

---

January 2006

---

---

# IBO's Programmatic Review of the 2006 Budget as of the November Financial Plan

---

*Department of Transportation  
(DOT)*

IBO

New York City  
Independent Budget Office

Ronnie Lowenstein, Director  
George Sweeting, Deputy Director  
Preston Niblack, Deputy Director  
Frank Posillico, Deputy Director  
110 William St., 14th Floor . New York, NY 10038  
Tel. (212) 442-0632 . Fax (212) 442-0350  
e-mail: [ibo@ibo.nyc.ny.us](mailto:ibo@ibo.nyc.ny.us) . <http://www.ibo.nyc.ny.us>

## Introductory Note

IBO's programmatic reviews of the 2006 budgets of selected city agencies are intended to assist the public and elected officials better understand the allocation of budgetary resources to city services by presenting agency budgets in a way that is more closely aligned with the actual programs, functions, and services of major city agencies.

The current city budget presentation inhibits understanding and participation in three ways.

First, agency budgets, organized into broad *units of appropriation*, do not easily allow users to understand how much money is being spent from one year to the next on the programs and services that citizens and their elected representatives care about—programs such as job training, childhood lead-poisoning prevention, HIV/AIDS prevention and treatment, after-school programs, immigrant services, affordable housing construction, and recreation programs.

Second, budget proposals are presented in terms of Financial Plan changes, rather than in terms of year-to-year comparisons. A proposed cut, or “PEG,” of \$1 million in a program is presented without information on how much was previously projected for spending on that program in previous Financial Plans, and whether the \$1 million “cut” would leave spending lower, higher, or the same as previous years’ spending levels. This presentation often manifests itself in annual debates over “hidden cuts” and what has been “baselined” in the Financial Plan. This manner of presenting the budget makes it difficult to understand the consequences for agency programs of budgetary decisions.

Finally, it is virtually impossible to link spending decisions to program results. Although at one time the city was a trailblazer in performance reporting, the lack of linkage between performance data reported in the Mayor’s Management Report and elsewhere, and clear spending information, makes it difficult for citizens, elected officials, and even agency managers to know what they are getting for their money and to evaluate alternatives. Our programmatic budget presentations integrate existing performance data from the Mayor’s Management Report, Capstat, and other sources produced by the Mayor’s office alongside spending figures, to provide a unified presentation of both spending and performance.

Our goal in preparing these budget reviews has been to hew as closely as possible to how the agencies themselves present their organization, programs, and services, on their official Web sites and other sources, including using the agencies’ own language to describe programs in most cases. While we have sought, and in most cases received, considerable input from agencies in the preparation of the program budget reviews, our presentations are not necessarily how the Mayor’s budget office or the agencies themselves would present their budgets, were they to do so in programmatic terms. Nonetheless, we think that our presentations can be instructive and point the way toward how to improve understanding of the city’s budget in a way that enhances public participation in the budget process.

IBO will periodically update our program budgets. We will continue to separately issue our analysis of the Preliminary Budget, including of selected agency budgets, as we have every year as required by City Charter section 246.

We welcome your comments or questions, which you may direct to IBO at (212) 442-0632, or by e-mail to [ibo@ibo.nyc.ny.us](mailto:ibo@ibo.nyc.ny.us).

# Department of Transportation

## MISSION

The mission of DOT is “to provide for the safe, efficient and environmentally responsible movement of people and goods in the City of New York and to maintain and enhance the transportation infrastructure crucial to the economic vitality and quality of life of ... City residents.”

## AGENCY DESCRIPTION

The Department of Transportation (DOT) maintains, operates and reconstructs City bridges, maintains and resurfaces streets and arterial highways within the five boroughs, plans and funds street reconstruction, operates the Staten Island Ferry, manages the streetlighting system and traffic signal network, maintains and collects revenue from parking meters, operates parking facilities, helps regulate traffic flow, coordinates transportation planning, oversees subsidized bus and private ferry operations, and manages street use franchises. The five DOT program areas are Streets and Highways, Traffic and Parking, Bridges, Transit, and Administration and Operations.

## FIVE-YEAR EXPENDITURE TRENDS BY PROGRAM AREA

<b>Department of Transportation</b>					
<i>Dollars in millions</i>	2002	2003	2004	2005	2006 Current Modified Budget
	Actual Expenses	Actual Expenses	Actual Expenses	Actual Expenses	
<b>Spending by Program Area</b>					
Streets & Highways	\$112.5	\$103.7	\$107.3	\$116.2	\$125.3
Traffic & Parking	190.5	193.1	190.7	205.5	222.2
Bridges	59.0	59.5	57.5	66.3	69.7
Transit	98.6	98.3	100.7	115.8	132.4
Admin. & Operations	54.4	46.9	45.6	50.7	53.2
<b>TOTAL</b>	<b>\$515.0</b>	<b>\$501.5</b>	<b>\$501.8</b>	<b>\$554.5</b>	<b>\$602.7</b>
<b>Spending by Object</b>					
Personal Services	\$255.4	\$241.0	\$246.3	\$265.9	\$279.3
OTPS	259.6	260.5	255.5	288.6	323.4
<b>Full-time Personnel*</b>	<b>3,971</b>	<b>3,921</b>	<b>3,978</b>	<b>4,081</b>	<b>4,098</b>
<b>Capital Commitments by Program Area</b>					
Streets & Highways	\$216.9	\$166.4	\$226.9	\$245.8	\$215.4
Traffic & Parking	66.1	52.7	53.0	65.6	142.6
Bridges	136.0	467.6	570.3	266.2	389.3
Transit	157.4	53.1	50.6	73.8	39.9
Admin. & Ops. (Tr. Equipment)	11.5	25.7	8.8	6.8	14.0
Non-DOT projects					13.3
<b>TOTAL</b>	<b>\$587.9</b>	<b>\$765.6</b>	<b>\$909.6</b>	<b>\$658.1</b>	<b>\$814.5</b>
SOURCE: IBO.					
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.					

## Department of Transportation

### PROGRAM CHART

<b>Program Area</b>	<b>Programs</b>	<b>Service Areas</b>
<b>Streets &amp; Highways</b>	Roadway Repair & Maintenance  Permit Management & Const. Coord.  Administration, Capital, & Other	Street Maint. & Curbs Arterial Highways Asphalt Fleet Services Permit Management Construction Coordination Inspection/Quality Assurance Emerg. Authorization Unit
<b>Traffic &amp; Parking</b>	Signals, Signs, and Lighting  Parking and Towing  Safety  Bus Stops Planning and Research Administration, Capital, and Other	Signals Signs Lighting Parking Towing Safety Red Light Cameras
<b>Bridges</b>	Bridge Repair  Preventive Maintenance Engineering & Design Inspection/Quality Assurance Admin., Operations, & Support	"Flag" Repair Corrective Repair
<b>Transit</b>	Surface Transportation  Ferries  Pre-K Transportation Administration and Other	Surface Transit Buses Air quality Staten Island Ferry Harts Island Ferry Private Ferries
<b>Admin. &amp; Operations</b>	Executive and Gen. Admin  Veh. Maint. and Facilities Mgmt.  Operations and Call Center  Permits and Consents  Other	Commissioner's Office Borough Commissioner Administration Vehicle Maintenance Facilities Management Operations Call Center Franchise and Rev. Consents Street Surveillance

**PROGRAM AREA: STREETS AND HIGHWAYS**

The Streets and Highways program area encompasses the activities of the Division of Street and Arterial Maintenance. This Division is responsible for maintaining and repairing city streets, highways, and sidewalks. Its primary objectives are to ensure the accessibility of streets and sidewalks citywide and to ensure the cleanliness of the arterial highway system. It maintains approximately 5,700 linear miles of city streets and arterial highways, monitors street cut activity by utilities, private contractors and other city agencies to insure that repairs meet the agency's standards, performs and supervise street resurfacing and repair work, operates an asphalt plant to provide materials for resurfacing and repair work, and maintains and repairs vehicles and equipment use for the street and arterial maintenance program.

The Streets and Highways program area consists of three major programs: Roadway Repair and Maintenance; Permit Management and Construction Coordination, and Administration.

<b>STREETS AND HIGHWAYS</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$107,300</b>	<b>\$116,212</b>	<b>\$125,303</b>
Personal services	70,060	73,391	74,748
Other than personal services	37,240	42,821	50,555
<b>Funding</b>			
City	n.a.	n.a.	\$32,156
Intracity	n.a.	n.a.	91
Federal	n.a.	n.a.	1,369
State	n.a.	n.a.	14,974
IFA	n.a.	n.a.	76,713
<b>Programs</b>			
Roadway Repair & Maintenance	\$94,615	\$102,858	\$109,984
Permit Management & Construction Coord.	10,408	11,018	9,659
Administration, Capital, & Other	2,277	2,336	5,660
<b>Fulltime Positions</b>	1,062	1,050	1,066
<b>Capital Commitments</b>	<b>\$226,902</b>	<b>\$245,785</b>	<b>\$215,406</b>
City	202,094	224,385	203,955
Non-City	24,808	21,400	11,451
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

<b>Key Performance Measures</b>	Type of Indicator	2002	2003	2004	2005
Streets maintained with a pavement rating of:					
Good	Outcome	82.4%	79.8%	74.3%	73.0%
Fair	Outcome	17.5%	20.0%	25.6%	26.8%
Poor	Outcome	0.2%	0.2%	0.1%	.20%
Potholes Repaired within 30 days of Notification	Service Quality	70%	89%	96%	98%
SOURCE: Mayor's Management Report.					

## Roadway Repair and Maintenance

The roadway repair and maintenance division is responsible for maintaining approximately 5,700 linear miles of streets and arterial highways within the five boroughs. The Roadway Repair and Maintenance program includes two service areas: street and curb maintenance and the Arterial Highway program, supported by asphalt in-house production and purchase from outside vendors, and a fleet services division. The City continues to dedicate significant resources to its in-house resurfacing program, with 274.3 linear miles (900 lane miles) to be resurfaced in 2006.

<b>Roadway Repair &amp; Maintenance</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$94,615</b>	<b>\$102,858</b>	<b>\$109,983</b>
PS	57,838	60,424	60,640
OTPS	36,777	42,434	49,343
<b>Funding</b>			
City (incl. IC)	n.a.	n.a.	\$20,066
State	n.a.	n.a.	14,932
IFA	n.a.	n.a.	74,985
<b>Fulltime Positions</b>	824	812	825
<b>Service areas</b>			
Street Maint. & Curbs	\$41,133	\$43,524	\$46,502
Arterial Highways	14,781	14,996	14,972
Asphalt	29,585	33,785	37,443
Fleet Services	9,116	10,553	11,067
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

## Performance Results:

<b>Roadway Repair &amp; Maintenance Performance Statistics</b>	Type of Indicator	2002	2003	2004	2005
Lane Miles Resurfaced	Output	810.1	717.4	753.4	763.5
Avg. cost per lane mile resurfaced citywide	Efficiency	\$89,001	\$91,231	\$83,231	\$87,237
Potholes Repaired	Output	101,218	124,426	190,626	216,107
Avg. cost per ton of asphalt placed citywide	Efficiency	\$90.19	\$93.55	\$93.44	\$97.11
Avg. in-House Cost of Asphalt per ton (\$)	Efficiency	\$24.67	\$29.67	\$30.88	\$33.45
Avg. Vendor Cost of Asphalt per ton (\$)	Efficiency	\$32.95	\$36.30	\$37.83	\$43.74
Percent of arterial highway system adopted	Output	86.2%	66.9%	62.2%	58.8%
Percent of adopted highway miles audited	Output	18%	19%	20%	22%
Audited adopted highway miles that receive cleanliness ratings of:					
Good	Outcome	92%	93%	94%	95.8%
Fair	Outcome	7%	5%	4%	3.8%
Poor	Outcome	1%	2%	1.5%	0.4%
SOURCE: Mayor's Management Report.					

### Permit Management & Construction Coordination

This program regulates the excavation and other uses of City streets and sidewalks by issuing permits for street openings, building and sidewalk construction, and canopy permits. This program also enforces laws and rules governing construction work on the City's sidewalks, roadways, and highways. Also, it provides for the safe and steady flow of vehicular and pedestrian traffic during construction by round the clock monitoring of active construction sites. Finally, this program issues violations for defective sidewalks and construction permits to repair such defects.

<b>Permit Management &amp; Construction Control</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$10,409</b>	<b>\$11,018</b>	<b>\$9,659</b>
PS	10,129	10,730	9,217
OTPS	280	288	442
<b>Funding</b>			
City	n.a.	n.a.	\$8,197
Federal	n.a.	n.a.	985
State	n.a.	n.a.	41
IFA			436
<b>Fulltime Positions</b>	199	201	203
<b>Service Areas</b>			
Permit Management	\$2,040	\$2,052	\$1,753
Construction Coordination	1,726	2,056	1,587
Inspection/Quality Assurance (HIQA)	6,474	6,729	6,103
Emerg. Authorization Unit	169	181	235
SOURCE: IBO. NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

### Performance Results:

<b>Permits Mgmt. &amp; Const. Coord.</b> <b>Performance Statistics</b>	Type of Indicator	2001	2002	2003	2004	2005
Construction Permits Issued	Output	172,600	173,700	179,500	189,400	200,400
Inspections of permitted street work	Output	n.a.	n.a.	n.a.	262,000	311,000
Inspected street work rated satisfactory	Outcome	85%	86%	84%	72%	76%
Summonses issued	Output	13,324	14,767	17,305	22,799	22,009
Number of Inspections by Type						
Street Opening Permit	Output	n.a.	n.a.	n.a.	183,119	n.a.
Building Operation Permit	Output	n.a.	n.a.	n.a.	47,435	n.a.
Manhole Embargo Permit	Output	n.a.	n.a.	n.a.	16,135	n.a.
Sidewalk Construction Permit	Output	n.a.	n.a.	n.a.	12,243	n.a.
Canopy Permit	Output	n.a.	n.a.	n.a.	30	n.a.
SOURCE: Mayor's Management Report.						

**Department of Transportation**  
Streets and Highways

**Administration, Capital, and Other**

This program provides support services to the other units of the Division. The Deputy Commissioner's office and much of the planning for the Bureau's capital projects are contained in this program.

<b>Administration, Capital &amp; Other</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$2,277</b>	<b>\$2,336</b>	<b>\$5,660</b>
PS	2,093	2,237	4,890
OTPS	184	99	770
<b>Funding</b>			
City	n.a.	n.a.	\$2,627
Federal	n.a.	n.a.	1438
State	n.a.	n.a.	0
IFA	n.a.	n.a.	1595
<b>Fulltime Positions</b>	<b>39</b>	<b>37</b>	<b>38</b>
SOURCE: IBO. NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance statistics.



**PROGRAM AREA: TRAFFIC AND PARKING**

The Division of Traffic Operations is responsible for facilitating the flow of vehicles on city streets and bridges; regulating parking on city streets and in city-owned lots and garages open to the public; maintaining bus stops; and ensuring the safety of motorists and pedestrians.

The Traffic and Parking Program Area consists of six programs: Signals, Signs, and Lighting; Parking and Towing; Safety; Bus Stops; Planning; and Administration.

<b>TRAFFIC AND PARKING</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$190,719</b>	<b>\$205,549</b>	<b>\$222,159</b>
Personal services	63,040	68,085	69,840
Other than personal services	127,679	137,464	152,319
<b>Funding</b>			
City	n.a.	n.a.	\$168,568
Intracity	n.a.	n.a.	20
Federal	n.a.	n.a.	25,741
State	n.a.	n.a.	18,135
IFA	n.a.	n.a.	9,026
Other Categorical	n.a.	n.a.	649
<b>Programs</b>			
Signals, Signs, & Lighting	\$132,108	\$144,808	\$152,344
Parking & Towing	34,124	34,955	44,530
Safety	9,833	10,408	11,478
Bus Stops	2,075	1,242	650
Planning	4,364	4,462	5,806
Administration	8,214	9,674	8,001
<b>Fulltime Positions</b>	1,208	1,243	1,232
<b>Capital Commitments</b>	<b>\$52,956</b>	<b>\$65,595</b>	<b>\$142,610</b>
City	32,683	36,176	73,156
Non-City	20,273	29,419	69,454
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** See program sections.

**Department of Transportation**  
Traffic and Parking

**Signals, Signs, and Lighting**

The Division of Traffic Operations oversees the installation and maintenance of traffic signals at more than 11,800 signalized intersections. The Division is also responsible for the city's more than 1.3 million signs and 300,000 streetlights, as well as pavement markings. A large share of the program's expenses is for work that is contracted out, and for the cost electricity to power signals and lights.

<b>Signals, Signs, &amp; Lighting</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$ 132,108</b>	<b>\$144,808</b>	<b>\$152,344</b>
Personal services	26,704	29,030	26,400
Other than personal services	105,404	115,778	125,944
<b>Funding</b>			
City	n.a.	n.a.	\$108,088
Federal	n.a.	n.a.	20,991
State	n.a.	n.a.	14,367
IFA	n.a.	n.a.	8,898
<b>Fulltime Positions</b>	454	452	465
<b>Service Areas</b>			
Signals	42,214	43,823	37,582
Signs	22,799	26,437	31,396
Lighting	67,094	74,548	83,366
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

***Performance Results:***

<b>Signals, Signs, and Lighting Performance Statistics</b>	Type of Indicator	2001	2002	2003	2004	2005
Traffic signals installed within six months of approval (%)	Outcome	96.9	98.7	98.0	100.0	100.0
Traffic signal defects responded to within 48 hours of notification (%)	Outcome	99.2	99.3	98.5	98.9	98.7
Streetlight defects responded to within 10 days of notification (%)	Outcome	96.1	96.9	95.8	95.8	92.9
SOURCE: Mayor's Management Report.						

**Department of Transportation**  
Traffic and Parking

**Parking and Towing**

The Division of Traffic Operations maintains around 63,000 parking meters and 50 municipal parking lots and garages in the five boroughs.

<b>Parking &amp; Towing</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$34,124</b>	<b>\$34,955</b>	<b>\$44,530</b>
Personal services	26,751	28,597	32,223
Other than personal services	7,373	6,358	12,307
<b>Funding</b>			
City	n.a.	n.a.	\$42,964
Intracity	n.a.	n.a.	20
State	n.a.	n.a.	1,546
<b>Fulltime Positions</b>	593	612	604
<b>Service Areas</b>			
Parking	33,010	33,474	42,904
Towing	1,114	1,481	1,626
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

***Performance Results:***

<b>Parking and Towing Performance Statistics</b>	Type of Indicator	2001	2002	2003	2004	2005
On-street parking meters that are operable (%)	Outcome	90.7	90.0	90.6	91.6	91.3
Parking meters that are electronic (%)	Outcome	58	75	75	96	97
Multi-space parking meters citywide	Outcome	n.a.	674	1,020	1,484	1,613
SOURCE: Mayor's Management Report.						

**Department of Transportation**  
Traffic and Parking

**Safety**

The Safety program involves infrastructure improvements and educational efforts aimed at improving the safety of motorists and pedestrians. A separate service area, the Red Light Camera program, deters motorists from running red lights. It consists of 50 live cameras and 200 “dummy” (non-operational) cameras at key intersections throughout the city.

<b>Safety</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$9,833</b>	<b>\$10,408</b>	<b>\$11,478</b>
Personal services	2,938	2,974	4,057
Other than personal services	6,895	7,434	7,421
<b>Funding</b>			
City	n.a.	n.a.	\$8,665
Federal	n.a.	n.a.	592
State	n.a.	n.a.	2,221
<b>Fulltime Positions</b>	60	64	57
<b>Service Areas</b>			
Safety	2,888	3,410	3,565
Red Light Cameras	6,945	6,998	7,913
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

***Performance Results:***

<b>Performance Statistics</b>	Type of Indicator	2001	2002	2003	2004	2005
Citywide traffic fatalities	Outcome	386	397	365	330	297
SOURCE: Mayor's Management Report.						

**Department of Transportation**  
Traffic and Parking

**Bus Stops**

DOT maintains the bus stop signs in New York City. Funding for this program is provided by the Metropolitan Transportation Authority (MTA).

<b>Bus Stops</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$2,075</b>	<b>\$1,242</b>	<b>\$650</b>
PS	1,164	1,000	609
OTPS	911	242	41
<b>Funding</b>			
Other Categorical	n.a.	n.a.	\$650
<b>Fulltime Positions</b>	20	17	18
SOURCE: IBO. NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance statistics.

**Department of Transportation**  
Traffic and Parking

**Planning and Research**

This program consists of traffic studies and transportation planning, including studies focused on pedestrians and cyclists.

<b>Planning and Research</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$4,364</b>	<b>\$4,462</b>	<b>\$5,806</b>
PS	2,960	3,166	4,128
OTPS	1,404	1,296	1,678
<b>Funding</b>			
City	n.a.	n.a.	\$1,648
Federal	n.a.	n.a.	4,158
<b>Fulltime Positions</b>	49	56	57
SOURCE: IBO. NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance statistics.

**Department of Transportation**  
Traffic and Parking

**Administration, Capital, & Other**

This program provides general support for the Traffic and Parking program area.

<b>Administration, Capital, &amp; Other</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$8,214</b>	<b>\$9,674</b>	<b>\$8,001</b>
PS	2,522	3,318	2,424
OTPS	5,692	6,356	5,577
<b>Funding</b>			
City	n.a.	n.a.	\$5,793
Federal	n.a.	n.a.	407
State	n.a.	n.a.	952
IFA	n.a.	n.a.	498
Other Categorical	n.a.	n.a.	351
<b>Fulltime Positions</b>	<b>31</b>	<b>32</b>	<b>31</b>
SOURCE: IBO. NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance statistics.

**Department of Transportation**  
Bridges

**PROGRAM AREA: BRIDGES**

The Division of Bridges is responsible for the reconstruction, repair, maintenance and operation of approximately 800 city-owned bridges and tunnels, including the four East River bridges. The Bridges program area consists of five programs: Bridge Repair; Preventive Maintenance; Inspections and Quality Assurance, Engineering and Design, and Administration, Operations, and Support.

<b>Bridges</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$57,536</b>	<b>\$65,343</b>	<b>\$69,661</b>
Personal services	47,328	52,067	52,163
Other than personal services	10,208	13,280	17,498
<b>Funding</b>			
City	n.a.	n.a.	\$42,319
Intracity	n.a.	n.a.	285
Federal	n.a.	n.a.	5,835
State	n.a.	n.a.	4,254
IFA	n.a.	n.a.	16,968
<b>Full-time Positions</b>	731	717	726
<b>Programs</b>			
Bridge Repair	\$21,355	\$25,656	\$26,420
Preventive Maintenance	12,154	12,697	15,122
Inspection/Quality Assurance	2,047	2,141	2,040
Engineering & Design	13,722	14,822	16,948
Admin., Operations & Support	8,114	10,031	9,131
<b>Capital Commitments</b>	<b>\$570,288</b>	<b>\$266,166</b>	<b>\$389,362</b>
City	363,814	93,514	368,692
Non-City	206,474	172,652	20,670
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

***Performance Results:***

<b>Bridge Program Area</b> <b>Key Performance Measures</b>	Type of Indicator	2002	2003	2004	2005
Average number of vehicles entering Manhattan Central Business District per 24 hrs (000s)	Demand	700.0	790.7	831.9	826.8
Bridges rated:	Outcome				
Very good		11.7%	12.5%	14.7%	14.7%
Good		26.1%	26.8%	27.8%	26.8%
Fair		61.0%	59.7%	57.0%	57.7%
Poor		1.2%	1.1%	0.5%	.8%
Percent deck area in good repair	Outcome	21.0%	23.1%	24.5%	23.7%
SOURCE: Mayor's Management Reports.					



**Department of Transportation**  
Bridges

**Bridge Repair**

The DOT's Bridge Repair program consists of two service areas: "flag" repair and corrective repair. "Flag" repair corrects structural and safety deficiencies on bridges by using both in-house and contract forces. Corrective repair oversees mechanical and electrical systems on the city's 25 movable bridges. The 2006 budget provides \$19.7 million and 149 positions for flag repair, and \$6.7 million and 22 positions for corrective repair.

<b>Bridge Repair Program</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$21,355</b>	<b>\$25,656</b>	<b>\$26,420</b>
Personal Services	14,046	15,792	16,246
OTPS	7,309	9,864	10,174
<b>Funding</b>			
City	n.a.	n.a.	\$18,439
Federal	n.a.	n.a.	5,413
State	n.a.	n.a.	2,568
<b>Fulltime Positions</b>	183	171	171
<b>Service Areas</b>			
"Flag" Repair	15,550	19,401	19,703
Corrective Repair	5,805	6,255	6,717
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:**

<b>Bridge Repair Performance Statistics</b>	Type of Indicator	2002	2003	2004	2005
Total flags routed	Output	850	909	976	948
red	Output	34	24	17	26
yellow	Output	169	173	202	129
safety	Output	647	712	757	793
Total flags eliminated	Output	1,102	888	833	906
red	Output	23	36	15	33
yellow	Output	406	176	219	197
safety	Output	673	676	599	676
eliminated in-house	Output		429	400	437
Total flags outstanding	Output	1,266	1,283	1,427	1,460
red	Output	26	14	16	9
yellow	Output	632	613	592	518
safety	Output	608	656	819	933
Electrical maint. (work tkts completed)	Output	271	306	352	381
Lubrication maint. (work tkts completed)	Output	461	416	420	432
SOURCE: Mayor's Management Report.					

**Department of Transportation**  
Bridges

**Preventive Maintenance**

The Preventive Maintenance program provides oiling, sweeping, cleaning, washing, electrical maintenance and spot and salt splash zone painting of the City's bridges. The Capital Budget also funds large-scale repainting.

<b>Preventive Maintenance Program</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$12,298</b>	<b>\$12,697</b>	<b>\$15,122</b>
Personal Services	\$11,738	\$12,175	\$13,769
OTPS	560	522	1,353
<b>Funding</b>			
City	n.a.	n.a.	\$11,684
Intracity	n.a.	n.a.	285
State	n.a.	n.a.	1,687
IFA	n.a.	n.a.	1,466
<b>Fulltime Positions</b>	<b>178</b>	<b>174</b>	<b>173</b>
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

***Performance Results:***

<b>Preventive Maintenance Program</b> <b><i>Performance Statistics</i></b>	Type of Indicator	2002	2003	2004	2005
Concrete repair (sq. ft.)	Output	80,060	51,048	19,383	26,164
Deck repair (sq. ft.)	Output	40,251	36,410	37,789	42,825
Bridge painting (sq. ft. finish coat)					
in-house	Output	2,101	1,837	1,546	1,332
contract	Output	1,576	525	1,316	2,462
graffiti removal	Output	7,160	4,560	4,593	5,328
SOURCE: Mayor's Management Report.					

**Department of Transportation**  
Bridges

**Engineering & Design**

The bridge Engineering and Design program funds positions to oversee capital budget work on the city's bridge structures. Funding is provided primarily from the city's capital budget through inter-fund agreements (IFA).

<b>Engineering &amp; Design</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$13,722</b>	<b>\$14,822</b>	<b>\$16,948</b>
Personal Services	13,383	14,083	14,794
OTPS	339	739	2,154
<b>Funding</b>			
City	n.a.	n.a.	\$1,855
Federal	n.a.	n.a.	360
IFA	n.a.	n.a.	15,093
<b>Fulltime Positions</b>	217	209	221
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance statistics.

**Department of Transportation**  
Bridges

**Inspections And Quality Assurance**

The bridge Inspections and Quality Assurance program funds inspections to detect necessary repairs on bridges, as well as to ensure that repairs have been done properly.

<b>Inspections &amp; Quality Assurance</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$2,047</b>	<b>\$2,141</b>	<b>\$2,040</b>
Personal Services	1,853	1,918	1,552
OTPS	194	223	488
<b>Funding</b>			
City	n.a.	n.a.	\$2,040
Federal	n.a.	n.a.	0
<b>Fulltime Positions</b>	<b>33</b>	<b>31</b>	<b>31</b>
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance statistics.

**Department of Transportation**  
Bridges

**Administration, Operations, & Support**

The bridge Administration, Operations, and Support program provides support to the other units of the Division of Bridges.

<b>Administration, Operations, &amp; Support</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$8,114</b>	<b>\$10,031</b>	<b>\$9,131</b>
Personal Services	6,307	8,099	5,801
OTPS	1,807	1,932	3,330
<b>Funding</b>			
City	n.a.	n.a.	\$8,660
Federal			62
IFA	n.a.	n.a.	409
<b>Fulltime Positions</b>	120	132	130
SOURCE: IBO. NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance statistics.

**PROGRAM AREA: TRANSIT**

The DOT's Division of Passenger Transport operates the Transit program area, which consists of four programs: Surface Transportation; Ferries; Pre-K Transportation; and Administration. The Surface Transportation program administers and oversees the city's private franchise buses, and provides support for clean air initiatives related to transit. The Ferry program operates the Staten Island Ferry and provides oversight to private ferry operations. The Pre-K program contracts with private companies to provide transportation to special needs pre-kindergarten students. The Administration program provides support to the other programs in the Transit program area.

<b>TRANSIT</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$100,660</b>	<b>\$115,800</b>	<b>\$132,426</b>
Personal services	37,969	41,316	50,775
Other than personal services	62,692	74,484	81,651
<b>Funding</b>			
City	n.a.	n.a.	\$43,431
Intracity	n.a.	n.a.	60,706
Federal	n.a.	n.a.	6,286
State	n.a.	n.a.	19,758
Other Categorical	n.a.	n.a.	650
IFA	n.a.	n.a.	1,596
<b>Programs</b>			
Surface Transportation	\$2,653	\$2,833	\$2,889
Ferries	45,537	54,764	68,520
Pre-K Transportation	50,984	55,583	59,438
Administration	3,486	2,620	1,579
<b>Fulltime Positions</b>	527	579	603
<b>Capital Commitments</b>	<b>\$50,581</b>	<b>\$73,790</b>	<b>\$39,852</b>
City	18,655	-3,272	36,560
Non-City	31,926	77,062	3,392
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** See program sections.

## Surface Transportation

The Surface Transportation program has three service areas. Surface Transit administers the franchise bus program, which is in the process of being transferred to the MTA. The Bus program handles the purchase of buses for the private companies, as well as maintenance and repair of bus garages. The Air Quality service area administers grants that promote emissions reductions and alternate fuels for buses and taxis.

<b>Surface Transportation</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$2,654</b>	<b>\$2,833</b>	<b>\$2,889</b>
Personal services	2,214	2,294	2,191
Other than personal services	440	539	698
<b>Funding</b>			
City	n.a.	n.a.	\$2,792
Intracity	n.a.	n.a.	3
Federal	n.a.	n.a.	94
<b>Fulltime Positions</b>	33	29	27
<b>Service Areas</b>			
Surface Transit	\$1,430	\$1,663	\$1,277
Buses	752	538	771
Air Quality	416	632	841
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

## Performance Results:

<b>Surface Transportation Performance Statistics</b>	Type of Indicator	2001	2002	2003	2004	2005
Franchise bus program, passengers served (millions)	Output	112.4	107.6	99.6	102.8	89.1
SOURCE: Mayor's Management Report.						
NOTE: Decline in passengers in 2003 due to strike; in 2005 due to MTA takeover.						

**Department of Transportation**  
Transit

**Ferries**

By far the largest service area of the Ferry program is the Staten Island ferry. The ferry's expenses have risen considerably in recent years, due to safety mandates and increased service. In addition to running the Staten Island Ferry, DOT operates a ferry to Harts Island, and coordinates the activity of private ferries that serve New York City.

<b>Ferries</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$ 43,537</b>	<b>\$54,764</b>	<b>\$68,520</b>
Personal services	32,270	35,093	45,372
Other than personal services	11,267	19,671	23,148
<b>Funding</b>			
City	n.a.	n.a.	\$41,000
Federal	n.a.	n.a.	4,542
State	n.a.	n.a.	19,758
Other Categorical	n.a.	n.a.	650
IFA	n.a.	n.a.	1,495
<b>Fulltime Positions</b>	441	482	502
<b>Service Areas</b>			
Staten Island Ferry	\$43,059	\$53,757	\$66,765
Harts Island Ferry	365	520	1,075
Private Ferries	113	487	680
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

***Performance Results:***

<b>Ferry Program</b> <b><i>Performance Statistics</i></b>	Type of Indicator	2001	2002	2003	2004	2005
Staten Island Ferry						
Trips that are on-time (%)	Outcome	97.0	97.0	97.8	93.4	88.7
Change in number of passengers (%)	Output	-5.1	3.3	3.3	0.5	3.5
Average cost per passenger	Outcome	\$3.04	\$3.10	\$2.89	\$2.95	\$3.66
SOURCE: Mayor's Management Report.						



**Department of Transportation**  
Transit

**Pre-Kindergarten Transportation**

DOT manages the transportation of special needs students in Pre-Kindergarten, on behalf of the Department of Education (DOE). All of the funding for this program comes from DOE. DOT contracts with private companies to provide the service. Of the \$59.4 million budgeted for Pre-K Transportation in 2006, around \$57.3 million is for the contracts, and \$2.1 million for the administration of the program.

<b>Pre-K Transportation</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$50,984</b>	<b>\$55,583</b>	<b>\$59,438</b>
Personal services	1,375	1,564	2,092
Other than personal services	49,609	54,019	57,346
<b>Funding</b>			
Intracity	n.a.	n.a.	\$59,438
<b>Fulltime Positions</b>	31	34	36
SOURCE: IBO. NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance statistics.

**Department of Transportation**  
Transit

**Administration & Other**

This program provides general support for the Transit program area.

<b>Administration &amp; Other</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$3,486</b>	<b>\$2,620</b>	<b>\$1,579</b>
PS	2,111	2,365	1,120
OTPS	1,375	255	459
<b>Funding</b>			
City	n.a.	n.a.	\$1,434
Federal	n.a.	n.a.	145
<b>Fulltime Positions</b>	22	34	38
SOURCE: IBO. NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance results.

**Department of Transportation**  
Administration and Operations

**PROGRAM AREA: ADMINISTRATION AND OPERATIONS**

The Administration and Operations program area encompasses the overall administration and operation of the Department, as well as programs that relate to multiple program areas. Administration and Operations consists of five programs: Executive and General Administration; Vehicle Maintenance and Facility Management; Operations and Call Center; Permits and Consents; and Other.

<b>ADMINISTRATION &amp; OPERATIONS</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$45,435</b>	<b>\$50,681</b>	<b>\$53,176</b>
Personal services	27,787	30,746	31,786
Other than personal services	17,648	19,935	21,390
<b>Funding</b>			
City	n.a.	n.a.	\$45,953
Intracity	n.a.	n.a.	63
Federal	n.a.	n.a.	2,664
State	n.a.	n.a.	2,056
Other Categorical	n.a.	n.a.	124
IFA	n.a.	n.a.	2,316
<b>Programs</b>			
Executive Administration	\$30,214	\$33,370	\$32,722
Vehicle Maintenance and Facility Mgmt.	10,482	11,356	12,871
Operations and Call Center	1,258	1,921	2,313
Permits and Consents	1,442	1,801	2,473
Other	2,154	2,233	2,797
<b>Fulltime Positions</b>	450	492	478
<b>Capital Commitments</b>	<b>\$8,849</b>	<b>\$6,772</b>	<b>\$14,037</b>
City	8,662	6,772	5,187
Non-City	187	0	8,850
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** See program sections.

**Department of Transportation**  
Administration and Operations

**Executive & General Administration**

This program covers the labor and non-labor expenses of the DOT's general administrative functions, including the offices of the Commissioner and the five Borough Commissioners.

<b>Executive &amp; General Administration</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$30,214</b>	<b>\$33,371</b>	<b>\$32,723</b>
PS	15,982	17,990	16,180
OTPS	14,232	15,381	16,543
<b>Funding</b>			
City	n.a.	n.a.	\$28,136
Intracity	n.a.	n.a.	63
Federal	n.a.	n.a.	1,525
State	n.a.	n.a.	1,208
Other Categorical	n.a.	n.a.	27
IFA	n.a.	n.a.	1,764
<b>Fulltime Positions</b>	<b>256</b>	<b>277</b>	<b>273</b>
<b>Service Areas</b>			
Commissioner's Office	\$2,562	\$3,054	\$2,036
Borough Commissioners	1,767	1,739	791
Administration	25,885	28,578	29,896
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance statistics.

**Department of Transportation**  
Administration and Operations

**Vehicle Maintenance & Facilities Management**

The Vehicle Maintenance and Facilities Management program handles the operation and upkeep of DOT's vehicle fleet and physical structures.

<b>Vehicle Maintenance &amp; Facilities Management</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$10,482</b>	<b>\$11,356</b>	<b>\$12,871</b>
PS	7,547	7,785	8,621
OTPS	2,935	3,571	4,250
<b>Funding</b>			
City	n.a.	n.a.	\$11,898
Federal	n.a.	n.a.	0
State	n.a.	n.a.	626
Other Categorical	n.a.	n.a.	97
IFA	n.a.	n.a.	250
<b>Fulltime Positions</b>	<b>111</b>	<b>124</b>	<b>124</b>
<b>Service Areas</b>			
Vehicle Maintenance	6,860	7,368	8,463
Facilities Management	3,622	3,988	4,408
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance statistics.

**Department of Transportation**  
Administration and Operations

**Operations & Call Center**

The Operations and Call Center program includes radio communication and the functioning of DOT's Call Center.

<b>Operations and Call Center</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$1,258</b>	<b>\$1,921</b>	<b>\$2,313</b>
PS	894	1,055	1,938
OTPS	364	866	375
<b>Funding</b>			
City	n.a.	n.a.	\$2,091
State	n.a.	n.a.	222
<b>Fulltime Positions</b>	19	18	18
<b>Service Areas</b>			
Operations	328	805	1,542
Call Center	930	1,116	771
SOURCE: IBO. NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance statistics.

**Department of Transportation**  
Administration and Operations

**Permits & Consents**

The Permits and Consents program consists of two service areas. Franchise and revocable consents regulates the use of the city's streets and sidewalks, including space occupied by utilities. Street surveillance ensures that utility companies do the appropriate repairs after digging.

<b>Permits &amp; Consents</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$1,442</b>	<b>\$1,801</b>	<b>\$2,473</b>
PS	1,362	1,711	2,314
OTPS	80	90	159
<b>Funding</b>			
City	n.a.	n.a.	\$2,287
Federal	n.a.	n.a.	86
<b>Fulltime Positions</b>	31	38	29
<b>Service Areas</b>			
Franchise and Rev. Consents	1,145	1,337	1,950
Street Surveillance	296	464	523
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance statistics.

**Department of Transportation**  
Administration and Operations

**Other**

The “Other” program category consists primarily of funding to support DOT capital projects.

<b>Other</b> <i>Dollars in thousands</i>	2004 Actual Expenses	2005 Actual Expenses	2006 Current Modified Budget
<b>Spending</b>	<b>\$2,154</b>	<b>\$2,233</b>	<b>\$2,798</b>
PS	2,117	2,205	2,735
OTPS	37	28	63
<b>Funding</b>			
City	n.a.	n.a.	\$1,441
Federal	n.a.	n.a.	1,054
IFA	n.a.	n.a.	303
<b>Fulltime Positions</b>	<b>33</b>	<b>35</b>	<b>34</b>
SOURCE: IBO. NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005. As of November 30 for 2006.			

**Performance Results:** No reported performance statistics.