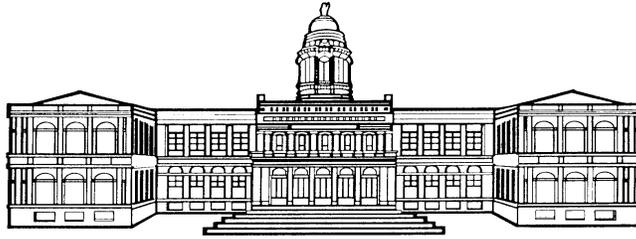


New York City Council



# BUDGET REPORT

Finance Division

March 2009

***Analysis of the  
Fiscal 2010 Preliminary Budget  
and  
Fiscal 2009 Preliminary Mayor's Management Report  
for the  
Department of Environmental Protection  
Monday, March 23, 2009***

**Hon. Christine C. Quinn**  
Speaker

**Hon. David I. Weprin**, Chair  
Committee on Finance

**Hon. James F. Gennaro**, Chair  
Committee on Environmental  
Protection

**Preston Niblack**, Director

**Jeffrey Rodus**, First Deputy Director

**Jonathan Rosenberg**, Deputy Director

**Nathan Toth**, Assistant Director

## PREFACE

On March 23, 2009, at 10 am., the Committee on Environmental Protection, chaired by the Hon. James F. Gennaro will hold a hearing on the Mayor's Fiscal 2010 Preliminary Budget and Fiscal 2009 Preliminary Mayor's Management Report for the Department of Environmental Protection.

Section 236 of the New York City Charter requires the Mayor to submit by January 16<sup>th</sup> a preliminary budget for the upcoming fiscal year.<sup>a</sup> In addition, under section 12 of the City Charter, the Mayor must make public and submit to the Council by January 30<sup>th</sup> the Preliminary Mayor's Management Report (PMMR) for the current fiscal year.<sup>b</sup> Among other things, the PMMR must contain "proposed program performance goals and measures for the next fiscal year reflecting budgetary decisions made as of the date of submission of the preliminary budget."<sup>c</sup> The Charter also requires the Council to hold hearings on the preliminary budget and to submit recommendations to the Mayor by March 25<sup>th</sup>.<sup>d</sup> This year, the Council will hold joint hearings on the Fiscal 2010 Preliminary Budget and the Fiscal 2009 Preliminary Mayor's Management Report.

Beginning with the Fiscal Year 2008 Adopted Budget, the Council and the Mayor's Office of Management and Budget agreed to an additional budget presentation, referred to by OMB as the budget function analysis, and by the Council as the program budget. Two agencies were initially presented in the program budget form. Beginning with the January 2008 Financial Plan (Fiscal 2009 Preliminary Budget), a total of 16 agencies are now in program budget form. The Department of Environment Protection is a program budget agency.

This report was prepared by Nathan Toth, Assistant Director, under the supervision of Deputy Director Jonathan Rosenberg.

---

<sup>a</sup> The Charter prescribes specific actions that are required as part of the annual budget submission process during a fiscal year. The Charter allows for changes, via local law, in the dates in the submission of the PMMR, as well as an extension for subsequent steps in the budget process. This year, Local Law 03 of 2009 changed the date for the submission of the Preliminary Budget to January 30<sup>th</sup>, and the date for the Council's Response to the Preliminary Budget to April 8<sup>th</sup>.

<sup>b</sup> Local Law 03 of 2009 changed the date of submission of the PMMR to February 13, 2009.

<sup>c</sup> New York City Charter, §12(b)(2).

<sup>d</sup> *See id.* at §247.

## Department of Environmental Protection (826)

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

### PROGRAM TO ELIMINATE THE GAP

Since the Fiscal 2009 Budget was adopted in June, the Office of Management and Budget has twice asked agency heads to submit Programs to Eliminate the Gap (PEGs) proposals. In the first round, in September, OMB sought PEG submissions equal to five percent of agency City tax-levy budgets for Fiscal 2010, with a further seven percent sought in December.

PEGs reduce the City's budget gap either by reducing an agency's City tax-levy Expense Budget spending, or by increasing City revenues. The chart below indicates the proposed PEG amounts for the DEP based on the Fiscal 2010 forecast at the time the Fiscal 2009 Budget was adopted (June 2008).

| <b>November and January Plan PEGs for Fiscal 2010</b><br><i>(in 000s)</i> |                  |
|---|------------------|
| <b>Fiscal 2010 Forecast at Fiscal 2009 Adoption (June 2008)</b>           | <b>\$890,559</b> |
| Expense PEGs  | \$393            |
| Revenue PEGs  | \$1,801          |
| <b>Total Fiscal 2010 PEGs</b>   | <b>\$2,194</b>   |
| PEGs as a Percent of the Fiscal 2010 Forecast                             | (.2%)            |

### PRELIMINARY BUDGET HIGHLIGHTS

DEP's 2010 Preliminary Budget is 8.6 percent less than the Fiscal 2009 Adopted Budget. The majority of the decrease occurs in the following areas: the Environmental Control Board was transferred from DEP to the Office of Administrative Trials and Hearings (OATH) resulting in a decrease of \$18.7 million and 135 in headcount; agency administration and support was reduced by \$3.3 million; Customer Services and Water Board Support was reduced by \$4.9 million; Upstate Water Supply was reduced by \$13.5 million and 33 in headcount; Wastewater Treatment Operations was reduced by \$21.2 million and 57 in headcount; and Water and Sewer Maintenance was reduced by \$29.4 million and 6 in headcount. The decreases were partially offset by increases in Engineering Design and Construction and Environmental Management of \$1.5 million and \$1.3 million respectively.

DEP plans to increase its revenue by \$1.8 million, including: asbestos collections of 200,000; an increase in Air and Noise Inspection revenue of \$250,000; an increase in Con Edison Right-To-Know fees of \$100,000; increase in Upstate Rental Revenue of \$96,000; and new fee generation from the Asbestos Technical Review Unit inspections of \$531,000. The Asbestos Technical Review inspections revenue will be offset by the 12 additional inspectors needed to carry out the inspections.

DEP's Preliminary Budget includes an adjustment for collective bargaining in the amount of \$1.8 million in Fiscal 2009 and \$2.7 million in Fiscal 2010. There are also adjustments in federal funds resulting in increases of \$116,000 in Fiscals 2009 and 2010 for the Water Security Initiative; \$654,000 in 2009 for Buffer Zone Protection, \$683,000 in Fiscal 2009 for SHSG 2008; and \$2.1 million in Bio-watch Year 3.

## PROGRAM FUNDING OVERVIEW

Program budgets, as the name suggests, presents an agency's budget and headcount by discrete program areas, in contrast to the broader unit of appropriation breakouts which exist for every agency (see unit of appropriation table below). The tables below present an overview of the DEP budget by those programmatic functions performed by the agency.

| Program Funding                         | 2008 Actual Expenses | 2009 Adopted Budget    | 2009 Current Modified  | 2010 Preliminary Budget |
|---|----------------------|------------------------|------------------------|-------------------------|
| Agency Administration & Support         | \$74,872,525         | \$80,607,192           | \$80,982,290           | \$77,348,466            |
| Customer Services & Water Board Support | \$42,152,498         | \$54,132,558           | \$54,182,558           | \$49,235,677            |
| Engineering Design and Construction     | \$28,329,947         | \$28,570,605           | \$28,508,277           | \$30,105,386            |
| Environmental Control Board             | \$17,702,395         | \$18,755,990           | \$16,102,925           | \$77,892                |
| Environmental Management                | \$14,485,972         | \$13,465,583           | \$5,233,293            | \$14,760,977            |
| Miscellaneous                           | \$6,968,853          | \$1,458,195            | \$17,830,756           | \$1,089,219             |
| Upstate Water Supply                    | \$214,264,881        | \$241,587,886          | \$242,234,821          | \$228,096,951           |
| Wastewater Treatment Operations         | \$353,700,489        | \$381,453,141          | \$382,799,332          | \$360,258,653           |
| Water & Sewer Maintenance & Operations  | \$166,617,575        | \$209,861,994          | \$207,736,282          | \$180,459,166           |
| <b>Total</b>                            | <b>\$919,095,133</b> | <b>\$1,029,893,144</b> | <b>\$1,035,610,534</b> | <b>\$941,432,387</b>    |

## PROGRAM HEADCOUNT OVERVIEW

| Headcount by Program                    | 2009 Adopted Budget | 2009 Current Modified | 2010 Preliminary Budget |
|---|---------------------|-----------------------|-------------------------|
| Agency Administration & Support         | 495                 | 492                   | 511                     |
| Customer Services & Water Board Support | 546                 | 546                   | 546                     |
| Engineering Design and Construction     | 416                 | 416                   | 416                     |
| Environmental Control Board             | 135                 | 0                     | 0                       |
| Environmental Management                | 209                 | 209                   | 221                     |
| Miscellaneous                           | 10                  | 45                    | 12                      |
| Upstate Water Supply                    | 1,088               | 1,088                 | 1,055                   |
| Wastewater Treatment Operations         | 2,015               | 2,011                 | 1,958                   |
| Water & Sewer Maintenance & Operations  | 1,331               | 1,331                 | 1,325                   |
| <b>Total</b>                            | <b>6,245</b>        | <b>6,138</b>          | <b>6,044</b>            |

## **PROGRAM FUNDING ANALYSIS**

### **Program Descriptions**

#### **Agency Administration & Support**

Funding in this program area supports administrative staff that manages and directs the Department, sets policies, creates agency strategic planning, provides support services for personnel, budget implementation, and does payroll, purchasing, auditing, building and vehicle maintenance, computer services, and community and intergovernmental relations.

The Department's Agency Administration and Support program area was budgeted at \$80.6 million with an authorized headcount of 495 in the Fiscal 2009 Adopted Budget. In the Fiscal 2010 Preliminary Budget, the amount budgeted for this program area decreases to \$77.3 million but the authorized headcount increases to 511. The funding decrease, which totals approximately \$3.3 million in savings, is primarily the result from the sun-setting of 17 heads from the self funded Environmental Health and Safety initiative. The additional 16 heads in this area are the remaining transfers back from the Environmental Health and Safety initiative and there are no additional costs associated with them.

#### **Customer Services & Water Board Support**

The Bureau of Customer Services is responsible for all functions related to water and sewer billing for residents of New York City and certain upstate communities. In addition, the Bureau is responsible for water meter contracts and to test and validate the accuracy of water meters installed by private plumbers prior to installation. The Water Board is a public benefit corporation created by the New York State Legislature to primarily fix, revise, charge, collect, and enforce water and sewer rates and other charges for New York City.

The Department's Customer Services & Water Board Support program area was budgeted at \$54.1 million with an authorized headcount of 546 in the Fiscal 2009 Adopted Budget. In the Fiscal 2010 Preliminary Budget, the amount budgeted for this program area decreases to \$49.2 million but the authorized headcount remains the same at 546. The funding decrease, which totals approximately \$4.9 million in savings, is primarily the result of the identification of internal efficiencies and cost savings.

#### **Engineering Design and Construction**

The Bureau of Environmental Design and Construction handles the planning, design, and construction of major water quality related capital projects. Funding in this program area supports the creation of projects that focus on the continued delivery of high quality drinking water to the City and the continued improvement of water quality within the New York Harbor and estuaries.

The Department's Engineering Design and Construction program area was budgeted at \$28.6 million with an authorized headcount of 416 in the Fiscal 2009 Adopted Budget. In the Fiscal 2010 Preliminary Budget, the amount budgeted for this program area increases to \$30.1 million with the authorized headcount remaining constant at 416. The funding increase, which totals approximately \$1.59 million, is primarily the result of the collective bargaining agreement.

## **Environmental Control Board**

The Environmental Control Board (ECB) is an administrative tribunal that provides hearings on notices of violations issued by other City agencies for various “quality of life” infractions of the City’s laws and rules. As of FY 2010 the ECB will be transferred from DEP to the Office of Administrative Trials and Hearings (OATH).

## **Environmental Management**

The Bureau of Environmental Compliance regulates air, noise, and hazardous materials, performs inspections, issues licenses and permits, and reviews technical plans related to asbestos control, air quality, and noise abatement laws. Funding in this program area supports the self-regulation of DEP’s employees for testing, keeping up with federal regulations, and disposal of materials as well as the overall outside regulation and control of these areas.

The Department’s Environmental Management program area was budgeted at \$13.5 million with an authorized headcount of 209 in the Fiscal 2009 Adopted Budget. In the Fiscal 2010 Preliminary Budget, the amount budgeted for this program area increases to \$14.8 million with the authorized headcount increasing to 221. The funding increase, which totals approximately \$1.3 million, is primarily the result of the 12 additional heads added to execute the Asbestos Technical Review Unit’s (A-TRU) increased number of inspections. The increase in inspections is expected to create additional revenue partially offsetting this increase.

- The increase in the Asbestos Technical Review Unit is a revenue PEG. The additional 12 heads will enable DEP to increase the number of inspections and by extension the revenue produced by this program. The costs associated with the heads will be offset in matching revenue in Fiscal 2009 and reach \$624,000 in Fiscal 2010 with a corresponding estimated revenue of \$1.2 million.
- DEP estimates an increase in Asbestos Program collections of \$200,000 in Fiscal 2010.
- DEP estimates an increase in Air and Noise inspection revenue of \$250,000 in Fiscal 2010.
- The Con-Edison Right to Know Fees is estimated to increase by \$100,000 in Fiscal 2010.
- DEP has reduced the Brownfields Program by \$62,000 in Fiscal 2010.

## **Miscellaneous**

Funding in this program area provides for any personal or other than personal services expenses that receive one-time funding.

The Department’s Miscellaneous program area was budgeted at \$1.5 million with an authorized headcount of 10 in the Fiscal 2009 Adopted Budget. In the Fiscal 2010 Preliminary Budget, the amount budgeted for this program area decreases to \$1.1 million with the authorized headcount increasing to 12. The headcount increase is a net result of decreases to the Homeland Security Grant-funded positions that are removed from the budget at the start of each fiscal year and then restored when the grants are renewed and reversals related to the Environmental Health and Safety initiative. The decrease in the plan total of \$368,976 is primarily due to the identification of internal efficiencies and savings.

## **Upstate Water Supply**

The Bureau of Water Supply manages, operates, and protects the City's upstate water supply system to ensure the delivery of a sufficient quantity of high quality drinking water. Additionally, it is responsible for the overall management and implementation of the provisions of the City's \$1.5 billion Watershed Protection Program. In addition, the Bureau maintains, operates, and protects the upstate water supply system including the monitoring of the provisions of the Filtration Avoidance Determination and any other federal requirements or agreements.

The Department's Upstate Water Supply program area was budgeted at \$241.6 million with an authorized headcount of 1,088 in the Fiscal 2009 Adopted Budget. In the Fiscal 2010 Preliminary Budget, the amount budgeted for this area decreases to \$228.1 million with the authorized headcount decreasing to 1,055. The funding decrease, which totals approximately \$13.5 million, is primarily due to the sun-setting of 33 heads related to the Environmental Health and Safety initiative.

- DEP estimates additional Upstate Rental Revenue of \$96,000 in Fiscal 2010.

## **Wastewater Treatment Operations**

The Bureau of Wastewater Treatment maintains the chemical and physical integrity of the New York Harbor and other local water bodies. It sustains the continued use and viability of the New York environment through the removal of organic and toxic pollutants from the City's wastewater; control of discharges from Combined Sewer Overflows and dry weather bypassing; optimum operation of treatment plant collections system; integration of watershed management concepts into facilities' planning and design; and enforcement of a city-wide industrial pre-treatment and pollution prevention program. Also, the Bureau operates the 14 water pollution control plants, 89 wastewater pump stations, eight dewatering facilities, 490 sewer regulators, and 6,000 miles of intercepting sewers as well as the management and testing of the local waterways.

The Department's Wastewater Treatment program area was budgeted at \$381.5 million with an authorized headcount of 2,015 in the Fiscal 2009 Adopted Budget. In the Fiscal 2010 Preliminary Budget, the amount budgeted for this program area decreases to \$360.3 million with the authorized headcount decreasing to 1,958. The funding decrease, which totals approximately \$21.2 million, is partially due to the sun-setting of 57 heads related to the Environmental Health and Safety initiative and internal cost transfers as well as funds forwarded from Fiscal 2008 to 2009 that will also sunset.

## **Water & Sewer Maintenance & Operations**

The Bureau of Water and Sewer Operations operates, maintains, and protects the City's drinking water and wastewater collection systems, protects adjacent waterways, and develops and protects the Department's Capital Water and Sewer Design Program. This program includes approval and inspection of water and sewer connections performed by licensed plumbers and/or authorized contractors. Additionally, the Bureau is responsible for the approval and inspection of all public and private construction projects, which could impact the City's water and/or sewer systems.

The Department's Water and Sewer Maintenance and Operations program area was budgeted at \$209.9 million with an authorized headcount of 1,331 in the Fiscal 2009 Adopted Budget. In the Fiscal 2010 Preliminary Budget, the amount budgeted for this program area decreases to \$180.5 million with the

authorized headcount decreasing to 1,325. The funding decrease, which totals approximately \$29.4 million, is partially due to the sun-setting of 6 lead service line positions along with funds that were forwarded from Fiscal 2008 to 2009 that will also sunset.

### AGENCY FUNDING OVERVIEW

| Agency Funding Sources | Fiscal 2009 Adopted Budget | Fiscal 2009 Modified as of 1/30/2009 | Fiscal 2010 Preliminary Budget |
|------------------------|----------------------------|--------------------------------------|--------------------------------|
| City                   | \$974,495,306              | \$962,755,739                        | \$883,422,301                  |
| Other Categorical      | \$0                        | \$0                                  | \$0                            |
| Capital IFA            | \$54,219,661               | \$54,219,661                         | \$56,765,091                   |
| State                  | \$0                        | \$69,297                             | \$0                            |
| Community Development  | \$0                        | \$0                                  | \$0                            |
| Federal-Other          | \$0                        | \$17,387,660                         | \$116,818                      |
| Intra-City             | \$1,178,177                | \$1,178,177                          | \$1,128,177                    |
| <b>Total</b>           | <b>\$1,029,893,144</b>     | <b>\$1,035,610,534</b>               | <b>\$941,432,387</b>           |

### HEADCOUNT OVERVIEW

| Headcount (Uniform and Civilian) | Fiscal 2009 Adopted Budget | Fiscal 2009 Modified as of 1/30/2009 | Fiscal 2010 Preliminary Budget |
|----------------------------------|----------------------------|--------------------------------------|--------------------------------|
| City                             | 332                        | 205                                  | 217                            |
| Non-City                         | 5,913                      | 5,933                                | 5,827                          |
| <b>Total</b>                     | <b>6,245</b>               | <b>6,138</b>                         | <b>6,044</b>                   |

### UNITS OF APPROPRIATION

The operating budget of an agency is structured into several levels, each of which provides varying levels of detail on an agency's spending plans. The City Charter requires that U/A's represent the amount appropriated for personal services (i.e. salaries) or Other Than Personal Services (i.e. supplies) for a particular program, purpose, activity or institution. The table below presents the DEP budget, comparing the Fiscal 2009 Adopted Budget to the Fiscal 2010 Preliminary Budget. The Fiscal 2009 Modified Budget reflects this year's budget at the time this financial plan was released.

| U/A# | U/A Name                           | Fiscal 2009 Adopted Budget | Fiscal 2009 Modified as of 1/30/2009 | Fiscal 2010 Preliminary Budget | Percent Change from Adoption |
|------|------------------------------------|----------------------------|--------------------------------------|--------------------------------|------------------------------|
| 001  | Executive & Support                | \$32,251,271               | \$31,570,002                         | \$30,629,249                   | -5.03%                       |
| 002  | Environmental Management           | \$24,687,025               | \$19,771,574                         | \$12,894,758                   | -47.77%                      |
| 003  | Water Supply/Wastewater Collection | \$153,005,916              | \$152,873,524                        | \$156,164,075                  | 2.06%                        |
| 007  | Central Utility                    | \$65,249,975               | \$65,242,769                         | \$68,458,148                   | 4.92%                        |
| 008  | Wastewater Treatment               | \$131,957,084              | \$132,468,383                        | \$132,394,539                  | 0.33%                        |
|      | <b>Total PS</b>                    | <b>\$407,151,271</b>       | <b>\$401,926,252</b>                 | <b>\$400,540,769</b>           | <b>-1.62%</b>                |
| 004  | Utility-OTPS                       | \$567,608,385              | \$578,130,083                        | \$494,269,839                  | -12.92%                      |
| 005  | Environmental Management-OTPS      | \$8,990,890                | \$8,809,818                          | \$3,438,178                    | -61.76%                      |
| 006  | Executive & Support-OTPS           | \$46,142,598               | \$46,744,381                         | \$43,183,601                   | -6.41%                       |
|      | <b>Total OTPS</b>                  | <b>\$622,741,873</b>       | <b>\$633,684,282</b>                 | <b>\$540,891,618</b>           | <b>-13.14%</b>               |
|      | <b>Total Agency</b>                | <b>\$1,029,893,144</b>     | <b>\$1,035,610,534</b>               | <b>\$941,432,387</b>           | <b>-8.59%</b>                |

## PRELIMINARY BUDGET ACTIONS (in 000s)

The following table is a summary of the Preliminary Plan actions for Fiscal 2009 and Fiscal 2010 that are described in the Program Budget section above. The Non-City actions include State, Federal, Other Categorical, Intra-City and Capital Inter-Fund Agreement (IFA) funding changes for DEP.

| Description  | 2009             |                 |                    | 2010             |                 |                  |
|--|------------------|-----------------|--------------------|------------------|-----------------|------------------|
|  | City             | Non City        | Total              | City             | Non City        | Total            |
| <b>Agency Budget as per the November Plan</b>            | <b>\$963,652</b> | <b>\$69,096</b> | <b>\$1,032,748</b> | <b>\$872,041</b> | <b>\$55,192</b> | <b>\$927,233</b> |
| <b>January Plan Programs to Eliminate the Gap (PEGs)</b> |                  |                 |                    |                  |                 |                  |
| Construction Demolition and Abatement (A-TRU Program)    | \$237            | \$0             | \$237              | \$624            | \$0             | \$624            |
| Reduction to Brownfields Program                         | \$0              | \$0             | \$0                | (\$62)           | \$0             | (\$62)           |
| <b>Total PEGs</b>  | <b>\$237</b>     | <b>\$0</b>      | <b>\$237</b>       | <b>\$562</b>     | <b>\$0</b>      | <b>\$562</b>     |
| <b>January New Needs:</b>                                |                  |                 |                    |                  |                 |                  |
| Hydro Legal/Engineering                                  | \$200            | \$0             | \$200              |                  | \$0             | \$0              |
| <b>Total New Needs</b>                                   | <b>\$200</b>     | <b>\$0</b>      | <b>\$200</b>       | <b>\$0</b>       | <b>\$0</b>      | <b>\$0</b>       |
| <b>Other Adjustments:</b>                                |                  |                 |                    |                  |                 |                  |
| Biowatch Program-Year 3                                  |                  | \$2,100         | \$2,100            |                  | \$0             | \$0              |
| SHSG -08   |                  | \$683           | \$683              |                  | \$0             | \$0              |
| CB Electricians  | \$705            | \$6             | \$711              | \$1,138          | \$10            | \$1,148          |
| CB Special Officers                                      | \$263            | \$1             | \$264              | \$637            | \$4             | \$641            |
| CB Public Info Titles                                    | \$1              | \$0             | \$1                | \$3              | \$0             | \$3              |
| CB CWA Local 1180 RIP                                    | \$130            | \$15            | \$145              | \$176            | \$21            | \$197            |
| CB DC 37   | \$5,828          | \$1,784         | \$7,612            | \$8,865          | \$2,714         | \$11,579         |
| DEP MOU  |                  | \$0             | \$0                |                  | (\$50)          | (\$50)           |
| Increase for Buffer Zone Prot.                           |                  | \$654           | \$654              |                  | \$0             | \$0              |
| LGRMIF-WWT   |                  | (\$5)           | (\$5)              |                  | \$0             | \$0              |
| Water Security Initiative                                |                  | \$116           | \$116              |                  | \$116           | \$116            |
| <b>Total Other Adjustments</b>                           | <b>\$6,927</b>   | <b>\$5,354</b>  | <b>\$12,281</b>    | <b>\$10,819</b>  | <b>\$2,815</b>  | <b>\$13,634</b>  |
| <b>Total January Plan Budget Changes</b>                 | <b>\$7,364</b>   | <b>\$5,354</b>  | <b>\$12,718</b>    | <b>\$11,381</b>  | <b>\$2,815</b>  | <b>\$14,196</b>  |
| <b>Agency Budget as per the January Plan</b>             | <b>\$971,017</b> | <b>\$74,454</b> | <b>\$1,045,471</b> | <b>\$883,422</b> | <b>\$58,010</b> | <b>\$941,432</b> |

## **Fiscal 2010 Capital Plan**

### **Agency Overview**

The Department of Environmental Protection's (DEP) major responsibilities are for the operation and maintenance of the City's water supply and wastewater collection system; enforcement of air, noise and water use regulations; the conveyance and treatment of storm water and sanitary flow; management of environmental issues and natural resource protection; and construction and reconstruction of the City's water-related infrastructure.

New York City's water supply is controlled by a network of 19 upstate storage reservoirs, three controlled lakes, three aqueducts, two downstate balancing reservoirs, two City water tunnels (Water Tunnel Number Three is under construction), the world's largest storage tanks and 6,300 miles of water mains which deliver 1.3 billion gallons of water a day to 9 million residents in six upstate counties and the five boroughs of New York City. Wastewater is collected through some 6,600 miles of sewer pipes throughout the five boroughs. The DEP maintains 90,000 catch and seepage basins to prevent flooding and sewer backups. The Department also operates 14 sewage treatment plants, 80 pumping stations, and treats approximately 1.7 billion gallons of sewage a day.

The DEP is funded (with the exception of air and noise functions) by two separate and independent entities, the New York City Municipal Water Finance Authority (Water Authority) and the New York City Water Board (Water Board), which were established in 1985. The Water Authority was created to issue debt to finance the cost of capital improvements to the water and sewer system. The Water Board was created to lease the water and sewer systems from the City and to establish and collect fees, rates, rents and other service charges for services furnished by the system to produce cash sufficient to pay debt service on the Water Authority's bonds and to place the Water and Sewer System on a self-sustaining basis.

## **Current Budget Summary**

The 2010 January Capital Commitment Plan includes \$10.063 billion in Fiscals 2009-2013 for the Department of Environmental Protection. This represents 19.9 percent of the City's total \$50.6 billion January Plan for Fiscals 2009-2013. The agency's January Commitment Plan for Fiscals 2009-2013 is less than one percent smaller than the \$10.64 billion in the November Commitment Plan, a decrease of \$585,000.

Over the past five years DEP has committed an average of 87.6 percent of its annual capital plan. Therefore, it is assumed that a sizeable portion of the agency's Fiscal 2009 capital plan will be rolled into Fiscal 2010 thus greatly increasing the size of the Fiscal 2010-2013 capital plan. Since adoption last June, the Capital Commitment Plan for Fiscal 2009 has fallen from \$3.29 billion to \$3.27 billion, a decrease of \$ 20.4 million or less than one percent.

Currently DEP's appropriations total \$5.72 billion in city-funds for Fiscal 2009. These appropriations are to be used to finance the DEP's \$3.26 billion city-funded Fiscal 2009 capital commitment program. The agency has over 75 percent more funding than it needs to meet its entire capital commitment program for the current fiscal year.

The Department of Environmental Protection’s capital commitments for the last five years are shown below:

**FIVE YEAR HISTORY – CAPITAL BUDGET**  
 (\$ in millions)

|              | <b>FY04</b>    | <b>FY05</b>    | <b>FY06</b>    | <b>FY07</b>    | <b>FY08</b>    |
|--------------|----------------|----------------|----------------|----------------|----------------|
| CITY         | \$1,614        | \$2,337        | \$1,664        | \$3,699        | \$3,161        |
| NON-CITY     | 59             | 1              | 40             | 33             | 0              |
| <b>TOTAL</b> | <b>\$1,673</b> | <b>\$2,338</b> | <b>\$1,704</b> | <b>\$3,732</b> | <b>\$3,161</b> |

The Adopted Five-Year Capital Plan is shown below:

**ADOPTED FIVE YEAR CAPITAL BUDGET – NOVEMBER 2008**  
 (\$ in millions)

|              | <b>FY09</b>      | <b>FY10</b>      | <b>FY11</b>      | <b>FY12</b>      | <b>FY13</b>      | <b>FY’s 09-13</b> |
|--------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| CITY         | \$3,281.4        | \$1,695.3        | \$1,885.9        | \$1,331.9        | \$1,638.2        | \$9,832.6         |
| NON-CITY     | \$6.5            | \$215.1          | \$10.0           | \$0.0            | \$0.0            | \$231.6           |
| <b>TOTAL</b> | <b>\$3,287.9</b> | <b>\$1,910.3</b> | <b>\$1,895.9</b> | <b>\$1,331.9</b> | <b>\$1,638.2</b> | <b>\$10,064.2</b> |

The Preliminary Five-Year Capital Plan is shown below:

**PRELIMINARY FIVE YEAR CAPITAL PLAN – JANUARY 2009**  
 (\$ in millions)

|              | <b>FY09</b>      | <b>FY10</b>      | <b>FY11</b>      | <b>FY12</b>      | <b>FY13</b>      | <b>FY’s 09-13</b> |
|--------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| CITY         | \$3,261.9        | \$1,716.8        | \$1,885.9        | \$1,330.1        | \$1,638.2        | \$9,832.8         |
| NON-CITY     | \$5.7            | \$215.0          | \$10.0           | \$0.0            | \$0.0            | \$230.7           |
| <b>TOTAL</b> | <b>\$3,267.6</b> | <b>\$1,931.8</b> | <b>\$1,895.9</b> | <b>\$1,330.1</b> | <b>\$1,638.2</b> | <b>\$10,063.5</b> |

## PRELIMINARY BUDGET ISSUES

DEP's January Capital Commitment Plan remains unchanged since November. The agency's five year plan increased by \$89.4 million, less than one percent of the agency's \$10.98 billion January Commitment Plan. Variances between the plans include: an additional \$197.8 for emergency contracts for Water Mains and \$121.7 million in additional funds for emergency contracts for Sewers. The Delaware-Rondout Aqueduct has increased by \$80.9 million to complete the design of a connection from shaft 4 of the Rondout-West Branch Tunnel to the Catskill Aqueduct. When this connection is complete it will deliver 275 million gallons per day. These increases are partially offset by the cancellations of the Jamaica water quality combined sewer overflow and the Pike Street Yard reconstruction projects saving \$115.6 million and \$34.5 million respectively. The remaining changes represent smaller movements of funding and technical adjustments to DEP's capital plan.

On March 3, 2009 the Office of Management of Budget informed all city agencies as to a capital reduction of 30 percent for Fiscals 2010-2019. DEP is attempting to identify efficiencies and cost reductions that they anticipate will result in a 10 percent reduction in its capital plan. Should DEP achieve this goal its plan will be reduced by \$1.09 billion over the ten years.

The objective of the capital cut is to reduce the amount of debt service as a percentage of total revenues. The 30 percent reduction in the Ten-Year Capital Plan would reduce the long-term average annual growth in debt service costs to 3.4 percent, equal to the level of forecast growth in City revenues.

## Preliminary Ten Year Capital Strategy

DEP's Fiscal 2010-2019 Preliminary Ten-Year Capital Strategy is divided into five program areas as demonstrated in the chart on the right.

- **Water Pollution Control.** The goal of the Water Pollution Control portion of DEP is to improve the quality of the City's estuaries and to comply with the mandates imposed by the Clean Water Act. This program area is funded at \$4.28 billion over the ten years and is allocated as follows: water quality mandates \$1.81 billion; plant upgrading and reconstruction \$1.64 billion; consent decree upgrading and construction \$711.3 million; biological nutrient removal \$70.5 million; and plant component stabilization at \$45.0 million.
- **Water Mains, Sources and Treatment.** Funding in this program area will allow DEP to provide for the protection and upkeep of the City's source water supply and water distribution systems. \$3.8 billion is planned in this program area in the Preliminary Ten Year Plan in the following areas: Trunk and Distribution Main Replacement \$1.52 billion; Water Quality Preservation \$1.1 billion; Dam Safety Program \$822.5 million; Croton Filter Project \$204.3 million; Trunk and Distribution Main Extension \$76.9 million; Augmentation of Water Supply Systems \$41.9 million; Brooklyn Queens Aquifer \$9.1 million; and Extensions to Accommodate new Development \$8.6 million. Included in these categories are funds for the Gilboa Dam at a cost of \$627.0 million as well as for the ultraviolet light water disinfection facility for the Catskill and Delaware watersheds at \$403.6 million.
- **Sewers.** Capital funding for the Sewers Division of DEP will use this funding to replace existing sewers in areas requiring increased capacity, to extend sewers to unserved or underserved areas, and to replace failing, flawed, or collapsed sewer mains. The Sewers budget includes \$2.3 billion over the ten years in the following areas: Extensions to Accommodate New Development \$1.1 billion; Replacement of Chronically Failing Components \$598.8 million; Augmentation and Replacement of Existing Systems \$509.3 million; Programmatic Replacement and Reconstruction \$37.4 million; and Trunk and Distribution Main Replacement for \$10.3 million.
- **Water Supply.** has approximately \$3.5 billion in funds intended to provide for either a redundant tunnel or loop to the Delaware Aqueduct or the development of alternate water sources, conveyance and to complete work on Stages 1 and 2 of City Water Tunnel No. 3. In order to accomplish these goals the funding is broken down in the following manner: Conveyance \$2.0 billion; City Tunnel No. 3 Stage 1 \$762.2 million; City Tunnel No. 3 Stage 2 \$428.8 million; the reconstruction of City Tunnel No. 1 \$224.0 million; and the Kensico to City Tunnel for \$74.6 million.
- **Equipment & Miscellaneous Programs.** The Equipment & Miscellaneous Programs division is charged with funding a large scope of programs such as: water meter installation; automatic meter reading systems; toilet retrofit; landfill remediation; facility purchases and reconstruction; payments for gas utility line relocation; and for equipment purchases. This program area includes \$432.1 million of city funds over the ten year period. This total does not include \$215.1 million in reimbursement from the State under the Environmental Quality Bond Act, which is located in the Landfill Remediation section of the Equipment & Miscellaneous Program budget. City funding for this division of DEP is allocated as follows: Management Information Systems for \$94.9 million; Conservation Efforts for \$86.7 million; Landfill Remediation \$73.5 million; Utility Relocation for

Sewer and Water Main Projects for \$72.5 million; Facility Purchases and Reconstruction for \$60.7 million; and Vehicles and Equipment for \$53.9 million.

# Department of Environmental Protection

2010 January Plan

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 over one billion gallons of quality drinking water daily, serving over half the population of New York State, and manages 14 in-City wastewater treatment plants, as well as nine treatment plants upstate. DEP also carries out federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on almost one million water and sewer accounts and manages citywide water conservation programs.

|   | 2008<br>Actuals      | 2009<br>Adopted<br>Budget | 2009<br>November<br>Plan | 2009<br>January<br>Plan | 2010<br>January<br>Plan |
|---|----------------------|---------------------------|--------------------------|-------------------------|-------------------------|
| <b>Spending by Program</b>              |                      |                           |                          |                         |                         |
| Agency Administration & Support         | \$74,872,525         | \$80,607,192              | \$80,590,376             | \$82,345,686            | \$77,348,466            |
| Customer Services & Water Board Support | \$42,152,498         | \$54,132,558              | \$54,214,715             | \$53,965,161            | \$49,235,677            |
| Engineering Design and Construction     | \$28,329,947         | \$28,570,605              | \$28,573,363             | \$29,519,552            | \$30,105,386            |
| Environmental Control Board             | \$17,702,395         | \$18,755,990              | \$16,114,381             | \$7,492,155             | \$77,892                |
| Environmental Management                | \$14,485,972         | \$13,465,583              | \$5,534,881              | \$13,975,750            | \$14,760,977            |
| Miscellaneous                           | \$6,968,853          | \$1,458,195               | \$14,235,958             | \$18,077,791            | \$1,089,219             |
| Upstate Water Supply                    | \$214,264,881        | \$241,587,886             | \$241,963,299            | \$245,684,603           | \$228,096,951           |
| Wastewater Treatment Operations         | \$353,700,489        | \$381,453,141             | \$382,464,521            | \$382,733,091           | \$360,258,653           |
| Water & Sewer Maintenance & Operations  | \$166,617,575        | \$209,861,994             | \$209,056,843            | \$211,677,122           | \$180,459,166           |
| <b>Total</b>                            | <b>\$919,095,133</b> | <b>\$1,029,893,144</b>    | <b>\$1,032,748,337</b>   | <b>\$1,045,470,911</b>  | <b>\$941,432,387</b>    |
| <b>Funding</b>                          |                      |                           |                          |                         |                         |
| Capital- IFA                            | NA                   | \$54,219,661              | \$54,010,961             | \$55,819,381            | \$56,765,091            |
| City Funds                              | NA                   | \$974,495,306             | \$963,652,757            | \$971,016,396           | \$883,422,301           |
| Federal - Other                         | NA                   | \$0                       | \$13,832,722             | \$17,387,660            | \$116,818               |
| Intra City                              | NA                   | \$1,178,177               | \$1,178,177              | \$1,178,177             | \$1,128,177             |
| State                                   | NA                   | \$0                       | \$73,720                 | \$69,297                | \$0                     |
| <b>Total</b>                            | <b>NA</b>            | <b>\$1,029,893,144</b>    | <b>\$1,032,748,337</b>   | <b>\$1,045,470,911</b>  | <b>\$941,432,387</b>    |
| <b>Full-Time Positions</b>              | <b>5,895</b>         | <b>6,245</b>              | <b>6,127</b>             | <b>6,150</b>            | <b>6,044</b>            |
| <b>Contracts</b>                        | <b>NA</b>            | <b>400</b>                | <b>398</b>               | <b>385</b>              | <b>387</b>              |

**Agency Administration & Support**

Funding in this program area supports administrative staff that manages and directs the Department, sets policies, creates agency strategic planning, provides support services for personnel, budget implementation, and does payroll, purchasing, auditing, building and vehicle maintenance, computer services, and community and intergovernmental relations.

|   | <b>2008<br/>Actuals</b> | <b>2009<br/>Adopted<br/>Budget</b> | <b>2009<br/>November<br/>Plan</b> | <b>2009<br/>January<br/>Plan</b> | <b>2010<br/>January<br/>Plan</b> |
|---|-------------------------|------------------------------------|-----------------------------------|----------------------------------|----------------------------------|
| <b>Spending</b>   |                         |                                    |                                   |                                  |                                  |
| Personal Services                                       | \$34,352,677            | \$34,464,594                       | \$33,867,925                      | \$35,146,721                     | \$34,164,865                     |
| Other Than Personal Services                            | \$40,519,847            | \$46,142,598                       | \$46,722,451                      | \$47,198,965                     | \$43,183,601                     |
| <b>Total</b>  | <b>\$74,872,525</b>     | <b>\$80,607,192</b>                | <b>\$80,590,376</b>               | <b>\$82,345,686</b>              | <b>\$77,348,466</b>              |
| <b>Funding</b>  |                         |                                    |                                   |                                  |                                  |
| Capital- IFA  | NA                      | \$6,472,513                        | \$6,114,196                       | \$6,261,695                      | \$6,339,896                      |
| City Funds  | NA                      | \$73,392,354                       | \$73,733,855                      | \$75,341,666                     | \$70,266,245                     |
| Intra City  | NA                      | \$742,325                          | \$742,325                         | \$742,325                        | \$742,325                        |
| <b>Total</b>  | <b>NA</b>               | <b>\$80,607,192</b>                | <b>\$80,590,376</b>               | <b>\$82,345,686</b>              | <b>\$77,348,466</b>              |
| <b>Full-Time Positions</b>                              | <b>492</b>              | <b>495</b>                         | <b>492</b>                        | <b>492</b>                       | <b>511</b>                       |
| <b>Contracts</b>  | <b>NA</b>               | <b>121</b>                         | <b>121</b>                        | <b>108</b>                       | <b>121</b>                       |
| Cleaning Services                                       | NA                      | 3                                  | 3                                 | 3                                | 3                                |
| Community Consultants                                   | NA                      | 1                                  | 1                                 |                                  | 1                                |
| Contractual Services - General                          | NA                      | 7                                  | 7                                 | 7                                | 7                                |
| Data Processing Equipment Maintenance                   | NA                      | 6                                  | 6                                 | 6                                | 6                                |
| Economic Development                                    | NA                      | 1                                  | 1                                 | 1                                | 1                                |
| Maintenance and Operation of Infrastructure             | NA                      | 2                                  | 2                                 | 2                                | 2                                |
| Maintenance and Repairs - General                       | NA                      | 19                                 | 19                                | 14                               | 19                               |
| Maintenance and Repairs - Motor Vehicle Equip           | NA                      | 20                                 | 20                                | 20                               | 20                               |
| Office Equipment Maintenance                            | NA                      | 6                                  | 6                                 | 6                                | 6                                |
| Printing Services                                       | NA                      | 7                                  | 7                                 | 7                                | 7                                |
| Prof. Services - Computer Services                      | NA                      | 7                                  | 7                                 | 3                                | 7                                |
| Prof. Services - Engineering and Architectural Services | NA                      | 1                                  | 1                                 | 1                                | 1                                |
| Prof. Services - Other                                  | NA                      | 7                                  | 7                                 | 5                                | 7                                |
| Security Services                                       | NA                      | 1                                  | 1                                 | 1                                | 1                                |
| Telecommunications Maintenance                          | NA                      | 6                                  | 6                                 | 6                                | 6                                |
| Temporary Services                                      | NA                      | 10                                 | 10                                | 9                                | 10                               |
| Training Program for City Employees                     | NA                      | 17                                 | 17                                | 17                               | 17                               |

## Customer Services & Water Board Support

The Bureau of Customer Services is responsible for all functions related to water and sewer billing for residents of New York City and certain upstate communities. In addition, the Bureau is responsible for water meter contracts and to test and validate the accuracy of water meters installed by private plumbers prior to installation. The Water Board is a public benefit corporation created by the New York State Legislature to primarily fix, revise, charge, collect, and enforce water and sewer rates and other charges for New York City.

|                                       | 2008<br>Actuals     | 2009<br>Adopted<br>Budget | 2009<br>November<br>Plan | 2009<br>January<br>Plan | 2010<br>January<br>Plan |
|---------------------------------------|---------------------|---------------------------|--------------------------|-------------------------|-------------------------|
| <b>Spending</b>                       |                     |                           |                          |                         |                         |
| Personal Services                     | \$31,701,559        | \$32,214,800              | \$32,296,957             | \$33,102,267            | \$33,649,810            |
| Other Than Personal Services          | \$10,450,939        | \$21,917,758              | \$21,917,758             | \$20,862,894            | \$15,585,867            |
| <b>Total</b>                          | <b>\$42,152,498</b> | <b>\$54,132,558</b>       | <b>\$54,214,715</b>      | <b>\$53,965,161</b>     | <b>\$49,235,677</b>     |
| <b>Funding</b>                        |                     |                           |                          |                         |                         |
| Capital- IFA                          | NA                  | \$119,642                 | \$119,642                | \$119,642               | \$119,642               |
| City Funds                            | NA                  | \$54,012,916              | \$54,095,073             | \$53,845,519            | \$49,116,035            |
| <b>Total</b>                          | <b>NA</b>           | <b>\$54,132,558</b>       | <b>\$54,214,715</b>      | <b>\$53,965,161</b>     | <b>\$49,235,677</b>     |
| <b>Full-Time Positions</b>            | <b>535</b>          | <b>546</b>                | <b>546</b>               | <b>546</b>              | <b>546</b>              |
| <b>Contracts</b>                      | <b>NA</b>           | <b>23</b>                 | <b>23</b>                | <b>23</b>               | <b>23</b>               |
| Cleaning Services                     | NA                  | 2                         | 2                        | 2                       | 2                       |
| Contractual Services - General        | NA                  | 3                         | 3                        | 3                       | 3                       |
| Data Processing Equipment Maintenance | NA                  | 2                         | 2                        | 2                       | 2                       |
| Maintenance and Repairs - General     | NA                  | 4                         | 4                        | 4                       | 4                       |
| Office Equipment Maintenance          | NA                  | 2                         | 2                        | 2                       | 2                       |
| Prof. Services - Computer Services    | NA                  | 1                         | 1                        | 1                       | 1                       |
| Prof. Services - Other                | NA                  | 1                         | 1                        | 1                       | 1                       |
| Telecommunications Maintenance        | NA                  | 1                         | 1                        | 1                       | 1                       |
| Training Program for City Employees   | NA                  | 7                         | 7                        | 7                       | 7                       |

## Performance Measures

|  | Type of Measure | 2006<br>Annual<br>Target | 2006<br>Annual<br>Actual | 2007<br>Annual<br>Target | 2007<br>Annual<br>Actual | 2008<br>Annual<br>Target | 2008<br>Annual<br>Actual | 2009<br>Annual<br>Target | 2010<br>Annual<br>Target |
|--|-----------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Accounts receivable- delinquent for more than 1 year (\$ millions)   | Outcome         | NA                       | \$319                    | NA                       | \$304                    | NA                       | \$323                    | NA                       | NA                       |
| Accounts receivable- delinquent for more than 180 days (\$ millions) | Outcome         | NA                       | \$412                    | NA                       | \$401                    | NA                       | \$323                    | NA                       | NA                       |
| Accounts receivable- total balance (\$ millions)                     | Outcome         | NA                       | \$1,027                  | NA                       | \$1,107                  | NA                       | \$1,046                  | NA                       | NA                       |
| Total revenue collected (\$ millions)                                | Output          | \$1,915                  | \$1,875                  | \$2,000                  | \$1,926                  | \$2,225                  | \$2,173                  | \$2,458                  | \$2,779                  |
| Estimated bills (%)  | Service Quality | 15.0%                    | 19.0%                    | 15.0%                    | 17.6%                    | 15.0%                    | 16.3%                    | 15.0%                    | 15.0%                    |

## Engineering Design and Construction

The Bureau of Environmental Design and Construction handles the planning, design, and construction of major water quality related capital projects. Funding in this program area supports the creation of projects that focus on the continued delivery of high quality drinking water to the City and the continued improvement of water quality within the New York Harbor and estuaries.

|                                     | 2008<br>Actuals     | 2009<br>Adopted<br>Budget | 2009<br>November<br>Plan | 2009<br>January<br>Plan | 2010<br>January<br>Plan |
|-------------------------------------|---------------------|---------------------------|--------------------------|-------------------------|-------------------------|
| <b>Spending</b>                     |                     |                           |                          |                         |                         |
| Personal Services                   | \$27,963,428        | \$28,115,401              | \$28,125,093             | \$29,126,676            | \$29,650,182            |
| Other Than Personal Services        | \$366,519           | \$455,204                 | \$448,270                | \$392,876               | \$455,204               |
| <b>Total</b>                        | <b>\$28,329,947</b> | <b>\$28,570,605</b>       | <b>\$28,573,363</b>      | <b>\$29,519,552</b>     | <b>\$30,105,386</b>     |
| <b>Funding</b>                      |                     |                           |                          |                         |                         |
| Capital- IFA                        | NA                  | \$27,896,764              | \$28,120,690             | \$29,088,252            | \$29,593,334            |
| City Funds                          | NA                  | \$673,841                 | \$452,673                | \$431,300               | \$512,052               |
| <b>Total</b>                        | <b>NA</b>           | <b>\$28,570,605</b>       | <b>\$28,573,363</b>      | <b>\$29,519,552</b>     | <b>\$30,105,386</b>     |
| <b>Full-Time Positions</b>          | <b>394</b>          | <b>416</b>                | <b>416</b>               | <b>416</b>              | <b>416</b>              |
| <b>Contracts</b>                    | <b>NA</b>           | <b>7</b>                  | <b>6</b>                 | <b>6</b>                | <b>7</b>                |
| Cleaning Services                   | NA                  | 1                         |                          |                         | 1                       |
| Maintenance and Repairs - General   | NA                  | 4                         | 4                        | 4                       | 4                       |
| Training Program for City Employees | NA                  | 2                         | 2                        | 2                       | 2                       |

**Environmental Control Board**

The Environmental Control Board (ECB) is an administrative tribunal that provides hearings on notices of violations issued by other City agencies for various "quality of life" infractions of the City's laws and rules.

|   | <b>2008<br/>Actuals</b>    | <b>2009<br/>Adopted<br/>Budget</b> | <b>2009<br/>November<br/>Plan</b> | <b>2009<br/>January<br/>Plan</b>  | <b>2010<br/>January<br/>Plan</b>  |                                   |                                   |                                   |                                   |
|---|----------------------------|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| <b>Spending</b>   |                            |                                    |                                   |                                   |                                   |                                   |                                   |                                   |                                   |
| Personal Services   | \$13,896,473               | \$14,354,022                       | \$14,365,478                      | \$5,743,252                       | \$56,644                          |                                   |                                   |                                   |                                   |
| Other Than Personal Services  | \$3,805,922                | \$4,401,968                        | \$1,748,903                       | \$1,748,903                       | \$21,248                          |                                   |                                   |                                   |                                   |
| <b>Total</b>  | <b>\$17,702,395</b>        | <b>\$18,755,990</b>                | <b>\$16,114,381</b>               | <b>\$7,492,155</b>                | <b>\$77,892</b>                   |                                   |                                   |                                   |                                   |
| <b>Funding</b>  |                            |                                    |                                   |                                   |                                   |                                   |                                   |                                   |                                   |
| City Funds  | NA                         | \$18,755,990                       | \$16,114,381                      | \$7,492,155                       | \$77,892                          |                                   |                                   |                                   |                                   |
| <b>Total</b>  | <b>NA</b>                  | <b>\$18,755,990</b>                | <b>\$16,114,381</b>               | <b>\$7,492,155</b>                | <b>\$77,892</b>                   |                                   |                                   |                                   |                                   |
| <b>Full-Time Positions</b>  | <b>122</b>                 | <b>135</b>                         | <b>127</b>                        | <b>0</b>                          | <b>0</b>                          |                                   |                                   |                                   |                                   |
| <b>Contracts</b>  | <b>NA</b>                  | <b>14</b>                          | <b>14</b>                         | <b>14</b>                         | <b>14</b>                         |                                   |                                   |                                   |                                   |
| Cleaning Services   | NA                         | 1                                  | 1                                 | 1                                 | 1                                 |                                   |                                   |                                   |                                   |
| Contractual Services - General  | NA                         | 5                                  | 5                                 | 5                                 | 5                                 |                                   |                                   |                                   |                                   |
| Data Processing Equipment Maintenance   | NA                         | 1                                  | 1                                 | 1                                 | 1                                 |                                   |                                   |                                   |                                   |
| Maintenance and Repairs - General   | NA                         | 1                                  | 1                                 | 1                                 | 1                                 |                                   |                                   |                                   |                                   |
| Office Equipment Maintenance  | NA                         | 1                                  | 1                                 | 1                                 | 1                                 |                                   |                                   |                                   |                                   |
| Printing Services   | NA                         | 1                                  | 1                                 | 1                                 | 1                                 |                                   |                                   |                                   |                                   |
| Prof. Services - Computer Services  | NA                         | 1                                  | 1                                 | 1                                 | 1                                 |                                   |                                   |                                   |                                   |
| Prof. Services - Other  | NA                         | 2                                  | 2                                 | 2                                 | 2                                 |                                   |                                   |                                   |                                   |
| Temporary Services  | NA                         | 1                                  | 1                                 | 1                                 | 1                                 |                                   |                                   |                                   |                                   |
| <b>Performance Measures</b>   |                            |                                    |                                   |                                   |                                   |                                   |                                   |                                   |                                   |
|   | <b>Type of<br/>Measure</b> | <b>2006<br/>Annual<br/>Target</b>  | <b>2006<br/>Annual<br/>Actual</b> | <b>2007<br/>Annual<br/>Target</b> | <b>2007<br/>Annual<br/>Actual</b> | <b>2008<br/>Annual<br/>Target</b> | <b>2008<br/>Annual<br/>Actual</b> | <b>2009<br/>Annual<br/>Target</b> | <b>2010<br/>Annual<br/>Target</b> |
| Air Complaints Received   | Demand                     | NA                                 | 15,094                            | NA                                | 14,138                            | NA                                | 12,625                            | NA                                | NA                                |
| Asbestos complaints received  | Demand                     | NA                                 | 1,836                             | NA                                | 2,182                             | NA                                | 2,350                             | NA                                | NA                                |
| Noise Complaints Received   | Demand                     | NA                                 | 41,944                            | NA                                | 42,000                            | NA                                | 49,221                            | NA                                | NA                                |
| DEP-issued violations - Case resolution rate at the Environmental Control Board (%) | Service Quality            | NA                                 | 75.5%                             | NA                                | 63.4%                             | NA                                | 60.2%                             | NA                                | NA                                |

## Environmental Management

The Bureau of Environmental Compliance regulates air, noise, and hazardous materials, performs inspections, issues licenses and permits, and reviews technical plans related to asbestos control, air quality, and noise abatement laws. Funding in this program area supports the self-regulation of DEP's employees for testing, keeping up with federal regulations, and disposal of materials as well as the overall outside regulation and control of these areas.

|  | 2008<br>Actuals     | 2009<br>Adopted<br>Budget | 2009<br>November<br>Plan | 2009<br>January<br>Plan  | 2010<br>January<br>Plan  |                          |                          |                          |                          |
|--|---------------------|---------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Spending</b>  |                     |                           |                          |                          |                          |                          |                          |                          |                          |
| Personal Services  | \$13,181,094        | \$11,823,040              | \$3,896,201              | \$12,549,872             | \$13,068,434             |                          |                          |                          |                          |
| Other Than Personal Services   | \$1,304,878         | \$1,642,543               | \$1,638,680              | \$1,425,878              | \$1,692,543              |                          |                          |                          |                          |
| <b>Total</b>   | <b>\$14,485,972</b> | <b>\$13,465,583</b>       | <b>\$5,534,881</b>       | <b>\$13,975,750</b>      | <b>\$14,760,977</b>      |                          |                          |                          |                          |
| <b>Funding</b>   |                     |                           |                          |                          |                          |                          |                          |                          |                          |
| Capital- IFA   | NA                  | \$63,531                  | \$63,531                 | \$63,531                 | \$63,531                 |                          |                          |                          |                          |
| City Funds   | NA                  | \$12,966,200              | \$5,035,498              | \$13,476,367             | \$14,311,594             |                          |                          |                          |                          |
| Intra City   | NA                  | \$435,852                 | \$435,852                | \$435,852                | \$385,852                |                          |                          |                          |                          |
| <b>Total</b>   | <b>NA</b>           | <b>\$13,465,583</b>       | <b>\$5,534,881</b>       | <b>\$13,975,750</b>      | <b>\$14,760,977</b>      |                          |                          |                          |                          |
| <b>Full-Time Positions</b>   | <b>201</b>          | <b>209</b>                | <b>82</b>                | <b>221</b>               | <b>221</b>               |                          |                          |                          |                          |
| <b>Contracts</b>   | <b>NA</b>           | <b>22</b>                 | <b>22</b>                | <b>22</b>                | <b>23</b>                |                          |                          |                          |                          |
| Cleaning Services  | NA                  | 1                         | 1                        | 1                        | 1                        |                          |                          |                          |                          |
| Contractual Services - General   | NA                  | 3                         | 3                        | 3                        | 3                        |                          |                          |                          |                          |
| Data Processing Equipment Maintenance  | NA                  | 1                         | 1                        | 1                        | 1                        |                          |                          |                          |                          |
| Maintenance and Repairs - General  | NA                  | 8                         | 8                        | 8                        | 8                        |                          |                          |                          |                          |
| Office Equipment Maintenance   | NA                  | 1                         | 1                        | 1                        | 1                        |                          |                          |                          |                          |
| Printing Services  | NA                  |                           |                          |                          | 1                        |                          |                          |                          |                          |
| Training Program for City Employees  | NA                  | 8                         | 8                        | 8                        | 8                        |                          |                          |                          |                          |
| <b>Performance Measures</b>  |                     |                           |                          |                          |                          |                          |                          |                          |                          |
|  | Type of<br>Measure  | 2006<br>Annual<br>Target  | 2006<br>Annual<br>Actual | 2007<br>Annual<br>Target | 2007<br>Annual<br>Actual | 2008<br>Annual<br>Target | 2008<br>Annual<br>Actual | 2009<br>Annual<br>Target | 2010<br>Annual<br>Target |
| Air Complaints Received  | Demand              | NA                        | 15,094                   | NA                       | 14,138                   | NA                       | 12,625                   | NA                       | NA                       |
| Asbestos complaints received   | Demand              | NA                        | 1,836                    | NA                       | 2,182                    | NA                       | 2,350                    | NA                       | NA                       |
| Noise Complaints Received  | Demand              | NA                        | 41,944                   | NA                       | 42,000                   | NA                       | 49,221                   | NA                       | NA                       |
| DEP-issued air violations  | Output              | NA                        | 2,952                    | NA                       | 3,769                    | NA                       | 4,697                    | NA                       | NA                       |
| DEP-issued asbestos violations   | Output              | NA                        | 988                      | NA                       | 816                      | NA                       | 500                      | NA                       | NA                       |
| DEP-issued noise violations  | Output              | NA                        | 2,003                    | NA                       | 2,237                    | NA                       | 3,420                    | NA                       | NA                       |
| Air complaints responded to within seven days (%)                                    | Service Quality     | 85%                       | 78%                      | 85%                      | 86%                      | 85%                      | 82%                      | 85%                      | 85%                      |
| Asbestos complaints responded to within three hours (%)                              | Service Quality     | 90%                       | 97%                      | 90%                      | 95%                      | 90%                      | 99%                      | 90%                      | 90%                      |
| Noise complaints not requiring access to premises responded to within seven days (%) | Service Quality     | 85%                       | 82%                      | 85%                      | 87%                      | 85%                      | 85%                      | 85%                      | 85%                      |

**Miscellaneous**

Funding in this program area provides for any personal or other than personal services expenses that receive one-time funding.

|                              | <b>2008<br/>Actuals</b> | <b>2009<br/>Adopted<br/>Budget</b> | <b>2009<br/>November<br/>Plan</b> | <b>2009<br/>January<br/>Plan</b> | <b>2010<br/>January<br/>Plan</b> |
|------------------------------|-------------------------|------------------------------------|-----------------------------------|----------------------------------|----------------------------------|
| <b>Spending</b>              |                         |                                    |                                   |                                  |                                  |
| Personal Services            | \$1,499,404             | \$1,357,195                        | \$1,522,738                       | \$4,257,913                      | \$951,024                        |
| Other Than Personal Services | \$5,469,450             | \$101,000                          | \$12,713,220                      | \$13,819,878                     | \$138,195                        |
| <b>Total</b>                 | <b>\$6,968,853</b>      | <b>\$1,458,195</b>                 | <b>\$14,235,958</b>               | <b>\$18,077,791</b>              | <b>\$1,089,219</b>               |
| <b>Funding</b>               |                         |                                    |                                   |                                  |                                  |
| Capital- IFA                 | NA                      | \$183,632                          |                                   |                                  |                                  |
| City Funds                   | NA                      | \$1,274,563                        | \$329,516                         | \$620,834                        | \$972,401                        |
| Federal - Other              | NA                      | \$0                                | \$13,832,722                      | \$17,387,660                     | \$116,818                        |
| State                        | NA                      | \$0                                | \$73,720                          | \$69,297                         | \$0                              |
| <b>Total</b>                 | <b>NA</b>               | <b>\$1,458,195</b>                 | <b>\$14,235,958</b>               | <b>\$18,077,791</b>              | <b>\$1,089,219</b>               |
| <b>Full-Time Positions</b>   | <b>21</b>               | <b>10</b>                          | <b>34</b>                         | <b>45</b>                        | <b>12</b>                        |

## Upstate Water Supply

The Bureau of Water Supply manages, operates, and protects the City's upstate water supply system to ensure the delivery of a sufficient quantity of high quality drinking water. Additionally, it is responsible for the overall management and implementation of the provisions of the City's \$1.5 billion Watershed Protection Program. In addition, the Bureau maintains, operates, and protects the upstate water supply system including the monitoring of the provisions of the Filtration Avoidance Determination and any other federal requirements or agreements.

|   | 2008<br>Actuals      | 2009<br>Adopted<br>Budget | 2009<br>November<br>Plan | 2009<br>January<br>Plan | 2010<br>January<br>Plan |
|---|----------------------|---------------------------|--------------------------|-------------------------|-------------------------|
| <b>Spending</b>   |                      |                           |                          |                         |                         |
| Personal Services                                       | \$60,381,932         | \$60,919,376              | \$60,955,412             | \$62,908,927            | \$61,960,882            |
| Other Than Personal Services                            | \$153,882,949        | \$180,668,510             | \$181,007,887            | \$182,775,676           | \$166,136,069           |
| <b>Total</b>  | <b>\$214,264,881</b> | <b>\$241,587,886</b>      | <b>\$241,963,299</b>     | <b>\$245,684,603</b>    | <b>\$228,096,951</b>    |
| <b>Funding</b>  |                      |                           |                          |                         |                         |
| Capital- IFA  | NA                   | \$5,326,667               | \$5,393,381              | \$5,577,313             | \$5,673,914             |
| City Funds  | NA                   | \$236,261,219             | \$236,569,918            | \$240,107,290           | \$222,423,037           |
| <b>Total</b>  | <b>NA</b>            | <b>\$241,587,886</b>      | <b>\$241,963,299</b>     | <b>\$245,684,603</b>    | <b>\$228,096,951</b>    |
| <b>Full-Time Positions</b>                              | <b>981</b>           | <b>1,088</b>              | <b>1,088</b>             | <b>1,088</b>            | <b>1,055</b>            |
| <b>Contracts</b>  | <b>NA</b>            | <b>82</b>                 | <b>83</b>                | <b>83</b>               | <b>82</b>               |
| Cleaning Services                                       | NA                   | 6                         | 6                        | 6                       | 6                       |
| Contractual Services - General                          | NA                   | 11                        | 11                       | 11                      | 11                      |
| Data Processing Equipment Maintenance                   | NA                   | 3                         | 3                        | 3                       | 3                       |
| Maintenance and Operation of Infrastructure             | NA                   | 19                        | 19                       | 19                      | 19                      |
| Maintenance and Repairs - General                       | NA                   | 32                        | 32                       | 32                      | 32                      |
| Maintenance and Repairs - Motor Vehicle Equip           | NA                   | 3                         | 3                        | 3                       | 3                       |
| Office Equipment Maintenance                            | NA                   | 1                         | 1                        | 1                       | 1                       |
| Printing Services                                       | NA                   | 1                         | 1                        | 1                       | 1                       |
| Prof. Services - Engineering and Architectural Services | NA                   |                           | 1                        | 1                       |                         |
| Prof. Services - Other                                  | NA                   | 4                         | 4                        | 4                       | 4                       |
| Telecommunications Maintenance                          | NA                   | 1                         | 1                        | 1                       | 1                       |
| Training Program for City Employees                     | NA                   | 1                         | 1                        | 1                       | 1                       |

## Performance Measures

|   | Type of Measure | 2006<br>Annual<br>Target | 2006<br>Annual<br>Actual | 2007<br>Annual<br>Target | 2007<br>Annual<br>Actual | 2008<br>Annual<br>Target | 2008<br>Annual<br>Actual | 2009<br>Annual<br>Target | 2010<br>Annual<br>Target |
|---|-----------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Average daily in-City water consumption (millions of gallons)               | Demand          | NA                       | 1,086                    | NA                       | 1,097                    | NA                       | 1,115                    | NA                       | NA                       |
| Patrol hours from Environmental Police and watershed protection staff (000) | Input           | NA                       | 288.9                    | NA                       | 307.8                    | NA                       | 298.9                    | NA                       | NA                       |
| Notices of Violation and Notices of Warning issued in the watershed         | Output          | NA                       | 146                      | NA                       | 137                      | NA                       | 165                      | NA                       | NA                       |

## Wastewater Treatment Operations

The Bureau of Wastewater Treatment maintains the chemical and physical integrity of the New York Harbor and other local water bodies. It sustains the continued use and viability of the New York environment through the removal of organic and toxic pollutants from the City's wastewater; control of discharges from Combined Sewer Overflows and dry weather bypassing; optimum operation of treatment plant collections system; integration of watershed management concepts into facilities' planning and design; and enforcement of a city-wide industrial pre-treatment and pollution prevention program. Also, the Bureau operates the 14 water pollution control plants, 89 wastewater pump stations, eight dewatering facilities, 490 sewer regulators, and 6,000 miles of intercepting sewers as well as the management and testing of the local waterways.

|   | 2008<br>Actuals      | 2009<br>Adopted<br>Budget | 2009<br>November<br>Plan | 2009<br>January<br>Plan | 2010<br>January<br>Plan |
|---|----------------------|---------------------------|--------------------------|-------------------------|-------------------------|
| <b>Spending</b>   |                      |                           |                          |                         |                         |
| Personal Services                                       | \$138,528,597        | \$131,957,084             | \$133,090,762            | \$134,878,121           | \$132,394,539           |
| Other Than Personal Services                            | \$215,171,892        | \$249,496,057             | \$249,373,759            | \$247,854,970           | \$227,864,114           |
| <b>Total</b>  | <b>\$353,700,489</b> | <b>\$381,453,141</b>      | <b>\$382,464,521</b>     | <b>\$382,733,091</b>    | <b>\$360,258,653</b>    |
| <b>Funding</b>  |                      |                           |                          |                         |                         |
| Capital- IFA  | NA                   | \$5,448,335               | \$5,458,121              | \$5,662,211             | \$5,768,889             |
| City Funds  | NA                   | \$376,004,806             | \$377,006,400            | \$377,070,880           | \$354,489,764           |
| <b>Total</b>  | <b>NA</b>            | <b>\$381,453,141</b>      | <b>\$382,464,521</b>     | <b>\$382,733,091</b>    | <b>\$360,258,653</b>    |
| <b>Full-Time Positions</b>                              | <b>1,892</b>         | <b>2,015</b>              | <b>2,011</b>             | <b>2,011</b>            | <b>1,958</b>            |
| <b>Contracts</b>  | <b>NA</b>            | <b>86</b>                 | <b>85</b>                | <b>85</b>               | <b>86</b>               |
| Cleaning Services                                       | NA                   | 1                         | 1                        | 1                       | 1                       |
| Contractual Services - General                          | NA                   | 5                         | 5                        | 5                       | 5                       |
| Data Processing Equipment Maintenance                   | NA                   | 2                         | 2                        | 2                       | 2                       |
| Maintenance and Operation of Infrastructure             | NA                   | 15                        | 15                       | 15                      | 15                      |
| Maintenance and Repairs - General                       | NA                   | 46                        | 46                       | 46                      | 46                      |
| Maintenance and Repairs - Motor Vehicle Equip           | NA                   | 5                         | 5                        | 5                       | 5                       |
| Office Equipment Maintenance                            | NA                   | 1                         | 1                        | 1                       | 1                       |
| Prof. Services - Engineering and Architectural Services | NA                   | 1                         |                          |                         | 1                       |
| Prof. Services - Other                                  | NA                   | 3                         | 3                        | 3                       | 3                       |
| Security Services                                       | NA                   | 2                         | 2                        | 2                       | 2                       |
| Telecommunications Maintenance                          | NA                   | 1                         | 1                        | 1                       | 1                       |
| Training Program for City Employees                     | NA                   | 4                         | 4                        | 4                       | 4                       |

## Performance Measures

|   | Type of Measure | 2006<br>Annual<br>Target | 2006<br>Annual<br>Actual | 2007<br>Annual<br>Target | 2007<br>Annual<br>Actual | 2008<br>Annual<br>Target | 2008<br>Annual<br>Actual | 2009<br>Annual<br>Target | 2010<br>Annual<br>Target |
|---|-----------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Harbor survey stations in compliance with State standard for dissolved oxygen (%) | Outcome         | 89%                      | 86%                      | 89%                      | 90%                      | 89%                      | 90%                      | 89%                      | 89%                      |
| Wastewater treatment plant effluent meeting federal standards (%)                 | Outcome         | 100.0%                   | 99.9%                    | 100.0%                   | 99.9%                    | 100.0%                   | 99.9%                    | 100.0%                   | 100.0%                   |

## Water & Sewer Maintenance & Operations

The Bureau of Water and Sewer Operations operates, maintains, and protects the City's drinking water and wastewater collection systems, protects adjacent waterways, and develops and protects the Department's Capital Water and Sewer Design Program. This program includes approval and inspection of water and sewer connections performed by licensed plumbers and/or authorized contractors. Additionally, the Bureau is responsible for the approval and inspection of all public and private construction projects, which could impact the City's water and/or sewer systems.

|   | 2008<br>Actuals      | 2009<br>Adopted<br>Budget | 2009<br>November<br>Plan | 2009<br>January<br>Plan | 2010<br>January<br>Plan |
|---|----------------------|---------------------------|--------------------------|-------------------------|-------------------------|
| <b>Spending</b>                             |                      |                           |                          |                         |                         |
| Personal Services                           | \$92,393,619         | \$91,945,759              | \$91,960,650             | \$93,902,966            | \$94,644,389            |
| Other Than Personal Services                | \$74,223,956         | \$117,916,235             | \$117,096,193            | \$117,774,156           | \$85,814,777            |
| <b>Total</b>                                | <b>\$166,617,575</b> | <b>\$209,861,994</b>      | <b>\$209,056,843</b>     | <b>\$211,677,122</b>    | <b>\$180,459,166</b>    |
| <b>Funding</b>                              |                      |                           |                          |                         |                         |
| Capital- IFA                                | NA                   | \$8,708,577               | \$8,741,400              | \$9,046,737             | \$9,205,885             |
| City Funds                                  | NA                   | \$201,153,417             | \$200,315,443            | \$202,630,385           | \$171,253,281           |
| <b>Total</b>                                | <b>NA</b>            | <b>\$209,861,994</b>      | <b>\$209,056,843</b>     | <b>\$211,677,122</b>    | <b>\$180,459,166</b>    |
| <b>Full-Time Positions</b>                  | <b>1,257</b>         | <b>1,331</b>              | <b>1,331</b>             | <b>1,331</b>            | <b>1,325</b>            |
| <b>Contracts</b>                            | <b>NA</b>            | <b>45</b>                 | <b>44</b>                | <b>44</b>               | <b>45</b>               |
| Cleaning Services                           | NA                   | 4                         | 3                        | 3                       | 4                       |
| Community Consultants                       | NA                   | 1                         | 1                        | 1                       | 1                       |
| Contractual Services - General              | NA                   | 3                         | 3                        | 3                       | 3                       |
| Maintenance and Operation of Infrastructure | NA                   | 3                         | 3                        | 3                       | 3                       |
| Maintenance and Repairs - General           | NA                   | 26                        | 26                       | 26                      | 26                      |
| Office Equipment Maintenance                | NA                   | 3                         | 3                        | 3                       | 3                       |
| Prof. Services - Other                      | NA                   | 3                         | 3                        | 3                       | 3                       |
| Training Program for City Employees         | NA                   | 2                         | 2                        | 2                       | 2                       |

## Performance Measures

|  | Type of Measure | 2006<br>Annual<br>Target | 2006<br>Annual<br>Actual | 2007<br>Annual<br>Target | 2007<br>Annual<br>Actual | 2008<br>Annual<br>Target | 2008<br>Annual<br>Actual | 2009<br>Annual<br>Target | 2010<br>Annual<br>Target |
|--|-----------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Catch basin complaints received                        | Demand          | NA                       | 15,341                   | NA                       | 14,919                   | NA                       | 18,305                   | NA                       | NA                       |
| Leak complaints received                               | Demand          | NA                       | 4,247                    | NA                       | 5,003                    | NA                       | 4,275                    | NA                       | NA                       |
| Sewer backup complaints received                       | Demand          | NA                       | 24,564                   | NA                       | 23,927                   | NA                       | 21,797                   | NA                       | NA                       |
| Street cave-in complaints received                     | Demand          | NA                       | 13,111                   | NA                       | 12,079                   | NA                       | 19,272                   | NA                       | NA                       |
| Broken and inoperative hydrants                        | Outcome         | 1.0%                     | 0.6%                     | 1.0%                     | 0.5%                     | 1.0%                     | 0.4%                     | 1.0%                     | 1.0%                     |
| Water main breaks                                      | Outcome         | 575                      | 450                      | 575                      | 581                      | 575                      | 429                      | 575                      | 575                      |
| Catch basins surveyed/ inspected (%)                   | Output          | 33.3%                    | 31.5%                    | 33.3%                    | 30.7%                    | 33.3%                    | 36.5%                    | NA                       | NA                       |
| Repairs to distribution system                         | Output          | 19,000                   | 20,442                   | 19,000                   | 21,146                   | 19,000                   | 20,166                   | 19,000                   | 19,000                   |
| Street cave-in complaints resolved                     | Output          | NA                       | 12,257                   | NA                       | 10,734                   | NA                       | 15,872                   | NA                       | NA                       |
| Water main surveyed for leak detection (% linear feet) | Output          | 56.0%                    | 59.9%                    | 56.0%                    | 56.6%                    | 56.0%                    | 56.6%                    | 56.0%                    | 56.0%                    |
| Catch basin backup resolution time                     | Service Quality | 9.0                      | 6.2                      | 9.0                      | 6.4                      | 9.0                      | 6.5                      | 9.0                      | 9.0                      |
| Leak resolution time (days)                            | Service Quality | 17.0                     | 12.2                     | 17.0                     | 12.9                     | 17.0                     | 13.4                     | 17.0                     | 17.0                     |
| Sewer backup resolution time (hours)                   | Service Quality | 7.0                      | 5.9                      | 7.0                      | 6.3                      | 7.0                      | 6.7                      | 7.0                      | 7.0                      |

Note: "NA" means that the data is not available