lead (\$)</i>	\$2,431	\$2,273	\$2,338	\$2,623	\$2,302	*	*	Neutral
<i>Code compliance - Cases opened</i>	14,409	15,271	14,233	13,687	13,251	*	*	Downward
- <i>Cases closed</i>	14,275	14,495	15,226	14,846	14,109	*	*	Neutral
- <i>Cases active (end of month)</i>	6,657	7,501	6,195	4,909	3,922	*	*	Downward
<i>Judgments and settlements collected (\$000)</i>	\$5,457	\$5,505	\$5,207	\$5,029	\$4,503	*	*	Downward

★ 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 2.3 percent to 37,116. HPD issued more vouchers in Fiscal 2012 in order to increase the Calendar 2012 utilization and maximize renewal funding. The Section 8 utilization rate remained high at 97.1 percent.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Section 8 - Utilization rate</i>	93.0%	94.9%	97.3%	96.8%	97.1%	*	*	Neutral
- <i>Number of vouchers issued</i>	4,297	4,818	1,456	1,821	2,786	*	*	Downward
- <i>Number of households assisted (Total)</i>	28,765	31,643	33,453	36,259	37,116	*	*	Upward

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

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

- In Fiscal 2012 the Department continued to provide oversight of properties in which the City has invested with an increased focus on identifying properties with significant physical and financial issues. In May 2012 the Department gained access to the electronic financial data of approximately 300 Low Income Housing Tax Credit projects which enabled the Agency to conduct more in-depth analysis of the portfolio's finances, but resulted in fewer financial reviews in Fiscal 2012.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Asset management - Number of projects in workload</i>	NA	NA	1,861	1,861	1,861	*	*	NA
<i>- Number of financial reviews completed</i>	498	378	534	486	258	*	*	Downward
<i>- Number of buildings inspected</i>	294	150	377	476	474	*	*	Upward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Percent of e-mails responded to in 14 days	NA	62	64	48	58	NA	58	NA
Percent of letters responded to in 14 days	NA	71	57	54	49	NA	49	NA
Average customer in-person wait time (minutes)	NA	28	31	32	29	NA	29	NA
Completed customer requests for interpretation	NA	1,034	3,972	1,978	2,312	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	88	87	85	NA	85	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to action (close) – Heating (5 days)	NA	NA	68	NA	83	NA	76	NA
Percent meeting time to action (close) – Non-Construction - Vermin (17 days)	NA	NA	46	NA	65	NA	56	NA
Percent meeting time to action (close) – Paint/Plaster - Ceiling (17 days)	NA	NA	65	NA	74	NA	70	NA
Percent meeting time to action (close) – Paint/Plaster - Walls (17 days)	NA	NA	61	NA	72	NA	67	NA
Percent meeting time to action (close) – Plumbing - Water-Leaks (17 days)	NA	NA	59	NA	71	NA	65	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$598.0	\$702.2	\$727.9	\$705.4	\$834.7	\$577.6	\$571.3	Upward
Revenues (\$ millions)	\$62.3	\$65.9	\$60.1	\$72.4	\$43.8	\$18.4	\$18.8	Downward
Personnel	2,692	2,565	2,424	2,282	2,153	2,459	2,397	Downward
Overtime paid (\$ millions)	\$0.9	\$0.9	\$0.7	\$0.4	\$0.7	\$0.7	\$0.8	Downward
Capital commitments (\$ millions) ³	\$350.6	\$357.5	\$292.8	\$342.9	\$297.7	\$340.3	\$453.5	Downward
Work Experience Program (WEP) participants assigned	378	211	382	260	234	*	*	Downward

¹ Authorized Budget Level "NA" - Not Available in this report

² Expenditures include all funds. ³ To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 HPD's services and goals are:

Service 1: Enforce the Housing Maintenance Code.

Goal 1a: Close housing maintenance complaints promptly.

Goal 1b: Reduce violations in buildings with non-compliant landlords.

Goal 1c: Placeholder for future Alternative Enforcement Program goal.

Service 2: Preserve and create quality affordable housing.

Goal 2a: Increase access to and improve the quality of affordable housing.

Service 3: Manage HPD affordable housing assets and federal rent subsidies.

Goal 3a: Ensure continued viability of existing affordable housing.

Goal 3b: Maximize federal rent subsidies to make housing affordable for low income New Yorkers.

- Also beginning in Fiscal 2013, performance targets were added for select customer service indicators. For HPD, performance targets were added to nine such indicators.
- The Department updated seven Fiscal 2013 targets for starts and completions under the New Housing Marketplace Plan (NHMP) to reflect the current pipeline of projects.
- HPD had expected to correct previously reported NHMP data for units completed in the Fiscal 2012 MMR. However, the necessary revisions involve technological modifications to the underlying database and have taken longer than expected to complete. Consequently, the revised data will be available by the Fiscal 2013 MMR.
- HPD began counting the number of homeowners receiving downpayment assistance as NHMP completions beginning in Fiscal 2011. This change in methodology was not previously reported in the Fiscal 2011 MMR. Corrections to previously reported data will occur by the Fiscal 2013 MMR as explained in the above bullet.
- Fiscal 2011 data for the NHMP measure that reports on the number of new construction starts was corrected to 3,873 from 4,055 as the number of homeowners receiving downpayment assistance was incorrectly included in the new construction total.
- As of October 2011 the authority to enforce window guard compliance and issue violations was transferred from the Department of Health and Mental Health to HPD. These violations are now counted in the emergency violations metric.

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



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 (DOB) ensures the safe and lawful use of more than 975,000 buildings and properties by enforcing the City's Building Code, Zoning Resolution, New York State Labor Law and New York State Multiple Dwelling Law. This year it reviewed more than 68,000 construction plans, issued over 147,000 new and renewed permits, performed more than 291,000 inspections and issued 25 types of license and registration classes. The Department facilitates compliant construction by continually streamlining the permit application process, and delivers services with integrity and professionalism.

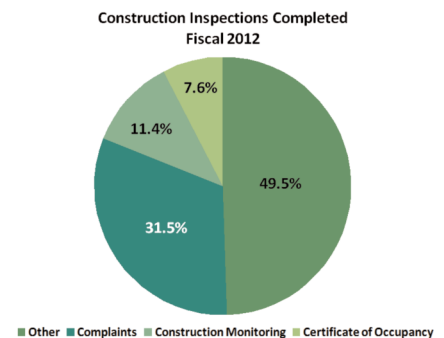
Critical Objectives

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

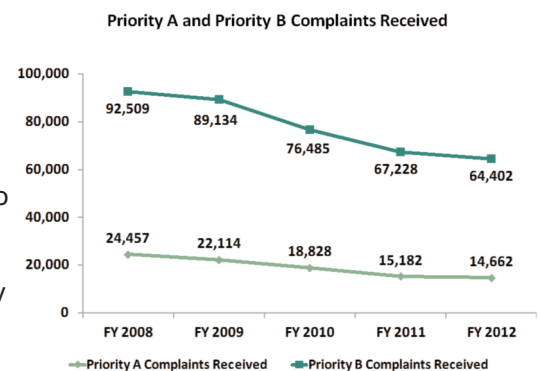
Performance Report

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

- The Department of Buildings completed 141,237 construction inspections in Fiscal 2012, or 17.7 percent fewer than the 171,547 completed in the prior fiscal year. Factors contributing to this decrease include: 1) A continued drop in the number of complaints; and 2) A high number of inspector positions that remained vacant for a large part of the year. DOB is in the process of hiring inspectors and expects additional staff to be on board by December 2012.

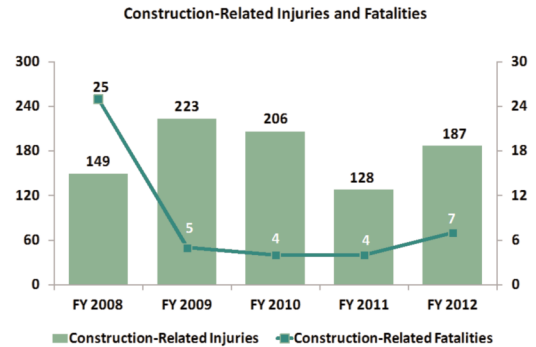


- Emergency (Priority A) and nonemergency (Priority B) complaints reported to DOB decreased by a combined total of approximately 3,300, or 4.1 percent, with a corresponding decline in the number responded to by the Department. On average, inspectors responded to emergency complaints in approximately 14 hours, about 2 hours longer than last year; nearly all emergencies, or 93.8 percent, were responded to within 1.5 days. Average response times to nonemergencies grew by



12.6 days to 41.1 days as the Department continued to prioritize allocation of its limited resources on emergencies and special inspections. Only two-thirds of nonemergency complaints were responded to within 40 days, below the 80 percent target for the third year. To reverse this trend, DOB will be expanding use of “tickler” reports to help individual inspectorial units better manage their respective response times to these complaints.

- Due, in part, to a number of extreme weather events, including an earthquake and Hurricane Irene, incidents of unsafe façade conditions and falling debris resulting in injuries rose by 29 percent to 93 but, overall, there were fewer construction-related incidents, 405 compared to 420 last year. However, the number of accidents, injuries and fatalities rose while construction activity showed a modest increase. Construction-related accidents were up from 119 to 157, injuries from 128 to 187, and fatalities from 4 to 7. The most common causes of fatalities were falling material and worker falls.
- The number of new and renewed licenses and registrations issued fell nearly 23 percent, from 11,055 to 8,545, due to normal fluctuations in the licensing renewal cycle.
- In line with the decrease in complaints and inspections, the Department issued fewer Environmental Control Board violations, with violation issuance dropping by more than 14 percent to 53,293.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Construction inspections completed	229,157	244,585	212,038	171,547	141,237	*	*	Downward
- Complaints (%)	36.3%	31.7%	33.8%	31.8%	31.5%	*	*	Downward
- Certificate of Occupancy (%)	9.1%	7.5%	7.4%	7.7%	7.6%	*	*	Downward
- Construction monitoring (%)	17.6%	20.0%	16.9%	14.3%	11.4%	*	*	Downward
- Other (%)	37.0%	40.8%	42.0%	46.2%	49.5%	*	*	Upward
★ Average construction inspections per inspector day	NA	NA	NA	NA	12.9	*	*	NA
★ Construction inspections resulting in at least one Stop Work Order (%)	3.5%	2.4%	1.6%	1.4%	1.9%	*	*	Downward
★ Construction inspections resulting in a Vacate Order (%)	1.0%	1.0%	1.4%	1.5%	1.6%	*	*	Upward
Construction inspections resulting in at least one Work Without a Permit Violation (%)	4.7%	4.5%	4.8%	5.2%	5.8%	*	*	Upward
★ Number of Priority A (emergency) complaints received	24,457	22,114	18,828	15,182	14,662	*	*	Downward
★ Number of Priority B (nonemergency) complaints received	92,509	89,134	76,485	67,228	64,402	*	*	Downward
Number of Priority A complaints responded to	24,185	22,145	18,535	15,075	14,540	*	*	Downward
Number of Priority B complaints responded to	92,786	89,217	74,708	63,219	59,236	*	*	Downward
Priority A complaints responded to within 1.5 days (%)	95.0%	96.6%	95.7%	94.8%	93.8%	95.0%	95.0%	Neutral
Priority B complaints responded to within 40 days (%)	92.0%	93.5%	78.2%	68.8%	66.3%	80.0%	80.0%	Downward
★ Average time to respond to Priority A complaints (days)	0.4	0.4	0.3	0.5	0.6	*	*	Upward
★ Average time to respond to Priority B complaints (days)	13.6	10.5	19.8	28.5	41.1	*	*	Upward
★ Percent of incident inspections resulting in violations	80.1%	75.9%	77.7%	76.5%	77.1%	*	*	Neutral
★ Number of incidents of unsafe facade conditions and falling debris resulting in injuries	45	77	82	72	93	*	*	Upward
★ Percent of unsafe facade conditions and falling debris complaints where access was obtained and violations were written	NA	NA	50.6%	52.1%	47.9%	*	*	NA
★ Percent of residential illegal conversion complaints where access was obtained	NA	NA	49.4%	46.9%	46.4%	*	*	NA
★ Percent of residential illegal conversion complaints where access was obtained and violations were written	NA	NA	49.6%	54.7%	53.5%	*	*	NA

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

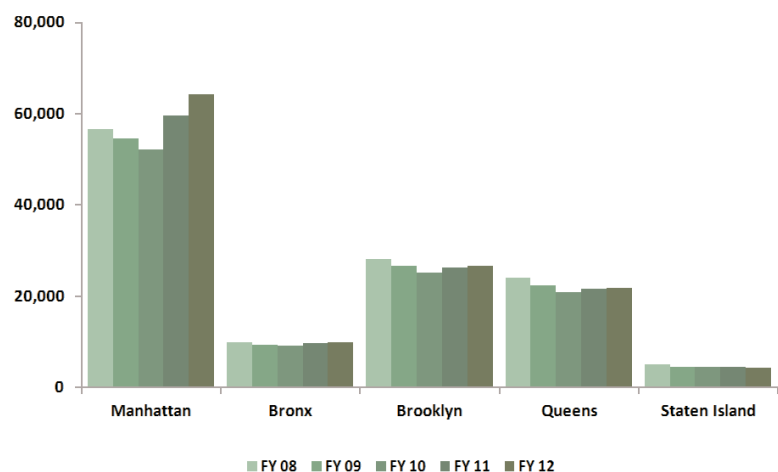
Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Percent of after hours work complaints where access was obtained and violations were written</i>	NA	NA	6.4%	3.7%	3.1%	*	*	NA
★ <i>Percent of failure to maintain complaints where access was obtained and violations were written</i>	NA	NA	81.0%	76.2%	66.2%	*	*	NA
★ <i>Number of construction-related incidents</i>	471	529	614	420	405	*	*	Downward
- <i>Construction-related accidents</i>	123	201	198	119	157	*	*	Neutral
★ <i>Number of construction-related injuries</i>	149	223	206	128	187	*	*	Neutral
★ <i>Number of construction-related fatalities</i>	25	5	4	4	7	*	*	Downward
<i>Licenses and registrations issued (new and renewal)</i>	16,426	15,280	15,876	11,055	8,545	*	*	Downward
<i>Mail-in license renewals processed within 25 days (%)</i>	72.9%	47.5%	92.0%	83.3%	95.9%	70.0%	70.0%	Upward
<i>Environmental Control Board violations issued</i>	66,352	81,287	74,163	62,070	53,293	*	*	Downward
<i>Percent of Notices of Violation upheld by ECB</i>	83.4%	83.2%	81.4%	78.2%	77.1%	*	*	Neutral
<i>Certificates of Correction approved</i>	37,598	45,234	53,473	47,967	46,272	*	*	Upward

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

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

- The number of jobs filed increased for the second consecutive year, suggesting a positive turn in the economy. However, consistent with Fiscal 2011, minor renovations accounted for more than 90 percent of the increase, while filings for major renovations and new buildings showed only slight to modest growth. The average time to complete initial reviews for new buildings and major renovations improved to 12.6 and 11.2 days, respectively, and held steady at 3.9 days for minor renovations. In October 2011 DOB opened the NYC Development Hub, a state-of-the-art plan review center intended to accelerate the approval process for construction projects throughout New York City. Licensed professionals are now able to electronically submit digital plans to the Department and resolve any issues with various City agencies in a virtual environment. In Fiscal 2012 projects for 56 new buildings and 96 major alterations were approved at the Hub.

Total Building Permits Issued (New and Renewals)



- Over 50 percent of job filings were professionally certified in Fiscal 2012; the highest rate in the last five years. Close to a quarter of these jobs were audited by the Department, better than the 20 percent annual target. The percent of audits that resulted in permit revocation continued to trend downward, reaching a low of less than 10 percent, a positive reflection of both the Agency's enforcement and educational efforts over the last several years.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Jobs filed	75,526	64,442	60,235	65,358	68,911	*	*	Neutral
- New Buildings	4,543	3,039	1,427	1,726	1,787	*	*	Downward
- Alterations I (major renovation)	6,378	4,924	4,181	4,127	4,329	*	*	Downward
- Alterations II and III (minor renovation)	64,605	56,479	54,627	59,505	62,795	*	*	Neutral
Jobs pending with objections by DOB (%)	43.8%	48.6%	45.5%	46.3%	44.8%	*	*	Neutral
Jobs approved with modifications made (%)	31.9%	37.0%	33.0%	35.9%	34.2%	*	*	Neutral
Certificates of Occupancy issued	11,307	9,219	7,672	7,044	6,642	*	*	Downward
Jobs professionally certified (%)	47.5%	45.5%	45.1%	47.6%	50.3%	*	*	Neutral
★ Jobs professionally certified that were audited (%)	26.3%	24.2%	24.4%	20.3%	24.8%	20.0%	20.0%	Downward
★ Audits of professionally certified jobs resulting in revocation notices (%)	35.2%	26.0%	20.1%	14.8%	9.8%	*	*	Downward
Applications resulting in a permit (%)	75.0%	76.4%	75.0%	78.7%	78.6%	*	*	Neutral
★ Average days to complete first plan review	2.7	3.1	5.1	4.7	4.6	4.5	4.5	Upward
★ - New buildings	6.9	7.1	16.2	14.9	12.6	*	*	Upward
- Alteration I (major renovation)	5.7	7.1	13.7	11.7	11.2	*	*	Upward
- Alterations II and III (minor renovation)	2.2	2.5	4.0	3.9	3.9	*	*	Upward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	45	45	62	51	NA	50	NA
Percent of letters responded to in 14 days	NA	21	37	67	58	NA	60	NA
Percent of calls answered in 30 seconds	NA	87	87	91	91	NA	90	NA
Average customer in-person wait time (minutes)	NA	16	17	21	20	NA	20	NA
Completed customer requests for interpretation	NA	NA	57	238	61	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	78	81	79	NA	80	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to (first) action – Elevator - Defective/Not Working (60 days)	97	89	55	30	50	NA	50	Downward
Percent meeting time to (first) action – General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	96	96	95	86	68	NA	70	Downward
Percent meeting time to (first) action – General Construction/Plumbing - Failure To Maintain (60 days)	91	95	92	84	77	NA	77	Downward
Percent meeting time to (first) action – Illegal Conversion of Residential Building/Space (60 days)	88	87	58	50	44	NA	45	Downward
Percent meeting time to (first) action – No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	87	39	54	77	70	NA	70	Neutral

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$99.4	\$109.7	\$101.5	\$99.0	\$95.8	\$94.6	\$96.4	Neutral
Revenues (\$ millions)	\$152.9	\$147.1	\$132.9	\$165.2	\$198.2	\$146.9	\$157.1	Upward
Personnel	1,240	1,227	1,174	1,094	1,067	1,163	1,126	Downward
Overtime paid (\$ millions)	\$6.9	\$5.6	\$4.3	\$3.1	\$3.2	\$3.2	\$3.2	Downward
¹ Authorized Budget Level		"NA" - Not Available in this report						
² Expenditures include all funds.								

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 DOB's services and goals are:

Service 1: Facilitate safe and compliant development.

Goal 1a: Improve application processing efficiency.

Goal 1b: Promptly review initial construction plans.

Service 2: Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

Goal 2a: Promptly address complaints.

Goal 2b: Rigorously enforce construction laws.

Goal 2c: Prevent construction-related fatalities and injuries.

- Also beginning in Fiscal 2013, performance targets were added for select customer service indicators. For DOB, performance targets were added to 10 such indicators.

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 job training initiatives and social services.

Scope of Agency Operations

The New York City Housing Authority (NYCHA) provides affordable housing to over 404,000 low- and moderate-income City residents in 334 housing developments with 178,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists over 93,500 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 70 NYCHA-operated community centers and 38 NYCHA-operated senior centers and a variety of programs. There are also 65 community centers and 85 senior centers in NYCHA's developments operated by sponsor agencies and organizations.

Critical Objectives

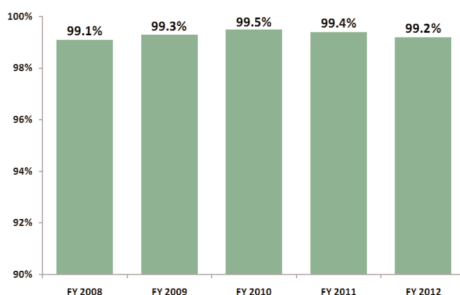
- Optimize access to affordable housing in public housing developments to income-eligible families.
- Increase access to affordable housing in privately owned units through the distribution of federal rent subsidies (Section 8 vouchers) to income-eligible families.
- Complete maintenance service requests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

Performance Report

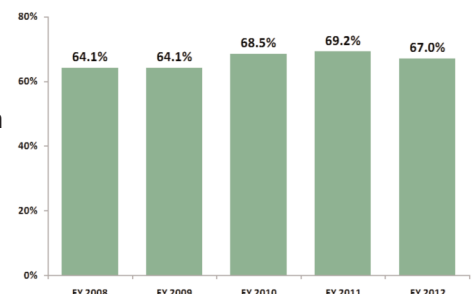
✓ Provide affordable housing for low- and moderate-income New York City residents.

- The average turnaround days to re-occupy vacant apartments increased 14 percent in Fiscal 2012 to 40 days compared to Fiscal 2011 (35.2 days). The increase in the turnaround is attributable to delays in the application outreach and development outreach activities related to delays in implementing the NYCHA Improving the Customer Experience (NICE) system earlier in the Fiscal Year. In addition, preparation time for vacated apartments increased 3 percent, and a higher proportion of rentals were of Section 8 apartments, which have a longer application process.
- The average time to prepare vacant apartments increased 3 percent in Fiscal 2012 (31.8 days) compared to Fiscal 2011 (30.9 days). The slight increase is the result of extensive work such as carpentry and painting required to make apartments ready for rental.
- The number of Section 8 occupied units decreased 2 percent from 95,898 in Fiscal 2011 to 93,789 in Fiscal 2012. The slight decrease is due to the net attrition (Move-ins/Restoration vs. Terminations and Move-outs) of about 1,400 units.
- The utilization rate for Section 8 vouchers decreased 3 percent from 98.3 percent in Fiscal 2011 to 95.3 percent in Fiscal 2012. The decrease in utilization is directly

Occupancy Rate in Public Housing



Working Families Placed in Public Housing



correlated to fewer units being occupied. However, while a lower proportion of vouchers were issued, NYCHA's entire Section 8 voucher budget was used in Fiscal 2012 compared to 97 percent during the same period last year.

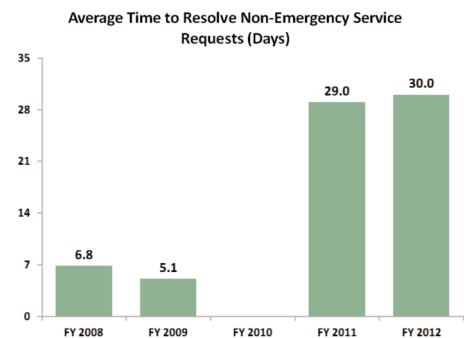
- The percentage of active projects in construction on schedule increased 20 percent from 71.6 percent in Fiscal 2011 to 91.1 percent in Fiscal 2012. Exterior work (brick & roofs) makes up 31 percent of NYCHA's portfolio of projects and is weather dependent. Improved project scheduling and the unexpectedly mild weather during the winter of 2011-12 reduced delays and resulted in more work being done on these projects than in prior years. The percentage of overall active capital projects on schedule increased from 27.5 percent to 29.1 percent in Fiscal 2012 compared to Fiscal 2011.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Number of apartments (000)	178	179	178	179	179	*	*	Neutral
★ Occupancy rate (%)	99.1%	99.3%	99.5%	99.4%	99.2%	*	*	Neutral
★ Average turnaround days for vacant apartments	46.2	43.9	36.5	35.2	40.0	*	*	Downward
Average time to prepare vacant apartments (days)	27.0	30.2	39.4	30.9	31.8	20.0	20.0	Upward
★ Public housing apartments that are occupied or available for occupation	175,453	176,428	177,068	177,711	178,062	*	*	Neutral
★ Rent collection (%)	100.2%	99.0%	98.7%	99.0%	99.2%	*	*	Neutral
Management cost per dwelling unit (\$)	\$788	\$795	\$826	\$858	\$885	\$856	\$856	Upward
★ Section 8 Occupied Units (Certificates and Vouchers)	88,554	95,501	100,570	95,898	93,789	*	*	Neutral
Working families residing in public housing (cumulative) (%)	45.2%	46.2%	47.2%	46.7%	48.0%	*	*	Neutral
Applicants placed in public housing	5,220	5,744	5,554	5,650	6,012	*	*	Upward
- Working families placed in public housing (%)	64.1%	64.1%	68.5%	69.2%	67.0%	50.0%	50.0%	Neutral
- Disabled persons placed in public housing (%)	27.1%	26.4%	24.1%	22.4%	23.9%	*	*	Downward
Families on Section 8 waiting list (000)	136	128	125	NA	124	*	*	NA
Utilization rate for Section 8 vouchers (%)	86.8%	94.0%	101.0%	98.3%	95.3%	97.0%	97.0%	Neutral
Applicants placed through Section 8 vouchers	11,847	12,313	7,523	NA	421	*	*	NA
★ Percentage of active capital projects in construction phase on schedule	62.8%	79.6%	87.4%	71.6%	91.1%	*	*	Upward
★ Percentage of active capital projects on schedule	22.1%	39.2%	38.7%	27.5%	29.1%	*	*	Neutral

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

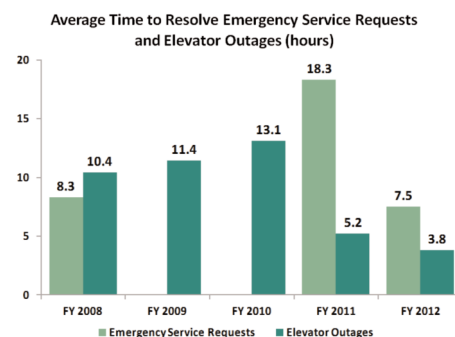
✓ **Provide a safe and clean living environment for public housing residents.**

- The average time to resolve non-emergency service requests increased slightly by 3 percent from 29 days in Fiscal 2011 to 30 days in Fiscal 2012. The increase in the time to complete is due to a greater number of work orders completed for carpentry and painting that typically take longer to address due to the less than optimal staffing level for skilled trades. NYCHA has taken several steps to improve the repair time such as the creation of the Work Order Task Force in June 2011 to tackle developments with the highest number of work orders and the consolidation of related work orders.



- The average time to resolve emergency service requests decreased 59 percent from 18.3 hours to 7.5 hours. The average time to resolve heat service requests was down 8 percent from 12.9 hours in Fiscal 2011 to 11.9 hours in Fiscal 2012. The improvement in the time to complete both emergency and heat complaints is attributable to the very mild winter of 2012 during which fewer heat service requests were received, the reduction in elevator outage repair time as many outages are emergency work orders, and NYCHA's continued focus on ensuring a rapid response to all other emergency conditions.
- The average time to resolve elevator outages decreased by 27 percent from 5.2 hours in Fiscal 2011 to 3.8 hours during Fiscal 2012. The average number of elevator outages per car decreased by 6 percent from 1.08 outages

per car in Fiscal 2011 to 1.01 outages per car during Fiscal 2012. NYCHA is modernizing its elevators, increasing budget and staff for elevator operations, and using Remote Elevator Monitoring System (REMS) which provides remote capability to diagnose problems with elevators and help to dispatch staff more efficiently. In addition, the Maximo work order management system continues to bring greater visibility of issues affecting elevators and in turn, has improved the ability of staff to prioritize and better manage outages. The number of alleged elevator injuries reported to the Department of Buildings was significantly down 46 percent from 24 to 13. The elevator uptime was 99.4 percent for Fiscal 2012 exceeding the target 97 percent.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Average time to resolve nonemergency service requests (days)	6.8	5.1	NA	29.0	30.0	25.0	25.0	NA
★ Average time to resolve emergency service requests (hours)	8.3	NA	NA	18.3	7.5	24.0	24.0	NA
Average time to resolve heat service requests (hours)	8.7	7.4	NA	12.9	11.9	24.0	24.0	NA
★ Average time to resolve elevator outages (hours)	10.4	11.4	13.1	5.2	3.8	10.0	10.0	Downward
Annual HUD Assessment rating	NA	83.0	79.0	NA	NA	*	*	NA
★ Major felony crimes in public housing developments	4,686	4,275	4,090	4,406	4,771	*	*	Neutral
Elevator service uptime	98.2%	98.1%	97.9%	99.2%	99.4%	97.0%	97.0%	Neutral
★ Average outage per elevator per month	1.15	1.12	1.15	1.08	1.01	*	*	Downward
Percent of elevator outages due to vandalism	29.8%	29.7%	29.9%	31.8%	34.8%	*	*	Upward
★ Number of alleged elevator injuries reported to DOB	30.0	33.0	30.0	24.0	13.0	*	*	Downward
Number of elevator related fatalities	0	1	0	0	0	*	*	Downward

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

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

- The average daily attendance by the 6-12 age group at community centers decreased 13 percent in Fiscal 2012 (2,447) compared to Fiscal 2011 (2,800) and the average daily attendance by the 13-19 age group decreased by 6 percent in Fiscal 2012 (1,618) compared to Fiscal 2011 (1,720). The decrease in daily attendance at the community centers over the last several years is largely due to reduced staffing levels that restrict the number of clients that use community centers.
- 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 Emergency Transfer disposition time increased 11 percent from 39.8 days in Fiscal 2011 to 44.2 days in Fiscal 2012. The emergency transfer case disposition time went up during the reporting period as a result of an increase in the number of cases received, decrease in staff, and an additional processing step involving the manual scanning of case attachments. However, it remained under the target of 45 days.
- The percent of job placements for program graduates of job training programs decreased from 74.8 percent in Fiscal 2011 to 61 percent in Fiscal 2012. The 14 percent decrease in the job training program indicator's performance is due to the change in the definition for this indicator. REES is now reporting direct job placements for graduates from NYCHA sponsored training programs that occur within the reporting period. Under the previous definition, the percentage would be 83 percent.
- The resident job placements decreased by 24 percent in Fiscal 2012 (1,593) compared to Fiscal 2011 (2,090). This number includes the number of residents placed by NYCHA's Department of Resident Economic Empowerment and Sustainability (REES) and through Human Resources (HR). REES placements are sensitive to the NYCHA capital expenditures, which declined in Fiscal 2012, reducing placements from 1,114 to 744. The

13 percent reduction in Human Resources placements of residents is due to NYCHA's hiring of fewer employees overall in Fiscal 2012 which subsequently reduced the number of resident placements.

- The youth placed in jobs through youth employment programs, which includes youth hired through the Summer Youth Employment Program (SYEP), Community Operations' Seasonal Program, Management Seasonal Program, and NYCHA Achievers Program, increased by 5 percent in Fiscal 2012 to 1,188, compared to Fiscal 1,127 in Fiscal 2011. The higher number of placements is the result of the increase in NYCHA's slot allocation for SYEP from 760 to 835.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Utilization of community centers (ages 6-12) %	105.7%	115.8%	173.3%	185.0%	161.9%	85.0%	85.0%	Upward
★ Average daily attendance in community centers ages 6-12	3,785	2,822	2,402	2,800	2,447	*	*	Downward
Utilization of community centers (ages 13-19) %	97.8%	117.3%	148.7%	151.1%	146.3%	85.0%	85.0%	Upward
★ Average daily attendance in community centers ages 13-19	3,498	2,314	1,616	1,720	1,618	*	*	Downward
Utilization of senior centers (%)	98.4%	127.1%	155.9%	156.0%	157.0%	85.0%	85.0%	Upward
Initial social service tenant contacts conducted within five days of referral (%)	92%	82%	78%	76%	76%	*	*	Downward
Residents approved for the Emergency Transfer Program	791	793	850	859	849	*	*	Neutral
★ Emergency Transfer Program disposition time	39.77	41.44	40.34	39.76	44.18	45.00	45.00	Neutral
Referrals to supportive social services rendered to senior residents	215,640	161,465	96,247	95,299	94,665	*	*	Downward
Job training programs - ratio of job placements to program graduates (current period)	57%	83%	133%	75%	61%	*	*	Neutral
★ Residents job placements	1,286	1,223	1,519	2,090	1,593	*	*	Upward
Youth placed in jobs through youth employment programs	1,865	2,029	1,343	1,127	1,188	*	*	Downward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	93	89	90	87	NA	85	NA
Percent of letters responded to in 14 days	NA	90	86	82	81	NA	85	NA
Percent of calls answered in 30 seconds	NA	46	79	70	70	NA	80	NA
Average customer in-person wait time (minutes)	NA	19	29	20	18	NA	20	NA
Completed customer requests for interpretation	NA	28,384	81,431	121,980	134,069	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	90	93	90	NA	90	NA
Customers rating service good or better (%) (As applicable)	NA	NA	NA	NA	71	NA	71	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$2,796.5	\$2,971.8	\$3,052.0	\$3,259.1	\$3,424.9	\$3,058.7	\$3,061.6	Upward
Revenues (\$ millions)	\$2,575.6	\$2,567.5	\$2,859.2	\$2,999.5	\$3,025.1	\$3,058.7	\$2,984.3	Upward
Personnel	12,120	11,553	11,509	11,548	11,595	12,113	11,867	Neutral
Overtime paid (\$ millions)	\$41.8	\$53.1	\$75.5	\$93.8	\$74.7	\$43.4	\$68.8	Upward
Capital commitments (\$ millions) ³	\$36.6	\$36.9	\$48.7	\$1.1	\$1.1	\$6.6	\$24.3	Downward

¹Authorized Budget Level "NA" - Not Available in this report
²Expenditures include all funds. ³To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013, the Mayor's Management Report will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. Fiscal 2013, the Department's services and goals are:

Service 1: Provide affordable housing for low- and moderate-income New York City residents.

Goal 1a: Optimize access to affordable housing in public housing developments to income-eligible families.

Goal 1b: Increase access to affordable housing in privately owned units.

Goal 1c: Develop new mixed-use, mixed-income housing and resources.

Goal 1d: Optimize apartment usage and ensure rental equity.

Service 2: Provide a safe and clean living environment for public housing residents.

Goal 2a: Preserve the public and affordable housing asset.

Goal 2b: Expedite maintenance and repairs.

Goal 2c: Improve safety and security.

Service 3: Facilitate access to social and community services.

Goal 3a: Maximize participation in community and senior center programs.

Goal 3b: Assess residents' social service needs and refer all eligible residents to appropriate services.

Goal 3c: Increase resident employment through NYCHA sponsored programs.

The list of goals is preliminary and is subject to revision in the Preliminary Fiscal 2013 Mayor's Management Report.

- NYCHA has changed the definition of the Job training programs - ratio of job placements to program graduates indicator in order to tie the graduate placements directly to the trainings completed during the reporting period.

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



DEPARTMENT OF CITY PLANNING

Amanda M. Burden, Director

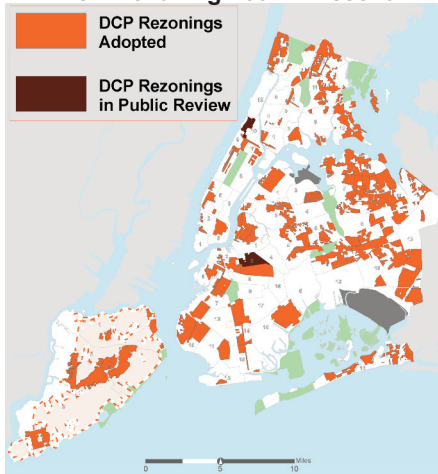
Key Public Service Areas

- ✓ 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 119 rezonings citywide, about 36% of the City's land area. Visit the [DCP website](#) for more information on rezonings and other initiatives.

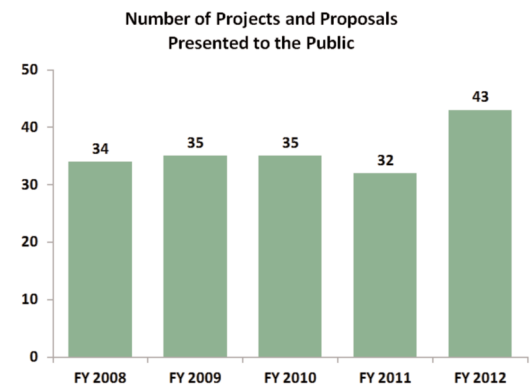
Critical Objectives

- 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 land use and environmental review applications efficiently.

Performance Report

- ✓ **Promote strategic growth, transit-oriented development and sustainable communities in the City.**

- During Fiscal 2012 DCP completed 43 planning projects and proposals spanning all five boroughs. Typically these proposals analyze a wide range of land use, housing, urban design, transportation and economic development issues, and recommend



strategies to achieve specific planning goals. The proposals are developed in consultation with key stakeholders and often result in zoning changes, which require a formal public 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 require zoning changes or formal land use review, such as transportation plans and demographic studies, are typically released as public reports and made available on DCP's website.

- As part of the Mayor's commitment to better assist New Yorkers doing business with the City and improve customer service, DCP publicly announced its launch of [BluePRint](#), a business process reform initiative that simplifies and streamlines the Agency's review of land use applications prior to the formal start of the Uniform Land Use Review Procedure (ULURP), the City's land use review process. Developed in partnership with industry professionals, BluePRint's goal is to reduce the time most projects spend in pre-certification by having a clear and predictable review process for both applicants and Agency staff. When fully implemented, City Planning will be able to review two-thirds of all applications 25 to 50 percent faster, saving property owners seeking to improve or develop their property hundreds of millions of dollars in soft and carrying costs.

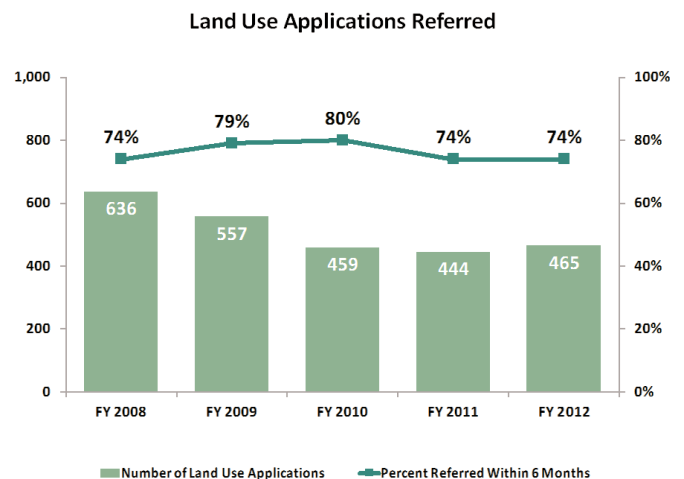
- In March 2012 revisions to New York City's [Waterfront Revitalization Program \(WRP\)](#) were referred for public review by the Department. The revisions aim to improve projects within the coastal zone by promoting climate resilient designs, increasing public access to the waterfront, facilitating economic development while protecting natural resources and improving interagency coordination to foster a clear, predictable development process. These revisions will advance and complement [Vision 2020: NYC Comprehensive Waterfront Plan](#), released in 2011, and the City's Waterfront Vision and Enhancement Strategy (WAVES), a sustainable blueprint for NYC's waterfront and waterways.
- In April 2012 the City Council adopted [Zone Green](#), the Department's citywide zoning text amendment that removes zoning impediments to allow for more energy-efficient buildings throughout New York City. Zone Green will help facilitate green investment, such as generating solar energy on rooftops, and has the potential to greatly increase energy savings for property owners through building improvements. Building on PlaNYC objectives, Zone Green is one of several DCP green initiatives that promote sustainable communities throughout New York City.
- Following extensive outreach with community partners, the Department advanced for public review four rezoning initiatives to reinforce and preserve the existing built character of residential neighborhoods across the City; these include Manhattan's West Harlem; Woodhaven and Richmond Hill, Queens; and Bedford Stuyvesant North, Brooklyn. The Department's Upper West Side Neighborhood Retail Streets Initiative, adopted by the City Council in June 2012, identified zoning solutions to reinforce existing local retail character and support a lively, pedestrian friendly environment along main shopping corridors.
- In September 2011 DCP launched [ZoLa](#), the Zoning and Land Use web application, providing a new and simple way for the public to access a wide range of land use and zoning information in an interactive, highly readable map format. ZoLa provides an easy way to see the zoning changes that have been adopted or proposals under consideration in a neighborhood or citywide and is a part of NYC Simplicity, Mayor Bloomberg's plan that harnesses technology to make government more transparent, customer-focused, innovative and efficient.
- The Department, in conjunction with the New York City Economic Development Corporation, released [North Shore 2030: Improving and Reconnecting the North Shore's Unique and Historic Assets](#) in December 2011. This report outlines a twenty year vision for Staten Island's North Shore through four strategies: promote jobs that strengthen maritime and industrial businesses; reconnect people with the working waterfront through increased public access; support and create neighborhood centers through more local retail, services and housing options; and improve connections and mobility for residents and businesses through coordinated transportation improvements. The plan will be accompanied by the North Shore 2030 Action Agenda that highlights new and on-going commitments of City and regional agencies.
- In June 2012 the Department referred a zoning text amendment that modifies parking requirements in Downtown Brooklyn to simplify regulations, encourage affordable and mixed-income housing by eliminating parking requirements for affordable housing units, and provide more opportunities for use of existing parking spaces by residents, employees and visitors. This innovative policy proposal to reduce parking regulations in an area well served by mass transit was developed in consultation with public stakeholders who called for revising regulations to better reflect actual demand in the high-density civic center.
- DCP continued to collaborate with government agencies and stakeholders during Fiscal 2012 to advance projects and proposals in Lower Manhattan and the Hudson Yards area, as well as for significant open spaces throughout the five boroughs. These include:
 - In Lower Manhattan, Pier 15 of the East River Waterfront esplanade was completed and opened to the public introducing new public seating areas and landscaping. Four new storefront improvements were completed under the Fulton-Nassau Crossroads program, and completion of the Pearl Street Playground and Fulton Street sidewalk improvements conclude the Fulton Open Spaces Project.
 - In Manhattan's Hudson Yards area, text amendments affecting implementation of the Eastern Rail Yard and the Highline were approved by the City Planning Commission.
 - A new 2.26-acre waterfront park was mapped as part of the Department's Lower Concourse rezoning in the Bronx. The new park would provide easily-accessible open space and much-needed active recreational opportunities for existing and new residents.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Projects and proposals completed and presented to the public</i>	34	35	35	32	43	*	*	Upward
- <i>Economic development and housing proposals</i>	7	11	9	9	11	*	*	Upward
- <i>Neighborhood enhancement proposals</i>	16	16	15	8	4	*	*	Downward
- <i>Planning information and policy analysis</i>	11	8	11	15	28	*	*	Upward
★ <i>Number of significant milestones achieved for DCP-facilitated projects related to Lower Manhattan</i>	6	6	6	6	8	*	*	Upward
★ <i>Number of significant milestones achieved for DCP-facilitated projects related to Hudson Yards</i>	11	12	11	2	3	*	*	Downward
★ <i>Number of significant milestones achieved for DCP-facilitated projects related to significant open-space proposals</i>	5	5	5	5	7	*	*	Upward

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

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

- The Department referred 465 land use applications for public review, a nearly 5 percent increase from last fiscal year. Seventy-four percent of applications were referred within six months, similar to Fiscal 2011 and better than the established target of 70 percent. The median time to refer applications rose by 6 days to 43 days, reflecting a higher proportion of more complex applications requiring interagency review.
- Many 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 2012 the Department completed 199 environmental review applications with 87 percent of reviews completed within six months, a 13 point improvement over the prior fiscal year. The median time to complete an application decreased by 27 days to 12 days as fewer projects required extensive environmental review.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Land use applications referred</i>	636	557	459	444	465	*	*	Downward
★ - <i>Within 6 months (%)</i>	74%	79%	80%	74%	74%	70%	70%	Neutral
- <i>Within 6-12 months (%)</i>	10%	6%	7%	12%	9%	*	*	Upward
- <i>Within 13 months or more (%)</i>	16%	15%	13%	14%	17%	*	*	Neutral
★ <i>Median time to refer land use applications (days)</i>	48	33	28	37	43	*	*	Neutral
<i>Environmental review applications completed</i>	288	224	249	208	199	*	*	Downward
★ - <i>Within 6 months (%)</i>	71%	71%	61%	74%	87%	*	*	Upward
- <i>Within 6-12 months (%)</i>	8%	8%	7%	6%	2%	*	*	Downward
- <i>Within 13 months or more (%)</i>	21%	21%	32%	20%	11%	*	*	Downward
★ <i>Median time to complete environmental review applications (days)</i>	46	22	47	39	12	*	*	Downward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	95	96	75	NA	85	NA
Percent of letters responded to in 14 days	NA	NA	42	70	52	NA	50	NA
Completed customer requests for interpretation	NA	NA	4	3	1	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	83	81	83	NA	80	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$24.4	\$26.9	\$26.2	\$23.7	\$25.9	\$24.7	\$22.7	Neutral
Revenues (\$ millions)	\$2.3	\$3.3	\$2.7	\$1.7	\$2.4	\$3.0	\$2.7	Downward
Personnel	324	311	284	263	253	277	269	Downward
Overtime paid (\$ thousands)	\$39	\$38	\$38	\$40	\$15	\$17	\$15	Downward

¹Authorized Budget Level ²"NA" - Not Available in this report
³Expenditures include all funds.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 the Department of City Planning's services and goals are:

Service 1: Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.

Goal 1a: Advance economic development, housing and neighborhood enhancement land use projects and proposals for public review.

Service 2: Manage land use and environmental review processes to assure consistency with applicable City policies and regulations.

Goal 2a: Ensure that discretionary land use and environmental review actions subject to City Planning Commission review are consistent with sound planning principles.

Goal 2b: Conduct timely and thorough review of land use and environmental applications.

Service 3: Prepare information and policy analysis for other government agencies, elected officials and the public.

Goal 3a: Provide quality technical expertise and planning to other City agencies and the public to support decision making.

- Also beginning in Fiscal 2013, performance targets were added for select customer service indicators. For DCP, performance targets were added to three such indicators.

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



DEPARTMENT OF DESIGN AND CONSTRUCTION

David J. Burney, Commissioner

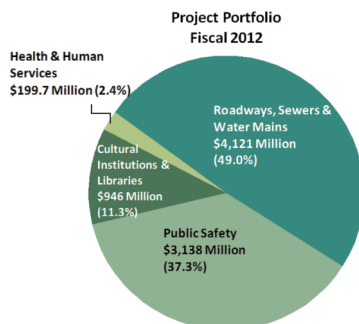
Key Public Service Areas

- ✓ 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 \$7 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.



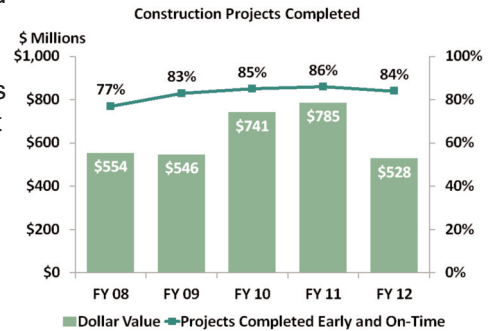
Critical Objectives

- 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

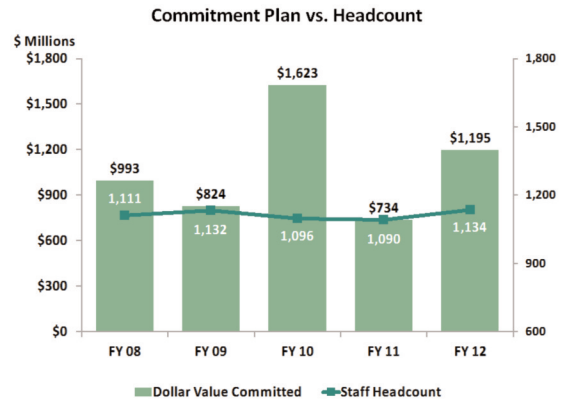
- ✓ **Design and build quality public buildings and infrastructure projects on time and within budget.**

The percentage of active design projects and construction projects in the Agency's portfolio on or ahead of schedule decreased slightly to 86 percent and 88 percent, respectively. The difference between the initially projected completion date for a project and the current timeline - a measure of length of lateness - remained low at 1.2 percent for design projects and 1.9 percent for construction. As of June 30th, DDC's portfolio included 175 design projects, valued at approximately \$2.6 billion, and over 300 construction projects, valued at more than \$4.8 billion.



- DDC exceeded its overall design and capital construction targets, completing 141 design projects and 111 construction projects. On-time performance rates for completed projects were better than the established goals with the exception of public building construction, which narrowly missed the target. Cost overruns for design and construction contracts were consistent with last year and continue to be below industry standards.
- The Department completed 28 miles of roadway reconstruction compared to a target of 27 miles, but completed fewer miles than planned of water main and sewer work due to unexpected field conditions and changes in project scope. On-time performance for all completed work was considerably better than the respective targets.
- The Department committed 25 percent of the total planned capital contract value within the first six months of the fiscal year, and by year-end had registered \$1.2 billion in capital contracts. The budgeted headcount increased by 4 percent as DDC added projects from two new client agencies.

- DDC solicited feedback on 17 infrastructure and 39 public building projects during the fiscal year. Overall, 94 percent of respondents were satisfied with the results of the completed projects, an increase of 8 percentage points over last year.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Active design projects: Early/on-time (%)	85%	89%	91%	87%	86%	*	*	Neutral
★ Active design projects: Difference between projected and scheduled duration (%)	1.8%	1.2%	0.1%	1.1%	1.2%	*	*	Downward
Design projects completed	131	130	126	127	141	109	130	Neutral
★ - Completed early/on-time: Infrastructure (%)	88%	90%	95%	99%	91%	88%	88%	Neutral
★ - Completed early/on-time: Public buildings (%)	86%	85%	88%	91%	89%	88%	88%	Neutral
★ Active construction projects: Early/on-time (%)	72%	84%	87%	91%	88%	*	*	Upward
★ Active construction projects: Difference between projected and scheduled duration (%)	7.0%	5.6%	2.7%	1.6%	1.9%	*	*	Downward
Construction projects completed	122	93	99	91	111	106	116	Neutral
- Infrastructure	48	41	40	35	48	39	42	Neutral
- Human services	21	10	16	10	9	7	10	Downward
- Cultural institutions and libraries	28	23	33	32	47	48	48	Upward
- Public safety	25	19	10	14	7	12	16	Downward
★ - Completed early/on-time: Infrastructure (%)	81%	83%	82%	83%	87%	82%	82%	Neutral
★ - Completed early/on-time: Public buildings (%)	74%	88%	88%	88%	81%	82%	82%	Neutral
Lane miles reconstructed	45.7	66.2	42.7	32.3	28.0	27.0	44.0	Downward
- Construction completed on schedule (%)	78%	71%	78%	75%	93%	80%	80%	Upward
Sewers constructed (miles)	10.6	8.8	10.1	6.1	8.5	9.4	12.8	Downward
- Construction completed on schedule (%)	97%	78%	90%	91%	92%	80%	80%	Neutral
Sewers reconstructed (miles)	11.9	7.5	4.7	4.6	5.8	8.9	9.2	Downward
- Construction completed on schedule (%)	81%	85%	86%	81%	91%	80%	80%	Neutral
Water mains (new and replaced) (miles)	31.1	21.7	19.1	20.6	31.5	43.2	39.2	Neutral
- Construction completed on schedule (%)	81%	88%	83%	89%	89%	80%	80%	Neutral
Average cost change for all consultant design and construction supervision projects (excluding programmatic scope changes) (%)	3.4%	2.1%	1.2%	1.2%	1.1%	6.0%	6.0%	Downward
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	3.9%	2.2%	1.7%	1.0%	1.0%	6.0%	6.0%	Downward
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Neutral
Capital commitment plan committed to within the first six months of the fiscal year (%)	27%	15%	16%	21%	25%	15%	15%	Neutral
Design Quality Indicator								
- Number of projects surveyed	NA	14	18	20	5	*	*	NA
- Average project rating	NA	84%	93%	89%	94%	*	*	NA
Post-construction satisfaction surveys								
- Number of projects surveyed	84	62	67	58	56	*	*	Downward

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

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
- Number of surveys sent	233	177	200	191	205	*	*	Neutral
- Number of surveys returned	57	40	42	51	52	*	*	Neutral
★ - Rate of overall satisfaction (%)	90%	83%	86%	86%	94%	*	*	Neutral

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	91	97	91	NA	90	NA
Percent of letters responded to in 14 days	NA	NA	94	92	97	NA	90	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$96.5	\$102.1	\$107.5	\$111.9	\$124.3	\$106.3	\$107.3	Upward
Revenues (\$ thousands)	\$81	\$94	\$135	\$79	\$79	\$150	\$150	Neutral
Personnel	1,111	1,132	1,096	1,090	1,134	1,165	1,161	Neutral
Overtime paid (\$ millions)	\$1.4	\$1.5	\$1.1	\$1.2	\$1.3	\$1.3	\$1.3	Downward
Capital commitments (capital projects managed for client agencies) (\$ millions) ³	\$992.7	\$823.8	\$1,622.5	\$734.4	\$1,195.2	\$1,913.0	*	Upward

¹Authorized Budget Level "NA" - Not Available in this report
²Expenditures include all funds. ³To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 DDC's services and goals are:

Service 1: Design and build quality public buildings and infrastructure.

Goal 1a: Complete projects on time and within budget.

Goal 1b: Meet quality assurance and site safety standards for all active projects.

Goal 1c: Improve customer satisfaction ratings.

- Also beginning in Fiscal 2013, performance targets were added for select customer service indicators. For DDC performance targets were added to three such indicators.
- DDC added 10 targets for Fiscal 2013. The majority of the Department's annual targets are developed following the release of the PMMR, after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan.

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

ECONOMY



New York City Economic Development Corporation



Department of Small Business Services



Department of Consumer Affairs



NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

Seth W. Pinsky, President

Key Public Service Areas

- ✓ 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. NYCEDC manages City-owned properties, and improves 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), New York City Capital Resource Corporation (NYCCRC) and Build New York City Resource Corporation (Build NYC), NYCEDC helps eligible businesses meet 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 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 supporting entrepreneurship across all industries, helping legacy industries like media and manufacturing transition to 21st century business models, and capturing a leadership role for the City in emerging sectors like bioscience and technology.

Critical Objectives

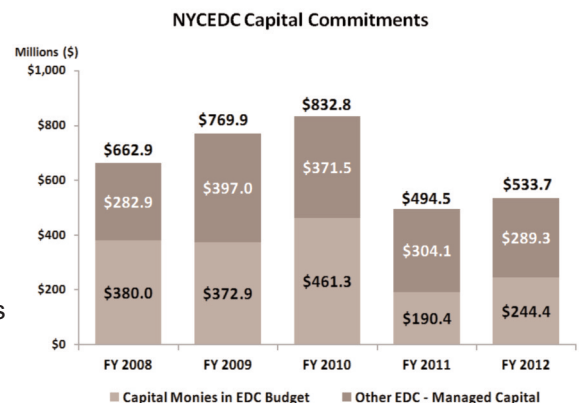
- Attract and retain businesses to produce jobs in the City.
- Encourage investments by City-based businesses and corporations.

Performance Report

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

- During Fiscal 2012 the New York City Industrial Development Agency (NYCIDA) closed 12 projects, which are expected to generate \$304.9 million in City tax revenue and 2,531 jobs over the course of their respective terms. Four of these projects were new or expanded supermarket projects, which sought financial assistance through the City's Food Retail Expansion to Support Health program, also known as FRESH. The FRESH program aims to increase access to fresh and nutritious food in underserved communities throughout the five boroughs by providing incentives for the establishment and retention of neighborhood supermarkets.
- The New York City Capital Resource Corporation (NYCCRC) registered no closings during the reporting period.
- NYCEDC established Build NYC Resource Corporation (Build NYC) in November 2011 to provide access to financing for not-for-profit organizations across the five boroughs. Build NYC will fill the gap created in January 2008 when the State legislature did not renew NYCIDA's authority to issue tax-exempt financing on behalf of not-for-profits. During Fiscal 2012 Build NYC closed four projects, including the bond issuance to refinance the old debt of the YMCA of Greater New York. In total, Build NYC projects are expected to generate \$75.7 million in City tax revenue and employ 1,475 people over the course of their respective terms.

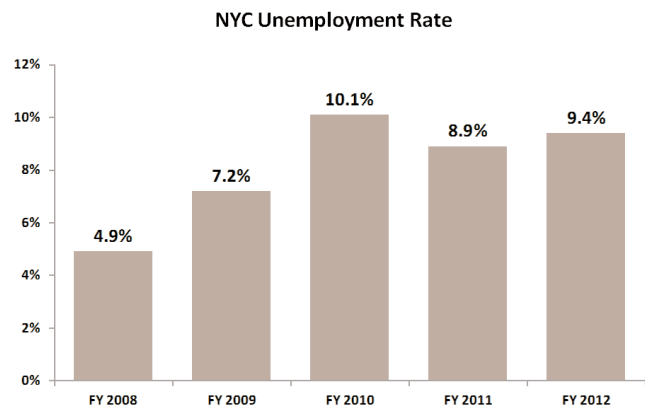
- During the period from July 2011 to the end of June 2012, NYCEDC committed nearly \$105 million in capital funding for projects it manages on behalf of other City agencies. These commitments leveraged more than \$561 million in additional private investment. A



noteworthy project from this period includes the \$45 million agreement with Seaview North Senior Housing for the construction of a new senior housing facility on Staten Island, which leveraged over \$18 million in private investment. Other significant projects include the \$25 million agreement to fund construction of the new home for the Whitney Museum and the expansion of SUNY Downstate Biotech Incubator, where the City invested over \$12 million.

- Capital expenditures during Fiscal 2012 exceeded \$411 million. Construction was completed on portions of the lower East River Waterfront, including Pier 15, and several East River Ferry landing locations. Work also commenced on the new Goldwater North Hospital in Harlem, and a new location for the Shakespearian theater company known as the Theatre for a New Audience in the BAM Cultural District in Brooklyn.
- New private investment from real estate sales and lease transactions increased dramatically to \$918.3 million, the first increase since Fiscal 2008, and estimated job creation more than tripled from a year ago to 4,645. These increases signal a positive turn in the City’s overall economy. Fiscal 2012 highlights include:
 - In May 2012 NYCEDC sold an approximately 47,000 square foot retail condominium unit located in the Brooklyn Municipal Building for \$10 million to 210 Muni, LLC. The project will bring a new mix of retail and restaurant tenants to downtown Brooklyn and will generate approximately 64 construction jobs and 136 permanent jobs.
 - In June 2012 NYCEDC sold the former Taystee Bakery site in Harlem to Taystee Create, LLC. The project will revitalize and physically transform an underutilized space while preserving most of the façades of the original building. The development, known as Create @ Harlem Green, will provide 330,000 square feet of commercial, manufacturing and community space, and will generate approximately 510 construction jobs and 440 permanent jobs.
 - NYCEDC executed 400,000 square feet of new leases at the Brooklyn Army Terminal (BAT) in Fiscal 2012, resulting in \$2 million in new revenue and 250 new jobs. In addition, the BAT subdivision project was completed in Spring 2012, which is a reconfiguration of 40,000 square feet of space into eight smaller units which are now all rented. On July 1, 2011 NYCEDC took over from the Empire State Development Corporation the administration of 15 ground leases related to the 42nd Street redevelopment project and finalized the reversion of properties underlying seven of these leases. The project consists of six office buildings, nine theatres, two hotels, and entertainment retail on 13 acres of land. This portfolio will generate approximately \$32 million per year in revenue for New York City.

- The unemployment rate in Fiscal 2012 rose to 9.4 percent, up from 8.9 percent in Fiscal 2011. According to the U.S. Bureau of Labor Statistics, the City made steady employment gains in Fiscal 2012, with 73,900 private sector jobs created (+2.3%), outpacing the national rate (+1.9%).



Source: U. S. Bureau of Labor Statistics

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
New York City Industrial Development Agency projects - Contracts closed	43	10	7	7	12	*	*	Downward
★ - Projected jobs committed in connection with closed contracts	8,564	410	231	1,443	2,531	*	*	Downward
★ - Total City tax revenues generated in connection with closed contracts (\$ millions)	\$402.5	\$64.7	\$30.5	\$230.5	\$304.9	*	*	Neutral
Build NYC Resource Corporation - Contracts closed	NA	NA	NA	NA	4	*	*	NA
- Projected jobs committed in connection with closed contracts	NA	NA	NA	NA	1,475	*	*	NA

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

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
- Total City tax revenues generated in connection with closed contracts (\$ millions)	NA	NA	NA	NA	\$75.7	*	*	NA
New York City Capital Resource Corporation projects - Contracts closed	NA	NA	NA	4	0	*	*	NA
- Projected jobs committed in connection with closed contracts	NA	NA	NA	639	0	*	*	NA
- Total City tax revenues generated in connection with closed contracts (\$ millions)	NA	NA	NA	\$40.0	\$0.0	*	*	NA
Total value of City funding agreements between NYCEDC and third-party entities (\$ millions)	\$315.3	\$225.6	\$246.4	\$71.1	\$104.8	*	*	Downward
Third-party investment leveraged as a result of funding agreements (\$ millions)	\$4,022.1	\$374.9	\$5,133.4	\$376.8	\$561.3	*	*	Downward
Occupancy rate of NYCEDC-managed property	93.6%	91.8%	91.7%	91.7%	95.0%	*	*	Neutral
Total capital expenditures (\$ millions)	\$546	\$499	\$575	\$454	\$411	*	*	Downward
★ New private investment related to sale/long-term lease of City-owned property (\$ millions)	\$1,033.3	\$324.2	\$98.0	\$63.0	\$918.3	*	*	Downward
★ Projected jobs created or retained in connection with the sale/long-term lease of City-owned property - Permanent jobs	958	77	1,471	797	2,282	*	*	Upward
★ - Construction jobs	1,353	1,436	531	535	2,363	*	*	Upward
★ New York City unemployment rate (%)	4.9%	7.2%	10.1%	8.9%	9.4%	*	*	Upward
Visitors to New York City (millions) (calendar year)	46.0	47.1	45.6	48.7	50.9	*	*	Upward

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

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Personnel	450	445	404	403	400	430	424	Downward
Capital commitments (\$ millions) ²	\$380.0	\$372.9	\$461.3	\$190.4	\$244.4	\$268.5	\$419.3	Downward

¹ Authorized Budget Level

"NA" - Not Available in this report

² To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 NYCEDC's services and goals are:

Service 1: Invest in the City's physical transformation, including basic infrastructure, area-wide redevelopment, amenities such as schools and parks, and transportation resources.

Goal 1a: Attract businesses and improve quality of life.

Goal 1b: Facilitate private sector investment and make City investments where necessary, generating a positive return for City taxpayers.

Service 2: Manage City assets.

Goal 2a: Maintain physical assets to keep them in a state of good repair and attract businesses.

Service 3: Give businesses and entrepreneurs the tools to be competitive and to help transform the City's economy.

Goal 3a: Help incumbent businesses transition to new business models, attract new industries, and promote entrepreneurship.

- NYCEDC added three metrics on Build NYC Resource Corporation (Build NYC), a local development corporation administered by NYCEDC which assists qualified not-for-profit institutions and other entities in obtaining tax-exempt and taxable bond financing.

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



DEPARTMENT OF SMALL BUSINESS SERVICES

Robert W. Walsh, Commissioner

Key Public Service Areas

- ✓ Help businesses start, operate, and expand in New York City.
- ✓ Enable businesses to become more profitable and productive by connecting them to a skilled and qualified workforce while helping the City's workforce get placed in jobs and advance in their careers.
- ✓ Strengthen New York City's commercial districts by supporting locally based economic development organizations.
- ✓ Help minority and women-owned businesses identify and compete for City contracts.

Scope of Agency Operations

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to form, do business, and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts, and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers, and Workforce1 Career Centers, provides services to support the growth of local economic development organizations throughout the City, and administers the Minority and Women-owned Business Enterprise Program.

Critical Objectives

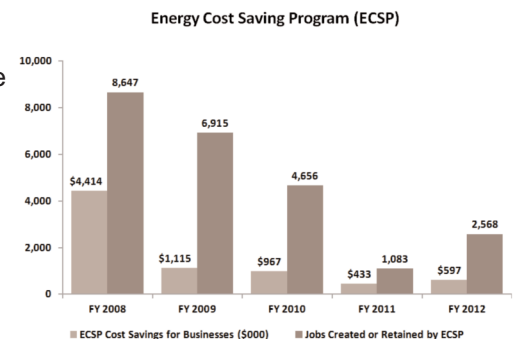
- Help businesses and entrepreneurs access free business courses, obtain legal assistance, secure financing, access incentives, resolve government related issues, hire and train employees, learn how to sell to the government, get certified as a minority/women owned business enterprise, and obtain help during an emergency.
- Promote and administer incentives programs that help to retain jobs and businesses in New York City.
- Save businesses time and money by providing qualified job candidates in a timely manner.
- Prepare jobseekers for employment, place them in jobs, and facilitate their career advancement through training linked to jobs in high growth industries.
- Strengthen commercial districts throughout the five boroughs by supporting New York City's Business Improvement District (BID) program and by providing technical assistance and project funding to local economic development organizations.
- Help historically underserved groups become more competitive and ensure their meaningful participation in government procurement.

Performance Report

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

- In Fiscal 2012, NYC Business Solutions experienced continued growth in its financing assistance for businesses by helping 588 businesses win \$71.5 million in financing assistance, a 79 percent increase in financing from the previous year. NYC Business Solutions worked with lending firms to strengthen customer referral networks and did more outreach to businesses in the industrial and transportation sectors to produce this increase.

- 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 2012 saved an estimated \$597,000 in annual energy costs, an increase



of 38 percent from Fiscal 2011 and the first in four years. This increase was likely attributable to more ECSP applicants completing the requisite capital improvements to their facilities than in Fiscal 2011, when fewer firms were observed renovating. Additionally, the number of jobs created or retained by ECSP was 2,568 in Fiscal 2012, more than double the number the previous year.

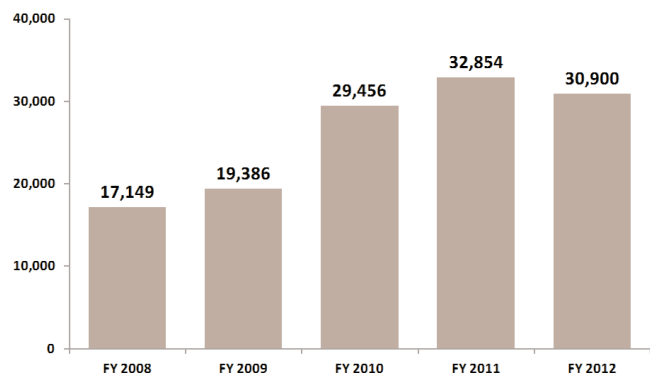
Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Number of financing awards to businesses facilitated by NYC Business Solutions	176	264	575	710	683	*	*	Upward
★ Unique businesses receiving financing awards facilitated by NYC Business Solutions	165	252	514	627	588	*	*	Upward
Unique businesses served by NYC Business Solutions	9,235	8,999	8,957	10,247	8,696	*	*	Neutral
New businesses served by NYC Business Solutions	7,632	7,236	7,766	6,306	8,763	*	*	Neutral
Value of financing awards facilitated by NYC Business Solutions (\$000)	\$11,931	\$24,837	\$29,528	\$39,840	\$71,484	*	*	Upward
Value of Energy Cost Savings Program (ECSP) savings for businesses (\$000)	\$4,414	\$1,115	\$967	\$433	\$597	*	*	Downward
Jobs created or retained by ECSP	8,647	6,915	4,656	1,083	2,568	*	*	Downward
Value of Lower Manhattan Energy Program (LMEP) savings for commercial tenants (\$000)	\$28,510	\$32,313	\$31,938	\$24,915	\$25,032	*	*	Downward
Commercial tenants active in LMEP	1,428	1,496	1,458	1,403	1,403	*	*	Neutral

★ 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 2012, 73,518 jobseekers were registered through the Workforce1 Career Center system, down from 80,083 in Fiscal 2011. This 8 percent decrease reflects a decrease in the number of unemployment insurance recipients required to register.
- Workforce1 system-wide job placements were 30,900 in Fiscal 2012, a six percent decrease from 32,854 in Fiscal 2011. This decrease in job placements resulted from a change in vendors for the management of the Upper Manhattan and Bronx Workforce1 Career Centers at the end of the Fiscal 2011, and adjustment for new staff at those sites.
- In Fiscal 2012, 26 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 63 percent increase from Fiscal 2011 can be attributed to the addition of an on-the-job training program to serve long-term unemployed New Yorkers, new outreach strategies, and funding from the Mayor's Young Men's Initiative, which provided a one-time increase in award funds available. (See page xv for more info.)

Workforce1 Career Centers
Job Placements



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Number of new jobseekers registered through the Workforce1 Career Center system	58,795	94,382	97,755	80,083	73,518	*	*	Neutral
★ Workforce1 systemwide job placements	17,149	19,386	29,456	32,854	30,900	*	*	Upward
★ Recruit-to-hire ratio for job placements made through accounts managed by NYC Business Solutions Hiring	3:1	3:1	3:1	3:1	3:1	*	*	Neutral
★ Businesses awarded NYC Business Solutions training funds	23	34	42	16	26	*	*	Downward

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

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

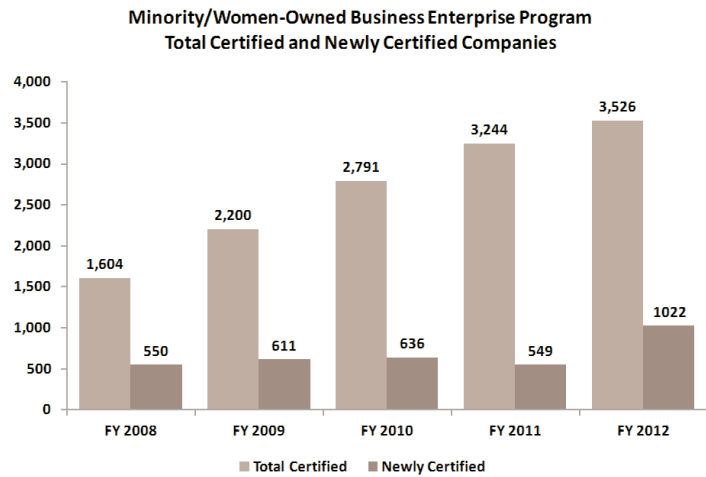
- The Avenue NYC Program supports organizations’ efforts to promote City commercial districts. The grant allocation for the program was \$1.7 million in Fiscal 2012, a decrease of 3 percent from Fiscal 2011, and the program continued to work with organizations to attract new businesses and promote and strengthen commercial corridors.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Total city blocks receiving supplemental sanitation services through BIDs	1,162	1,262	1,262	1,262	1,468	*	*	Upward
★ Average acceptably clean BID sidewalk ratings (%)	98.9%	99.2%	99.1%	99.0%	99.0%	*	*	Neutral
Value of AvenueNYC (local development corps.) funding (\$ millions)	\$2.78	\$3.27	\$2.21	\$1.80	\$1.74	*	*	Downward

★ 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 certified 1,022 M/WBEs in Fiscal 2012 and reached a total of 3,526 certified businesses by the close of the fiscal year, up nine percent from 3,244 certified M/WBEs at the end of Fiscal 2011. The number of City contracts awarded to M/WBEs after receiving direct assistance increased by 11 percent to 5,391 and the overall number of City contracts awarded to M/WBEs increased by 29 percent to 8,496. This growth in MWBE contracts is attributed to the growth of the vendor pool and the program’s sustained effort at increasing agency M/WBE utilization, providing procurement assistance to M/WBEs and connecting certified businesses with productive contract opportunities.



- The M/WBE program developed a new notification system to alert firms prior to their certification expiration date and to provide them sufficient time to reapply to the program. This led to an increase in the Fiscal 2012 annual M/WBE recertification rate to 62 percent, from 49 percent in Fiscal 2011. Overall, 443 M/WBE companies chose to recertify in Fiscal 2012.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Minority and Women-owned Business Enterprises (M/WBEs) awarded City contracts	418	427	485	529	633	*	*	Upward
★ - M/WBEs awarded contracts after receiving direct assistance	337	318	356	378	439	*	*	Upward
★ Number of City contracts awarded to M/WBEs	5,762	5,892	6,173	6,564	8,496	*	*	Upward
★ - Contracts awarded to M/WBEs after receiving direct assistance	4,264	3,949	4,707	4,856	5,391	*	*	Upward
Newly certified businesses in M/WBE Program	550	611	636	549	1,022	*	*	Upward
★ Total M/WBEs certified	1,604	2,200	2,791	3,244	3,526	*	*	Upward
★ Annual M/WBE recertification rate	62.7%	78.2%	70.2%	49.4%	62.5%	*	*	Downward
Newly certified businesses in Locally-Based Enterprise Program	28	20	14	15	26	*	*	Downward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	100	100	100	NA	100	NA
Percent of letters responded to in 14 days	NA	NA	100	100	100	NA	100	NA
Completed customer requests for interpretation	NA	NA	4,857	16,631	13,257	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	90	96	92	NA	92	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$136.6	\$153.5	\$159.6	\$148.7	\$153.9	\$146.0	\$135.9	Neutral
Revenues (\$ millions)	\$23.6	\$29.0	\$29.5	\$53.2	\$72.8	\$71.3	\$77.1	Upward
Personnel	305	312	306	238	242	245	243	Downward
Overtime paid (\$ thousands)	\$35	\$27	\$36	\$30	\$15	\$15	\$15	Downward
Human services contract budget (\$ millions)	\$21.7	\$39.9	\$50.2	\$36.0	\$33.8	\$31.5	\$31.6	Upward

¹Authorized Budget Level "NA" - Not Available in this report
²Expenditures include all funds.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 SBS's services and goals are:

Service 1: Help businesses start, operate and expand in New York City.

Goal 1a: Assure that businesses and entrepreneurs have easy access to a variety of high quality support services.

Goal 1b: Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

Service 2: Match businesses in need of workers with qualified applicants.

Goal 2a: Assure that businesses have timely access to qualified job applicants.

Goal 2b: Help jobseekers find good jobs through training linked to jobs in high growth industries.

Service 3: Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

Goal 3a: Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

Service 4: Help minority and women-owned businesses identify and compete for City contracts.

Goal 4a: Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

Goal 4b: Increase the number and value of City contracts awarded to M/WBEs.

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



DEPARTMENT OF CONSUMER AFFAIRS

Jonathan Mintz, Commissioner

Key Public Service Areas

- ✓ Educate, empower and protect consumers.
- ✓ Facilitate fair business practices.
- ✓ Ensure efficient, accountable, and customer-friendly services.

Scope of Agency Operations

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

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

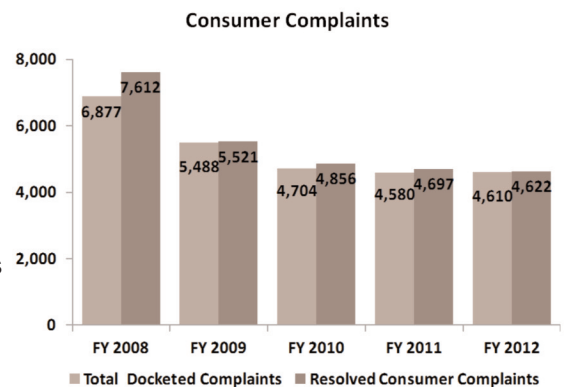
Critical Objectives

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

Performance Report

✓ Educate, empower and protect consumers.

- The Department continued to successfully mediate consumer complaints against businesses. For the first time, all complaints were processed within 50 days, while complaints resolved to the satisfaction of the business and the consumer remained



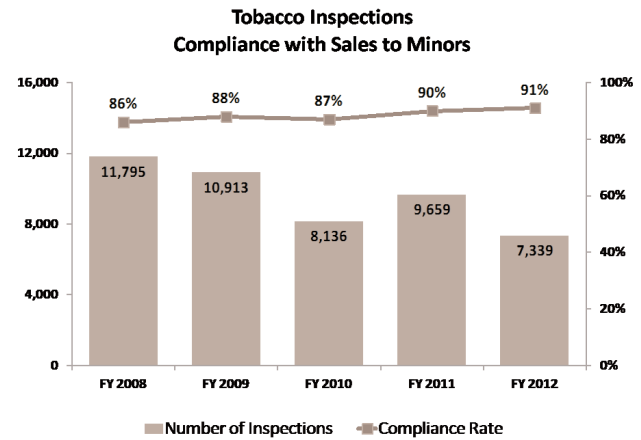
- steady at 55 percent. Of the \$5.5 million in restitution awarded in Fiscal 2012, \$2.8 million was secured through mediation.
- DCA collected \$8.7 million in settlements, up from \$7.3 million in Fiscal 2011. Large cases against targeted industries are partially responsible for this increase, including a \$583,000 settlement with a debt collection agency during the fall of 2011. In addition, DCA performed more consumer protection inspections than in Fiscal 2011. These inspections included sweeps of problem industries, including funeral homes and gold buyers, as well as annual sweeps for illegally operating home improvement contractors and tax preparers. In Fiscal 2012 more than 3,000 businesses settled their violations online, a 56 percent increase from the previous year, as DCA continues to make it easier to conduct business with the City by expanding its online settlement options.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Complaint processing time - Within 0-20 days (%)	26%	44%	48%	64%	60%	40%	40%	Upward
- Within 21-50 days (%)	42%	51%	46%	32%	40%	50%	50%	Downward
- Within 51-90 days (%)	21%	5%	4%	3%	0%	5%	5%	Downward
★ Median complaint processing time (days)	35	23	21	15	17	*	*	Downward
★ Complaints resolved to the satisfaction of the business and consumer (%)	57%	53%	55%	56%	55%	55%	55%	Neutral
★ Total docketed complaints	6,877	5,488	4,704	4,580	4,610	*	*	Downward
- Home improvement contractor	957	715	585	592	610	*	*	Downward
- Debt collection agency	NA	831	646	627	652	*	*	NA
Restitution awarded (\$000)	\$8,367	\$9,858	\$11,728	\$5,424	\$5,486	\$4,500	\$4,500	Downward
Total settlements (\$000)	\$5,266	\$4,192	\$4,625	\$7,336	\$8,707	*	*	Upward

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

✓ **Facilitate fair business practices.**

- Compliance on inspections to monitor whether businesses were illegally selling tobacco to minors remained high at 91 percent, even as State funding for this program declined and the number of inspections with minors dropped to 7,339. Late in Fiscal 2012 DCA began using GIS technology to better monitor and prioritize undercover tobacco inspections. This technology will help the Department maximize its resources to prevent the sale of tobacco to minors, even as funding remains tight.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Licensing Law compliance rate (%)	88%	89%	90%	92%	90%	87%	87%	Neutral
★ Consumer Protection Law refund and receipt compliance rate (%)	90%	94%	93%	91%	91%	90%	90%	Neutral
Weights & Measures Law compliance rate - Gasoline pumps (%)	98%	98%	97%	96%	95%	98%	98%	Neutral
- Fuel trucks (%)	73%	80%	82%	70%	73%	80%	80%	Neutral
★ Inspected stores complying with tobacco regulations (%)	86%	88%	87%	90%	91%	86%	86%	Neutral
★ Compliance on a follow-up inspection after a previous tobacco violation (%)	89%	89%	88%	86%	88%	85%	85%	Neutral
Current number of licensed home improvement contractors	11,095	12,620	12,626	13,958	12,725	*	*	Upward

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

✓ **Ensure efficient, accountable, and customer-friendly services**

- Customers waited 13 minutes on average to be served by Licensing Center window staff, two minutes less than the fiscal year target of 15 minutes. Applications for basic licenses were processed in an average of 5 days compared to 3 days a year ago. The increase reflects normal fluctuations in the licensing renewal cycle, which peaks during even fiscal years.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Licensing center wait time (minutes)</i>	13	18	14	11	13	15	15	Downward
★ <i>Basic license application - Average processing time (days)</i>	5	3	4	3	5	*	*	Neutral
★ <i>Number of fines collected within 45 days of assessment (%)</i>	77%	80%	82%	84%	82%	75%	75%	Neutral
<i>Current number of legally operating sidewalk cafes</i>	871	956	1,126	1,163	1,169	*	*	Upward
★ Critical Indicator "NA" - means Not Available in this report								

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	83	93	93	NA	87	NA
Average customer in-person wait time (minutes)	NA	NA	14	12	14	NA	17	NA
Completed customer requests for interpretation	NA	NA	1,622	1,697	2,022	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	88	83	83	NA	83	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to (first) action – Consumer Complaint - Exchange/Refund/Return (4 days)	100	99	99	100	100	NA	98	Neutral
Percent meeting time to (first) action – Consumer Complaint - False Advertising (4 days)	100	98	99	99	99	NA	98	Neutral
Percent meeting time to (first) action – Consumer Complaint - Non-Delivery Goods/Services (4 days)	99	99	99	100	99	NA	98	Neutral
Percent meeting time to (first) action – Consumer Complaint - Overcharge (4 days)	100	95	99	99	98	NA	98	Neutral
Percent meeting time to (first) action – DCA / DOH New License Application Request - General Street Vendor License (7 days)	100	97	51	100	100	NA	98	Neutral

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$20.5	\$21.5	\$22.3	\$21.8	\$28.2	\$28.3	\$25.6	Upward
Revenues (\$ millions)	\$26.3	\$25.5	\$27.4	\$29.8	\$36.4	\$26.3	\$27.5	Upward
Personnel	304	286	288	286	327	370	331	Neutral
Overtime paid (\$ millions)	\$1.1	\$0.9	\$0.7	\$0.4	\$0.1	\$0.1	\$0.1	Downward
¹ Authorized Budget Level "NA" - Not Available in this report								
² Expenditures include all funds.								

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor’s Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency’s progress toward achieving that goal. For Fiscal 2013 DCA’s services and goals are:

Service 1: Protect consumers in the marketplace.

Goal 1a: Mediate consumer complaints with businesses to achieve fair outcomes.

Goal 1b: Ensure all businesses comply with NYC’s Consumer Protection Law and related laws.

Goal 1c: Adjudicate violations in a timely manner and ensure compliance with penalties.

Service 2: Help businesses do right by their consumers.

Goal 2a: Ensure that business licensing is easy.

Goal 2b: Ensure that businesses understand their responsibilities toward consumers.

Service 3: Educate and empower low-income New Yorkers.

Goal 3a: Help low-income residents achieve financial stability.

Goal 3b: Connect all eligible New Yorkers to available tax credits.

- Also beginning in Fiscal 2013, performance targets were added for select customer service indicators. For DCA, performance targets were added to eight such indicators.

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

ADMINISTRATIVE SERVICES



Department of Citywide Administrative Services



Department of Records and Information Services



Department of Finance



Department of Information Technology and Telecommunications



311 Customer Service Center



Taxi and Limousine Commission



DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Edna Wells Handy, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Citywide Administrative Services (DCAS) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public. DCAS supports City agencies' workforce needs in recruiting, hiring and training City employees; establishes and enforces uniform procedures to ensure equal employment opportunity for employees and job candidates at City agencies; provides overall facilities management, including security, maintenance and construction services for tenants in 55 public buildings; purchases, sells and leases non-residential real property; purchases goods and select services; inspects and distributes supplies and equipment; disposes of all surplus and obsolete goods; monitors City agency fleets and the City's overall compliance with fleet purchasing laws and environmental goals; establishes, audits and pays utility accounts that serve 80 agencies and more than 4,000 buildings; and implements energy conservation programs throughout City facilities.

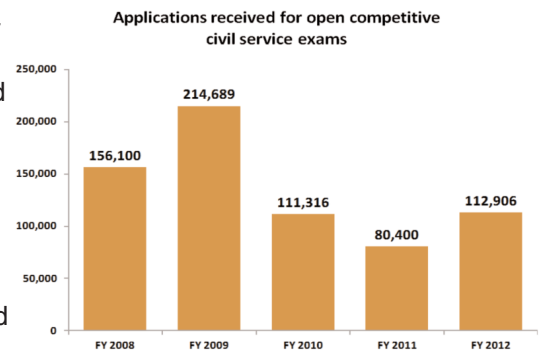
Critical Objectives

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

Performance Report

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

- The number of applications received for open competitive civil service exams increased 40 percent in Fiscal 2012. This was primarily due to the number of applicants filing for the firefighter exam, as well as an increase in the number of exams offered at the City's computerized testing centers.



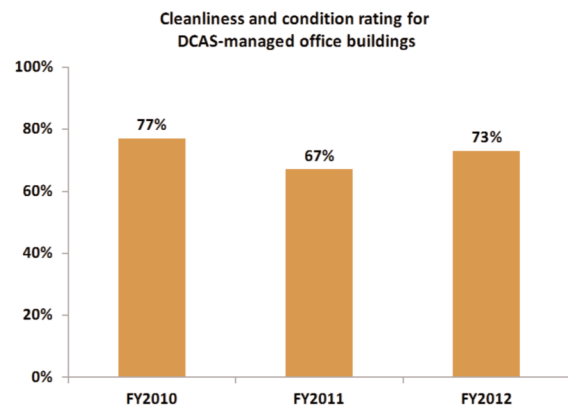
- The median number of days from exam administration to list establishment rose to 489 days, a 50 percent increase. The increase is due to revised procedures, instituted in Fiscal 2010, that allow City agencies at least 60 days to review lists of eligible candidates before the lists are officially made public.
- The average cost of training per employee increased by \$58 per employee in Fiscal 2012, a 30 percent increase, due to an increased number of citywide training initiatives, including emergency management training that will be reimbursed by the federal government, and increased technology skills training classes requested by City agencies.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Applications received for open competitive civil service exams	156,100	214,689	111,316	80,400	112,906	*	*	Downward
Exams administered on schedule (%)	87%	95%	100%	100%	100%	100%	100%	Upward
★ Median days from exam administration to list establishment	232	228	295	326	489	*	*	Upward
Average cost of training per employee (\$)	\$186	\$195	\$179	\$195	\$253	*	*	Upward
★ Average rating for professional development training sessions (%)	NA	NA	NA	90%	88%	*	*	NA
High-priority New York City Automated Personnel System (NYCAPS) work tickets resolved (%)	96%	95%	94%	94%	96%	95%	95%	Neutral

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

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

- In Fiscal 2012 the number of in-house trade shop work orders increased by 4 percent affecting the number of work orders completed within 30 days. Despite the increase in workload, the average time to complete in-house trade shop work orders decreased by more than half a day.
- The average building condition rating increased 6 percentage points to 73 percent. The increase may be attributable to the release of a tenant guide in February 2012. The guide outlines DCAS and tenant agency responsibilities and clearly defines the communication protocol.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Average building cleanliness and condition rating for DCAS-managed office buildings (%)	NA	NA	77%	67%	73%	*	*	NA
Average cost of cleaning per square foot	\$2.4	\$2.7	\$3.0	\$2.9	\$2.8	*	*	Upward
In-house work orders received (total)	59,799	66,001	76,327	71,125	71,431	*	*	Upward
In-house trade shop work orders received	14,019	15,067	16,098	13,729	14,336	*	*	Neutral
★ Average time to complete in-house trade shop work orders (days)	8.2	8.9	6.4	8.2	7.6	*	*	Neutral
In-house trade shops work orders completed within 30 days (%)	85%	85%	87%	80%	75%	80%	80%	Downward
★ Construction projects completed early or on time (%)	100%	100%	100%	100%	100%	*	*	Neutral
★ Design projects completed early or on time (%)	100%	100%	100%	100%	100%	*	*	Neutral

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

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

- Revenue generated from the sale of surplus goods decreased 30 percent due in part to a reduction in heavy equipment available for sale during the reporting period. In addition, during the last quarter of Fiscal 2012 the DCAS auto auction operation shut down in order to transition to the new online auction business model adopted as part of a citywide initiative to streamline procurement procedures.

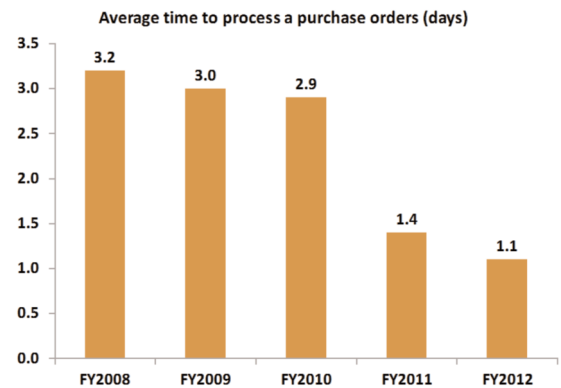
- Private leases on DCAS property generated revenue of more than \$67 million, an increase of 2 percent compared to Fiscal 2011.
- In Fiscal 2012 DCAS held its first real estate public auction in six years, netting the City \$5.6 million in revenue.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Revenue generated from the sale of surplus goods (\$000)	\$8,246	\$12,824	\$12,576	\$13,300	\$9,318	\$9,500	\$9,500	Neutral
Real estate auction bids received (\$000)	NA	NA	NA	NA	\$5,600	*	*	NA
Lease revenue generated (\$000)	\$64,254	\$64,920	\$63,339	\$65,561	\$67,009	\$65,859	\$65,859	Neutral
★ Rents collected as a percentage of rents billed	96%	100%	99%	97%	99%	96%	96%	Neutral
Short-term lease renewal inspections completed	200	233	250	239	212	*	*	Neutral
Short-term lease renewal inspections completed within 10 business days (%)	100%	100%	98%	95%	95%	95%	95%	Neutral
Average square feet of office space per employee	NA	NA	NA	268	280	*	*	NA
Vacant desks (%)	NA	NA	NA	14%	15%	*	*	NA
★ Number of tax lots managed by DCAS	2,311	2,260	2,206	2,157	2,033	*	*	Downward

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

✓ Procure goods for City agencies.

- The average time to process a purchase order was 1.1 days in Fiscal 2012. Processing time has decreased steadily over the past five fiscal years. DCAS completed the citywide implementation of the online direct order system in Fiscal 2012.
- The average number of bidders per solicitation decreased 30 percent due to the transition to online-only notifications as part of a citywide initiative to streamline procurement procedures. During Fiscal 2013 it is anticipated that bidder participation will increase as bidders become more familiar with the new online procedures.
- In Fiscal 2012 the percentage of the citywide fleet that uses hybrid or alternative fuel increased slightly to 28 percent of the total fleet.

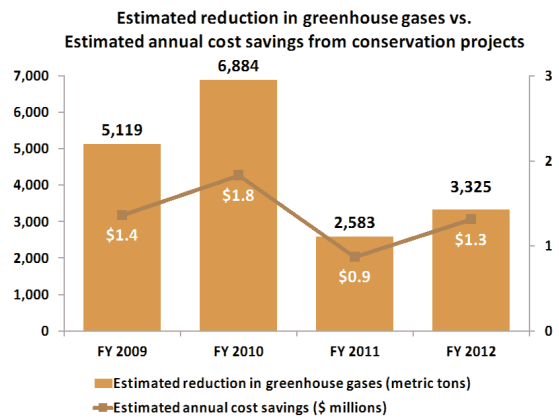


Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Average time to process a purchase order (days)	3.2	3.0	2.9	1.4	1.1	*	*	Downward
Average number of bidders per bid	4.6	5.6	4.9	4.6	3.2	*	*	Downward
★ Percentage of citywide fleet that is hybrid or alternative fuel vehicle	NA	22.3%	24.1%	26.9%	28.0%	*	*	NA
Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)	87%	95%	92%	93%	98%	*	*	Neutral

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

✓ **Manage energy procurement and conservation programs**

- The estimated reduction in greenhouse gas emissions from energy conservation projects increased 29 percent to 3,325 metric tons in Fiscal 2012 as a result of DCAS' energy retrofit program. The estimated cost savings associated with these projects increased by 51 percent to \$1.3 million. DCAS continues to set ambitious targets for reductions of 7,500 metric tons of carbon dioxide and savings of \$2.04 million for these measures in Fiscal 2013.
- Total energy purchased by City government decreased 17 percent to 24.3 trillion British thermal units due to efficiencies achieved from energy retrofit projects and milder winter weather.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Estimated annual cost savings from energy conservation projects (\$ millions)	NA	\$1.36	\$1.83	\$0.87	\$1.31	\$2.04	\$2.04	NA
★ Estimated reduction in greenhouse gas emissions due to energy conservation projects (metric tons)	NA	5,119	6,884	2,583	3,325	7,500	7,500	NA
Total energy purchased (British Thermal Units) (trillions)	29.1	29.6	28.0	29.2	24.3	*	*	Downward
- Total electricity purchased (kilowatt hours) (billions)	4.3	4.3	4.3	4.3	4.2	*	*	Neutral

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	82	92	87	79	NA	79	NA
Percent of letters responded to in 14 days	NA	58	67	61	47	NA	47	NA
Average customer in-person wait time (minutes)	NA	NA	1	1	1	NA	1	NA
Completed customer requests for interpretation	NA	NA	1	3	3	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	92	86	78	NA	78	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$993.7	\$1,102.3	\$1,053.6	\$1,117.6	\$1,120.9	\$1,115.4	\$1,194.2	Upward
Revenues (\$ millions)	\$97.1	\$150.1	\$186.9	\$96.3	\$121.6	\$93.1	\$83.6	Neutral
Personnel	2,134	2,177	2,256	2,128	2,155	2,312	2,321	Neutral
Overtime paid (\$ millions)	\$13.6	\$14.6	\$14.4	\$12.9	\$3.6	\$3.4	\$3.4	Downward
Capital commitments (\$ millions) ³	\$162.5	\$141.1	\$93.8	\$117.2	\$154.4	\$449.0	\$464.2	Downward
Work Experience Program (WEP) participants assigned	1,009	838	1,246	1,278	960	*	*	Upward

¹ Authorized Budget Level "NA" - Not Available in this report
² Expenditures include all funds. ³ To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 DCAS' services and goals are:

Service 1: Help City agencies fulfill their workforce needs.

Goal 1a: Increase the public's access to information about employment opportunities in City government.

Goal 1b: Ensure a competitive and diverse candidate pool for City employment opportunities.

Goal 1c: Ensure timely administration of civil service exams.

Goal 1d: Provide a wide range of training opportunities.

Service 2: Manage and operate City-owned office buildings.

Goal 2a: Improve cleanliness and maintenance ratings for DCAS-managed facilities.

Goal 2b: Meet timeliness standards for maintenance service requests and repair work.

Goal 2c: Consolidate and reduce City office space.

Service 3: Manage the City's surplus real and personal property.

Goal 3a: Maximize revenue from the sale of surplus goods and savings from the reallocation of usable surplus items.

Goal 3b: Maximize revenue from the sale of real property.

Service 4: Procure goods and select services for City agencies.

Goal 4a: Maximize competition in the procurement process.

Goal 4b: Use citywide buying power to achieve best value for goods and services purchased.

Service 5: Manage energy use by City agencies.

Goal 5a: Assure that energy purchases are cost-effective.

Goal 5b: Reduce the City's energy-related carbon footprint.

Service 6: Manage the City's fleet and fuel resources.

Goal 6a: Reduce fuel use and emissions.

Goal 6b: Ensure fleet resources are available and in service for agency needs.

Goal 6c: Reduce citywide fleet costs.

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



DEPARTMENT OF RECORDS & INFORMATION SERVICES

Edna Wells Handy, Commissioner

Key Public Service Areas

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

Scope of Agency Operations

The Department of Records and Information Services preserves and maintains the City's records and publications through the Municipal Archives, the Municipal Records Management Division, and the City Hall Library. The Department currently responds to more than 55,000 requests annually and provides the public and City agencies access to approximately 180,000 cubic feet of historically valuable City records and photos, and a unique collection of more than 340,000 books, official government reports, studies and other publications. Through its website, the Department also provides electronic access to official reports issued by New York City government agencies.

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

Critical Objectives

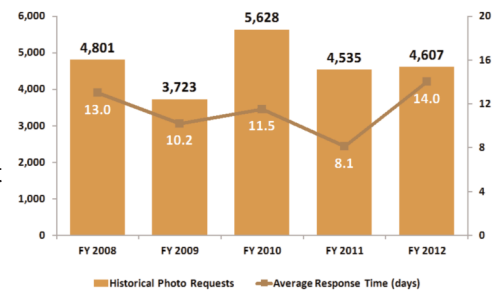
- Increase the volume and availability of public records and publications.
- Respond promptly to research requests.
- Retrieve records promptly from off-site facilities upon record owner's request.
- Transfer eligible records to off-site storage and dispose of records that have reached the end of their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

Performance Report

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

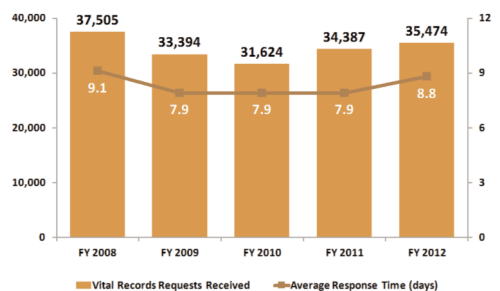
- The Department experienced a significant increase in the demand for copies of historical photographs when it launched a gallery of over 870,000 historical photographs on-line in early May 2012. In the last two months of Fiscal 2012, requests for reproductions increased 60 percent over the same period in Fiscal 2011. Unfortunately this increased demand contributed to an increase in response time for such photo requests, which ended the year at 14 days, compared to 8.1 days at the end of Fiscal 2011. An additional part-time photographer has been hired to process reproduction requests and the performance is expected to improve in Fiscal 2013.

Historical Photograph Requests and Time to Respond



- Total vital records requests received were 35,474 in Fiscal 2012, an increase of three percent from 34,387 from the previous year. The average response time to vital records requests rose 11 percent, to 8.8 days in Fiscal 2012, from 7.9 days for each of the three previous years. The Department expects to focus on reducing its vital records requests response time to that level in Fiscal 2013.

Vital Records Requests and Time to Respond



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Publications and reports acquired</i>	11,498	9,861	8,708	7,306	7,382	*	*	Downward
<i>Records preserved</i>	240,091	907,439	286,665	277,675	241,515	260,000	260,000	Downward
<i>Volume of library collection</i>	317,168	324,039	331,560	338,296	345,151	*	*	Neutral
<i>Information requests received</i>	63,722	56,432	55,545	60,208	61,735	*	*	Neutral
- <i>City Hall Library</i>	5,096	2,295	2,227	3,001	2,233	*	*	Downward
- <i>Municipal Archives</i>	58,626	54,137	53,318	57,207	58,816	*	*	Neutral
- <i>Vital record requests received</i>	37,505	33,394	31,624	34,387	35,474	*	*	Neutral
★ <i>Vital record requests responded to within 12 business days (%)</i>	86%	86%	85%	83%	76%	80%	80%	Downward
★ <i>Average response time to vital record requests (days)</i>	9.1	7.9	7.9	7.9	8.8	*	*	Neutral
<i>Photographic reproduction requests received</i>	4,801	3,723	5,628	4,535	4,607	*	*	Neutral
★ <i>Average response time to historical photo requests (days)</i>	13.0	10.2	11.5	8.1	14.0	*	*	Neutral

★ 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 for the Law Department to approve record disposal requests improved markedly in Fiscal 2012, decreasing 65 percent, from 4.6 months in Fiscal 2011, to 1.6 months in 2012. Similarly, the average time between records disposal eligibility and application sent to the Law Department, which depends largely on the time taken by agencies to approve their disposal requests, decreased 69 percent, from 3.5 months in 2011, to 1.1 months in 2012. In both instances, the improved performance is attributed to closer monitoring of the approval process by Records personnel in Fiscal 2012.
- The average response time to agency requests for stored records decreased 13 percent in Fiscal 2012, from 1.5 days in Fiscal 2011 to 1.3 days in Fiscal 2012. Revised staffing schedules accounted for the improved service.
- The quantity of records preserved decreased to 241,515 documents in Fiscal 2012, from 277,675 in Fiscal 2011, a reduction of 13 percent. The diminished productivity is attributable to the completion of a federally-funded grant project microfilming nineteenth-century felony court indictment files.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Average time between records disposal eligibility and application sent to Law Department (months)</i>	1.4	0.9	0.8	3.5	1.1	*	*	Upward
★ <i>Average time for Law Department to approve records disposal application (months)</i>	2.6	1.5	3.7	4.6	1.6	*	*	Upward
<i>Percent of warehouse capacity available for new accessions</i>	6%	7%	6%	6%	10%	*	*	Upward
★ <i>Average response time to agency requests for inactive records (days)</i>	NA	1.4	1.2	1.5	1.3	*	*	NA

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	100	100	100	NA	100	NA
Percent of letters responded to in 14 days	NA	100	100	100	100	NA	100	NA
CORE customer experience rating (0-100)	NA	NA	96	98	92	NA	92	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$5.9	\$5.9	\$5.2	\$5.2	\$6.1	\$5.3	\$5.4	Neutral
Revenues (\$ thousands)	\$703	\$640	\$839	\$814	\$834	\$863	\$900	Upward
Personnel	70	65	47	45	51	43	46	Downward
Overtime paid (\$ thousands)	\$14	\$0	\$17	\$0	\$0	\$0	\$0	Downward
¹ Authorized Budget Level "NA" - Not Available in this report ² Expenditures include all funds.								

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013, Records' services and goals are:

Service 1: Provide the public and City agencies with access to public records and publications.

Goal 1a: Increase the volume and availability of public records and publications.

Goal 1b: Promptly respond to requests for information.

Service 2: Provide City agencies, the courts, and district attorneys with record storage, retrieval, and retention scheduling services.

Goal 2a: Retrieve records promptly from off-site facilities upon record owner's request.

Goal 2b: Promptly transfer eligible agency records to off-site storage.

Goal 2c: Dispose of all records according to their scheduled retention period.

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



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; provides an independent forum for the public to contest summonses issued for parking violations; and, through the Sheriff's Office, serves as the chief civil law enforcement body for New York City. The Mayor's Office of Pensions and Investments, located at the Department of Finance, represents the Mayor at the City's five pension systems. In addition to monitoring the eligibility of disability pensioners, it advises on the operational efficiency of the pension funds, with a focus on improving returns and optimizing risk.

Critical Objectives

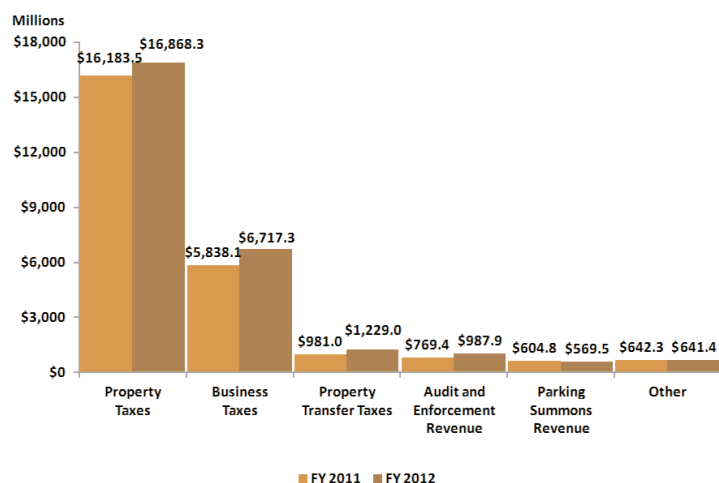
- Make it as simple as possible to make payments to New York City.
- Collect money owed to the City efficiently and cost effectively, and increase compliance with City and State tax laws.
- Aggressively pursue people and businesses that do not pay what they owe.
- Achieve performance targets for processing payments, refunds, tax returns, and conducting 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.

- In Fiscal 2012 the Department of Finance focused on closing aged or stagnant cases. Although this increased the average turnaround time for audits by nearly 12 percent to 684 days, it allowed the Department to close almost 70 percent of all audits that were more than 1,200 days old, clearing the way for auditors to focus on newer cases. The average amount collected from an audit increased by 44 percent to \$130,000 as many of these older cases had high audit liabilities. Overall tax liability increased close to 11 percent.
- During Fiscal 2012 the Department added auditors to its staff and continued to refine the audit selection and management process. A new Audit Work Plan database was implemented in September 2011 to track new audits and ensure that they are closed within a specified timeframe. Audits are classified by their level of complexity, which determines the timeframe.

Total DOF Revenue Collections



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Percent of City debt resolved</i>	23.5%	42.6%	42.0%	39.6%	39.2%	*	*	Upward
★ <i>Percent of property taxes billed that are paid</i>	97.7%	98.1%	98.1%	97.0%	97.3%	*	*	Neutral
- <i>Percent paid on time</i>	94.5%	93.3%	95.0%	95.0%	94.4%	*	*	Neutral
<i>Property assessments reduced by the Tax Commission (%) (calendar year)</i>	12%	11%	12%	13%	16%	*	*	Upward
<i>Audits closed within 1 year (%)</i>	NA	NA	33.3%	35.5%	33.7%	*	*	NA
★ <i>Average turnaround time for audits (days)</i>	NA	NA	598	612	684	*	*	NA
<i>Average amount collected from a closed audit (\$000)</i>	NA	NA	\$68	\$90	\$130	*	*	NA
★ <i>Percent increase in tax liability as a result of audits</i>	14.3%	7.4%	18.6%	26.9%	10.5%	*	*	Upward
<i>Percent of tax conciliation cases decided within 6 months</i>	60%	78%	68%	76%	79%	65%	65%	Upward
<i>Number of properties receiving 90-day lien sale notice</i>	NA	24,111	24,963	25,462	22,111	*	*	NA
<i>Percent of originally noticed properties sold in lien sale</i>	NA	20%	19%	20%	19%	*	*	NA

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

✓ **Bill and collect parking tickets.**

- The percent of parking tickets paid online continued on an upward trend, reaching 41.2 percent.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Percent of parking tickets issued that are paid within 90 days</i>	69.3%	62.0%	61.1%	63.3%	64.9%	*	*	Neutral
★ <i>Percent of parking tickets issued that are dismissed within 90 days</i>	14.7%	12.9%	13.8%	13.1%	12.6%	*	*	Downward
★ <i>Percent of parking ticket appeals granted a reversal</i>	17.1%	14.4%	15.1%	15.6%	12.2%	*	*	Downward
<i>Parking summonses received (000)</i>	10,921	10,662	10,709	9,845	9,823	*	*	Downward
<i>Parking summonses paid online (%)</i>	26.0%	28.5%	34.8%	36.9%	41.2%	*	*	Upward
★ <i>Average time to issue refunds for parking tickets, appeals and towing charges (days)</i>	14.8	15.6	15.0	12.3	8.7	10.0	10.0	Downward

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

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

- On average, property tax refunds were issued in 26 days, longer than the prior year and above the annual target of 20 days. The increase was the result of several factors, including a 23 percent increase in property refund cases and a higher number of cases involving the misapplication of funds, which required additional in-depth research. Finally, new staff members required training and time to learn their new role.
- Compared to Fiscal 2011 the Department reduced the average time to issue a business tax refund from 39 to 32 days, continuing to outperform the 45-day target. The faster turnaround time was due to three main reasons. First, more taxpayers filed electronically, reducing processing time. Second, the Department improved its automated refund processing and initiated electronic refunds to certain taxpayers. Third, the Department began to generate specific reports to identify and approve pending refunds that were not approved automatically.
- In January 2012 the Department ended the Parking Violations Settlement Program, which allowed motorists to pay a discounted rate for a parking violation in exchange for waiving their right to a hearing and appeal. In anticipation of this change, the Department hired additional hearing officers and implemented technological improvements to the online hearing process, allowing respondents to submit evidence electronically. These technological enhancements caused more motorists to use the hearing-by-web option to contest a violation, contributing to a decrease in the percent of requests for in-person hearings and a 5 minute improvement in wait times. Turnaround times for hearings by web and mail were 6.5 and 23.2 days, respectively, compared to 7.0 and 27.3 in Fiscal 2011.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Average wait time to see a cashier at payment centers (minutes)	4.9	4.8	5.5	8.7	7.9	6.0	6.0	Upward
Average response time for mail and e-mail correspondence (days)								
- E-mail	6.5	6.7	2.9	5.5	6.4	7.0	7.0	Neutral
- Correspondence	8.0	9.9	6.4	9.8	10.8	10.0	10.0	Upward
★ Average time to issue a property tax refund (days)	15	14	19	22	26	20	20	Upward
★ Average time to issue a business tax refund (days)	47	44	39	39	32	45	45	Downward
★ Average turnaround time for in-person parking ticket hearings (minutes)	26	28	25	23	18	40	40	Downward
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	NA	NA	NA	7.0	6.5	*	*	NA
★ Average time to issue decision for parking ticket hearing-by-mail	NA	NA	NA	27.3	23.2	*	*	NA
★ Average time to issue decision for parking ticket appeals (days)	12.3	11.2	11.0	11.0	11.0	15.0	15.0	Neutral
Average time to record and index property documents (days) - Citywide	1.3	0.9	0.8	0.8	1.9	*	*	Upward
Payment method (%)								
- Cash	NA	NA	5.2%	6.2%	4.4%	*	*	NA
- Check/money order	NA	NA	56.5%	50.9%	36.8%	*	*	NA
- Credit card	NA	NA	21.6%	26.4%	37.9%	*	*	NA
- Electronic (ACH/EFT)	NA	NA	16.7%	16.5%	20.8%	*	*	NA

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	92	78	75	NA	75	NA
Percent of letters responded to in 14 days	NA	NA	97	77	61	NA	61	NA
Average customer in-person wait time (minutes)	NA	NA	8	12	11	NA	11	NA
Completed customer requests for interpretation	NA	NA	3,070	2,921	3,274	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	89	85	82	NA	82	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$215.5	\$225.1	\$230.9	\$219.7	\$226.7	\$223.5	\$228.4	Neutral
Revenues (\$ millions)	\$738.8	\$691.9	\$709.6	\$679.2	\$700.3	\$702.8	\$667.2	Neutral
Personnel	2,203	2,058	1,930	1,756	1,814	2,038	1,945	Downward
Overtime paid (\$ millions)	\$0.4	\$0.3	\$0.3	\$0.4	\$0.8	\$0.7	\$0.6	Upward

¹ Authorized Budget Level "NA" - Not Available in this report
² Expenditures include all funds.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 the Department of Finance's services and goals are:

Service 1: Bill and collect property and other taxes

- Goal 1a: Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.
- Goal 1b: Promptly review applications for tax exemptions.
- Goal 1c: Increase the percentage of tax payments made online.

Service 2: Bill and collect parking tickets

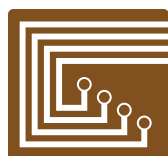
- Goal 2a: Increase the proportion of parking tickets that are collected.
- Goal 2b: Increase the percentage of parking tickets paid without penalties.
- Goal 2c: Assure that all respondents are offered convenient options for challenging tickets.

Service 3: Provide public access to data.

- Goal 3a: Increase the percentage of tax and property documents that are available online.

- Also beginning in Fiscal 2013, performance targets were added for select customer service indicators. For DOF, performance targets were added to four such indicators.
- 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 2012 are based on 10 months of activity. Revised Fiscal 2012 data for these measures, based on a full 12 months of activity, will appear in the Fiscal 2013 PMMR.
- The Department introduced two indicators that report on the average time to issue decisions for parking tickets conducted either by mail or on the web. These metrics replace the single indicator that reported on the combined average time to issue decisions for hearings conducted by both mail and the web.

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



DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

Rahul Merchant, Commissioner

Key Public Service Areas

- ✓ Ensure sustained delivery of City IT services.
- ✓ Review and develop IT applications.
- ✓ 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 citywide IT contracts, license agreements, and IT professional services.
- ✓ Provide high quality technical expertise for all IT services.

Scope of Agency Operations

The Department of Information Technology and Telecommunications (DoITT) is the City's Information Technology (IT) utility, ensuring the sustained, efficient delivery of IT services, infrastructure and telecommunication services. 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 (GIS); operates the City's state-of-the-art data center, the Citywide Radio Network (CRN), 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; 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.
- Maintain an acceptable resolution rate of Citywide Service Desk tickets and incidents, and manage system infrastructure changes in an effective manner.
- Manage City agency telecommunication service.
- Increase the public's access to City government through NYC.gov, the City's official website, social media tools, and the development of applications for smartphones and tablets.
- Facilitate open, accessible public data.
- Prioritize and coordinate IT application projects.
- Improve oversight and use of enterprise IT contracts and license agreements.
- Manage telecommunications franchise agreements for cable, telephone, and internet services and public pay telephones.
- Maximize availability, operability and cleanliness of public pay telephones on City streets.
- Effectively manage IT vendor and professional services.
- Increase training and professional certification of DoITT's IT staff.

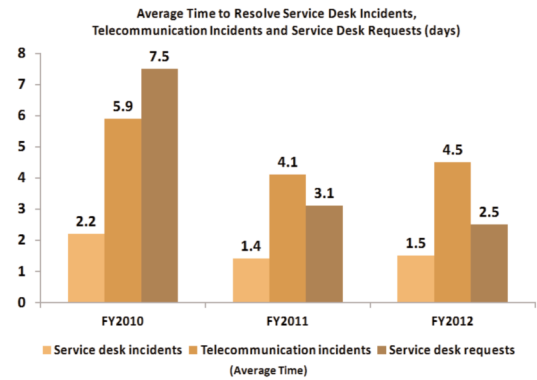
Performance Report

✓ Ensure sustained delivery of City IT services.

- In Fiscal 2012 DoITT continued to provide City agencies with sustained, high-level delivery of key IT systems, maintaining a combined 99.95 percent uptime for mainframe, UNIX and Wintel. The City's wireless network, NYCWiN, the Citywide Radio Network and the 800 MHz network had a combined uptime of 99.99 percent.
- Capacity utilization of key mainframe systems averaged 63 percent for Fiscal 2012, a rate consistent with industry best standards for monitoring and management of mainframe resources. Capacity was doubled in February 2012, thus reducing the average utilization.
- Uptime for NYC.gov was 99.78 percent in Fiscal 2012, a slight decrease compared to Fiscal 2011. DoITT is currently undergoing an effort to modernize the site's architecture, which will result in a more stable environment.
- The number of unique visitors to NYC.gov continues to grow and increased 18 percent in Fiscal 2012, for an average of 2.78 million visitors per month.
- The number of publicly available data sets on [Open Data](#) increased 116 percent compared to Fiscal 2011 because of the 3rd annual

BigApps competition held in Fiscal 2012. DoITT expects further gains in Fiscal 2013 due to compliance with the Open Data legislation passed in Fiscal 2012 and the expected launch of a 4th BigApps competition this fall.

- Service desk incident ticketing increased by 44 percent in Fiscal 2012 due to additional agencies served through CITIServ, as well as an adjustment to business rules and methodology that more accurately captures all incidents. Despite the increase in workload, the average time to resolve incidents increased by less than 3 hours, from 1.4 to 1.5 days. Cross-training of resources allowed DoITT to manage the workload. Additionally, the implementation of industry best practices established by the Information Technology Infrastructure Library (ITIL) resulted in a 19 percent reduction in re-assignment and re-opening of tickets.



- Continuing a trend from Fiscal 2011, service desk requests for new services increased 15 percent in Fiscal 2012. The average time to resolve requests dropped 19 percent to 2.5 days because DoITT implemented ITIL best practices and streamlined procedures.
- Telecommunication incidents increased by 18 percent and the average time to repair an incident increased 10 percent. These increases are due to a number of factors including the City's aged telecommunications equipment and infrastructure, with repairs dependent on outside vendors. The City is moving toward a state-of-the-art unified telecommunications platform which will improve service.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Uptime of key systems (mainframe, Unix, Wintel) (%)	99.90%	99.99%	99.99%	99.96%	99.95%	99.99%	99.99%	Neutral
Capacity utilization of key systems (mainframe) (%)	NA	NA	NA	67.94%	63.81%	*	*	NA
★ Uptime of NYC.gov (%)	99.95%	99.95%	99.99%	99.88%	99.78%	99.99%	99.99%	Neutral
★ NYC.gov unique visitors (average monthly) (000)	NA	1,859.6	1,923.1	2,350.8	2,780.7	*	*	NA
NYC.gov page views (000)	NA	NA	296,939.8	590,598.9	635,709.8	*	*	NA
Data sets available for download on NYC.gov/OpenData	NA	NA	194	361	778	*	*	NA
Service desk contacts - via telephone	49,225	38,283	26,115	32,967	30,585	*	*	Downward
Service desk contacts - via web	NA	NA	252	295	314	*	*	NA
Service desk contacts - via e-mail	NA	NA	11,757	18,190	54,207	*	*	NA
Service desk contacts - DoITT-filed	NA	NA	3,731	3,998	6,440	*	*	NA
Service desk contacts - automated	NA	NA	102,298	93,147	140,788	*	*	NA
Service desk incidents (total)	NA	140,082	145,208	144,633	207,980	*	*	NA
Incident priority level - Urgent	NA	NA	58	91	2,043	*	*	NA
Incident priority level - High	NA	NA	26,433	17,197	26,371	*	*	NA
Incident priority level - Medium	NA	NA	57,025	51,701	63,817	*	*	NA
Incident priority level - Low	NA	NA	61,692	75,644	115,749	*	*	NA
★ Average time to resolve all service desk incidents (days)	NA	2.3	2.2	1.4	1.5	4.2	4.2	NA
Average time to resolve service desk incidents - Urgent (days)	NA	NA	4.0	0.8	0.3	0.1	0.1	NA
Average time to resolve service desk incidents - High (days)	NA	NA	0.9	0.8	0.6	0.3	0.3	NA
Average time to resolve service desk incidents - Medium (days)	NA	NA	1.3	1.2	1.6	3.0	3.0	NA
Average time to resolve service desk incidents - Low (days)	NA	NA	3.5	1.8	1.7	6.0	6.0	NA
Service desk incidents - telecommunication repair	NA	NA	7,072	6,096	7,194	*	*	NA
★ Average time to resolve telecommunication incidents (days)	NA	NA	5.9	4.1	4.5	*	*	NA
Service desk requests for new/updated service	NA	NA	38,403	52,978	60,852	*	*	NA
★ Average time to resolve service desk requests (days)	NA	NA	7.5	3.1	2.5	*	*	NA
Planned IT infrastructure changes	NA	1,125	1,162	946	969	*	*	NA

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

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Unplanned IT infrastructure changes (%)</i>	NA	12.6%	10.3%	12.6%	14.9%	*	*	NA
<i>Uptime of NYCWiN (%)</i>	NA	NA	99.99%	99.97%	99.99%	99.99%	99.99%	NA
<i>Uptime of 800 MHz network (%)</i>	NA	NA	99.99%	99.99%	99.98%	99.99%	99.99%	NA
<i>Uptime of Citywide Radio Network (%)</i>	NA	NA	99.99%	99.99%	99.99%	99.99%	99.99%	NA

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

✓ **Review and develop IT applications.**

- Service catalog requests decreased 9 percent in Fiscal 2012 as fewer requests were submitted by agencies for DoITT-supported services.

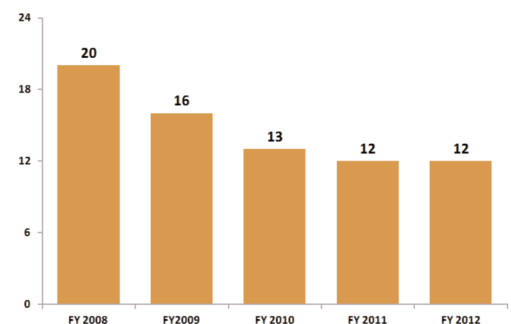
Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Service catalog requests submitted by City agencies</i>	NA	NA	NA	187	170	*	*	NA
<i>Service catalog requests for IT infrastructure</i>	NA	NA	NA	21	52	*	*	NA
<i>Service catalog requests for IT programs and applications</i>	NA	NA	NA	171	118	*	*	NA

★ 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.**

- The number of public pay telephone inspections increased 2 percent in Fiscal 2012. Violations issued decreased 7 percent as companies became more diligent in complying with DoITT rules.
- Phones passing appearance standards increased to 98 percent in Fiscal 2012. However, due to third party providers who failed to correct infrastructure issues, operability decreased to 75 percent during Fiscal 2012.
- Violations paid increased by 55 percent as more companies who wished to sell their telephones agreed to pay as a condition of DoITT's approval of the sale.
- The percent of violations upheld in court declined by 19 percent due to a large number of violations issued to a single franchisee that were dismissed when it became known that the failure was beyond the respondent's control.
- The City released a Request for Information to obtain feedback from the telecommunications industry on innovative and creative uses for the next public pay telephone franchises, which will replace the current agreements in 2014.
- The percentage of cable complaints resolved within 30 days increased slightly to 99 percent and the time to resolve complaints averaged 12 days, representing a downward trend.

Average time to resolve cable complaints (days)



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Average time to resolve cable complaints (days) - All complaints</i>	20	16	13	12	12	*	*	Downward
- <i>Service complaints</i>	15	12	13	10	10	13	13	Downward
- <i>Billing complaints</i>	21	25	19	19	19	20	20	Downward
<i>All cable complaints resolved within 30 days (%)</i>	95.3%	98.7%	98.7%	98.7%	99.2%	*	*	Neutral

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

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Pay phone inspections conducted</i>	10,069	8,643	8,521	8,435	8,614	*	*	Downward
<i>Pay phone Notices of Violation issued</i>	1,996	2,000	1,436	1,291	1,199	*	*	Downward
<i>Pay phone violations upheld in court (%)</i>	NA	NA	71%	71%	52%	*	*	NA
<i>Pay phone violation fines paid (\$ 000)</i>	NA	NA	\$1,412.8	\$897.5	\$1,394.7	*	*	NA
★ <i>Inspected phones deemed operable (%)</i>	83%	75%	81%	77%	75%	83%	83%	Neutral
<i>Inspected phones passing scorecard appearance standards (%)</i>	88%	94%	95%	97%	98%	95%	95%	Upward

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

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

- The average time to process an enterprise contract decreased 27 percent. Improvements to the IT contract process were implemented in Fiscal 2012. DoITT launched online tools to help City contract managers track and monitor contracts, as well as provide easy access to important details on existing contracts.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>IT contracts (all engagements)</i>	NA	NA	232	236	170	*	*	NA
<i>Open IT procurements</i>	NA	NA	43	72	66	*	*	NA
<i>Average time to process an enterprise contract (days)</i>	NA	NA	341	212	154	*	*	NA
<i>IT vendors (project-based)</i>	NA	NA	15	39	44	*	*	NA

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

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

- According to a voluntary survey of DoITT employees, 126 employees reported having at least one IT certification, an increase of 20 percent compared to last year's survey. DoITT continues to support ongoing training and professional development opportunities for its employees. The Department now offers workshops where City employees can earn Project Management Institute (PMI) certification credits.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>IT certifications for DoITT employees</i>	NA	NA	90	105	126	*	*	NA

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Customer Experience</i>								
<i>Percent of e-mails responded to in 14 days</i>	NA	86	86	85	94	NA	94	NA
<i>Percent of letters responded to in 14 days</i>	NA	62	86	92	95	NA	95	NA
Response to 311 Service Requests (SRs)								
<i>Percent meeting time to action (close) – Cable Complaint - Billing (30 days)</i>	NA	96	96	93	100	NA	100	NA
<i>Percent meeting time to action (close) – Cable Complaint - Miscellaneous (30 days)</i>	NA	96	96	98	100	NA	100	NA
<i>Percent meeting time to action (close) – Cable Complaint - Service (15 days)</i>	NA	93	93	99	98	NA	98	NA
<i>Percent meeting time to (first) action – Public Payphone Complaint - Damaged Telephone (30 days)</i>	NA	75	75	58	59	NA	59	NA
<i>Percent meeting time to (first) action – Public Payphone Complaint - Lost Coin (44 days)</i>	NA	87	87	73	88	NA	88	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$308.3	\$370.0	\$368.8	\$415.4	\$474.8	\$420.0	\$446.8	Upward
Revenues (\$ millions)	\$137.4	\$145.8	\$146.2	\$160.6	\$166.0	\$159.3	\$159.1	Upward
Personnel	1,196	1,273	1,177	1,157	1,107	1,245	1,211	Neutral
Overtime paid (\$ millions)	\$1.4	\$0.7	\$0.5	\$0.7	\$0.7	\$0.6	\$0.6	Downward

¹Authorized Budget Level "NA" - Not Available in this report
²Expenditures include all funds. The Fiscal 2012 actual expenditures will be updated in the upcoming Fiscal 2013 Preliminary Mayor's Management Report, and will be consistent with the Comprehensive Annual Financial Report of the Comptroller for Fiscal 2012, which will be released later this autumn.

Noteworthy Changes, Additions or Deletions

- Rahul Merchant became the City's Chief Information and Innovation Officer and DoITT's Commissioner in April 2012. During the last quarter of Fiscal 2012 the Department began a comprehensive review of performance indicators to ensure alignment with its strategic priorities. Updates will be made to the Fiscal 2013 Preliminary Mayor's Management Report at the conclusion of this exercise.
- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 DoITT's services and goals are:

Service 1: Deliver City IT services including hardware, software and technical support.

Goal 1a: Provide state-of-the-art service delivery and performance monitoring for DOITT-managed systems.

Goal 1b: Resolve all citywide service desk requests and incident tickets within targeted levels.

Goal 1c: Ensure that all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.

Goal 1d: Ensure effective management of the City's telecommunication service.

Service 2: Manage City information and data on NYC.gov.

Goal 2a: Increase the public's use of City government information through NYC.gov.

Goal 2b: Increase the number of publicly available data sets.

Goal 2c: Expand the number of tools, including social media, for supporting public engagement.

Service 3: Regulate franchised cable services.

Goal 3a: Improve service delivery to subscribers of regulated cable services.

Service 4: Regulate provisioning of public pay telephones on City streets.

Goal 4a: Maximize usefulness, operability and cleanliness of public pay telephones on City streets.

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



311 CUSTOMER SERVICE CENTER

Joseph Morrisroe, Executive Director

Key Public Service Areas

- ✓ 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 Facebook](#), [311 on Twitter](#), and text messaging at [311-NYC\(692\)](#). Information and assistance is available 24 hours a day, seven days a week in more than 180 languages.

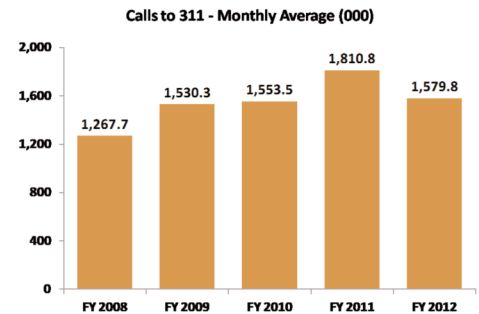
Critical Objectives

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

Performance Report

- ✓ Provide access to City government.

- 311 received over 21.3 million inquiries in Fiscal 2012. During the year, more than 18.9 million contacts were made via telephone, 2.2 million contacts were made via 311 Online and 137,498 contacts made via text. Compared to Fiscal 2011, 311 experienced a 13 percent decrease in calls, primarily due to the milder winter; however, online contacts increased 59 percent.



- Due to a 19 percent reduction in staffing and an unusually large number of calls during the August 2011 hurricane, calls answered within 30 seconds decreased 7 percentage points in Fiscal 2012, and was 9 percentage points less than the target of 80 percent. However, the target of answering 80 percent of calls within 30 seconds was achieved during each month of the last six months of Fiscal 2012.
- During the reporting period 311 received the prestigious United Nations Public Service Award for demonstrated excellence in "Improving the Delivery of Public Services." The United Nations cited 311 for "demonstrated excellence in serving the public and making a significant contribution to improvement of public administration in your country," and serving as "an inspiration and encouragement for others working in public service."

Top 10 Citywide 311 Inquiries in Fiscal 2012	Total	% of All
Noise (all inquiries)	260,614	1.4%
Landlord Complaint - Maintenance	177,320	0.9%
Parking Ticket Lookup - Ticket or Plate Number Known	175,009	0.9%
Heat Complaint - Inadequate Heat	156,084	0.8%
Schedule a Plan Examiner Appointment	153,779	0.8%
Find a Towed Vehicle - Plate Number Known	121,588	0.6%
Bus or Subway - Information or Complaint	97,456	0.5%
Property Tax Account Assistance	96,344	0.5%
Find a Police Precinct or Police Service Area by Location	92,590	0.5%
Bulk Item Disposal Information	72,787	0.4%

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ 311 calls (000)	15,212.9	18,363.1	18,642.6	21,730.0	18,957.5	*	*	Upward
311 Online site visits (000)	NA	NA	740.5	1,328.8	2,117.1	*	*	NA
★ Calls answered in 30 seconds or less (%)	97%	88%	82%	78%	71%	80%	80%	Downward
Call takers time occupied (%)	63%	69%	78%	80%	80%	*	*	Upward
★ Average wait time (tier 1 calls) (minutes:seconds)	0:07	0:12	0:22	0:31	0:45	0:30	0:30	Upward
★ Average wait time (tier 2 agency legacy system calls) (minutes:seconds)	0:14	0:25	1:04	2:03	1:43	*	*	Upward
★ Calls resolved at 311 without transfer to agency for resolution (%)	80%	84%	86%	89%	90%	*	*	Upward
Calls handled in languages other than English (%)	1.9%	3.6%	3.4%	2.7%	2.2%	*	*	Neutral
Complaints about 311 per million calls	36.5	32.7	29.2	24.9	30.0	*	*	Downward

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

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	NA	100	100	NA	100	NA
Percent of letters responded to in 14 days	NA	NA	96	96	100	NA	100	NA
Percent of calls answered in 30 seconds	97	88	82	78	71	NA	80	Downward
Completed customer requests for interpretation	NA	NA	633,270	595,101	425,157	NA	NA	NA
Rate of overall customer satisfaction (%)	NA	NA	NA	NA	84	NA	NA	NA

Agency Resources

Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$51.3	\$52.4	\$46.5	\$45.0	\$41.8	\$40.9	\$40.2	Downward
Personnel	452	473	397	347	280	325	337	Downward
Overtime paid (\$ millions)	\$0.5	\$0.3	\$0.2	\$0.3	\$0.4	\$0.4	\$0.4	Downward

¹ Authorized Budget Level "NA" - Not Available in this report

² Expenditures include all funds.

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

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013, 311's services and goals are:

Service 1: Provide public access to City government.

Goal 1a: Increase public access to non-emergency government services.

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



TAXI AND LIMOUSINE COMMISSION

David Yassky, Commissioner/Chair

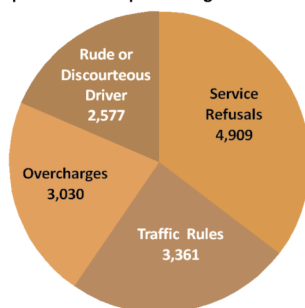
Key Public Service Areas

- ✓ 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, 40,532 for-hire vehicles, 2,435 paratransit vehicles, 433 commuter vans, and 110,111 drivers. The Commission also regulates 27 taximeter shops, 25 taxicab brokers and 66 taxicab agents, and sets fares charged by medallion taxicabs.

Top Medallion Complaint Categories Fiscal 2012



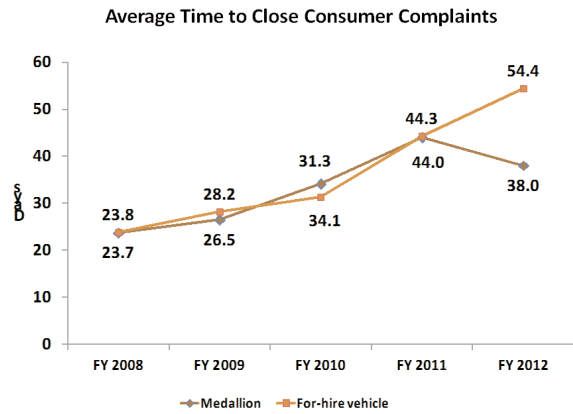
Critical Objectives

- Promote industry standards through an efficient licensing process.
- Improve compliance with rules and regulations through ongoing monitoring.
- Increase compliance with safety and emissions standards through timely inspections.
- Promptly respond to consumer complaints and inquiries.

Performance Report

- ✓ **Ensure the quality and safety of for-hire vehicle transportation services through effective regulation and administration of rules, standards, and licensing requirements.**
 - During Fiscal 2012 the number of street hail summonses issued to for-hire vehicle (FHV) drivers increased by 4,276, a 66 percent jump, and follows a Fiscal 2011 increase of nearly 400 percent. These sharp increases reflect a change in enforcement priorities and added enforcement capacity. In addition to a 14 percent increase in enforcement staff over the last year, TLC acquired additional space to store seized vehicles.
 - In December 2011 TLC's licensing facility was closed as a result of a flood. Licensing staff were displaced for the first two months of Calendar 2012 and operated from other TLC facilities, often with fewer resources than usual. This created a temporary backlog in processing license applications, and the average time to issue an FHV driver's license consequently rose by 5 days to 21.5 days. However, changes introduced by TLC this year which shortened the timeframe for complying with medallion driver's licensing requirements more than offset the effects of the backlog on medallion license issuance time, and average times to issue medallion licenses actually decreased by 4.3 days to approximately 51 days.
 - TLC enforcement staff continued undercover testing of medallion drivers' compliance with service rules, which prohibit service refusals based on the passenger's destination, ethnicity, or disability status. Nearly 80 percent of drivers tested were found to comply with TLC rules surrounding refusals.
 - The percent of medallion taxis failing initial safety and emissions tests continued to decline, falling from 38.4 percent in Fiscal 2011 to 33.5 percent this year. Since Fiscal 2010, failure rates have improved by almost 9 percentage points. Two principal factors have contributed to this positive trend: an October 2010 policy that required a \$35 reinspection fee for medallion taxicabs that failed their initial inspection; and a reduction in the number of retirement extensions issued to older vehicles.

- The average time to close consumer complaints showed mixed results. For complaints about medallions, the time to close a complaint improved to 38 days as resources added in Fiscal 2011 successfully addressed a backlog of complaints that had led to resolution times of 44 days in that year. Consumer complaints about for-hire vehicles, however, took longer to resolve, and the average time to close a complaint grew from 44.3 days to a high of 54.4 days. As part of a clean-up effort, in the latter half of Fiscal 2012 the Agency focused on closing complaints where the FHV base had failed to identify the driver. Many of these cases were over a year old, skewing the overall average time to close. TLC anticipates that consumer complaints about both medallions and FHVs may take longer to close starting in Fiscal 2013 when it introduces a violation settlement program that will afford drivers 30 days to accept or reject a settlement offer.



Performance Statistics	Actual					Target		Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Average days to receive a medallion driver's license from initial application	56.5	55.1	53.4	55.2	50.9	*	*	Neutral
★ Average days to receive a for-hire vehicle driver's license from initial application	22.5	20.0	19.9	16.5	21.5	*	*	Downward
★ Average wait time at Long Island City licensing facility (hours:minutes)	0:31	0:20	0:20	0:18	0:23	0:25	0:25	Downward
Medallion enforcement: Operation Refusal compliance rate (%)	NA	NA	NA	NA	79.5%	*	*	NA
Street hail summonses issued to non-medallion vehicle drivers	1,560	991	1,323	6,507	10,783	*	*	Upward
Unlicensed for-hire vehicle bases - Padlock proceedings initiated	47	59	29	28	15	*	*	Downward
Medallion safety and emissions inspections conducted	58,311	56,812	55,744	53,362	51,658	*	*	Downward
★ Medallion safety failure rate - Initial inspection (%)	NA	NA	15.6%	13.7%	7.9%	*	*	NA
Medallion safety and emissions failure rate - Initial inspection (%)	45.5%	42.3%	42.1%	38.4%	33.5%	*	*	Downward
- Re-inspection (%)	17.1%	13.2%	12.8%	9.7%	9.1%	*	*	Downward
★ Percent of medallion safety and emissions inspections completed on time	80.2%	92.2%	95.5%	94.4%	95.9%	*	*	Upward
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	1:06	1:09	1:12	1:11	1:18	*	*	Upward
Medallion summonses for non-inspection	2,243	2,233	1,964	1,929	1,815	*	*	Downward
Average time to close a consumer complaint (calendar days) - Medallion	23.7	26.5	34.1	44.0	38.0	*	*	Upward
- For-hire vehicle	23.8	28.2	31.3	44.3	54.4	*	*	Upward
★ Critical Indicator "NA" - means Not Available in this report								

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	33	42	78	NA	50	NA
Percent of letters responded to in 14 days	NA	NA	96	94	97	NA	90	NA
Percent of calls answered in 30 seconds	NA	NA	15	19	12	NA	15	NA
Average customer in-person wait time (minutes)	NA	NA	20	18	23	NA	20	NA
Completed customer requests for interpretation	NA	NA	3,820	5,260	6,163	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	80	81	80	NA	80	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to (first) action – For Hire Vehicle Complaint (14 days)	97	91	98	99	90	NA	90	Neutral
Percent meeting time to (first) action – Lost Property (7 days)	87	98	87	92	94	NA	90	Neutral
Percent meeting time to (first) action – Miscellaneous Comments (14 days)	NA	70	36	28	63	NA	50	NA
Percent meeting time to (first) action – Request for Information (14 days)	NA	52	30	24	76	NA	50	NA
Percent meeting time to (first) action – Taxi Complaint (14 days)	93	88	99	99	93	NA	90	Neutral

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$27.8	\$28.9	\$30.1	\$30.2	\$32.6	\$38.4	\$66.3	Upward
Revenues (\$ millions)	\$86.2	\$60.1	\$39.7	\$43.3	\$42.8	\$43.1	\$687.5	Downward
Personnel	422	435	432	436	461	569	640	Neutral
Overtime paid (\$ millions)	\$0.5	\$0.5	\$1.1	\$0.7	\$0.7	\$0.7	\$0.7	Upward
¹ Authorized Budget Level "NA" - Not Available in this report ² Expenditures include all funds.								

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 TLC's services and goals are:

Service 1: Ensure the quality and safety of for-hire vehicle transportation services through effective regulation and administration of rules, standards, and licensing requirements.

Goal 1a: Ensure that all licensed vehicles meet safety standards.

Goal 1b: Ensure all vehicles operating for-hire follow TLC rules and regulations.

Goal 1c: Provide excellent customer service to licensees.

Goal 1d: Promote excellent customer service for passengers.

- Also beginning in Fiscal 2013, performance targets were added for select customer service indicators. For TLC, performance targets were added to 10 such indicators.
- TLC will no longer report data for the indicators 'Car stop compliance rate (Medallions and for-hire vehicles (%)' and 'For-hire vehicle base inspection compliance rate (%)' because the selection criteria changed to reflect changes in enforcement strategy. When initially introduced, the indicators reported on the results of more random inspections. However, in the recent past, the overwhelming majority of car stops and inspections have been targeted and the results are, therefore, not a fair representation of overall compliance with TLC rules and regulations.

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

NON-MAYORAL AGENCIES



Public Libraries



City University of New York



Board of Elections



PUBLIC LIBRARIES

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

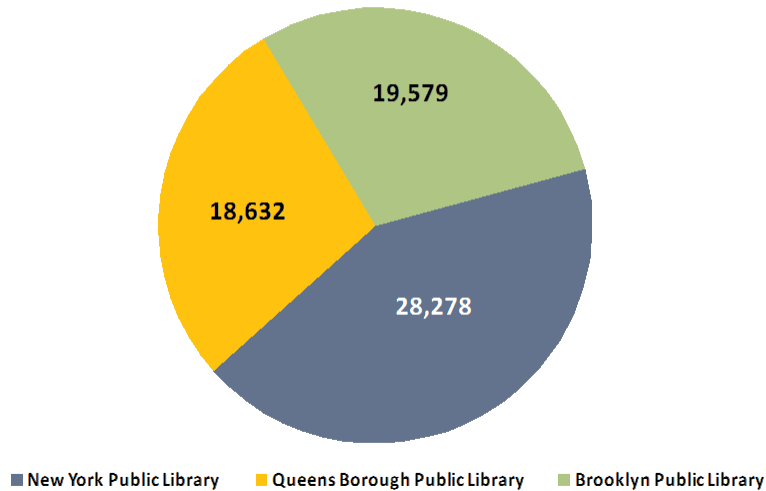
Neil L. Rudenstine, Chair — *New York Public Library System*

Jacqueline Arrington, Chair — *Queens Borough Public Library System*

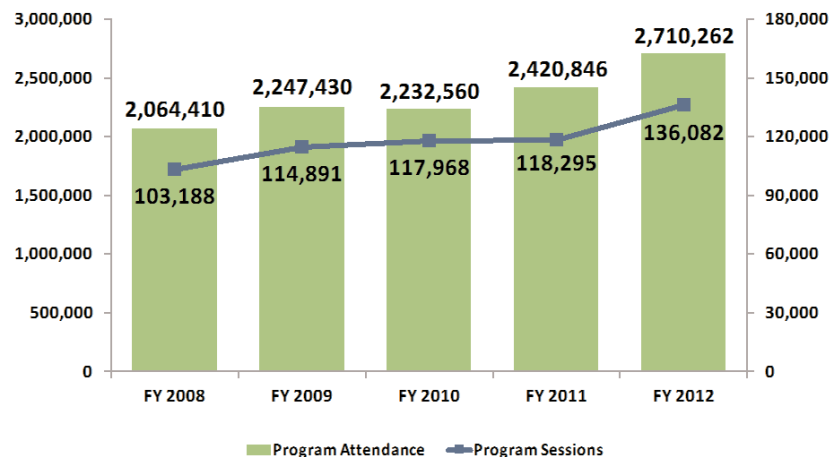
Scope of Agency Operations

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.

Library Circulation (000)
Fiscal 2012



Program Attendance and Program Sessions
at Library Systems (Branches)



Brooklyn Public Library

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Average weekly scheduled hours	46.7	46.0	44.3	35.5	43.5	43.5	43.5	Downward
Libraries open seven days per week (%)	10%	10%	10%	10%	3%	3%	3%	Downward
★ Libraries open six days per week (%)	100%	100%	100%	28%	52%	52%	52%	Downward
★ Circulation (000)	16,825	17,273	19,474	20,280	19,579	21,000	21,000	Upward
Reference queries (000)	3,450	3,436	3,380	3,401	3,190	3,500	3,500	Neutral
Electronic visits to website (000)	3,882	4,836	5,337	5,807	6,123	*	*	Upward
Computers for public use	1,108	1,108	1,108	1,108	1,111	1,111	1,111	Neutral
Program sessions	43,862	46,091	49,398	43,748	43,249	40,425	40,425	Neutral
★ Program attendance	894,648	868,616	924,700	855,713	830,450	788,000	788,000	Neutral
★ Library card holders (000)	1,075	1,154	1,306	741	915	900	900	Downward
★ Total library attendance (000)	12,915	13,225	12,036	12,341	12,024	14,000	14,000	Neutral

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

New York Public Library - Branch

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Average weekly scheduled hours	51.7	51.9	47.0	46.6	46.6	46.0	46.0	Downward
Libraries open seven days per week (%)	9%	11%	4%	4%	4%	4%	4%	Downward
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%	Neutral
★ Circulation (000)	19,588	22,104	24,085	27,908	28,278	24,200	25,500	Upward
Reference queries (000)	7,794	8,058	7,503	7,909	8,844	8,000	8,800	Upward
Electronic visits to website (000)	28,037	24,637	25,369	31,248	32,307	27,400	32,000	Upward
Computers for public use	2,854	3,525	3,627	3,704	4,026	3,627	4,000	Upward
Program sessions	30,968	38,613	42,024	43,270	53,157	30,900	53,000	Upward
★ Program attendance	630,417	781,899	758,685	864,669	1,058,899	630,000	1,057,000	Upward
★ Library card holders (000)	2,589	2,654	3,120	2,215	1,985	2,400	2,000	Downward
★ Total library attendance (000)	14,224	15,608	15,248	15,063	14,836	15,600	14,800	Neutral

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

New York Public Library - Research

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Average weekly scheduled hours	47.5	49.0	48.8	46.8	46.8	48.0	46.8	Neutral
Libraries open seven days per week (%)	25%	25%	0%	25%	25%	25%	25%	Neutral
★ Libraries open six days per week (%)	100%	100%	100%	75%	75%	100%	75%	Downward
Reference queries (000)	564	453	402	375	348	625	340	Downward
Program sessions	1,605	1,187	1,041	1,639	1,983	1,600	1,900	Upward
★ Program attendance	59,643	70,038	67,220	101,533	109,228	60,000	109,000	Upward
★ Total library attendance (000)	2,010	2,381	2,363	2,475	3,375	2,000	3,300	Upward

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

Queens Public Library

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ <i>Average weekly scheduled hours</i>	43.5	43.2	42.7	39.3	39.6	38.9	38.9	Downward
<i>Libraries open seven days per week (%)</i>	10%	6%	2%	3%	3%	3%	3%	Downward
★ <i>Libraries open six days per week (%)</i>	100%	100%	76%	38%	32%	32%	32%	Downward
★ <i>Circulation (000)</i>	22,822	23,073	23,064	20,609	18,632	21,200	18,632	Downward
<i>Reference queries (000)</i>	3,892	3,841	3,612	3,177	2,929	3,177	2,929	Downward
<i>Electronic visits to website (000)</i>	3,691	4,119	4,809	7,030	5,191	7,030	5,200	Upward
<i>Computers for public use</i>	1,150	1,150	1,245	1,551	1,706	1,554	1,706	Upward
<i>Program sessions</i>	28,358	30,187	26,592	29,638	37,717	30,000	37,800	Upward
★ <i>Program attendance</i>	539,347	596,914	550,355	598,931	712,849	600,000	713,000	Upward
★ <i>Library card holders (000)</i>	827	874	889	902	884	889	884	Neutral
★ <i>Total library attendance (000)</i>	14,892	14,499	14,127	12,966	12,681	13,950	12,681	Downward
★ Critical Indicator "NA" - means Not Available in this report								

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$266.7	\$366.3	\$210.5	\$296.6	\$204.1	\$142.4	\$236.5	Downward
Personnel	4,826	4,557	4,382	3,946	3,811	4,428	3,707	Downward
Capital commitments (\$ millions) ³	\$51.5	\$103.8	\$73.7	\$21.2	\$54.6	\$50.5	\$101.6	Downward
¹ Authorized Budget Level "NA" - Not Available in this report								
² Expenditures include all funds. ³ To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb .								

Noteworthy Changes, Additions or Deletions

None

For more information please visit the websites at:

Brooklyn Public Library:

www.brooklynpubliclibrary.org

New York Public Library:

www.nypl.org

Queens Borough Public Library:

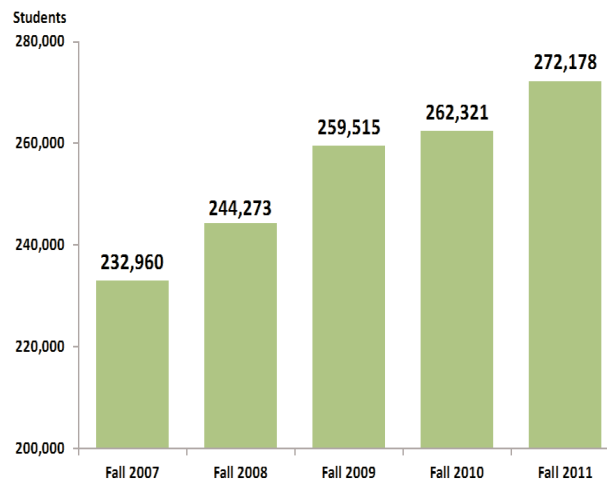
www.queenslibrary.org



Scope of Agency Operations

The City University of New York (CUNY) provides higher education to more than 272,000 degree seeking students and over 218,000 adult and continuing education students. CUNY consists of 24 institutions: eleven senior colleges, seven community colleges, the William E. Macaulay Honors College at CUNY, the Graduate School and University Center, the CUNY Graduate School of Journalism, CUNY School of Law, the CUNY School of Professional Studies, and the CUNY School of Public Health. CUNY enrolls students in 1,443 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,000 full-time faculty and nearly 12,000 part-time faculty. In the academic year 2011-2012, CUNY granted an estimated 10,200 graduate and professional degrees, 22,000 baccalaureate degrees, 15,000 associate degrees, 340 certificates and 900 advanced certificates.

Total Student Enrollment



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
High school students participating in college preparation program (College Now)	48,234	40,870	28,017	27,122	28,678	*	*	Downward
The mean SAT score of enrolled freshmen in baccalaureate programs at senior colleges (excluding comprehensive colleges)	1,036	1,050	1,084	1,100	1,083	*	*	Neutral
Baccalaureate degree seeking students admitted who enroll (%)	52.5%	51.7%	49.6%	46.1%	47.5%	*	*	Downward
Honors college student enrollment	1,198	1,220	1,352	1,417	1,561	*	*	Upward
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in a baccalaureate program at a CUNY college	84.6%	84.7%	85.0%	85.9%	86.3%	*	*	Neutral
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in an associate program at a CUNY community college	64.8%	66.1%	66.7%	68.0%	67.1%	*	*	Neutral
★ Six-year graduation rate of full-time first-time freshmen seeking a baccalaureate degree at a CUNY college	49.3%	49.6%	50.6%	51.1%	NA	*	*	NA
★ Six-year graduation rate of full-time first-time freshmen seeking an associate degree at a CUNY community college	28.6%	28.5%	27.6%	28.4%	NA	*	*	NA

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

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Students passing the New York State Teacher Certification Examination (%)	97%	97%	98%	97%	97%	*	*	Neutral
Students passing the National Council Licensure Examination for Registered Nurse (%) (CY 2000-2004)	86.3%	86.5%	85.4%	85.5%	81.6%	*	*	Neutral
Instructional hours delivered by full-time faculty (Fall) - Community colleges (%)	46.1%	43.3%	45.6%	44.3%	41.4%	*	*	Neutral
- Senior colleges (%)	43.2%	41.8%	43.3%	41.9%	40.4%	*	*	Neutral
★ Enrollment of first-time freshmen in CUNY community colleges	13,935	15,269	17,220	17,512	19,362	*	*	Upward
★ Number of students transferring to a CUNY baccalaureate program within two years of leaving a CUNY associate program	5,605	5,989	6,754	7,311	8,144	*	*	Upward

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

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$671.3	\$707.1	\$764.7	\$777.1	\$830.1	\$770.0	\$844.8	Upward
Revenues (\$ millions)	\$195.7	\$219.0	\$276.8	\$277.7	\$304.1	\$285.5	\$328.4	Upward
Personnel	6,936	7,286	7,775	7,653	7,849	7,289	7,666	Upward
Overtime paid (\$ millions)	\$4.4	\$4.8	\$5.1	\$4.5	\$4.3	\$1.1	\$1.5	Neutral
Work Experience Program (WEP) participants assigned	372	338	417	640	719	*	*	Upward

¹Authorized Budget Level "NA" - Not Available in this report
²Expenditures include all funds.

Noteworthy Changes, Additions or Deletions

None.

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;
- Ensuring each voter their right to vote at the polls or by absentee ballot;
- Canvassing and certification of the vote;
- Voter education, notification and dissemination of election information; and
- Preparation of maps of various political subdivisions.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Number of registrations processed						*	*	
Number of poll workers trained (target required)						*	*	
Election day poll worker absence rate (%)						*	*	
Overall voting equipment failure rate on election days (%)						*	*	
Polling site complaints:						*	*	
- Regarding lack of access or waiting times						*	*	
- All other polling place complaints						*	*	
Other voter complaints						*	*	
Number of Polling places open on time (%)						*	*	
Calls to BOE voter hotline						*	*	
- Calls answered in 30 seconds (%)						*	*	
Number of Polling places open on time (%)						*	*	
Polling sites with at least one operational Ballot Marking Device (BMD) on election days (%)						*	*	
Number of votes cast using BMDs						*	*	
Number of polling site complaints regarding BMDs, by individual site						*	*	
New voting machines procured (target required)						*	*	
Average time to performance equipment acceptance tests (days:hrs)						*	*	
Equipment passing acceptance tests (%)						*	*	
Equipment suitably stored prior to elections (%)						*	*	
Public attendance at voting machine demonstrations						*	*	
Polling sites with all required new voting machines operational (%)								
- Primary election day						*	*	
- General election day						*	*	
- Special election day						*	*	

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

	Actual					Target		5-Yr. Trend
Performance Statistics	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
New equipment failure rates in 2009 (%)								
- Primary election day						*	*	
- General election day								
- Special election day								
Polling site complaints regarding new voting machines								
- Primary election day						*	*	
- General election day								
- Special election day								
★ Critical Indicator "NA" - means Not Available in this report								

Agency Resources

	Actual					Plan ¹		5-Yr. Trend
Statistics	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$80.7	\$81.1	\$95.7	\$102.9	\$127.3	\$99.7	\$84.7	Upward
Revenues (\$000)	\$63	\$79	\$114	\$55	\$48	\$116	\$116	Downward
Personnel	550	411	472	488	768	1,299	1,010	Upward
Overtime paid (\$ millions)	\$6.0	\$6.9	\$5.3	\$6.7	\$1.3	\$1.3	\$1.3	Downward
¹ Authorized Budget Level "NA" - Not Available in this report								
² Expenditures include all funds.								

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.vote.nyc.ny.us

MMR USER'S GUIDE

1



DEPARTMENT OF PARKS & RECREATION

Veronica M. White, Commissioner

2

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.

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 1,700 parks, more than 2,500 greenstreet sites, over 1,000 playgrounds, more than 800 athletic fields, over 550 tennis courts, 55 outdoor swimming pools, 12 indoor swimming pools, 33 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.

Critical Objectives

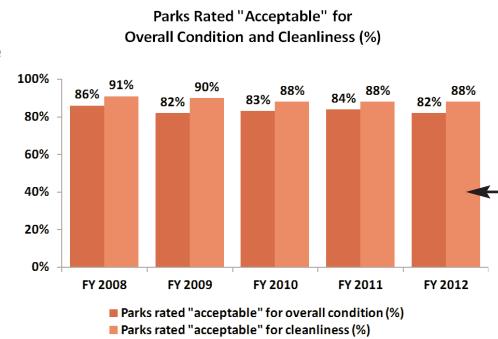
- Optimize the overall condition and cleanliness of park facilities and playgrounds.
- Maintain drinking fountains, comfort stations and spray showers.
- Plant and maintain street and park trees.
- Restore and preserve natural areas, monuments and historic house museums.
- Build and renovate parks and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

3

Performance Report

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

- Overall condition ratings declined slightly, by 2 points, to 82 percent, while the percent rated acceptable for cleanliness remained at 88 percent. Both ratings remained below their respective performance targets. Acceptability ratings for safety surfaces and play equipment held steady at 92 percent, above the 90 percent performance goal.



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Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Parks rated "acceptable" for overall condition (%)	86%	82%	83%	84%	82%	85%	85%	Neutral
★ Parks rated "acceptable" for cleanliness (%)	91%	90%	88%	88%	88%	90%	90%	Neutral
★ - Cleanliness of small parks and playgrounds (%)	93%	90%	88%	88%	87%	*	*	Neutral
★ - Cleanliness of large parks (%)	78%	77%	76%	75%	77%	*	*	Neutral
★ Safety surfaces rated "acceptable" (%)	94%	93%	94%	92%	92%	90%	90%	Neutral
★ Play equipment rated "acceptable" (%)	89%	88%	91%	91%	92%	90%	90%	Neutral

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

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9

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	NA	76	57	58	NA	58	NA
Percent of letters responded to in 14 days	NA	NA	60	55	54	NA	54	NA
Completed customer requests for interpretation	NA	NA	52	39	57	NA	57	NA
CORE customer experience rating (0-100)	NA	NA	80	85	86	NA	86	NA
Percent of respondents who rated parks acceptable for overall condition	NA	NA	87	86	NA	NA	86	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to (first) action – Damaged Tree - Branch or Limb Has Fallen Down (8 days)	NA	94	94	97	94	NA	94	NA
Percent meeting time to (first) action – Dead Tree - Dead/Dying Tree (7 days)	NA	87	87	94	87	NA	87	NA
Percent meeting time to (first) action – New Tree Request - For One Address (180 days)	NA	94	94	87	80	NA	80	NA
Percent meeting time to (first) action – Overgrown Tree/Branches - Hitting Building (30 days)	NA	95	95	96	93	NA	93	NA
Percent meeting time to (first) action – Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	NA	93	93	92	74	NA	74	NA

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Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$370.6	\$379.6	\$382.7	\$393.7	\$379.8	\$313.2	\$337.6	Neutral
Revenues (\$ millions)	\$97.5	\$110.2	\$59.0	\$63.9	\$63.6	\$72.6	\$85.6	Downward
Personnel (Total FT and FTE)	7,245	7,395	6,803	6,364	5,598	5,316	5,744	Downward
Full-time personnel	3,702	3,760	3,581	3,354	3,095	2,681	3,197	Downward
Full-time equivalent (FTE) personnel - Parks Opportunity Program (POP) participants ³	3,543	3,635	3,222	3,010	2,503	2,635	2,547	Downward
Overtime paid (\$ millions)	2,293	2,203	2,053	1,742	1,405	1,733	1,734	Downward
Capital commitments (\$ millions) ⁴	\$7.5	\$6.9	\$6.7	\$7.5	\$6.5	\$3.6	\$3.6	Neutral
Work Experience Program (WEP) participants assigned	\$507.4	\$550.6	\$542.1	\$395.9	\$289.6	\$467.5	\$339.3	Downward
	48	542	59	87	787	*	*	Upward

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¹Authorized Budget Level

"NA" - Not Available in this report

²Expenditures include all funds. ³The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above. ⁴To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor’s Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by performance measures that will quantify the agency’s progress toward achieving that goal. For Fiscal 2013 DPR’s services and goals are:
 - Service 1: Manage the City’s parks and recreation facilities.
 - Goal 1a: Ensure that all parks and playgrounds are clean and in good condition.
 - Goal 1b: Ensure all park features are in service and in working order.
 - Goal 1c: Ensure that all parks are safe.
 - Goal 1d: Ensure all parks are used properly.
 - Service 2: Manage the City’s forests and other publicly owned trees.
 - Goal 2a: Expand the number of trees in New York City.
 - Goal 2b: Ensure that publicly-owned trees are healthy.
 - Goal 2c: Resolve tree-related emergencies promptly.
 - Service 3: Preserve and expand the infrastructure of New York’s park system.
 - Goal 3a: Build parks and playgrounds in a timely and efficient manner.
 - Goal 3b: Ensure an adequate supply of parkland to meet future needs.
 - Service 4: Provide recreational and educational opportunities for New Yorkers of all ages.
 - Goal 4a: Increase public attendance at education programs, recreation centers and other venues.
- Also beginning in Fiscal 2013, performance targets were added for select customer service indicators. For DPR, performance targets were added to nine such indicators.
- The Department updated previously reported data for fiscal years 2008 through 2011 for both MillionTreesNYC indicators.
- Previously reported data for fiscal years 2008 through 2011 for the percent of capital projects completed on time/early has been corrected to conform to the criteria in the indicator definition. The revised numbers show lower timeliness rates.
- The Fiscal 2013 target for the number of capital projects planned was lowered from 132 to 120 to reflect revised projections.
- During the reporting period Adrian Benepe served as Commissioner of the Department of Parks and Recreation. He was succeeded by Veronica M. White effective September 2012.

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

KEY TO USER'S GUIDE

1. **Easily Recognized Icon** – appears on cover page of each agency chapter for fast reference.
2. **Key Public Service Areas** – the agency's major areas of responsibility for delivering services to New Yorkers.
3. **Critical Objectives** – steps the agency will take to provide services described in Key Public Service Areas.
4. **Scope of Agency Operations** – a 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 delivering its key public services.
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 for the current fiscal year and the next fiscal year. (An asterisk means no target was set by the agency.)
9. **5-Yr. Trend** – shows whether or not the five years of data presented in the statistics table exhibits an upward or downward trend. An upward trend designation means that the Fiscal 2012 end point of a computer generated trend line is greater than 10 percent higher than the Fiscal 2008 end point of the trend line. A downward trend designation means that the Fiscal 2012 end point of a computer generated trend line is greater than 10 percent lower than the Fiscal 2008 end point of the trend line. Neutral means no consistent, significant upward or downward trend. Indicators lacking one or more years of data are classified NA.
10. **★Critical Indicator Icon** – appears before the names of indicators that are considered critical to agency performance. These are the indicators that appear on the [Citywide Performance Reporting website](#).
11. **Agency Customer Service** – statistics on agency performance in providing service to its customers through call centers, walk-in facilities, website and correspondence.
12. **Response to 311 Service Requests (SRs)** – for 12 agencies that handle service requests, a table lists five top service request types generated by the City's 311 Customer Service Center and provides performance data for each service request type.
13. **Agency Resources** – an overview of the financial and workforce resources used by an agency over the past five years and the planned resources available to the agency in the current and upcoming fiscal years.
14. **Noteworthy Changes, Additions or Deletions** – details and explanations of changes to an agency's services, goals, indicators or data.
15. **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.

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 2012 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 Fiscal 2012 MMRs and PMMRs.

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



LIST OF KEY TOPICS BY MMR AGENCY

Keywords	Agency Acronym	Agency Name
Abuse and/or neglect	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
AIDS	DOHMH	Department of Health and Mental Hygiene
	HHC	Health and Hospitals Corporation
Air quality	DEP	Department of Environmental Protection
Art	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
Buildings	DOB	Department of Buildings



Bus shelters	DOT	Department of Transportation
Business Express	SBS	Small Business Services
Business Improvement Districts	SBS	Small Business Services
Business tax	DOF	Department of Finance
Cable television	DoITT	Department of Information Technology and Telecommunications
Carting	BIC	Business Integrity Commission
Catch basins	DEP	Department of Environmental Protection
Child abuse	ACS	Department of Juvenile Justice
Child care	ACS	Administration for Children's Services
Child support	HRA	Human Resources Administration
Civilian fire fatalities	FDNY	Fire Department of New York
Community development programs	DYCD	Department of Youth and Community Development
Construction	DOB	Department of Buildings
Consumer protection	DCA	Department of Consumer Affairs
Crime	NYPD	New York City Police Department
Community college	CUNY	City University of New York (CUNY)
Death certificate	DOHMH	Department of Health and Mental Hygiene
Design and construction projects	DDC	Department of Design and Construction
DNA	OCME	Office of Chief Medical Examiner
Domestic violence	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
For-hire vehicles	TLC	Taxi and Limousine Commission
Foster care	ACS	Administration for Children's Services
Funding agreements	EDC	Economic Development Corporation
Head start	ACS	Administration for Children's Services
HIV	DOHMH	Department of Health and Mental Hygiene
	HHC	Health and Hospitals Corporation
Home care	HRA	Human Resources Administration
	DFTA	Department for the Aging
Home improvement contractor	DCA	Department of Consumer Affairs
Homeless	DHS	Department of Homeless Services
Human Rights	CCHR	City Commission on Human Rights



Hydrants	DEP	Department of Environmental Protection
Immunizations	DOHMH	Department of Health and Mental Hygiene
Industrial Development Agency (IDA)	EDC	Economic Development Corporation
Infant mortality	DOHMH	Department of Health and Mental Hygiene
Inmates	DOC	Department of Correction
Juvenile delinquency	DOP	Department of Probation
Land use	DCP	Department of City Planning
Landmarks	LPC	Landmarks Preservation Commission
Lead levels	DOHMH	Department of Health and Mental Hygiene
Libraries	BPL NYPL QPL	Brooklyn Public Library New York Public Library Queens Borough Public Library
Liens	DOF	Department of Finance
Mammogram	HHC	Health and Hospitals Corporation
Medallions/yellow cabs	TLC	Taxi and Limousine Commission
Medical care	HHC	Health and Hospitals Corporation
Medical emergencies	FDNY	Fire Department of New York
MillionTrees NYC	DPR	Department of Parks & Recreation
Minority/Women-owned business enterprises	SBS	Small Business Services
New Housing Marketplace Plan	HPD	Department of Housing Preservation and Development
Newsstands	DOT	Department of Transportation



Noise	DEP	Department of Environmental Protection
Nutrition assistance	HRA	Human Resources Administration
NYC business solutions	SBS	Small Business Services
NYC.gov	DoITT	Department of Information Technology and Telecommunications
Out-of-School Time program	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
Police misconduct	CCRB	Civilian Complaint Review Board
Pothole	DOT	Department of Transportation
Prenatal care	HHC	Health and Hospitals Corporation
Primary care	HHC	Health and Hospitals Corporation
Probationers	DOP	Department of Probation
Property tax	DOF	Department of Finance
Pruning (tree)	DPR	Department of Parks & Recreation
Public health insurance	HRA	Human Resources Administration
Public housing	NYCHA	New York City Housing Authority
Public wholesale markets	BIC	Business Integrity Commission
Rats	DOHMH	Department of Health and Mental Hygiene



Ready New York guides	OEM	Office of Emergency Management
Recreation center	DPR	Department of Parks & Recreation
Records	DORIS	Department of Records and Information Services
Recycling	DSNY	Department of Sanitation
Refuse	DSNY	Department of Sanitation
Reservoir capacity	DEP	Department of Environmental Protection
School safety	NYPD	New York City Police Department
Section 8 housing	NYCHA	New York City Housing Authority
Senior centers	DFTA	Department for the Aging
Sewage treatment plants	DEP	Department of Environmental Protection
Sewer backup	DEP	Department of Environmental Protection
Shelter services	DHS	Department of Homeless Services
Smoking	DOHMH	Department of Health and Mental Hygiene
Staten Island ferry	DOT	Department of Transportation
Street cave-in	DEP	Department of Environmental Protection
Street lights	DOT	Department of Transportation
Street repair	DOT	Department of Transportation
Street signs	DOT	Department of Transportation
Swimming pools	DPR	Department of Parks & Recreation
Syphilis	DOHMH	Department of Health and Mental Hygiene
Taxes	DOF	Department of Finance



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



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

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CELEBRATING OUR CITY

Cover Photo: *Tatzu Nishi: Discovering Columbus* (Construction Phase), Columbus Circle, New York, Fall 2012

Photo Courtesy of the Public Art Fund

For the first time in 120 years, the public will have an opportunity to experience the historic Columbus Monument in New York City up close through *Tatzu Nishi: Discovering Columbus*, a large-scale temporary installation by Japanese artist Tatzu Nishi. Created by Italian sculptor Gaetano Russo in 1892 to commemorate the 400th anniversary of Christopher Columbus's first voyage to the Americas, the Columbus Monument is a 13-foot tall marble statue of Columbus that rises to more than 75 feet atop a granite column.

Tatzu Nishi: Discovering Columbus invites visitors to experience New York City's iconic statue of Columbus as never before. In his first public art project in the United States, Tatzu Nishi temporarily transforms the historic monument into a contemporary artwork, reshaping visitors' perceptions of the statue and giving the public intimate access to an aspect of our urban environment. Commissioned by the Public Art Fund, this project recontextualizes the colossal statue in a fully furnished, modern living room. Featuring tables, chairs, couch, rug, and flat-screen television, the décor reflects the artist's interpretation of contemporary New York style.

In conjunction with this exhibition, Public Art Fund is overseeing the conservation of the Columbus Monument in cooperation with the New York City Department of Parks & Recreation. Conservation began in June 2012 and will be completed in early January 2013.

Tatzu Nishi: Discovering Columbus will be featured from September 20 to November 18, 2012 in Columbus Circle, New York City. As with all Public Art Fund projects, the project is available to the public free of charge. For more information and to reserve passes for the exhibit, please visit www.publicartfund.org.

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