

The background of the cover is a dark blue color with a large, faint, light blue watermark of the Seal of the City of New York. The seal features an eagle with wings spread, perched atop a shield. The shield is divided into four quadrants, each containing a different symbol: a ship, a plow, a sheaf of wheat, and a bundle of arrows. The shield is flanked by two figures: on the left, a Native American man in traditional dress; on the right, a Native American woman in traditional dress. The shield is surrounded by a laurel wreath. The Latin motto "SIGILLUM CIVITATIS NOVI EBORACI" is inscribed around the perimeter of the seal, and the date "1625" is at the bottom.

Mayor's Management Report

Preliminary Fiscal 2017
Additional Tables

The City of New York
Mayor Bill de Blasio

Anthony Shorris, First Deputy Mayor

Mindy Tarlow, Director
Mayor's Office of Operations

February 2017

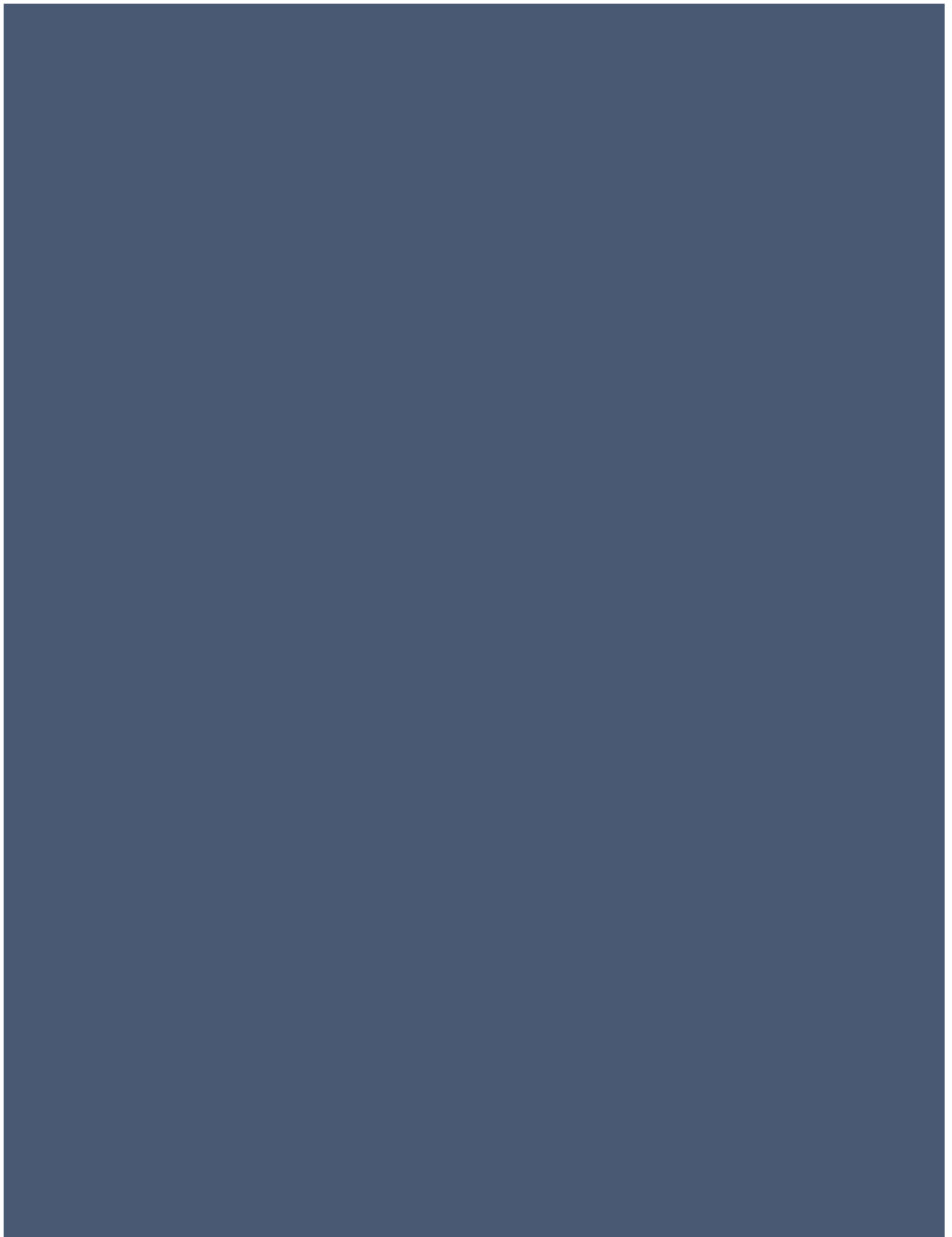




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CUSTOMER SERVICE

Timeliness Indicators

Percent of e-mails responded to in 14 days

Performance Statistics	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Agency							
311	100%	100%	100%	*	*	100%	100%
ACS	93%	90%	98%	*	*	99%	99%
BIC	100%	100%	100%	*	*	100%	100%
CCHR	100%	100%	100%	*	*	100%	100%
CCRB	94%	98%	100%	*	*	100%	100%
DCAS	80%	74%	81%	*	*	73%	85%
DCLA	90%	92%	95%	88%	88%	93%	86%
DCP	87%	90%	85%	85%	85%	70%	98%
DDC	94%	95%	86%	90%	90%	92%	85%
DEP	88%	86%	93%	95%	95%	81%	100%
DFTA	97%	76%	81%	*	*	77%	87%
DHS	81%	69%	61%	*	*	69%	50%
DOB	65%	51%	60%	57%	57%	54%	68%
DOC	100%	100%	100%	*	*	100%	100%
DOE	62%	64%	60%	61%	62%	NA	NA
DOF	86%	83%	71%	85%	85%	78%	68%
DOHMH	68%	58%	72%	75%	75%	72%	52%
DOI	100%	100%	100%	*	*	100%	100%
DOITT	97%	95%	100%	*	*	100%	100%
DOP	100%	100%	100%	*	*	100%	100%
DORIS	100%	100%	100%	*	*	100%	100%
DOT	89%	95%	98%	90%	90%	98%	99%
DPR	38%	52%	60%	60%	60%	51%	71%
DSNY	75%	64%	75%	*	*	71%	72%
DYCD	100%	100%	100%	*	*	100%	100%
FDNY	97%	37%	54%	*	*	50%	69%
HPD	56%	76%	55%	58%	58%	78%	73%
HRA	96%	94%	93%	90%	90%	96%	91%
LAW	100%	100%	100%	*	*	100%	100%
LPC	100%	100%	98%	*	*	99%	98%
NYCEM	95%	97%	99%	*	*	99%	100%
NYCHA	87%	88%	83%	*	*	95%	74%
OATH	100%	100%	100%	*	*	100%	100%
OCME	100%	100%	100%	*	*	100%	100%
SBS	100%	100%	100%	*	*	100%	100%
TLC	93%	99%	NA	80%	80%	NA	NA

NA - means Not Available in this report

* No Target

CUSTOMER SERVICE

Timeliness Indicators (cont.)

Percent of letters responded to in 14 days							
Performance Statistics	Actual			Target		4-Month Actual	
Agency	FY14	FY15	FY16	FY17	FY18	FY16	FY17
ACS	87%	85%	97%	*	*	100%	86%
BIC	100%	100%	100%	*	*	100%	100%
CCHR	100%	100%	98%	*	*	100%	40%
CCRB	73%	84%	88%	*	*	79%	78%
DCAS	54%	50%	66%	*	*	64%	43%
DCLA	100%	100%	100%	90%	90%	100%	NA
DCP	44%	64%	72%	50%	50%	90%	90%
DDC	96%	94%	88%	90%	90%	92%	77%
DEP	97%	99%	99%	95%	95%	99%	99%
DFTA	59%	77%	87%	*	*	89%	80%
DHS	84%	70%	65%	*	*	72%	78%
DOB	49%	69%	30%	57%	57%	17%	55%
DOC	100%	99%	99%	*	*	98%	100%
DOE	79%	75%	73%	74%	74%	NA	NA
DOF	79%	90%	87%	85%	85%	91%	90%
DOHMH	30%	36%	60%	40%	40%	69%	22%
DOI	100%	100%	100%	*	*	100%	100%
DOITT	99%	91%	100%	*	*	100%	100%
DOP	77%	100%	100%	*	*	100%	100%
DORIS	92%	100%	100%	*	*	100%	100%
DOT	90%	95%	98%	90%	90%	97%	97%
DPR	30%	43%	47%	60%	60%	35%	70%
DSNY	65%	58%	73%	*	*	70%	61%
DYCD	100%	100%	100%	*	*	100%	100%
FDNY	95%	92%	97%	*	*	97%	98%
HPD	49%	47%	53%	52%	52%	56%	40%
HRA	87%	81%	87%	90%	90%	92%	86%
LAW	100%	100%	100%	*	*	100%	100%
LPC	94%	85%	80%	*	*	74%	65%
NYCEM	100%	100%	100%	*	*	100%	100%
NYCHA	80%	79%	85%	*	*	87%	82%
OATH	100%	100%	100%	*	*	100%	100%
OCME	100%	100%	100%	*	*	100%	100%
SBS	100%	100%	100%	*	*	100%	100%
TLC	92%	99%	NA	90%	90%	NA	86%

NA - means Not Available in this report

* No Target

CUSTOMER SERVICE

Timeliness Indicators (cont.)

Average customer in-person wait time (minutes)							
Performance Statistics	Actual			Target		4-Month Actual	
Agency	FY14	FY15	FY16	FY17	FY18	FY16	FY17
BIC	2	4	3	*	*	NA	NA
CCHR	10	10	11	*	*	12	5
DCA	16	13	9	17	17	NA	NA
DCAS	1	1	2	*	*	NA	NA
DEP	7	6	5	5	5	NA	NA
DHS	24	15	10	*	*	NA	NA
DOF	17	9	4	12	12	4	4
DOHMH	9	8	1	10	10	NA	NA
DOI	3	3	3	*	*	NA	NA
DOT	NA	3	4	*	*	4	3
FDNY	13	11	14	*	*	NA	NA
HPD	43	36	27	29	29	NA	NA
HRA	40	42	35	60	60	37	34
NYCHA	19	15	13	*	*	15	16

Percent of calls answered in 30 seconds							
Performance Statistics	Actual			Target		4-Month Actual	
Agency	FY14	FY15	FY16	FY17	FY18	FY16	FY17
311	83%	84%	89%	80%	80%	90%	85%
DEP	79%	68%	73%	76%	76%	70%	75%
DOHMH	85%	82%	78%	85%	85%	81%	75%
DOT	47%	61%	21%	*	*	43%	11%
DYCD	94%	47%	48%	*	*	51%	78%
HRA	70%	66%	80%	80%	80%	79%	93%
NYCHA	68%	72%	64%	*	*	57%	49%
NYPD	99%	99%	99%	*	*	99%	99%

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* No Target

CUSTOMER SERVICE

311 Customer Service Center Inquiries by Agency

Top Inquiries	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
ACS						
Child Care Financial Assistance - Eligibility Information and Application By Mail	3,134	13%	1	2,223	12%	1
Child Care Financial Assistance - Voucher Information	2,751	11%	2	2,221	12%	2
Child Care Financial Assistance - Children's Services Clients	1,857	8%	6	1,683	9%	3
Child Care Financial Assistance - Eligibility and Application In Person or By Phone	1,926	8%	5	1,488	8%	4
Child Care Financial Assistance - Eligibility and Application Online	2,059	8%	3	1,446	8%	5
BIC						
Commercial Waste and Private Carters Information	401	62%	1	531	65%	1
Sanitation Complaint - Private Carter	225	35%	2	275	34%	2
Trade Waste License Registration	25	4%	3	13	2%	3
BOE						
Election and Voting Information	1,191	45%	1	7,093	43%	1
Check Voter Registration Status	135	5%	5	3,368	20%	2
Absentee Voting	59	2%	7	2,562	16%	3
Find a Poll Site	731	28%	2	2,356	14%	4
Become a Poll Worker	199	8%	3	614	4%	5
BPL						
Find a Library - Brooklyn	742	79%	1	542	80%	1
Elementary School Student After School Program - Drop-In	79	8%	2	46	7%	2
General Information - Brooklyn Public Library	72	8%	3	46	7%	3
Library Complaint - Brooklyn	38	4%	4	27	4%	4
Find a Library - Bronx, Manhattan, Staten Island	4	0%	6	4	1%	5
CCHR						
Discrimination Complaint	3,256	86%	1	3,540	87%	1
Disability Access Inadequate	362	10%	2	417	10%	2
Human Rights Commission Publications	85	2%	4	67	2%	3
Human Rights Education and Community Outreach	95	3%	3	62	2%	4
CCRB						
Police Officer Misconduct	3,004	98%	1	2,558	99%	1
Civilian Complaint Mediation	53	2%	2	15	1%	2
CUNY						
Find a CUNY College	776	44%	1	574	39%	1
CUNY Citizenship Now	96	5%	5	172	12%	2
CUNY Admissions Services	186	10%	3	158	11%	3
Free GED Bridge Classes - LaGuardia Community College	197	11%	2	113	8%	4
CUNY Career PATH	72	4%	6	84	6%	5

CUSTOMER SERVICE

311 Customer Service Center Inquiries by Agency (cont.)						
	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
Top Inquiries						
DCA						
Financial Empowerment Center	1,620	5%	3	1,750	6%	1
NYC Online Licensing Service - Technical Assistance	1,115	3%	5	1,494	5%	2
Retail Store Complaint	1,715	5%	1	1,478	5%	3
Investigate a Business Licensed by DCA	1,691	5%	2	1,455	5%	4
Restaurant Permit - Renew or Status	1,565	5%	4	1,300	4%	5
DCAS						
Civil Service Exam Information	8,722	74%	1	4,270	62%	1
NYC Jobs	961	8%	2	753	11%	2
City Employment Verification	478	4%	3	338	5%	3
The Green Book	301	3%	4	312	5%	4
Sale of City-Owned Real Estate and Sales Auctions	233	2%	5	245	4%	5
DCLA						
Find a Zoo or Aquarium	507	47%	1	453	45%	1
Find a Museum	331	31%	2	346	34%	2
Find a Botanical Garden	121	11%	3	107	11%	3
Grants for Cultural Programs	39	4%	4	41	4%	4
Find a Performing Arts Venue	21	2%	5	18	2%	5
DCP						
Locate an Elected Official	6,800	86%	1	5,895	88%	1
Zoning Information Desk	993	13%	2	765	11%	2
Waterfront - Flood Zone Information	65	1%	3	27	0%	3
Purchase City Planning Maps and Books	30	0%	4	21	0%	4
City Planning - Hearings and Publications	13	0%	5	10	0%	5
DDC						
DDC Project Inquiries and Complaints	255	86%	1	353	90%	1
General Inquiries for the Department of Design and Construction	35	12%	2	37	9%	2
Bidding on DDC Projects	4	1%	3	3	1%	3
Construction Vendor Prequalification List	2	1%	4	1	0%	4
DEP						
Fire Hydrant Running Full	8,518	11%	2	10,680	14%	1
Noise from Construction After Hours	7,594	10%	1	6,902	9%	2
Fire Hydrant Running	5,092	7%	5	5,495	7%	3
Water and Sewer Bill Information	4,534	6%	4	4,462	6%	4
Sewer Backup Complaint - Priority	4,125	5%	3	4,206	6%	5

CUSTOMER SERVICE

311 Customer Service Center Inquiries by Agency (cont.)						
Top Inquiries	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
DFTA						
Housing Options - Senior - Low-Income	3,067	17%	1	2,890	17%	1
Lawyer Referral for Seniors	2,082	12%	2	1,883	11%	2
Find a Senior Center	1,206	7%	3	1,110	7%	3
Housing Options - Senior - Frail, Disabled, or with Alzheimers or Dementia	1,121	6%	5	937	6%	4
Case Assistance for Seniors	804	4%	6	890	5%	5
DHS						
Homeless Shelter Complaint - Shelter Client	4,586	16%	4	7,362	25%	1
Homelessness Prevention through HomeBase	5,841	21%	1	5,748	20%	2
Homeless Shelter Intake for Single Adults	4,920	17%	2	4,942	17%	3
Homeless Person Outreach Assistance	4,904	17%	3	4,116	14%	4
Homeless Shelter Intake for Families with Children	3,572	13%	5	3,126	11%	5
DOB						
Schedule a Plan Examiner Appointment	35,753	37%	1	37,889	40%	1
Illegal Conversion of Residential Space	7,078	7%	2	6,425	7%	2
Building Construction Without Permit	6,858	7%	3	5,828	6%	3
Elevator or Escalator Defective or Without Permit	4,800	5%	4	5,747	6%	4
Plan Examiner Scheduling Error Assistance	1,292	1%	8	1,774	2%	5
DOC						
Jail System Complaint	3,155	15%	3	11,399	38%	1
Inmate Location and Information	8,053	37%	1	8,681	29%	2
Property Pickup for Former Rikers Island Inmates	5,638	26%	2	5,774	19%	3
Inmate Visit Schedule	1,630	8%	4	1,138	4%	4
Inmate Location if Not Found in City Jail Lookup	583	3%	6	580	2%	5
DOE						
Public School Calendar	12,598	21%	1	10,868	23%	1
Find a School	6,461	11%	2	4,096	9%	2
Pre-Kindergarten - General Information	2,872	5%	3	2,017	4%	3
Find a School Zone	2,313	4%	4	1,996	4%	4
Student Record Request - Former Student	2,103	4%	5	1,646	4%	5
DOF						
Parking Ticket Lookup - Ticket or Plate Number Known	70,654	22%	1	63,582	20%	1
Find a Towed Vehicle - Plate Number Known	30,889	10%	2	32,153	10%	2
Property Tax Account Assistance and Bill Information	26,353	8%	3	24,960	8%	3
Pay a Parking Ticket - Online	10,416	3%	6	12,880	4%	4
Parking Ticket Payment Problem or Penalty Adjustment	12,665	4%	5	12,076	4%	5

CUSTOMER SERVICE

311 Customer Service Center Inquiries by Agency (cont.)						
Top Inquiries	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
DOHMH						
Birth Certificate from 1910 to Present	16,849	12%	1	13,854	11%	1
Rodent Complaint - Other Location	8,743	6%	2	8,460	7%	2
Status of a Birth Certificate Order	4,100	3%	6	4,561	4%	3
Animal - Injured or Sick - Stray Dog or Cat	6,046	4%	3	3,993	3%	4
LifeNet	4,100	3%	5	3,541	3%	5
DOI						
City Worker or Contractor Corruption or Misconduct	518	43%	2	523	47%	1
Contact or Locate a City Marshal	533	44%	1	456	41%	2
City Marshal Complaint	88	7%	3	86	8%	3
Fingerprinting - Center-Based Day Care or Pre-School	65	5%	4	50	4%	4
Become a City Marshal	10	1%	5	9	1%	5
DOITT						
Cable Complaint - Service	428	30%	1	365	20%	1
Cable Phone and Internet Service Complaint	NA	NA	NA	327	18%	2
Cable Complaint - Billing	NA	NA	NA	324	18%	3
Verizon City-Wide Cable TV Franchise	218	15%	3	201	11%	4
Pay Phone Complaint - Street	209	15%	4	121	7%	5
DOP						
Adult Probation Supervision - Brooklyn	71	24%	1	79	25%	1
Adult Probation Supervision - Bronx	56	19%	3	60	19%	2
Adult Probation Supervision - Manhattan	70	23%	2	51	16%	3
Adult Probation Supervision - Queens	46	15%	4	48	15%	4
Voting Rights for People with a Criminal Record	1	0%	13	26	8%	5
DORIS						
Marriage Record Before 1930	151	14%	3	283	24%	1
Death Certificate Before 1949	304	28%	1	260	22%	2
Birth Certificate Before 1910	237	22%	2	196	17%	3
Status of Request for Death Certificate from Before 1949	93	9%	4	166	14%	4
Classic Photos from the City Archives	60	5%	7	69	6%	5
DOT						
Streetlight Condition	13,447	12%	2	10,943	12%	1
Muni-Meter Defective or Damaged	8,497	7%	3	7,051	8%	2
Traffic or Pedestrian Signal Condition	6,701	6%	4	4,906	5%	3
Parking Permit - Disability - General Information and Application Status	3,058	3%	8	4,206	5%	4
Pothole on Street	6,501	6%	5	4,065	4%	5

CUSTOMER SERVICE

311 Customer Service Center Inquiries by Agency (cont.)						
Top Inquiries	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
DPR						
Removal of Large Branch or Entire Tree - City Tree or Property	8,040	12%	1	8,200	14%	1
Wood Disposal, Chipping, and Pickup - Brooklyn and Queens	5,524	8%	2	5,105	9%	2
Park Maintenance Complaint	4,220	6%	5	4,135	7%	3
Standing Dead Tree Removal - City Tree	4,279	7%	4	3,975	7%	4
Find a Park	5,019	8%	3	3,881	7%	5
DSNY						
Bulk Item Disposal Information	23,445	12%	1	28,744	14%	1
CFC and Freon Removal - Appointment	18,083	9%	2	27,901	14%	2
Missed Garbage Collection	14,651	8%	4	16,295	8%	3
Recycling and Trash Collection Schedules	16,010	8%	3	13,752	7%	4
Electronic Disposal Information	2,278	1%	16	12,532	6%	5
DYCD						
Literacy and GED or TASC Instruction for Non-English Speakers	713	12%	1	669	15%	1
Summer Jobs for Youth - General	592	10%	3	567	12%	2
Immigration Assistance from Community-Based Organizations	552	9%	4	539	12%	3
Literacy and GED or TASC Instruction for Adults	645	11%	2	453	10%	4
Elementary School Student After School Program - Enrolled	403	7%	6	384	8%	5
FDNY						
Fire Hazard Complaint	1,920	15%	1	2,132	16%	1
Ambulance Patient Locator	1,607	12%	2	1,453	11%	2
Fire Hydrant Recreational Use	696	5%	4	1,044	8%	3
Locate a Firehouse - Brooklyn	901	7%	3	954	7%	4
Smoke Alarm and Battery Giveaway	NA	NA	NA	763	6%	5
NYC H + H						
Find a Public Hospital	8,264	68%	1	6,688	53%	1
Inmate Health and Mental Health Complaints and Concerns	NA	NA	NA	2,715	22%	2
Health Department Low to No-Cost Confidential Clinics	497	4%	3	461	4%	3
Adult Immunization Clinic	680	6%	2	447	4%	4
MetroPlus Health Plan	271	2%	6	269	2%	5
HPD						
Apartment Maintenance Complaint	45,038	30%	1	39,661	32%	1
Heat or Hot Water Complaint in Entire Residential Building	15,981	11%	2	13,116	10%	2
Heat or Hot Water Complaint in Apartment	11,819	8%	3	9,723	8%	3
Residential Public Area Maintenance Complaint	10,374	7%	4	8,638	7%	4
Residential Building-Wide Maintenance Complaint	5,823	4%	6	5,436	4%	5

CUSTOMER SERVICE

311 Customer Service Center Inquiries by Agency (cont.)						
	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
Top Inquiries						
HRA						
IDNYC - Make an Appointment	64,845	29%	1	20,948	20%	1
Documents Required to Apply for IDNYC	31,691	14%	2	10,446	10%	2
Food Stamp Assistance	13,535	6%	4	8,354	8%	3
IDNYC Complaints, Status, and Inquiries	17,611	8%	3	6,491	6%	4
Public Assistance or Welfare Information	6,935	3%	8	6,411	6%	5
LAW						
Laws of the City of New York	408	100%	1	338	100%	1
LPC						
Landmark and Historic District Information	73	40%	2	90	49%	1
Landmark Building Alteration Permit	85	46%	1	69	38%	2
Landmark Building Painting Complaint	8	4%	4	10	5%	3
Landmark Status Application	13	7%	3	9	5%	4
Landmark Restoration Grant Application	5	3%	5	5	3%	5
NYCEM						
Cooling Center Locations	1,060	37%	1	2,364	76%	1
Know Your Zone - Hurricane Evacuation Lookup	908	31%	2	240	8%	2
Ready New York Guide	203	7%	3	145	5%	3
Notify NYC - Telephone Registration	148	5%	4	68	2%	4
Ready New York Guide - Hurricanes	118	4%	5	47	2%	5
NYCHA						
Public Housing Maintenance	6,976	32%	1	6,250	32%	1
NYCHA Borough Management Office - Brooklyn	NA	NA	NA	1,752	9%	2
Public Housing Application Information and Assistance	1,936	9%	3	1,688	9%	3
NYCHA Borough Management Office - Manhattan	NA	NA	NA	1,639	8%	4
Public Housing Assistance Status - All Boroughs	1,728	8%	4	1,389	7%	5
NYPD						
Noise from Neighbor	40,848	13%	1	40,349	13%	1
Vehicle Blocking Driveway Complaint	31,328	10%	2	34,873	11%	2
Find a Police Precinct or PSA by Location	28,479	9%	3	27,415	9%	3
Illegal Parking Complaint	23,756	8%	4	25,649	8%	4
Dangerous Location or Situation	16,173	5%	6	17,849	6%	5
NYPL						
Find a Library - Bronx, Manhattan, Staten Island	1,122	90%	1	961	89%	1
Library Complaint - Bronx - Manhattan - Staten Island	43	3%	3	54	5%	2
General Information - New York Public Library	77	6%	2	48	4%	3
Library Hotspot	NA	NA	NA	12	1%	4
Find a Library - Queens	3	0%	5	3	0%	5

CUSTOMER SERVICE

311 Customer Service Center Inquiries by Agency (cont.)						
	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
Top Inquiries						
OATH						
City-Issued Summons - Information	3,700	45%	1	5,234	62%	1
City-Issued Summons - Request Status or Copy	938	NA	2	1,329	16%	2
Hearings Division Borough Office Locations	NA	NA	NA	345	4%	3
City-Issued Summons - Request a Hearing by Phone	NA	NA	NA	302	4%	4
ECB Hearing Summons - Online Ticket Finder	697	9%	4	256	3%	5
OCME						
Death Inquiries	342	57%	1	419	59%	1
Proof of Death	99	17%	2	114	16%	2
Autopsy Report	91	15%	3	109	15%	3
Cremation Inquiries	38	6%	4	31	4%	4
Reflection Room at the World Trade Center Memorial	27	5%	5	31	4%	5
QPL						
Find a Library - Queens	417	70%	1	255	63%	1
Elementary School Student After School Program - Drop-In	60	10%	2	45	11%	2
Library Complaint - Queens	39	7%	4	39	10%	3
General Information - Queens Public Library	29	5%	5	30	7%	4
Free Mobile Hotspot Lending	45	8%	3	19	5%	5
SBS						
Help Starting a Small Business	1,081	28%	1	861	27%	1
Find a Workforce1 Career Center	944	24%	2	739	24%	2
Job Seeker Assistance - Employment Programs	427	11%	3	397	13%	3
Get a Professional License	206	5%	4	161	5%	4
NYC Business Express Website - General Information	184	5%	5	133	4%	5
SCA						
School Construction Complaint	222	84%	1	219	88%	1
School Construction Information	41	16%	2	29	12%	2
TLC						
Lost Property in a Taxi - Medallion Number Known	7,356	21%	1	6,179	22%	1
Lost Property in a Taxi - Medallion Number Unknown	5,909	17%	2	5,137	18%	2
Lost Property in a Taxi - Medallion Number Not Found by 311	2,512	7%	3	2,255	8%	3
Taxi Inquiry or Complaint from Taxi Driver or Taxi Licensee	1,790	5%	5	1,453	5%	4
Taxi Driver License	1,289	4%	6	1,339	5%	5

NA - means Not Available in this report

CUSTOMER SERVICE

Requests for Interpretation							
Performance Statistics	Actual			Target		4-Month Actual	
Agency	FY14	FY15	FY16	FY17	FY18	FY16	FY17
311	392,759	531,194	556,576	*	*	191,959	185,281
ACS	63,351	79,347	87,775	*	*	25,705	26,233
BIC	56	26	93	*	*	NA	NA
CCHR	1,097	1,126	1,671	*	*	430	388
CCRB	613	591	695	*	*	NA	NA
DCA	2,536	3,377	3,861	*	*	NA	NA
DCP	1	2	6	*	*	NA	NA
DEP	13,870	12,976	13,685	*	*	NA	NA
DFTA	523	428	892	*	*	196	246
DHS	4,195	5,787	6,054	*	*	1,805	NA
DOB	17	66	68	*	*	NA	NA
DOE	32,267	49,922	54,626	*	*	NA	NA
DOF	4,353	4,466	5,453	*	*	1,636	2,321
DOHMH	11,102	12,475	14,986	*	*	NA	NA
DOI	17	24	26	*	*	NA	NA
DOP	16,520	15,859	9,425	*	*	NA	NA
DOT	798	1,261	1,415	*	*	NA	NA
DPR	60	81	122	*	*	NA	NA
DSNY	8	17	16	*	*	NA	NA
DYCD	1,515	1,986	2,380	*	*	899	712
FDNY	3,721	4,501	5,484	*	*	NA	NA
HPD	1,053	1,526	1,202	*	*	NA	NA
HRA	1,116,886	909,712	989,229	*	*	308,512	395,645
LAW	860	762	1002	*	*	NA	NA
NYCHA	154,339	187,871	196,996	*	*	50,405	55,457
NYPD	263,035	273,575	238,382	*	*	96,263	104,095
OATH	9,240	9,419	10,185	*	*	3,240	3,761
OCME	188	304	664	*	*	164	297
SBS	NA	2,351	7,281	*	*	NA	NA
TLC	5,721	5,336	6,880	*	*	NA	NA

"NA" - means Not Available in this report * No Target

PAID ABSENCE RATES

FIRST FOUR MONTHS OF FISCAL YEAR

WORKFORCE OR AGENCY	FY 2017 TOTAL SICK LEAVE	FY 2017 LODI/ WC	FY 2017 TOTAL ABSENCE	FY 2016 TOTAL ABSENCE	FY 2017 EQUIV. ABSENCE DAYS/YEAR
UNIFORMED WORKFORCES					
DOC (U)	5.64%	1.07%	6.71%	5.83%	16.7
FDNY (U)	2.29%	5.18%	7.47%	7.29%	18.6
NYPD (U)	1.89%	0.79%	2.68%	2.78%	6.7
DSNY (U)	4.35%	1.48%	5.83%	6.05%	14.4
<i>Uniformed Subtotal</i>	2.81%	1.67%	4.48%	4.40%	11.1
LARGER CIVILIAN WORKFORCES					
NYPD (C)	2.66%	0.10%	2.76%	3.04%	6.8
FDNY (C)	3.45%	1.35%	4.80%	5.15%	11.9
ACS	3.27%	0.61%	3.89%	4.26%	9.6
HRA	3.88%	0.20%	4.08%	3.61%	10.1
DHS	3.33%	0.30%	3.63%	3.82%	8.9
HPD	3.36%	0.13%	3.49%	3.76%	8.6
DOHMH	2.87%	0.08%	2.95%	3.05%	7.3
DEP	3.07%	0.16%	3.24%	3.44%	8.0
DSNY (C)	3.52%	0.43%	3.95%	4.08%	9.8
DOF	3.22%	0.22%	3.44%	3.81%	8.5
DOT	3.25%	0.51%	3.76%	4.25%	9.3
DPR	2.18%	0.15%	2.34%	2.09%	5.8
LAW	2.73%	0.03%	2.76%	3.10%	6.8
DCAS	2.85%	0.19%	3.04%	3.16%	7.5
DDC	3.04%	0.01%	3.05%	3.43%	7.6
DOC (C)	3.42%	0.14%	3.56%	3.68%	8.8
PROBATION	3.68%	0.24%	3.92%	4.68%	9.7
DOB	3.07%	0.03%	3.10%	3.29%	7.7
DOITT	2.85%	0.01%	2.86%	3.09%	7.1
<i>Subtotal</i>	3.03%	0.26%	3.30%	3.47%	8.1
SMALLER CIVILIAN WORKFORCES					
OEM	2.14%	0.09%	2.22%	2.38%	5.5
DCP	3.12%	0.00%	3.12%	3.27%	7.7
DOI	2.42%	0.00%	2.42%	2.59%	6.0
DFTA	2.98%	0.00%	2.98%	3.62%	7.4
CULTURAL	2.27%	0.05%	2.33%	4.06%	5.8
OATH	2.99%	0.00%	2.99%	2.29%	7.4
LPC	2.20%	0.07%	2.27%	2.62%	5.6
ELECTIONS	3.81%	0.12%	3.93%	3.42%	9.7
CCRB	2.73%	0.00%	2.73%	2.87%	6.8
TLC	3.49%	0.38%	3.86%	4.27%	9.6
CCHR	2.45%	0.02%	2.47%	3.77%	6.1
DYCD	3.14%	0.08%	3.21%	2.55%	8.0
SBS	3.01%	0.01%	3.03%	2.79%	7.5
RECORDS	6.12%	0.00%	6.12%	5.00%	15.1
DCA	3.03%	0.01%	3.04%	2.84%	7.5
BIC	2.56%	0.26%	2.82%	2.42%	7.0
<i>Subtotal</i>	3.13%	0.09%	3.22%	3.19%	8.0
<i>Uniformed</i>	2.81%	1.67%	4.48%	4.40%	11.1
<i>Civilian</i>	3.04%	0.26%	3.29%	3.46%	8.1
TOTAL	2.94%	0.84%	3.78%	3.87%	9.4
CITYWIDE	2.94%	0.15%	3.09%	3.08%	7.7

Note: The **Total Absence Rate** is calculated by dividing the sum of paid sick leave for all employees, Line-of-Duty Injury absence for uniformed employees, and paid Workers' Compensation absence for civilian employees, by paid scheduled hours for all employees. The **Citywide Absence Rate** is calculated by dividing paid sick leave for all employees plus paid Workers' Compensation absence for civilian employees by paid scheduled hours for all employees.

VEHICLE FLEETS AND MAINTENANCE

New York City operates the largest municipal fleet in the United States, with over 29,000 units. Citywide, fleet operations are led by DCAS Fleet through the Deputy Commissioner for Fleet Management, who serves as Citywide Chief Fleet Officer, consistent with Executive Order 161. The Chief Fleet Officer works with the more than 50 City agencies that operate fleet units, especially the 12 major fleet agencies of NYPD, FDNY, DOC, DSNY, DPR, DOT, DEP, DOE, DOHMH, NYCEM, TLC and DCAS, known as the Fleet Federation.

DCAS Fleet leads initiatives in safety, sustainability, transparency, and emergency management, while also providing direct services in areas including repair, collisions management, subrogation, fuel, auction and parts. DCAS manages the City's central fleet management systems and FleetStat reporting.

As part of Vision Zero, New York City's fleet operations are undertaking a series of initiatives to improve safety and reporting relating to vehicle collisions. These initiatives currently include:

- 1) Training all authorized City fleet drivers in defensive driving. DCAS Fleet is leading this initiative for all staff except uniformed drivers at NYPD and FDNY, who receive separate driver training for their emergency response vehicles.
- 2) Assessing the safety outfitting of City vehicles and developing a Safe Fleet Transition Plan. As part of this initiative, the City has a policy to install side-guards on all fleet units. The City is also working with private fleets to assess and promote best industry practices. NYC Fleet recently barred the use of hands-free phone devices by City fleet operators.
- 3) Improving the tracking of vehicle collisions. DCAS Fleet introduced two new indicators in the Vehicle Fleets and Maintenance tables of the Mayor's Management Report (MMR) for 2016: the citywide number of injuries and the number of fatalities resulting from collisions involving City fleet vehicles. The number of Preventable Collisions was reported in the MMR for the second year and is expanded to be included in the agency Fleet sections of the PMMR.
- 4) Installing tracking devices called CANceivers in all City fleet vehicles. The CANceivers provide data to be used to monitor City fleet driving habits and create a Safety Index to help improve safe driving of City vehicles. The CANceivers are also part of a new fuel management program.

The City is also implementing a series of sustainability initiatives as part of the OneNYC and NYC Clean Fleet plans, including efforts to expand electric and hybrid vehicles; install additional diesel particulate filters; increase the use of fossil fuel alternatives; and introduce anti-idling and other technologies. Fleet has committed to reduce greenhouse gas emissions by 50 percent by 2025. DCAS Fleet has also worked to increase the transparency of citywide fleet operations. The vehicle out-of-service report and CRASH collisions reporting are available now online, as is Fleet's regular newsletter. The roll-out of fleet systems to better track, monitor and share fleet assets, parts and fuel, and driving behaviors, will increase our understanding of fleet operations; allow for better management oversight; and facilitate further service improvements.

In addition to this report, the Local Law 75 Annual Report contains information on use-based fuel economy for non-emergency light and medium fleets. The Local Law 38 Annual Report, prepared by the Department of Environmental Protection, contains information on City purchases of light and medium duty vehicles, the fuel economy of light duty vehicles purchased by the City, and the fuel consumption and carbon dioxide emission of the City fleet of light and medium duty vehicles.

Additional Resources

Fleet newsletter:

<http://www.nyc.gov/html/dcas/html/employees/fleet.shtml>

Use-based fuel economy report (Local Law 75):

http://www.nyc.gov/html/dcas/downloads/pdf/fleet/FY2016_Local_Law_75_Report_on_Use_Based_Fuel_Economy.pdf

Air pollution from City vehicles report (Local Law 38)

<http://www.nyc.gov/html/dep/html/air/index.shtml>

VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY15 Annual Actual	FY16 Annual Actual	FY17 Annual Target	FY18 Annual Target	FY16 4-Month Actual	FY17 4-Month Actual
CITYWIDE FLEET SIZE	27,844	29,374	29,500	29,300	28,471	29,628
- Light Duty	11,734	12,605	12,600	12,500	11,646	12,740
- Medium Duty	4,757	4,825	4,900	4,825	4,859	4,847
- Heavy Duty	7,203	7,184	7,200	7,200	7,591	7,229
- Other Vehicles	4,150	4,760	4,800	4,775	4,375	4,812
Fleet vehicle in-service rate (%)	90%	91%	90%	91%	90%	92%
Daily fleet in-service targets achieved (%)	93%	89%	88%	90%	86%	99.5%
Agency vehicle in-service rates (%)						
- Department of Citywide Administrative Services	98%	98%	94%	94%	98%	99%
- Department of Environmental Protection	91%	92%	90%	90%	91%	93%
- Department of Health and Mental Hygiene	97%	98%	94%	94%	98%	98%
- Department of Transportation	91%	91%	85%	85%	90%	93%
- Department of Sanitation	83%	84%	78%	78%	82%	83%
- Department of Parks and Recreation	96%	95%	90%	90%	96%	95%
- Police Department	93%	94%	90%	90%	94%	94%
- Fire Department	81%	83%	80%	80%	83%	85%
- Department of Correction	93%	91%	92%	92%	90%	93%
- Department of Education	98%	98%	94%	94%	98%	99%
Purchased vehicles compliant with Local Law 38 (%)	98%	98%	95%	95%	99%	100%
Alternative fuel vehicles	15,491	16,681	17,000	17,250	16,522	16,903
Alternative fuel vehicles in City fleet (%)	57%	59%	62%	63%	60%	59%
Vehicle fuel used (gallons)	29,212,219	28,265,173	28,500,000	28,500,000	9,613,867	9,725,530
- Biodiesel fuel used (gallons)	15,595,726	15,281,204	15,500,000	15,500,000	4,775,833	5,009,883
Electric chargers installed	48	55	100	100	21	75
Vehicles purchased	3,131	4,352	3,000	3,000	1,586	2,700
Average age of fleet (months)	75	72	72	72	74	71
Collisions involving City vehicles ¹	5,726	6,344	*	*	1,876	1,995
Preventable collisions involving City vehicles ²	2,873	2,815	*	*	1,007	869
Injuries resulting from collisions involving City vehicles	669	510	*	*	278	245
Fatalities resulting from collisions involving City vehicles	5	1	*	*	0	1
Revenue from recoverable affirmative claims	\$1,937,675	\$2,680,961	*	*	\$714,865	\$774,391

VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY15 Annual Actual	FY16 Annual Actual	FY17 Annual Target	FY18 Annual Target	FY16 4-Month Actual	FY17 4-Month Actual
Employees trained in defensive driving	15,266	7,929	8,000	11,000	2,805	2,335
Fleet repair expenditures (\$000,000)	\$230.8	\$235.3	*	*	\$72.0	\$72.2
Fleet fuel expenditures (\$000,000)	\$68.7	\$46.0	*	*	\$17.4	\$16.8
Fleet acquisition expenditures (capital) (\$000,000)	\$206.8	\$215.3	\$220.0	\$240.0	\$21.1	\$178.0
Fleet acquisition expenditures (expense) (\$000,000)	\$69.0	\$109.4	\$70.0	\$60.0	\$63.1	\$57.3
Automotive repair personnel	1,316	1,356	1,350	1,350	1,316	1,366
Fleet support personnel	364	384	380	380	356	382

AGENCY FLEET SIZES AND COLLISIONS¹

- Department of Citywide Administrative Services						
- Fleet Size	2,292	2,458	*	*	2,180	2,394
- Light Duty	1,784	1,934	*	*	1,672	1,853
- Medium Duty	293	301	*	*	290	308
- Heavy Duty	75	80	*	*	77	80
- Other Vehicles	140	143	*	*	141	153
Collisions involving City vehicles ¹	449	400	*	*	132	131
Preventable collisions involving City vehicles ²	215	135	*	*	65	49
- Department of Environmental Protection						
- Fleet Size	1,999	2,176	*	*	2,115	2,155
- Light Duty	704	834	*	*	752	809
- Medium Duty	489	471	*	*	489	474
- Heavy Duty	403	435	*	*	426	431
- Other Vehicles	403	436	*	*	448	441
Collisions involving City vehicles ¹	337	380	*	*	124	136
Preventable collisions involving City vehicles ²	182	207	*	*	69	74
- Department of Health and Mental Hygiene						
- Fleet Size	274	298	*	*	287	322
- Light Duty	198	205	*	*	205	221
- Medium Duty	68	85	*	*	74	93
- Heavy Duty	6	6	*	*	6	6
- Other Vehicles	2	2	*	*	2	2
Collisions involving City vehicles ¹	29	23	*	*	14	6
Preventable collisions involving City vehicles ²	12	16	*	*	7	0

VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY15 Annual Actual	FY16 Annual Actual	FY17 Annual Target	FY18 Annual Target	FY16 4-Month Actual	FY17 4-Month Actual
- Department of Transportation						
- Fleet Size	2,766	3,065	*	*	2,936	3,096
- Light Duty	703	864	*	*	765	888
- Medium Duty	462	476	*	*	475	490
- Heavy Duty	892	844	*	*	919	830
- Other Vehicles	709	881	*	*	777	888
Collisions involving City vehicles ¹	344	370	*	*	147	159
Preventable collisions involving City vehicles ²	249	282	*	*	116	107
- Department of Sanitation						
- Fleet Size	5,857	6,060	*	*	6,155	6,127
- Light Duty	983	996	*	*	976	980
- Medium Duty	307	317	*	*	314	322
- Heavy Duty	4,011	3,826	*	*	4,211	3,874
- Other Vehicles	556	921	*	*	654	951
Collisions involving City vehicles ¹	2,616	2,625	*	*	608	712
Preventable collisions involving City vehicles ²	1,144	1,201	*	*	351	402
- Department of Parks and Recreation						
- Fleet Size	2,923	2,916	*	*	2,910	2,966
- Light Duty	564	614	*	*	592	649
- Medium Duty	903	858	*	*	888	850
- Heavy Duty	360	347	*	*	356	362
- Other Vehicles	1,096	1,097	*	*	1,074	1,105
Collisions involving City vehicles ¹	540	576	*	*	187	180
Preventable collisions involving City vehicles ²	249	230	*	*	100	34
- Police Department						
- Fleet Size	8,882	9,240	*	*	8,826	9,436
- Light Duty	6,117	6,378	*	*	5,974	6,564
- Medium Duty	1,324	1,338	*	*	1,336	1,340
- Heavy Duty	355	418	*	*	406	434
- Other Vehicles	1,086	1,106	*	*	1,110	1,098
- Collisions in City vehicles ³	3.2	3.9	*	*	4.7	3.7

VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY15 Annual Actual	FY16 Annual Actual	FY17 Annual Target	FY18 Annual Target	FY16 4-Month Actual	FY17 4-Month Actual
- Fire Department						
- Fleet Size	2,097	2,289	*	*	2,287	2,270
- Light Duty	354	372	*	*	365	364
- Medium Duty	687	734	*	*	764	721
- Heavy Duty	909	1,020	*	*	1,000	1,023
- Other Vehicles	147	163	*	*	158	162
Collisions involving City vehicles ¹	1,286	1,520	*	*	619	626
Preventable collisions involving City vehicles ²	726	681	*	*	277	186
- Department of Correction						
- Fleet Size	453	549	*	*	461	540
- Light Duty	149	218	*	*	160	224
- Medium Duty	123	136	*	*	122	140
- Heavy Duty	170	184	*	*	168	164
- Other Vehicles	11	11	*	*	11	12
Collisions involving City vehicles ¹	103	135	*	*	27	31
Preventable collisions involving City vehicles ²	65	82	*	*	15	12
- Department of Education						
- Fleet Size	301	323	*	*	314	322
- Light Duty	178	190	*	*	185	188
- Medium Duty	101	109	*	*	107	109
- Heavy Duty	22	24	*	*	22	25
- Other Vehicles	0	0	*	*	0	0
Collisions involving City vehicles ¹	55	52	*	*	18	14
Preventable collisions involving City vehicles ²	31	16	*	*	7	5

¹Collision volumes in City vehicles do not include NYPD collisions.

²Preventable collision - A collision in which the driver did not take all reasonable avoidance actions.

³NYPD Collisions figure represents Collisions per 100,000 miles.

*Indicator is not subject to targeting in the MMR.

"NA" means Not Available in this report.

VEHICLE FLEETS AND MAINTENANCE

DEFINITIONS

- Alternative fuel vehicles in City fleet (%): The percentage of City vehicles that are using alternative fuel.
- Alternative fuel vehicles: The total number of City vehicles that are using alternative fuel.
- Automotive repair personnel: The number of City personnel assigned to repair and maintain City fleet for the year.
- Average age of fleet (months): The average number of months from the date a vehicle is put in service to the end of the reporting period (i.e., the MMR/PMMR reporting period).
- City Managed Fleet: The total number of city funded and non-city funded vehicles in the city managed fleet.
- Citywide fleet size: The total number of vehicles in the city managed fleet and the subtotals by vehicle size/type.
- Collisions involving City vehicles: The total number of City-vehicle involved collision reports involving injury or property damage for the citywide fleet reported in the citywide collision reporting system (CRASH). New York State MV-104 reports are required whenever a collision occurs involving death, or other personal injury, or property damage over \$1,000. Collisions are tracked and reported regardless of whether or not the driver was at fault and whether or not the vehicle was in motion. Collisions involving City vehicles occur whenever a City vehicle strikes (or is struck by) a second vehicle, pedestrian, bicyclist or fixed object.
- Daily fleet in-service targets achieved (%): The percentage of days the target for vehicle in-service rate was met.
- Electric chargers installed: The number of chargers installed for the City hybrid-electric powered vehicles.
- Employees trained in defensive driving: The number of City employees trained in defensive driving centrally.
- Fatalities resulting from collisions involving City vehicles: The number of fatalities associated with collisions that included at least one City vehicle.
- Fleet acquisition expenditures (capital) (\$000,000): The amount of capital funds spent on City fleet during the year.
- Fleet acquisition expenditures (expense) (\$000,000): The amount of expense funds spent on City fleet during the year.
- Fleet fuel expenditures (\$000,000): The amount spent on fuel for City fleet during the year.
- Fleet repair expenditures (\$000,000): The amount spent on repair and maintenance of City fleet during the year.
- Fleet support personnel: The number of City personnel assigned to administer and support City fleet operations for the year.
- Injuries resulting from collisions involving City vehicles: The number of injuries associated with collisions that included at least one City vehicle.
- Percentage of alternative fuel vehicles in City Fleet: The percentage of vehicles in the city managed fleet that is using alternative fuel. This calculation does not include vehicles in the "Other" subgroup.
- Preventable collisions involving City vehicles - A collision in which the driver, by his/her own admission or in the judgment of an Agency Accident Review Committee, did not take all reasonable avoidance actions, including attention to road conditions and improper actions of other drivers. Preventability is not limited to the violation of traffic laws and is distinguished from chargeability as determined by the law.
- Purchased vehicles compliant with Local Law 38 (%): The percentage of light and medium-duty vehicles purchased for the City through DCAS during the period that are certified with the highest ratings defined by California Low-Emission Vehicle (LEV) II standards. The four highest ratings are zero emission vehicles (ZEV), transitional zero emission vehicles (TZEV), advanced technology partial zero emission vehicles (ATPZEV), and partial zero emission vehicles (PZEV). Pursuant to Local Law 38 of 2005, each light and medium-duty vehicle that the City purchases should have the best certified emission rating within its vehicle category while meeting the requirements for the City's intended use. According to the law, some exceptions apply based on cost and other limited exemptions, including for certain emergency vehicles.
- Revenue from recoverable affirmative claims: The amount of money recovered following collisions in City vehicles.
- Vehicle and Biodiesel fuel used (gallons): The volume of fuel used by City fleet in year (biodiesel is included in vehicle fuel).
- Vehicle in-service rate (%): The percentage of fleet in full service.
- Vehicles purchased: The number of City fleet vehicles acquired.

Source: DCAS Citywide Fleet Management.

VEHICLE FLEETS AND MAINTENANCE

LIST OF AGENCIES IN THE CITYWIDE FLEET

Department of Citywide Administrative Services*	New York City Fire Department
Department of Environmental Protection	New York City Police Department
Department of Correction	Department of Transportation
Department of Parks and Recreation	Department of Sanitation
Department of Health and Mental Hygiene	Department of Education

**Department of Citywide Administrative Services" vehicles include those used by the following agencies:

Administration of Children's Services	Department of Youth and Community Development
Board of Elections	Financial Information Services Agency
Bronx Borough President	GrowNY (formerly known as "Council on the Environment")
Brooklyn Borough President	Human Resources Administration
Business Integrity Commission	Landmarks Preservation Commission
Campaign Finance Board	Law Department
City Commission on Human Rights	Manhattan Borough President
City Council	Mayor's Office
Civilian Complaint Review Board	New York City Emergency Management
Department for the Aging	NYC Economic Development Corporation
Department of Buildings	Office of Administrative Trials and Hearings
Department of City Planning	Office of Chief Medical Examiner
Department of Citywide Administrative Services	Office of Labor Relations
Department of Consumer Affairs	Office of Management and Budget
Department of Cultural Affairs	Office of Payroll Administration
Department of Design and Construction	Office of the City Clerk
Department of Finance	Office of the Comptroller
Department of Homeless Services	Office of the Public Advocate
Department of Housing Preservation and Development	Queens Borough President
Department of Information Technology and Telecommunications	Sheriff's Office
Department of Investigation	Sports Commission
Department of Probation	Staten Island Borough President
Department of Records and Information Services	Tax Commission
Department of Small Business Services	Taxi and Limousine Commission

