



**PRELIMINARY  
MAYOR'S  
MANAGEMENT REPORT**  
February 2016

**The City of New York  
Mayor Bill de Blasio**

**Anthony Shorris  
First Deputy Mayor**

**Mindy Tarlow, Director  
Mayor's Office of Operations**

Cover Photo: Stuyvesant Town-Peter Cooper Village, a complex of 89 residential buildings on Manhattan's east side. An unprecedented agreement with its new owners will keep 5,000 apartments affordable for the next 20 years, representing the largest number of affordable apartments ever preserved in a single City-led transaction in the history of New York City.

Photo courtesy of Mayoral Photography Office

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The background of the cover is a dark blue color with a large, faint, light blue watermark of the Seal of the City of New York. The seal features an eagle with wings spread, perched atop a shield. The shield is supported by two figures: a Native American on the left and a European on the right. The shield is inscribed with the date '1625'. The entire seal is encircled by a laurel wreath and the Latin motto 'SIGILLUM CIVITATIS NOVI EBORACI'.

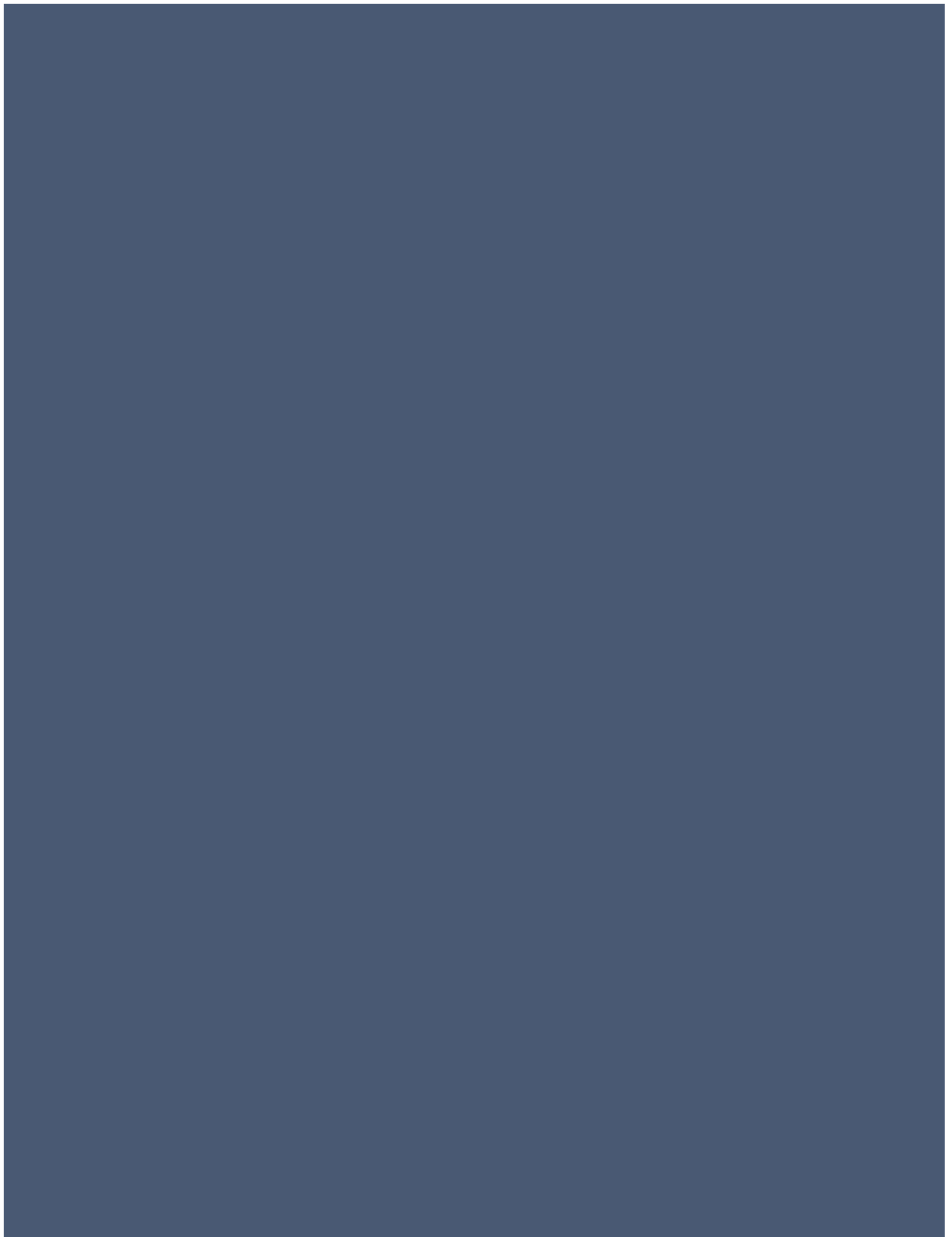
Preliminary Fiscal 2016

**The City of New York**  
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## MESSAGE FROM THE DIRECTOR

The Preliminary Mayor's Management Report (PMMR) for Fiscal 2016 provides a comprehensive assessment of the City's performance from July through October 2015. The PMMR offers the public an opportunity to evaluate agency effectiveness and efficiency in meeting the central needs of New Yorkers.

Each agency chapter features performance data and a bulleted narrative that provides context and insight into the metrics, as well as a Focus on Equity statement that conveys each agency's approach to the fair delivery of quality services across the City's neighborhoods and populations.

In addition to reporting on the performance of individual agencies, the "Collaborating to Deliver Results" section of the PMMR highlights signature City initiatives that entail cooperative and coordinated actions among many different agencies. In the 2016 PMMR, several initiatives that were featured in this section of previous reports, such as Pre-K for All and IDNYC, are now covered in the respective lead agency's chapter. This not only speaks to the maturity and success of these initiatives, but also reflects how these equity-driven programs have been integrated into the routine business of City government.

While the PMMR only covers the first four months of the fiscal year, more information related to performance indicators deemed "critical" can be found through the City's comprehensive online [Citywide Performance Reporting \(CPR\)](#) tool. This interactive website allows for a customized user experience, where selected data can be viewed on the community level or over user-selected time periods dating back to Fiscal 2003. Visit the CPR website at [www.nyc.gov/cpr](http://www.nyc.gov/cpr).

The 2016 PMMR provides a lens through which residents can view and assess the City's progress towards achieving programmatic goals and delivering efficient, high-quality government services.



Mindy Tarlow  
Director, Mayor's Office of Operations



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# INTRODUCTION

## PRELIMINARY MAYOR'S MANAGEMENT REPORT

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

The PMMR and MMR cover the operations of City agencies that report directly to the Mayor. Three additional non-Mayoral agencies are included, for a total of 44 agencies and organizations. Activities that have direct impact on New Yorkers - including the provision of support services to other agencies - are the focus of the report. The report is organized by agency around a set of services listed at the beginning of each agency chapter. Within service areas, goals articulate the agency's aspirations. The services and goals were developed through collaboration between the Office of Operations and the senior managers of each agency.

The "Performance Indicators" tables contain the following standard information for the measurements of each agency's goals -

- In the PMMR, results are shown for the first four months of the current and preceding fiscal years, in addition to three previous full fiscal years. In the MMR, the most recent five full fiscal years of data are presented.
- A star designation (★) showing which indicators are deemed critical. These indicators also appear in the Citywide Performance Reporting system at [www.nyc.gov/cpr](http://www.nyc.gov/cpr).
- Numeric targets, if appropriate, allowing for the comparison of actual performance against these projected levels of service. Targets for the next year are set initially in the PMMR based on the City's preliminary budget and are later updated in the MMR, if necessary, based on the adopted budget or revised performance expectations.

Because resources affect an agency's ability to perform, the PMMR and MMR also present, for each agency, an overview of resources used and resources projected for use including personnel levels, overtime, expenditures, revenues and capital commitments.

Each agency chapter also contains information regarding how well the agency is serving its customers including timeliness in responding to e-mail, letters and service requests made through the City's 311 Customer Service Center.

At the end of each agency chapter there is a "Noteworthy Changes, Additions or Deletions" section where important changes are noted including updates and corrections to information presented in earlier MMR/PMMRs. "Additional Resources" provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

A User's Guide identifies and describes each component of an agency's chapter.

The PMMR/MMR is available in an interactive web version as well as in the form of a printable book. The interactive web version contains additional indicators that supplement the measures contained in the book version. The entire web version can be viewed at [www.nyc.gov/mmr](http://www.nyc.gov/mmr).

Two other types of MMR-related information are also available at [www.nyc.gov/mmr](http://www.nyc.gov/mmr):

- Definitions for each agency performance indicator including the data source.
- Additional tables showing information of interest across agencies including workforce absence rates, fleet vehicle usage, inquiries to the 311 Customer Service Center and budgetary units of appropriation.

Community-level information for selected performance measures, disaggregated by local service district (community district, police precinct, or school district), is available through the interactive Citywide Performance Reporting (CPR) Agency Performance Mapping feature of the City's website. Additionally, in CPR all critical performance indicators can be viewed by user-selected time periods. Users can select data for any month from Fiscal 2003, where available, to the current fiscal year. CPR also allows users to see long-term trends for the entire period selected. Further, CPR is updated every month on the first day of the month, making all critical indicators available more frequently than the twice-yearly PMMR/MMR cycle. Visit the CPR website at [www.nyc.gov/cpr](http://www.nyc.gov/cpr).

PMMR/MMR data for performance indicators and resource indicators can also be found on NYC OpenData at <https://nycopendata.socrata.com>.



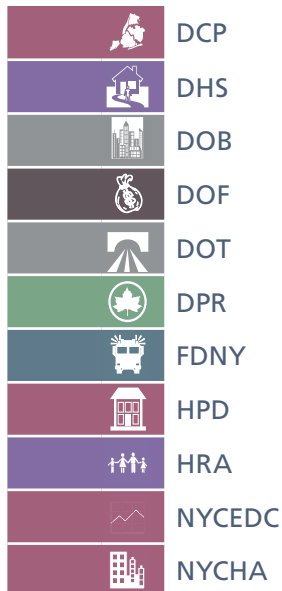
# **Collaborating to Deliver Results**





# HOUSING NEW YORK

## PARTNER AGENCIES & OFFICES



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Office of  
Capital Project  
Development

Mayor's Office  
of Workforce  
Development

New York  
City Housing  
Development  
Corporation

New York City faces an affordable housing crisis. Fifty-six percent of renter households across a range of income-levels are rent-burdened (spending more than a third of their income on housing). Rents are rising faster than many New Yorkers' ability to pay. Between 2005 and 2014, the average renter's income increased by only two percent while their rent increased by 15 percent. Affordable housing is not only fundamental to people's security, health, and well-being, it is also indispensable to the diversity and dynamism of the City itself.

[Housing New York](#) (HNY), New York City's ten-year affordable housing plan, seeks to address this crisis by creating and preserving 200,000 units of affordable housing to serve a range of New Yorkers, from those living below the poverty line to middle-class households that make up the City's workforce, yet are priced out of existing housing. Under the plan, launched in May 2014, the City will catalyze the construction of 80,000 new units and the preservation of 120,000 units of affordable housing, ensuring the quality and affordability of homes in buildings that face disinvestment, physical disrepair, expiring rent restrictions or escalating maintenance costs.

As of October 2015 the City financed the creation and preservation of 31,241 affordable units across the five boroughs, enough to house more than 75,000 New Yorkers. With the 19,118 preserved units, the City is tracking close to the 60%/40% split between units preserved and new construction units anticipated in the plan. Approximately 85 percent of the units financed under Housing New York are for extremely low, very low and low-income families.

More than fifty initiatives make up the Housing New York plan, which is intended to not only accelerate the construction of both market rate and affordable homes, but also to protect the ability of tenants and homeowners to stay in their homes and to ensure that growing neighborhoods get needed infrastructure, amenities, and services.

Two important Housing New York initiatives – [Mandatory Inclusionary Housing](#) (MIH) and [Zoning for Quality and Affordability](#) (ZQA) – are part of a set of coordinated initiatives under the plan that would align zoning regulations with the Housing New York goals of promoting housing affordability and livable neighborhoods. MIH and ZQA are both zoning text amendments and must go through the City's full public land use review process, which includes review by Community Boards, Borough Presidents, Borough Boards, the City Planning Commission and City Council. This process started on September 21, 2015 and allows ample opportunity for continued public engagement.

MIH would require that at least 25 or 30 percent of new residential floor area be permanently affordable for a variety of income levels as a condition of residential development in areas rezoned as part of a City neighborhood plan or a private rezoning application. This would be the most ambitious program of its kind in any major U.S. city.

ZQA represents a modest but important update to sections of the City's Zoning Resolution that have inadvertently discouraged the affordability and quality of recent buildings. The goals of Housing New York include making the City more affordable to a wide range of New Yorkers and fostering diverse, livable communities with buildings that contribute to the character and quality of neighborhoods. Changes proposed by ZQA would help the City make more strategic use of taxpayer dollars and encourage higher-quality residential buildings in the city's medium- and high-density neighborhoods. For example, ZQA would

make it easier to provide the range of affordable senior housing and care facilities needed to meet this rapidly growing and diverse segment of the City's population. This proposal would also increase the permitted maximum height by five feet in a number of medium- and high-density zoning districts if the building provides ground floors that better serve communities – whether it be for facilitating improved retail spaces in commercial districts, or allowing for more space between ground-floor apartment units and the sidewalk in residential districts.

In addition, DCP continues to work with communities in all five boroughs and other City agencies to organize a series of place-based planning studies tailored to the distinct needs and character of each neighborhood. Beyond examining key land use and zoning issues, where ZQA and MIH would serve as necessary tools, these studies aim to identify an appropriate blend of strategies and investments related to, for example, economic development, infrastructure and community supporting services. After several years of engagement with community stakeholders and various City agencies, the East New York Community Plan, in Brooklyn, is the first of such studies to go through the formal public review process.

Maintaining and accelerating this level of progress requires the continued collaboration of more than a dozen City agencies and offices, including HPD, the Housing Development Corporation (HDC), the Department of City Planning (DCP), the New York City Economic Development Corporation (NYCEDC), the New York City Housing Authority (NYCHA), the Human Resources Administration (HRA), the Department of Buildings (DOB), the Department of Homeless Services (DHS), the Department of Small Business Services (SBS), the Mayor's Office of Workforce Development and the Mayor's Office of Capital Project Development.

HNY is segmented into the following broad strategies and priority initiatives. Unless otherwise noted, the accomplishments below occurred during the first four months of Fiscal 2016: July through October 2015.

**FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS**

HNY is not just about increasing the supply of quality, affordable housing. Its mission is also to protect existing affordable units and enhance the quality and livability of our neighborhoods. DCP, HPD, HDC, SBS, NYCEDC and NYCHA meet regularly with an eye towards ensuring that City investments in each neighborhood will provide housing and economic opportunities for households across a range of incomes.

*Accomplishments include:*

- In September 2015 DCP certified the land use applications necessary to implement portions of the East New York Community Plan and begin the formal public review process, known as the Uniform Land Use Review Process or ULURP. The City Planning Commission held a public hearing for the East New York Plan in early January 2016.
- In September 2015 DCP certified the MIH and ZQA applications.
- After all 59 community boards, all five borough presidents and borough boards reviewed the proposals during the fall of 2015, the City Planning Commission held a public hearing for ZQA and MIH in December 2015, and continued to receive written testimony after the hearing. The City Council review for MIH and ZQA will commence in early 2016.
- HPD co-sponsored a series of Neighborhood Preservation HelpDesks, in coordination with community and not-for-profit organizations. The HelpDesks use a user-friendly, one-stop shop model for owners of small rental buildings (between five and 50 units). Housing specialists answer questions and provide guidance on a range of preservation resources, including HPD's new Green Housing Preservation Program among other preservation financing programs.

<b>INCOME BAND DEFINITIONS</b>			
<b>Income Band</b>	<b>Percentage of Area Median Income (AMI)</b>	<b>Monthly Rent Required to Prevent Rent Burden</b>	<b>Annual Income Range (For a Three-Person Household)</b>
Extremely Low Income	0-30%	≤\$583	≤\$23,300
Very Low Income	31-50%	\$584-\$971	\$23,301-\$38,850
Low Income	51-80%	\$972-\$1,554	\$38,851-\$62,150
Moderate Income	81-120%	\$1,555-\$2,331	\$62,151-\$93,250
Middle Income	121-165%	\$2,332-\$3,205	\$93,251-\$128,200

- HPD, along with DCP, released the "[Neighborhood Planning Playbook](#)" — the blueprint for a comprehensive, transparent process of community engagement and planning that involves all the relevant City agencies. This new approach reflects the Administration's commitment to holistic neighborhood planning and interagency coordination.
- HPD partnered with HireNYC to create a program to better connect low-income workers to construction job opportunities generated by its affordable housing development projects. Beginning on January 1, 2016, HPD will require developers, general contractors, and subcontractors working on projects receiving more than \$2 million in City capital subsidies to share job openings in entry- and mid-level construction positions with HireNYC and to interview the qualified candidates that HireNYC refers for those openings.

## **PRESERVING THE AFFORDABILITY AND QUALITY OF THE EXISTING HOUSING STOCK**

As it continues to explore ways to increase the supply of affordable housing, the City also maintains a focus on ensuring the quality and preserving the affordability of the existing affordable stock.

*Accomplishments include:*

- HPD released a Request for Qualifications (RFQ) seeking not-for-profit and for-profit developers to participate in the rehabilitation and management of the Affordable Neighborhood Coop Program (ANCP) and Third Party Transfer (TPT) - Tenant Petition Cooperatives. The ANCP and TPT-Tenant Petition Cooperatives programs rehabilitate multifamily properties into affordable cooperatives, giving low and moderate-income New Yorkers the opportunity to become homeowners.
- The City reached a 20-year agreement to protect 5,000 middle class housing units at Stuyvesant Town and Peter Cooper Village (STPCV). This is the largest number of affordable apartments ever preserved in a single City-led transaction in the history of New York City. For generations STPCV has been a home to working and middle-class families. This plan will halt the loss of more than 300 affordable apartments each year, ensuring that STPCV remains a home for nurses, teachers, first responders and other working families.
- HPD retooled its Voluntary Inclusionary Housing Preservation Program (IHP) to provide a valuable resource for preserving affordable housing. The changes to IHP will ensure that when the owners of affordable housing sell development rights, the proceeds of the sale will support permanent affordability, recapture public investment, and advance the goals of Housing New York.
- HPD collaborated closely with the City Council on legislation that passed in September 2015 to strengthen tenant protections for New York City residents. The three bills place limits on the tactics that have been employed by unscrupulous landlords to unlawfully push tenants out of their apartments; require written disclosures to inform tenants of their rights related to buyout offers; and ensure that tenants understand the avenues of assistance available to them when faced with a buyout offer.
- Prior to this reporting period HPD joined forces with the NYS Attorney General, the NYS Division of Homes and Community Renewal's Tenant Protection Unit, and other City agencies to create a new Tenant Harassment Prevention Task force to combat tenant harassment. HPD began conducting proactive inspections to ensure housing quality and to proactively prevent harassment of tenants.

## **BUILDING NEW AFFORDABLE HOUSING FOR ALL NEW YORKERS**

Much of what distinguishes New York and makes it such a desirable place to live and work stems from the City's unparalleled diversity. HNY seeks to preserve the income diversity and inclusivity through programs designed to reach residents across income levels, as well as programs that will produce affordable housing on the many small, vacant and underdeveloped parcels of public land scattered throughout the City.

*Accomplishments include:*

- HPD and NYCEDC released a Request for Proposals (RFP) to create a mixed-use development in the Hell's Kitchen neighborhood of Manhattan on a 24,687 square foot lot that was once home to the New York Butchers' Dressed Meat Company and is currently used as NYPD parking. The RFP calls for proposals that achieve maximum housing affordability financed by a mix of commercial or community facility uses.
- HPD closed on the first project under the Extremely Low and Low Income Affordability (ELLA) program, which was introduced as part of HPD's comprehensive overhaul of term sheets to achieve deeper and longer affordability, and to more efficiently harness the private market. The first ELLA project is a new 112-unit construction project for people making between 40 – 60 percent of AMI (between \$31,080 to \$46,620 for a family of three). Thirty-five of these units will serve individuals with mental health disabilities and supportive services for these tenants will be provided.
- HPD issued a RFP targeted at Pre-Qualified Minority and Women Owned Business Enterprise Developers to build affordable housing developments at six sites in Brooklyn, the Bronx, and Manhattan. This is one of the new measures announced by the Mayor to increase the role of M/WBEs in City housing and economic development projects. The RFP is only open to a pre-qualified list of M/WBE developers created through the competitive RFQ process.
- HPD launched BLDS eSubmit, a new electronic document submission system to streamline the design review process for affordable housing, in which HPD works closely with developers, sponsors, consultant architects, and engineers to ensure that HPD-assisted projects comply with all requirements. The new paperless process increases the efficiency and transparency of design review, fosters close collaboration between HPD, DOB, and external partners, enhances customer service, and controls the costs of developing affordable housing.

**PROMOTING HOMELESS, SENIOR, SUPPORTIVE, AND ACCESSIBLE HOUSING**

HNY prioritizes the need to provide supportive, accessible housing to the homeless and other New Yorkers with special needs, such as the rapidly growing senior population.

*Accomplishments include:*

- The Administration committed to the creation of 15,000 units of supportive housing over the next 15 years for New Yorkers in need, including homeless veterans, survivors of domestic violence and street homeless individuals. The supportive services include mental and physical health care access and alcohol and substance use treatment, among other social services, and are part of a proven, cost-effective approach to delivering stability and permanent housing for New Yorkers with mental illness and substance use challenges.
- HPD and HRA created the HOME Tenant Based Rental Assistance program to provide housing for families and street homeless individuals with Social Security benefits, often due to disabilities. HRA has received applications from over 2,000 households for the HOME program and began distributing vouchers to eligible clients in December 2015.
- HRA procured and initiated rapid rehousing services for homeless and at-risk households, including for three-quarter housing residents relocated from unsafe housing. This included creating a new rental assistance program, called the Special Exit and Prevention Supplement, for single adults in urgent need of permanent housing. Between July 2015 and October 2015, HPD placed 80 homeless individuals in their own apartments. The agency also implemented a preference for homeless veterans in its marketing guidelines/marketing plans.
- HRA is greatly expanding shelters for survivors of domestic violence to serve about 13,300 more children and adults a year. This will add a total of 400 new units of Tier II transitional family shelter and 300 emergency shelter beds – an unprecedented addition to the City's current domestic violence shelter capacity. HRA conducted an emergency procurement for 300 emergency beds, which are proposed to open by early 2016, and will release an open-ended RFP for the Tier II units in early 2016.
- As part of the citywide effort to house veterans, HPD has accepted approximately 260 Section 8 applications for veterans in 2015. In addition to making these vouchers available, the agency has streamlined the Section 8

application process for this population, including but not limited to expedited application review, fast tracked inspections, and priority processing.

- City-funded legal service programs in the HRA budget total \$34 million in Fiscal 2016, with planned expansion to \$61.8 million when fully implemented — ten times the \$6 million that was spent on anti-eviction programs in Fiscal 2013. The two programs will serve 32,700 households a year – over 113,000 individuals – when fully implemented in Fiscal 2017. In November 2015 HRA issued an RFP for \$33 million dollars for anti-harassment and tenant protection services and has already awarded three proposers with contracts starting in January 2016.

### REFINING CITY FINANCING TOOLS AND EXPANDING FUNDING SOURCES FOR AFFORDABLE HOUSING

Consistent with the goals of HNY, the City is leveraging its investments more effectively. For example, by restructuring loan terms to lower costs at the beginning of the project, the City can leverage additional private financing up front, while recapturing the City’s investments and providing greater incentives for long-term affordability. The City will continue to review and analyze its housing programs and identify new funding streams and partnerships as it ramps up to reach HNY’s ambitious goals.

*Accomplishments include:*

- In September 2015 NYCHA launched [NextGeneration \(NextGen\) Neighborhoods](#), a program to build 50 percent market rate and 50 percent affordable housing units on underutilized NYCHA land to create a revenue source for NYCHA, reinvest in capital needs, and create more affordable housing. The process began with community and resident engagement at two sites — Wyckoff Gardens in the Boerum Hill neighborhood of Brooklyn and Holmes Towers. To date, five sessions have been held at Holmes Towers and six sessions at Wyckoff Gardens. Community engagement is ongoing.

		Actual		4-Month Actual		Target		Cumulative	
		FY14 (1/1/14- 6/30/14)	FY15 (7/1/14 - 6/30/15)	FY15	FY16	FY16	FY17	1/1/14 -10/31/15	2024 Target
<b>HOUSING UNITS STARTED</b>									
Total starts (new and preservation)		8,990	20,327	2,409	1,924	18,000	20,000	31,241	200,000
New construction starts		2,737	8,485	1,237	901	7,257	8,000	12,123	80,000
Preservation starts		6,253	11,842	1,172	1,023	10,743	12,000	19,118	120,000
Total starts (new construction and preservation) by income band	Extremely low income units	378	1,126	152	77	*	*	1,581	16,000
	Very low income units	1,061	2,228	207	434	*	*	3,723	24,000
	Low Income units	6,260	14,247	1,619	1,320	*	*	21,827	116,000
	Moderate income units	344	1,293	18	39	*	*	1,676	22,000
	Middle income units	886	1,312	395	38	*	*	2,236	22,000
	Other Units (Includes units for building superintendents)	61	121	18	16	*	*	198	*
Total starts (new construction and preservation) by bedroom distribution	Studio units	1,200	3,036	444	290	*	*	4,526	*
	1 Bedroom units	2,554	6,942	926	618	*	*	10,114	*
	2 Bedroom units	3,551	7,250	803	684	*	*	11,485	*
	3 Bedroom units	1,142	2,329	145	233	*	*	3,704	*
	4+ Bedroom units	344	581	21	75	*	*	1,000	*
	Unclassified units <sup>1</sup>	199	189	70	24	*	*	412	*

		Actual		4-Month Actual		Target		Cumulative	
		FY14 (1/1/14- 6/30/14)	FY15 (7/1/14 - 6/30/15)	FY15	FY16	FY16	FY17	1/1/14 -10/31/15	2024 Target
Total units started for special needs population	Units started for homeless individuals or families	401	1,537	108	87	1,320	1,320	2,025	13,200
	Units started for senior individuals or families	449	1,722	117	60	250	1,000	2,231	10,000
<b>HOUSING UNITS COMPLETED</b>									
Total completions (new and preservation)		2,937	1,837	618	38	*	*	4,812	*
New construction completions		96	124	42	25	*	*	245	*
Preservation completions		2,841	1,713	576	13	*	*	4,567	*
Total completions (new construction and preservation) by income band	Extremely low income units	5	6	1	1	*	*	12	*
	Very low income units	12	390	3	3	*	*	405	*
	Low income units	2,085	1,157	561	31	*	*	3,273	*
	Moderate income units	10	68	8	2	*	*	80	*
	Middle income units	821	202	38	1	*	*	1,024	*
	Other units (Includes units for building superintendents)	4	14	7	0	*	*	18	*
Total completions (new construction and preservation) by bedroom distribution	Studio units	158	285	18	1	*	*	444	*
	1 Bedroom units	682	497	176	4	*	*	1,183	*
	2 Bedroom units	1,005	643	279	5	*	*	1,653	*
	3 Bedroom units	454	245	62	10	*	*	709	*
	4+ Bedroom units	71	47	21	4	*	*	122	*
	Unclassified units <sup>1</sup>	567	120	62	14	*	*	701	*
Total units completed for special needs population	Units completed for homeless individuals or families	0	131	25	0	*	*	131	*
	Units completed for senior individuals or families	3	346	4	3	*	*	352	*

Notes: <sup>1</sup>Data on bedroom distribution is not available for homeownership assistance programs and small homeowner preservation programs.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Data is currently not available for two indicators previewed in the Fiscal 2014 Housing New York chapter, 'Number of units started by length of affordability requirement' and 'Number of new units on previously vacant or underutilized public sites.' HPD is currently enhancing its data systems and expects to report this data in the future.
- HPD updated data for Fiscal 2014 housing completions; Fiscal 2015 housing starts and housing completions; and four-month Fiscal 2015 housing starts and housing completions. These updates included changes to the housing starts and completions data disaggregated in these reporting periods by income band, bedroom distribution, and special needs populations.
- Based on more detailed projections, HPD revised its 2024 targets for units started for senior individuals or families from 2,500 to 10,000.

## ADDITIONAL RESOURCES

For more information about these and additional initiatives underway, go to: [www.nyc.gov/housing](http://www.nyc.gov/housing).














- Housing New York: A Five-Borough, Ten-Year Plan:  
<http://www1.nyc.gov/site/housing/plan/download-the-plan.page>





# HURRICANE SANDY RECOVERY

## PARTNER AGENCIES & OFFICES

-  DCAS
-  DCP
-  DDC
-  DEP
-  DOB
-  DOITT
-  DOT
-  DPR
-  DSNY
-  NYC H + H
-  NYCEDC
-  NYCEM
-  NYCHA

Mayor's Office  
of Housing  
Recovery  
Operations

Mayor's Office  
of Recovery and  
Resiliency

The start of the fiscal year has seen continued progress on the City's housing, infrastructure and economic recovery efforts from Hurricane Sandy, marked by Mayor de Blasio's announcement that the Build it Back single-family program will be complete by the end of 2016. The administration will continue to accelerate rebuilding activities to ensure full recovery of all our impacted communities, and to leverage the \$20 billion of investments to make communities stronger and more resilient as we rebuild.

## HOUSING RECOVERY

Build it Back is funded by \$2.2 billion in federal Community Development Block Grant Disaster Recovery (CDBG-DR) dollars and overseen by the Mayor's Office of Housing Recovery (HRO) in coordination with the Department of Housing Preservation and Development (HPD) and the Department of Design and Construction (DDC). The program assists homeowners, renters and landlords through property rehabilitation or reconstruction, home elevation, reimbursement for permanent repairs already completed or acquisition of homes.

When the de Blasio administration took office, zero homeowners had started construction and zero reimbursement checks had been issued. Through October 2015, Build it Back has started construction on 2,071 homes and completed 1,220 of them. It has distributed 100 percent of reimbursement checks to eligible applicants. It has also accelerated relief to multifamily households, benefiting more than 12,000 households in 80 developments through repair, resiliency, and reimbursement services, as well as 258 low-income households through rental assistance. Build it Back is now in position to meet the recovery needs of all applicants. On the third anniversary of the storm, Mayor de Blasio committed to completing the Build it Back single-family program by the end of 2016.

To meet this ambitious target, Build it Back has shifted focus to construction planning and execution. This summer, the program completed its case management and eligibility determination process, and set deadlines for applicants to choose their program pathway. It simultaneously ramped up its construction and design capacity and coordinated several inter-agency initiatives to streamline the construction process. With the new construction capacity – provided by three construction managers overseen by DDC – the program is positioned to move entire blocks and neighborhoods into construction.

Build it Back has also worked to improve the construction process, so that homeowners are not held up due to regulatory issues. In July 2015, the City Council passed a Zoning Text Amendment proposed jointly by HRO, HPD and DCP, and originating in the Queens Borough Sandy Task Force, which simplifies documentation requirements for applicants with zoning non-compliances and creates a new zoning envelope for rebuilt homes that is consistent with the visual character of New York's coastal neighborhoods. The City also launched the "Accelerate Build it Back Initiative" this summer at the direction of the Mayor and the First Deputy Mayor. By coordinating processes over multiple agencies, the new initiative has shortened the time it takes for Build it Back applicants to secure permits and approvals.

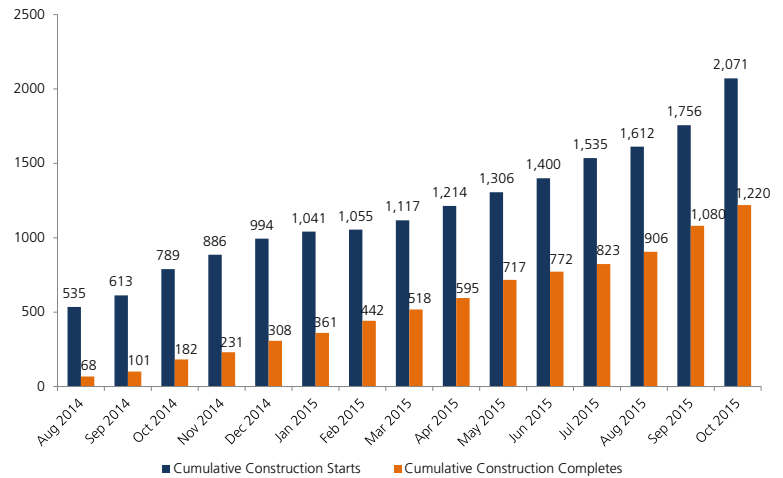
In addition to improving the regulatory environment, Build it Back has worked across agencies to address construction and engineering challenges, including the elevation of attached homes and construction of resilient homes in neighborhoods with pre-existing infrastructural and environmental challenges. Along with DDC and HPD, Build it Back has conducted special

outreach to homeowners subject to these challenges and has launched studies of entire communities to determine how each will become more resilient through the rebuilding process.

Build it Back continues to expand relief to homeowners, and before setting its option selection deadline, the program offered several new pathways for homeowners to choose:

- A “direct grant” option offered homeowners undertaking moderate rehabilitation to be paid directly for work they perform independently with their own contractor.
- A new City Acquisition for Redevelopment program offered homeowners seeking acquisition another chance to pursue this option.
- A “discretionary elevation” option allowed homeowners interested in elevating their homes, but who did not meet the substantial damage threshold, to make this investment in resilient building.

**Build it Back Monthly Progress:  
Cumulative Construction Starts & Completes**



As part of its Multifamily Program, the City is providing comprehensive resiliency retrofit measures to protect vulnerable populations in targeted multifamily buildings. More than 40 multifamily developments representing over 8,000 households are currently moving forward in the program, and eight developments have closed and are under construction. Retrofit measures funded by the program include, but are not limited to, elevation of electrical and mechanical equipment where feasible, flood-proofing of below-grade building systems, and installation of backup power connections. Taken together, these measures will serve to reduce damages and limit the displacement of residents from future flooding events.

The continued progress in the beginning of Fiscal 2016 has put Build it Back in position to meet the Mayor’s goal of completion by December 31, 2016. With over 60 percent of homeowners already receiving some form of construction or reimbursement, the program is now moving aggressively forward to make sure all remaining homeowners receive assistance.

Performance Indicators	Actual		4-Month Actual (July - October)		Cumulative as of 10/31/2015	Cumulative percent complete as of 10/31/15
	FY14	FY15	FY15	FY16		
Benefit Options Selected by Homeowners	2,237	5,236	2,006	1,355	8,828	93%
Design Starts in Build it Back Households	534	2,382	1,525	2,216	5,132	83%
Total Construction Starts in Build it Back Households	93	1,304	426	674	2,071	34%
Construction Completions of Build it Back Households	15	757	167	448	1,220	20%
Reimbursement Checks Issued to Build it Back Households	316	3,611	872	1,407	5,334	100%
Homeowners Served (i.e., received reimbursement and/or construction benefits from Build It Back)	369	3,951	1,298	1,663	5,983	63%

## INFRASTRUCTURE AND CRITICAL SERVICES RECOVERY

Through the Federal Emergency Management Agency's Public Assistance program, the Office of Recovery and Resiliency (ORR) is coordinating approximately \$10 billion in recovery work on infrastructure and critical services across the City, while investing in these assets to make them more resilient. Notable milestones on recovery projects achieved to-date in Fiscal Year 2016 from the City's comprehensive, citywide resiliency program to rebuild and improve public hospitals, New York City Housing Authority (NYCHA) campuses, schools and agency infrastructure across the five boroughs include:

- The recovery of NYC Health + Hospitals achieved important milestones with design work starting on Coney Island Hospital, and the release of a request for proposals for program management services on the agency's \$1.7 billion recovery and resiliency construction program, as well as for design work on the interiors of its Coler facility.
- NYCHA finished \$70 million of design work on Coney Island developments as part of a \$3 billion Recovery and Resiliency portfolio currently under way. Additionally, NYCHA released requests for proposals for construction services at Astoria Houses, Ocean Bay Apartments, and Smith Houses.
- Through the Department of Parks and Recreation, over \$10 million of projects completed their design phase, over \$7 million of projects began the design process, and another \$5 million of projects started construction around the City. The Rockaways Boardwalk completed construction on Phase 2 and began construction on Phase 5A during this period.
- The Department of Transportation completed over \$50 million of repair and resiliency work on traffic infrastructure, and an additional \$12 million in work started.
- The Department of Environmental Protection (DEP) initiated \$77 million worth of construction projects, including breaking ground on a \$22 million BlueBelt project in Staten Island to reduce local flooding, and completing over \$12 million in other sewer and drainage projects. Additionally, DEP embarked on a nearly \$700 million project to repair the leaking Delaware Aqueduct.

## ECONOMIC RECOVERY

The administration has also strengthened its commitment to economic recovery and has continued to make progress. In all of its work, Build it Back is committed to providing high-quality employment for New Yorkers impacted by Hurricane Sandy. In October 2015 the Department of Small Business Services (SBS), ORR, and Build it Back hosted the Sandy Recovery Opportunity and Resource Fair in Coney Island to connect local residents with jobs and skills training. This was part of an ongoing inter-agency collaboration through the Sandy Recovery Workforce1 Program, which matches qualified Sandy-impacted residents to jobs with City agencies and vendors working on recovery efforts, in addition to jobs in the Workforce1 portfolio. Build it Back and SBS have a dedicated Sandy Recovery Workforce1 Center in Coney Island with additional staff at Workforce1 Centers in the Rockaways and Staten Island. In total, the Workforce1 Centers have served 2,900 New Yorkers and made 2,200 job referrals.

To further incentivize employers to hire local residents, Sandy Recovery Workforce1 offers employment skills training vouchers to Sandy-affected individuals, including an initial 100 vouchers for pre-apprenticeship programs to prepare low and moderate income residents for careers in the unionized construction industry and provide direct entry to construction union apprenticeships. In partnership with the building and construction trades unions, contractors and subcontractors work with community groups to link community residents to pre-apprenticeship and apprenticeship programs. So far, 50 vouchers have been distributed and 33 people have graduated from the programs using these vouchers, preparing them for union work as roofers, metal lathers, painters, laborers, and carpenters. Contractors and subcontractors are encouraged to hire 20 percent local residents on the recovery projects. As of January 2016, Build it Back has placed nearly 500 Sandy-impacted New Yorkers in jobs through direct employment, Sandy Recovery Workforce1 referrals and pre-apprenticeship programs.

ORR is playing a critical role by working closely with agencies to assist small business recovery, while also supporting workforce development aimed at local workers and the long-term resiliency of small businesses.

From July 1st through October 31st, SBS approved 80 businesses for \$8.21 million in grants and \$2.86 million in loans through the Hurricane Sandy Business Loan and Grant Program. As of October 31st, the City has closed out the

program, having awarded a total of \$55 million – \$47 million in grants and \$8 million in loans – to 348 businesses. SBS will continue to work with businesses for disbursement of the funds through Calendar 2016.

In addition to the Build it Back workforce initiatives, the City is working to ensure all recovery and resiliency investments create job opportunities for residents and low-income applicants. From July through October 2015, recovery and resiliency projects have created 1,035 jobs. These employment opportunities are among the 1,982 jobs the City has created since 2012 through its recovery and resiliency program.

To fully leverage this opportunity going forward, the City will build on the model designed for the Build it Back program that established the Sandy Recovery Workforce1 program.

In addition, the City is working through local partners to strengthen small- and medium-sized construction enterprises (particularly minority and woman-owned business enterprises) to improve the quality of their services and ability to compete for OneNYC resiliency-related professional services and construction contracts.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- All Fiscal 2014 and 2015 data for Build it Back indicators have been corrected and updated.






## ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- OneNYC: The Plan for a Strong and Just City:  
<http://www1.nyc.gov/html/onenyc/index.html>
- One City, Rebuilding Together  
[http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/sandy\\_041714.pdf](http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/sandy_041714.pdf)



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The City launched the Vision Zero Action Plan in February 2014, recognizing that traffic crashes are not “accidents,” but rather preventable incidents that can be systematically addressed and prevented. The Plan outlined 63 separate initiatives that the Mayor’s Office and City partner agencies are implementing to reduce and ultimately eliminate death and serious injury on our streets. In February 2015 the City released the Vision Zero One Year Report, which detailed an additional 40 initiatives to advance the goal of Vision Zero. By the end of 2015, traffic fatalities on City streets were at their lowest levels since 1910 when the City first began keeping records.

The Vision Zero Task Force, formed to implement the Action Plan and subsequent initiatives, meets regularly to assess ongoing progress towards eliminating traffic fatalities. Task Force members include representatives from the New York City Police Department (NYPD), the Department of Transportation (DOT), the Taxi and Limousine Commission (TLC), the Department of Citywide Administrative Services (DCAS), the Department of Health and Mental Hygiene (DOHMH), the Law Department, and the Office of Management and Budget (OMB). In addition, representatives from the District Attorneys’ offices and the Metropolitan Transportation Authority (MTA) attend Task Force meetings in order to advance the mission of achieving zero traffic fatalities on our streets.

Vision Zero initiatives are already beginning to generate results. The 25 MPH speed limit, a signature Vision Zero policy, has helped make New York City’s streets safer, particularly when combined with expanded enforcement of dangerous moving violations such as speeding and failure-to-yield to pedestrians. New, safer street designs and configurations, extensive public outreach and communications, and a sweeping legislative agenda that increases penalties for dangerous drivers are promoting a safer City. During the first four months of Fiscal 2016, citywide traffic fatalities fell 25 percent from 101 to 76. Traffic fatalities among motorists and passengers decreased from 37 to 31 and fell among bicyclists and pedestrians from 64 to 45.

Fatality Type	FY 2014	FY 2015	July-Oct 2014 (FY15)	July-Oct 2015 (FY16)	% Change
Total Fatalities	285	249	101	76	-24.8%
Pedestrians	158	143	55	37	-32.7%
Bicyclists	14	16	9	8	-11.1%
Motorcyclists	42	28	18	14	-22.2%
Motor Vehicle Operators	51	29	7	6	-14.3%
Passengers	20	33	12	11	-8.3%

*Source: NYPD*

## STREET DESIGN

The Department of Transportation continued working to make streets safer by simplifying complex intersections, discouraging excessive vehicle speeds, adding bicycle lanes, making pedestrians and cyclists more visible, and shortening pedestrian crossing distances at high-crash Vision Zero priority locations. During the reporting period DOT completed 26 street improvement projects, constructed 163 speed humps, activated 192 leading pedestrian signals and installed 28 accessible pedestrian signals.

The City has been making progress on the Vision Zero Great Streets program. Announced in March 2015, the program will remake four outer borough streets with high pedestrian fatality rates — Queens Boulevard, Fourth Avenue and Atlantic Avenue in Brooklyn, and the Grand Concourse in the Bronx. The Great Streets program will rethink and redesign these major corridors to prevent serious crashes, enhance New Yorkers' mobility, increase accessibility, and contribute to each neighborhood's vitality. The design of intersections and corridors will rely on insight provided through engagement with neighborhood residents, small business owners, elected officials, and community leaders.

In August 2015 the first phase of the Queens Boulevard operational project, which focused on Roosevelt Avenue through 73rd Street, was completed. The project brought safer crossings and more crosswalks for pedestrians, protected bicycle lanes, and reconfigured intersections that deter speeding and other dangerous behavior. DOT held the first community input meeting to learn about residents' insights for the second phase of the Queens Boulevard project, from 74th Street to Eliot Avenue, in November 2015.

## ENFORCEMENT

Data-driven, rigorous law enforcement that combats dangerous driving behavior helps to reduce traffic fatalities and serious injuries. The NYPD continued to focus on enforcement of especially important violations, including speeding, failure to yield to pedestrians, signal violations, improper turns, and phoning/texting while driving, intending to deter these behaviors.

Each week at TrafficStat, the NYPD's Chief of Transportation meets with NYPD executives to outline, review, and manage the NYPD's traffic program. During July to October 2015 the NYPD issued 45,687 speeding summonses and 12,276 failure-to-yield to pedestrian summonses, which were increases of eight percent and seven percent, respectively, from the same period in Fiscal 2015. Furthermore, the NYPD purchased 80 additional LIDAR guns — bringing the total number of LIDAR guns in service to 471 — to help enforce against speeding violations. One hundred ninety five officers were LIDAR trained during this period, increasing the total number of LIDAR-trained officers to 1,445.

In addition, TLC's enforcement officers, including a dedicated safety enforcement squad equipped with LIDAR speed detection guns, focused on these same high-priority violations among TLC-licensed vehicles. Between July and October 2015 TLC officers issued 103 percent more traffic safety summonses, including 225 percent more speeding summonses, compared to the same period in 2014.

Furthermore, following State legislative approval to increase the number of speed enforced school zones, DOT activated speed cameras within 100 school zones by June 2015, and cameras in the remaining 40 zones were activated by the beginning of September 2015, ahead of schedule.

## OUTREACH AND ENGAGEMENT

The Vision Zero Street Teams, which integrate education with enforcement, have continued the work that began with the launch of Vision Zero. Teams of NYPD and DOT staff work together to identify corridors with significant crash history, along with the causes of those crashes. NYPD officers and DOT engagement staff then spend a week distributing tens of thousands of fliers to pedestrians and drivers with safety tips about the most common causes of crashes in those corridors. The following week NYPD focuses enforcement resources in the same area. In the first four months of Fiscal 2016 Street Teams connected with over 500,000 New Yorkers, the NYPD issued over 27,000 moving and parking summonses, and made over 70 arrests for traffic-related violations through this effort.

The Vision Zero dialogue starts from the ground up — with engagement and education in every community across the five boroughs. This ongoing dialogue extends the deterrent effect of enforcement, informs street design efforts, and encourages safe behaviors by spreading the message that traffic deaths are preventable and that New Yorkers are



responsible for safe behavior. DOT provided safety education at over 160 elementary, middle and high schools during the reporting period.

Vision Zero also delivers safe-driving messaging and training to specific populations of drivers, such as for-hire vehicle drivers, City employee drivers and MTA bus operators. At the City level, DCAS has reinforced the safety message to City employees with over 5,800 City drivers trained in defensive driving between July and October of 2015. In addition, the MTA's bus division trained over 1,900 bus operators with updated safe-driving instruction between July and October 2015 compared to 379 in Fiscal 2015 during the pilot phase of the program.

TLC helped distribute the street safety message to the private fleets it regulates by speaking with small groups of drivers about Vision Zero. Since the launch of this Vision Zero initiative last year, TLC staff have visited 235 taxi fleets and car service bases; 110 of these meetings occurred in the first four months of Fiscal 2016. Working with DOT, TLC updated the training that all new taxi driver applicants receive before obtaining their TLC licenses to include additional content on new road designs, high risk behaviors, and the important role professional drivers play in promoting a culture of safe driving. TLC honored 256 of its safest licensed drivers at the Safety Honor Roll ceremony in September 2015, which recognized these drivers' accomplishments and served to remind all 140,000 TLC-licensed drivers of the high value the City places on safety. This year, TLC added awards for taxi fleets, car service bases, and commuter van authorities with superior safety records, honoring the 23 businesses with the lowest rates of serious collisions in their industry sectors. By including these new awards, TLC is emphasizing the important role fleet and base managers play in influencing safe driving behavior.

## FLEETS

Following the success of last year's safety event, in November 2015 DCAS hosted its second forum on vehicle safety for both private and public fleets. Over 400 participants attended, including private fleets; equipment suppliers; federal, State, and City agencies; non-profits; and universities. More than 60 private companies and non-profits endorsed Vision Zero publicly at the forum. These events provide opportunities for networking, best practice sharing, and future joint projects.

The City has continued to equip City trucks with side guards. Side guards are rails or panels between the front and rear wheels of a truck that help protect pedestrians, bicyclists, and motorcyclists from being caught underneath the vehicle during a side-impact collision. In New York City trucks comprise only 3.6 percent of vehicles on the road, but collisions with trucks account for 12.3 percent of pedestrian fatalities and 32 percent of bicyclist fatalities, making side guards an important addition to the street-safety toolbox. After announcing an initial pilot of 240 vehicles, the program expanded with the passage of legislation that requires the installation of side guards on all City trucks and commercial waste vehicles. A total of 188 sideguards have been installed as of October 2015. DCAS is continuing to lead the expansion of side guard technology through both retrofits and added side guard specifications in every contract for new truck purchases citywide. The City is also installing speed tracking on its fleet vehicles. With over 20,000 units already in place, it is the largest such program for any public fleet in the nation. Through this initiative, NYC is helping to create and lead a marketplace for this critical safety technology.

TLC continued to promote its Vehicle Safety Technology Pilot, which encourages companies that provide innovative technologies — such as electronic data recorders (sometimes called “black boxes”), driver alert systems, and street- and driver-facing cameras — to test these technologies in all varieties of TLC-licensed vehicles. The pilot's initial participants have installed four different systems in a total of 36 TLC-licensed vehicles, including yellow medallion taxicabs, Borough Taxis, and for-hire vehicles. TLC continues to evaluate these devices' potential to advance and encourage safe driving.

In September 2015 TLC launched a behind-the-wheel training course, an initiative first announced in the Vision Zero Action Plan. TLC now offers the course, in which targeted drivers are coached by professional instructors, as a way to improve their driving skills and avoid the risk of losing their license.

SELECTED PERFORMANCE INDICATORS	Actual				Target			End date
	FY14	FY15	July-Oct 2014 (FY15)	July-Oct 2015 (FY16)	FY16	FY17	Cumulative	
	LIDAR guns (advanced speed detection equipment) purchased and in use	177	214	49	80	*	*	
Neighborhood slow zones created	1	7	3	6	8	*	*	Ongoing
Speed boards deployed	56	100	55	28	56	*	*	12/31/2017
Speed humps installed	274	382	195	163	250	250	*	Ongoing
CANceivers (devices that record speeding and other dangerous driving behaviors) installed in City fleet vehicles <sup>1</sup>	2,475	7,734	3,346	1,929	5,815	*	16,024	6/30/2016
Senior centers partnering with DOT to increase feedback on street safety improvements	92	100	28	30	75	*	*	12/31/2017
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	14	208	29	192	250	*	*	12/31/2017

<sup>1</sup>Excludes 8,300 CANceiver installations in NYPD's fleet which predate Vision Zero.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Four-month Fiscal 2015 data for the number of LIDAR guns purchased was revised from 48 to 49 to reflect updated data.

## ADDITIONAL RESOURCES

For additional information go to:

- Vision Zero Website: [www.nyc.gov/visionzero](http://www.nyc.gov/visionzero)
- Vision Zero 2015 Year End Review: <http://www.nyc.gov/html/visionzero/assets/vz-year-end-report.pdf>
- Vision Zero One Year Report: <http://www.nyc.gov/html/visionzero/assets/downloads/pdf/vision-zero-1-year-report.pdf>
- Vision Zero Pedestrian Safety Action Plans: <http://www.nyc.gov/html/dot/html/pedestrians/ped-safety-action-plan.shtml>
- Vision Zero Action Plan: <http://www.nyc.gov/html/visionzero/assets/downloads/pdf/nyc-vision-zero-action-plan.pdf>
- Vision Zero View: <http://www.nyc.gov/html/visionzero/pages/maps-and-data/maps-and-data.shtml>
- Environment and Health Data Portal: <http://www.nyc.gov/health/tracking>



Collaborating  
to Deliver  
Results



# YOUNG MEN'S INITIATIVE

## PARTNER AGENCIES & OFFICES

New York City's Young Men's Initiative (YMI) is the nation's most comprehensive municipal effort to tackle the disparities that impede the advancement of boys and young men of color (BYMOC). YMI was founded to improve outcomes for BYMOC by increasing avenues of opportunity and removing policy barriers.

YMI is managed by a leadership team that reports to the Deputy Mayor for Strategic Policy Initiatives. The YMI leadership team provides overall policy and project direction for the initiative. YMI is supported by the Center for Economic Opportunity (CEO). CEO oversees YMI's program implementation and evaluation processes.

YMI continues its work to fulfill New York City's acceptance of President Barack Obama's My Brother's Keeper (MBK) Community Challenge, a national initiative whose goals, strategies and model were based in part on YMI. Each existing YMI program is aligned to the MBK goals, and YMI is launching four new initiatives in Fiscal 2016 to further advance New York City's capacity to promote the advancement of BYMOC (see below).

YMI actively partners with public, nonprofit and private sector stakeholders to assess its programmatic and policy initiatives with the goals of managing and enhancing performance of existing programming, expanding successful initiatives to achieve scale and identifying service and system needs across New York City.

## MANAGING & ENHANCING PERFORMANCE

YMI and CEO work collaboratively with City agency partners in the design, implementation, monitoring and evaluation of YMI programs. CEO conducts rigorous performance measurement, collecting regular quantitative and qualitative data to assess program model fidelity, operations and outcomes. In partnership with external social science research firms, CEO manages objective third-party evaluations of YMI programs to identify best practices and assess impact.

Where programs are underperforming or misaligned with City priorities, YMI and CEO work with City agency partners and service provider organizations to develop and implement modifications to enhance program models:

- The Young Adult Literacy (YAL) program provides disconnected young adults (out of school and unemployed or underemployed) who read at the fourth to eighth grade levels with literacy and numeracy instruction within a youth development framework. Participants receive case management and support services. Beginning in Fiscal 2016, eight of the 16 program sites have been selected to implement a bridge model as part of a random assignment evaluation overseen by CEO, which will be used to inform future policy and program decisions. CEO selected an evaluation firm in August 2015, and sites were notified of their randomized selection for participation in the new model in October 2015. This support and evidence building is being done in alignment with Career Pathways, the City's strategy to create a more comprehensive, integrated workforce development system to support the career advancement of low- and middle-skill New Yorkers. Under the Career Pathway's bridge model, programs pair academic instruction and workforce services, building the competencies necessary for work and career alongside education. A factor contributing to the implementation of the new

	ACS
	CUNY
	DCAS
	DOC
	DOE
	DOHMH
	DOP
	DYCD
	NYC H + H
	NYPD
	HRA
	LIBRARIES
	NYCHA
	SBS

Center for  
Economic  
Opportunity

Mayor's Office  
of Community  
Affairs

Mayor's Office  
of Criminal  
Justice

NYC Service

bridge model was a general downward trend in the program's performance in literacy and numeracy gains since Fiscal 2013, although improvements were seen in Fiscal 2016 quarter one.

- The NYC Justice Corps engages justice system-involved young adults in reparative service to their communities through participation in community benefit projects, as well as case management and work readiness services. Since launching in Fiscal 2009, the program has missed targets on post-program jobs and education placements. These challenges are partially explained by macroeconomic trends, but the program experienced ongoing challenges as the city's job market rebounded, suggesting more fundamental issues with provider performance and the underlying program model. Beginning in the fourth quarter of Fiscal 2015, the program halted new enrollment, balancing services to active participants with a nine-month redesign. The redesigned program will align with bridge program strategy, and will focus on reducing the risk of recidivism in conjunction with preparing participants for placement in contextualized educational and occupational training programs, traditional education programs and job placements. During July through October 2015 providers, agency partners and CEO staff met regularly to develop the new model, and NYC Justice Corps relaunched in January 2016 with streamlined services, expanded work readiness and cognitive behavioral services and greater alignment to the Career Pathways approach.

## EXPANDING SUCCESS

YMI works to achieve systematic change in City agencies' approaches to interacting with and serving BYMOC by supporting policy reform and implementing evidence-based programming. Through strategic investments in promising interventions, YMI has supported New York City to expand and enhance its capacity to meet the needs of BYMOC:

- In partnership with the City University of New York, YMI launched the CUNY Fatherhood Academy (CFA) at LaGuardia Community College in 2012 to serve unemployed and underemployed young fathers. Participants engage in parenting workshops, high school equivalency preparations courses, college exploration and enrollment support services and job readiness services. A 2014 Urban Institute evaluation of CFA found that the program helps participants earn high school equivalency diplomas at rates above the NYS average, increases participant motivation to pursue education and employment and improves fathers' relationships with and financial support for their children and their mothers. As announced in October 2015 New York City is quadrupling the program in Fiscal 2016, increasing program capacity at LaGuardia Community College and expanding the program to Hostos Community College and Kingsborough Community College.
- YMI was at the forefront of New York City's Ban the Box campaign. Executive Order 151, signed in August 2011 limited most City Agencies and city-funded human services providers from asking questions regarding an applicant's prior criminal convictions on preliminary employment application documents or during the first interview. In 2015 New York City has enacted the nation's most progressive Ban the Box legislation, the Fair Chance Act, which went into effect in October 2015 and makes it illegal for most New York City employers, both public and private, to ask about the criminal record of job applicants before making a job offer.

## IDENTIFYING SERVICE & SYSTEM NEEDS

YMI is launching new initiatives in Fiscal 2016 to advance New York City's capacity to promote the advancement of BYMOC: NYC Men Teach, Reading Rescue and high school mentoring programs (launch of Mentor Corps and expansion of Cornerstone Mentoring). Significant planning and development for all of these initiatives took place during the first four months of Fiscal 2016, with some components of initiatives launching just after the close of the reporting period. YMI will present detailed information about each of these initiatives in the Fiscal 2016 Mayor's Management Report.

YMI partnered with the Urban Institute to conduct a review of existing YMI programming and policy initiatives to identify successes and lessons learned, and to develop recommendations to inform YMI's strategic direction moving forward. Research for the report was conducted between February and October 2015 and the final report was released in January 2016.

Based on the recommendations presented in the report, YMI is partnering with the New York City Center for Innovation through Data Intelligence to release New York City's first Disparities Report, which documents health, developmental and socioemotional disparities experienced by BYMOC, as well as by girls and young women of color. The report will be released February 2016.

In addition, YMI is enhancing stakeholder engagement by reconstituting its external Advisory Board, comprised of local non-profit executives, private sector leaders, elected officials and philanthropic foundation partners.

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET		FY Q1 ACTUAL	
	FY13	FY14	FY15	FY15	FY16	FY15	FY16
<b>GOAL: ENSURING ALL CHILDREN READ AT GRADE LEVEL BY 3RD GRADE</b>							
<b>Early Elementary Reading Attainment (DOE) – Launching in FY16</b>							
Instructors receiving training							
Students participating							
Students who demonstrate improvement in reading/literacy							
<b>GOAL: ENSURING ALL YOUTH GRADUATE FROM HIGH SCHOOL</b>							
<b>Expanded Success Initiative (DOE) – Launched Summer 2012</b>							
Black and Latino male students enrolled	2,626	6,064	8,152	11,000	11,000	8,111	10,049
Total number of students in cohort enrolled	5,130	11,384	15,357	*	*	15,287	19,180
Schools participating in initiative	40	40	40	*	*	40	40
<b>GOAL: ENSURING ALL YOUTH COMPLETE POST-SECONDARY EDUCATION OR TRAINING</b>							
<b>IMPACT Peer Mentoring for Young Adult Literacy (CUNY) – Launched 1/2012</b>							
New enrollees	616	1,029	877	270	270	96	135
Took the High School Equivalency (HSE) Test	218	295	262	133	133	96	25
Passed the HSE Test	146	200	149	107	107	36	22
Enrolled in college (of those who passed the HSE Test)	46	44	57	*	32	29	32
<b>Justice Scholars (Department of Probation (DOP)) – Launched 1/2012</b>							
New enrollees	243	274	246	272	272	53	81
Percent of participants who gained one or more grade levels in literacy	20%	22%	17%	50%	50%	11%	1%
Earned HSE or diploma	35	48	25	*	*	12	7
<b>Young Adult Literacy Program/Community Education Pathways to Success (CEPS) (DYCD/Public Libraries/DOP) – Launched 7/2008, YMI Expansion 10/2011</b>							
Program participants	848	791	713	*	*	220	197
Percent of participants who gained one or more grade levels in literacy	57%	38%	39%	55%	55%	14% (30/220)	48% (62/130)
Percent of participants who gained one or more grade levels in numeracy	46%	25%	37%	55%	55%	15% (34/220)	47% (61/129)
<b>Recruitment of Male Teachers of Color (DOE/CUNY) – Launching in FY16</b>							
Outreach events							
Participants enrolled in academic training to become teachers							
Participants completing academic training							
Full-time hires							
Full-time hires into teaching position in NYC DOE Schools							
<b>High School Mentoring (DYCD) – Launching in FY16</b>							
New enrollees							
Number of mentors							
Total mentoring hours							

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET		FY Q1 ACTUAL	
	FY13	FY14	FY15	FY15	FY16	FY15	FY16
<b>GOAL: ENSURING ALL YOUTH OUT OF SCHOOL ARE EMPLOYED</b>							
<b>Jobs-Plus (HRA/ New York City Housing Authority/ Department of Consumer Affairs-Office of Financial Empowerment) – Launched 10/2009, YMI Expansion began 3/2013</b>							
Clients Served	1,650	4,533	4,962	*	*	2,412	1,737
Full-time and Part-time Hires	227	1,268	1,377	1,525	1,632	365	395
Retained in job at 3 months	73	726	617	995	1,060	155	194
<b>Justice Community (DOP) – Launched 1/2012</b>							
New enrollees	228	245	236	252	252	67	85
Percent of participants placed in employment	26%	36%	20%	50%	50%	22%	24%
<b>NYC Justice Corps (CUNY) – Launched 9/2008, YMI Expansion in 2012</b>							
New enrollees	332	272	247	212	80	61	0
Completed community benefit project	190	178	154	158	*	19	20
Placed in jobs or education	45	36	58	85	32	13	21
<b>Young Adult Internship Program (YAIP) (DYCD) – Launched 11/2007, YMI Expansion 8/2011</b>							
Program participants	1,831	1,830	1,857	1,825	1,825	570	602
Percent of participants who completed internship	84%	83%	82%	75%	75%	84%	82%
Percent of participants placed in employment or education	53%	49%	52%	70%	70%	NA	NA
<b>GOAL: ENSURING ALL YOUTH REMAIN SAFE FROM VIOLENT CRIME AND RECEIVE SECOND CHANCES</b>							
<b>Cure Violence – Launched 2/2012</b>							
Program participants	235	202	206	*	*	133	68
Conflicts mediated	276	588	632	*	*	199	210
Community events organized in response to neighborhood shootings	98% (41/42)	90% (26/29)	95% (20/21)	100%	100%	85% (6/7)	100% (6/6)
<b>AIM (DOP) – Launched 7/2012</b>							
New enrollees	55	60	67	50	50	18	13
Participants who completed community service project	13	38	29	*	*	10	2
Participants who completed program	3	43	43	*	*	7	9
<b>Arches (DOP) – Launched 7/2012</b>							
New enrollees	580	539	412	840	840	103	110
New participants receiving one-on-one mentoring	316	345	451	*	*	189	169
Percent of participants who completed program	23%	42%	47%	65%	65%	48%	40%
<b>NYPD Community Relations (CAU/ MOCJ) - Launch date TBD</b>							
Community engagement events held							
NYPD officers and staff participating							
Community members participating							

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- CUNY IMPACT:** Fiscal 2015 data for “Took the HSE Test” has been revised to reflect the most accurate figures available as verification processes have a lag. Fiscal 2016 first quarter enrollment increased relative to Fiscal 2015 first quarter because one program site, Medgar Evers College, secured additional funding from the CUNY Black Male Initiative to expand summer classes. The number of students taking the HSE test in Fiscal 2016 first quarter decreased both because sites implemented a new, more challenging readiness test and because sites encountered challenges securing sufficient numbers of testing seats.

- **Justice Scholars:** Fiscal 2014 “New enrollees” data revised to reflect most accurate figures available as verification processes have a lag.
- **Young Adult Literacy (YAL)/CEPS:** CEPS sites ceased operations in Fiscal 2015 quarter three following the expiration of private funding in January 2015. Fiscal 2015 quarter one and Fiscal 2016 quarter one contain only YAL program performance for quarterly comparison. Beginning in Fiscal 2016, literacy and numeracy gains are calculated out of participants who take a post-test (skills assessment test) during the quarter. In prior years, gains were calculated out of total program participants.
- **Jobs-Plus:** “Program participants” indicator name changed to “Clients served” and “Placed in jobs” indicator name changed to “Full-time and Part-time Hires” to conform to Career Pathways’ Common Metrics terminology. For Fiscal 2015 and Fiscal 2016 quarter one, “Full-time and Part-time Hires” and “Clients Served” data reported in alignment with the Common Metrics definitions. Data for indicators outside of “Full-time and Part-time Hires” and “Clients Served” for Fiscal 2015 and Fiscal 2016 quarter one do not meet the Common Metrics requirements. Explanation of Common Metrics available in Career Pathways’ Progress Update.
- **NYC Justice Corps:** Fiscal 2015 data for “Completed community benefit project” and “Placed in jobs or education” were revised to reflect most accurate figures available as verification processes have a lag. Target for Fiscal 2015 “Completed community benefit project” and target for “Placed in jobs or education” revised. Targets for Fiscal 2015 were revised to reflect pro-rating of outcomes based on actual timing of suspension of enrollment. Fiscal 2016 quarter one enrollment is zero due to temporary suspension of enrollment pending program alignment with Career Pathways. The redesigned program launched in January 2016.
- **Young Adult Internship Program:** Fiscal 2015 data for “Program participants”, “Percent of participants who completed internship” and “Percent of participants placed in employment or education” revised. Data have been revised to reflect most accurate figures available as verification processes have a lag. Participant enrollment occurs in cohorts and “Percent of participants placed in employment or education” percentages cannot be reported accurately for a single quarter.
- **Cure Violence:** Reduction in program participants in Fiscal 2016 quarter one compared to Fiscal 2015 quarter one is due to the reduction of sites from three to two in Fiscal 2016.
- **AIM:** As an alternative-to-placement program, enrollment is dependent upon external factors. Changes in enrollment are not attributable to provider performance.

## ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- New York City’s Young Men’s Initiative Status Report and Future Directions:  
[http://www.nyc.gov/html/ceo/downloads/pdf/2016\\_1\\_7\\_nyc\\_young\\_mens\\_initiative\\_final.pdf](http://www.nyc.gov/html/ceo/downloads/pdf/2016_1_7_nyc_young_mens_initiative_final.pdf)
- Urban Institute Evaluation of CUNY Fatherhood Academy:  
<http://www.nyc.gov/html/yimi/downloads/pdf/cfa-evaluation-2014.pdf>
- Career Pathways: Progress Update:  
<http://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>



**Collaborating  
to Deliver  
Results**

# MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY



## PARTNER AGENCIES & OFFICES

In July 2014 the de Blasio administration launched the Mayor's Action Plan for Neighborhood Safety (MAP) to reduce violence and make neighborhoods safer in and around 15 New York City Housing Authority (NYCHA) developments that have experienced some of the highest crime rates in the City. The initiative brings together neighborhood residents and government agencies to reduce crime by investing in people, places and networks. MAP is overseen by the Mayor's Office of Criminal Justice (MOCJ).

In its first year the MAP strategy brought physical improvements, such as lighting and the removal of miles of shedding; expanded opportunities for work and play, with the extension of community center hours for the first time in 30 years; and police/resident joint problem solving. The results are promising. Between Fiscal 2014 and Fiscal 2015 New York City saw a 6.9 percent decrease in violent crime, and violent crime in the 15 MAP developments dropped by 11.2 percent. Crime Lab New York—a group of criminologists, economists and other urban policy experts—assessed the impact of the first year of the initiative by comparing the 15 MAP sites to a matched set of developments elsewhere in the City that had experienced similar levels of criminal activity. The analysis estimated that MAP sites experienced a five percent reduction in felony crime that would not have occurred absent the MAP interventions.

In its second year MAP is using research from leading crime prevention experts and input from over 500 NYCHA residents to devise more targeted strategies within the model of "People, Places and Networks." The initiative will focus on supporting people by reducing chronic disadvantage, activating and encouraging vibrant public spaces and strengthening neighborhood cohesion and networks through improved resident engagement. The ultimate goal is to refine a scalable, effective model for strengthening neighborhoods to reduce crime citywide.

## PEOPLE

MAP is working to support people by reducing chronic disadvantage. Following widely accepted studies that show access to resources reduces crime levels, MAP has focused on public benefits enrollment and employment opportunities. From July through October 2015:

- The Department of Youth and Community Development (DYCD) provided jobs to nearly 850 youth from the 15 MAP developments through the Summer Youth Employment Program.
- At all 15 MAP sites, the Human Resources Administration (HRA) fully implemented weekly "office hours" for appointments and walk-ins to help inform and connect eligible residents to benefits such as Supplemental Nutritional Assistance Program or cash assistance. By increasing access to services, 600 people were connected to benefits in the first four months of Fiscal 2016, compared to 294 in all of Fiscal 2015.

Moving forward, MAP is focused on establishing permanent employment programs to provide relief from economic distress. For instance, residents and agencies will partner to reduce the disadvantage divide through employment and pathways to jobs. These opportunities will be targeted towards at-risk youth and young adults ages 14 to 24, who comprise the majority of victims and arrestees at MAP sites.



DFTA

DOP

DPR

DYCD

HRA

NYCHA

NYPD

Center for  
Economic  
Opportunity

Mayor's Office  
of Criminal  
Justice

Mayor's Office  
to Combat  
Domestic  
Violence



## PLACES

Guided by research showing that the physical environment can inhibit or encourage crime, MAP has also worked to create and activate vibrant public spaces in the 15 developments. From July through October 2015:

- The Department of Parks and Recreation's (DPR) Kids in Motion program gained in popularity with parents and young people. Kids in Motion, which provides fun physical activities to get young people off the couch and into playgrounds, attracted nearly 50,000 youth, over 10,000 more than in all of Fiscal 2015.
- MAP continued to build on the significant investment it has made in security enhancements at the 15 developments. In this reporting period, 934 feet of non-construction sidewalk shedding were removed, and construction on permanent exterior lighting launched at three sites: Polo Grounds Towers, Bushwick Houses and Boulevard Houses.

In the next six months, resident stakeholder groups will also begin training in Crime Prevention through Environmental Design (CPTED). Residents and City agency partners will use CPTED to identify and convert "hot spots" of crime into "cool spaces"—that is, safe community gathering areas—by adding social activities and targeted design improvements, such as public art, gardens or activities for youth.

## NETWORKS

In socially cohesive neighborhoods with shared expectations people look out for each other and keep streets safe. Neighborhoods with strong internal and citywide trusted networks experience a collective efficacy that helps lower crime rates and move people out of poverty. MAP aims to build sustained, trusting cross-sector relationships between individuals, police, government agencies and community-based organizations (CBOs).

To continue to improve relationships between neighborhoods and police, in August 2015 the Police Department (NYPD) reintroduced Neighborhood Community Officers (NCOs) to the 15 MAP developments. NCOs build trust by working cooperatively with residents to address neighborhood concerns. NCOs have flexible hours to participate in community meetings and conduct wellness visits to crime and accident victims to ensure their safety. This enables NCOs to develop relationships with residents and help connect residents to services.

MAP has also laid the groundwork for community engagement aimed at strengthening neighborhood cohesion. 90-day "Action Labs" brought together residents, agency partners, NYPD and CBOs to work together on a series of projects—for example, creating murals to enhance the lobbies of each building at the St. Nicholas Houses, and producing a showcase to highlight the wealth of talent at that development.

Expanding on the work of the Action Labs, NeighborhoodStat will bring residents and agencies together to identify key public safety issues within the MAP developments and work to develop solutions based on combined expertise. This will include reviewing data and tracking outcomes to ensure that the City and its residents are able to evaluate progress in real time and deliver results. NeighborhoodStat will launch in Fiscal 2016.

Finally, key to this formation of a strong sense of community cohesion is a coordinated way for communities, police and government to respond to violent crime. In Fiscal 2016, MAP will introduce a shooting response tool kit to empower community stakeholders with a shared strategy to intervene, prevent and respond to crime in their neighborhood. The tool kit will include guides and other resources to help community members hold events (such as community meetings) and appropriately use existing interventions (such as mediation programs) to address shootings.



Agency/Office	Indicator Name	FY15 Actual	July – Oct. 2015 (FY16) Actual	FY16 Target
<b>People</b>				
DOP	Participants enrolled in the NextSTEPS youth mentorship program	255	87	200
	Participants who positively exit the NextSTEPS program (%)	NA (9 month program started in January 2015)	42%	40%
DYCD	MAP Summer Youth Employment Program (SYEP) participants	992	841	850
CEO	NYCHA youth enrolled in Work Progress Program (WPP) <sup>1</sup>	218	52	*
HRA	Individuals connected to benefits	294	600	1,000
	Appointments to connect individuals with benefits	409	910	1,500
<b>Places</b>				
DPR	Kids in Motion program participants across MAP sites	38,292	49,389	35,000
DYCD & NYCHA Community Centers	ShapeUp participants across MAP sites	1,487	1,500	1,400
NYCHA	Permanent lights installed	NA	0	1,193
	Layered access projects completed (repairing and adding additional security to development entry and access points)	NA	0	18
	Cameras installed (closed circuit television)	47	0	468
	Non-construction scaffolding and shedding removed (feet)	10,252	934	934
<b>Networks</b>				
OCDV	Healthy Relationship Academy workshops held	NA	21	50
	Residents linked to Domestic Violence Response Team (DVRT) Specialists	90	31	100
	Community outreach events	NA	198	400
DFTA	Grandparent support group participation	670	567	1,500
	Seniors engaged at public events	3,561	3,069	3,000
	Intake meetings to connect senior residents with information, assistance and referrals	57	28	300

<sup>1</sup> The data reported for WPP represents a subset of total youth served by WPP who live in NYCHA residences across the city, including but not limited to youth from the 15 MAP developments. WPP providers recruit from a combination of developments and also within the larger New York City community.

<b>CRIME STATISTICS IN THE 15 DEVELOPMENTS</b>			
	<b>July 1 — October 31</b>		
<b>Number of Incidents</b>	<b>FY15</b>	<b>FY16</b>	<b>% change</b>
Violent crime	205	208	1.5%
Total index crimes	294	292	-0.7%

Source: NYPD

The seven index crimes are murder, rape, robbery, felony assault, burglary, grand larceny and grand larceny auto. Violent crimes include murder, rape, robbery and felony assault.

# PARTICIPATING NYCHA DEVELOPMENTS

- **THE BRONX**  
Butler  
Castle Hill I and II  
Patterson
- **MANHATTAN**  
Polo Grounds  
St. Nicholas  
Wagner
- **BROOKLYN**  
Boulevard  
Bushwick  
Ingersoll  
Red Hook E and W  
Tompkins  
Van Dyke I and II
- **QUEENS**  
Queensbridge I and II
- **STATEN ISLAND**  
Stapleton



## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYCHA: The Fiscal 2015 number of ‘Cameras installed (closed circuit television)’ was revised to reflect MAP-funded installations. The Fiscal 2016 target for ‘Non-construction scaffolding and shedding removed (feet)’ was adjusted to cover the 15 MAP developments specifically. The ‘Temporary light fixtures placed’ indicator was retired because work has been completed.
- OCDV: The ‘Participants in Healthy Relationship Academy workshops’ indicator was replaced by ‘Healthy Academy workshops held.’ ‘Community outreach events’ has been added and tracks meetings or events with elected officials, CBOs and community members and events where materials are distributed to community members. The Fiscal 2016 target for ‘Residents linked to Domestic Violence Response Team (DVRT) specialists’ was adjusted to align with the annual level of reported intimate partner violence in MAP developments per NYPD data; this indicator also supersedes the indicator ‘Residents identified as high risk and linked to services,’ which has been removed.
- MOCJ indicators listed in the Fiscal 2015 Mayor’s Management Report were removed. ‘Neighborhoods where action labs held’ has been deleted as Action Labs have been discontinued. New community resilience-related indicators are being developed consistent with the “People, Places and Networks” framework.
- The names of several indicators have been revised: ‘MAP Summer Youth Employment Program (SYEP) participants’; ‘Individuals connected to benefits’; ‘Kids in Motion program participants across MAP sites’; ‘Residents linked to Domestic Violence Response Team (DVRT) Specialists’ and ‘Intake meetings to connect senior residents with information, assistance and referrals.’ Data values were not affected.
- In the Fiscal 2015 Mayor’s Management Report, violent crime in the 15 MAP developments was reported to have dropped by 11.4 percent compared to Fiscal 2014. The corrected figure, cited in this chapter, is 11.2 percent; the prior figure was based on preliminary data.

## MAYOR'S TASK FORCE ON BEHAVIORAL HEALTH AND THE CRIMINAL JUSTICE SYSTEM

### PARTNER AGENCIES & OFFICES

In December 2014, the de Blasio administration released the action plan developed by the Mayor's Task Force on Behavioral Health and the Criminal Justice System (Task Force). The action plan outlines a comprehensive blueprint to continue to drive down crime while also reducing the number of people with behavioral health issues who cycle through the criminal justice system.

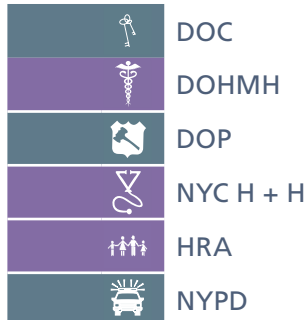
The recommendations of the Task Force focus on ensuring that, when appropriate, individuals with behavioral health disorders:

- Do not enter the criminal justice system in the first place;
- If they do enter, that they are treated outside of a jail setting;
- If they are in jail, that they receive treatment that is therapeutic rather than punitive in approach; and
- Upon release, they are connected to effective services.

The Task Force worked to ensure that the City establish the systems to address appropriately the risks and needs this population presents. Over 100 days, the Task Force developed 24 interlocking public health and public safety strategies that address each point in the criminal justice system and the overlap among those points. Recognizing the interdependent and intersecting nature of the behavioral health and criminal justice systems, the Task Force identified five major points of contact: on the street, from arrest through disposition, inside jail, during release and re-entry, and back in the community. The comprehensive strategy developed by the Task Force is backed by evidence and informed by widespread expertise. This action plan is an unprecedented, \$130 million investment - of which \$40 million is asset forfeiture funds contributed by the District Attorney of Manhattan. The plan is a key component of the Mayor's commitment to reduce unnecessary arrests and incarceration, direct criminal justice resources to where they will have the greatest public safety impact and make the justice system more fair.

Led by the Mayor's Office of Criminal Justice (MOCJ), the Mayor's Task Force on Behavioral Health and the Criminal Justice System partners with the New York City Department of Health and Mental Hygiene (DOHMH), the New York City Police Department (NYPD), the Department of Correction (DOC), NYC Health + Hospitals, the Department of Probation (DOP) and the Human Resources Administration (HRA). Highlights of the Task Force's accomplishments in the first four months of Fiscal 2016 include:

- NYPD developed a curriculum and expanded training for police officers to enable them to better recognize the behaviors and symptoms of mental illness and substance use. The training—which includes role playing, briefings on relevant mental health laws and conversations with individuals with mental illness who have had police encounters in the past—is being integrated into the police academy curriculum. 394 NYPD officers completed training for Crisis Intervention Teams (CIT) from July to October 2015.
- The Pre-Arrest Screening Unit (PASU) provided over 2,000 individuals with enhanced behavioral health screening at arraignments in Manhattan criminal court. Through the PASU, nurse practitioners and other health professionals are piloting a process to identify



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Justice

those with immediate behavioral health needs, as well as connect them to their treating providers for care and potential diversion.

- MOCJ and the U.S. Department of Veterans Affairs (VA) changed screening procedures to better identify veterans who are entering the criminal justice system. The question about military status on the Criminal Justice Agency (CJA) pre-arraignment interview form was changed to be more inclusive of all armed forces experience. If a veteran is identified through this interview, a notification is sent to a designated borough liaison from the VA, who then coordinates access to appropriate services, including housing and case management support. Veterans may also be diverted from the regular criminal courts into Veteran Treatment Courts as a result of this screening process. In order to enable these connections to services, CJA has signed into action data agreements with the VA to release the names of criminal justice-involved veterans in Kings, New York, Richmond, Bronx and Queens Counties to the Veterans Administration.
- The Department of Probation developed in-house behavioral health teams and provides advisory services in the screening and assessment of the behavioral health needs of individuals on probation, connecting them to clinical and concrete community-based services. The teams have conducted 336 case consultations.
- The Department of Correction has successfully integrated eight additional hours of mental health training into their Academy curriculum and will develop a plan for expanding this training to all uniformed officers working with inmates experiencing mental health issues.
- NYC Health + Hospitals has created three new specialized units to provide services to inmates with behavioral health issues. These three units have served nearly 117 people between July and October, and the final unit is scheduled to be opened in early 2016. Substance use disorder treatment has also been expanded to provide an additional 4,000 individuals annually with referrals to treatment and other essential services upon release from jail by the end of Fiscal 2017. The new substance use program has served 727 individuals leaving Rikers from July to October.

In addition to the Task Force's accomplishments in first four months of Fiscal 2016, the initiative has been focused on:

## EXPANDING OPTIONS FOR POLICE

Achieving the Task Force's goals begins on the streets, where police and other first responders encounter those with behavioral health issues. Thus far, most of the officers trained in CIT are in Northern Manhattan, but some have also been from precincts in other boroughs, as well as transit officers who are stationed in Northern Manhattan. In order to measure the impact of the CIT training, MOCJ and NYPD will conduct an evaluation that looks at factors such as change in the number of arrests, incidents requiring assistance from Emergency Service Units and use of force incidents at the precincts where officers have been trained. Additionally, DOHMH and NYPD are working together to pilot public health diversion centers to provide officers an option that is neither hospitalization nor jail for people who do not pose a public safety threat.

## CUTTING CASE PROCESSING TIMES

On April 14, 2015, the Mayor and New York State Chief Judge Jonathan Lippman announced Justice Reboot, an initiative to modernize New York City's criminal justice system so it is fairer and more efficient. Central to this first round of reforms has been a robust strategy to reduce case processing times significantly, a goal of the Behavioral Health Task Force.

When MOCJ first began Justice Reboot, 1,427 cases with detained defendants were pending for more than one year. In July 2015, MOCJ reached their six-month goal (two months early) of disposing of 50 percent of the cases through trials, pleas and some dismissals. The Center for Court Innovation assisted with identifying numerous systemic drivers of delays, such as backlogs in DNA testing, and worked with MOCJ to review and identify trends in the oldest cases with detained defendants (over 150 cases citywide). MOCJ facilitates monthly discussions among judges, district attorneys, defense attorneys and other major court players both at the citywide and borough levels to review and respond to current case processing trends.

## DECREASING VIOLENCE ON RIKERS ISLAND

DOC has adapted the CIT model, aimed at improving the way police officers respond to mental health crises, to correctional settings. Crisis Intervention Teams comprise both DOC officers and NYC Health + Hospitals staff specially trained in de-escalation and symptom identification. Corrections and health staff on Rikers Island have held three week-long CIT trainings, which include site visits to mental health facilities that care for inmates who need additional support off of the island. Staff trained in crisis intervention techniques have been able to successfully de-escalate situations without officially dispatching a team. MOCJ and DOC will continue to measure the effect that the CIT training has on incidents of violence and use of force.

## INCREASING ACCESS TO SUPPORTIVE, PERMANENT HOUSING

Because many people with mental health and substance use issues cycle between homelessness and incarceration for months or years at great public expense and with tragic human outcomes, DOHMH has added 120 permanent supportive housing slots dedicated to justice-involved individuals to its portfolio in Fiscal 2016. MOCJ generated a list of frequent users of both shelter and corrections services over the past four years in an effort to target that population for these housing beds. DOHMH has contracted with three service providers (Fortune Society, CAMBA and Urban Pathways) who receive names generated from the list, find the individuals, assess them for a probable mental illness or substance use disorder, and offer them this housing option.

The table below provides an initial list of performance indicators. More detailed information and additional indicators related to the initiative's impact will appear in subsequent Mayor's Management Reports.

PRELIMINARY PERFORMANCE INDICATORS				
	July - Oct FY16	FY16 Target	Cumulative Target	End Date
NYPD officers who completed crisis intervention training	394	990	5,500	6/30/2018
Participants enrolled in supervised release slots	0	677	3,048	6/30/2018
Individuals provided with substance use disorder treatment services	727	2,000	4,000	6/30/2017
DOHMH permanent supportive housing slots	0	120	267	TBD

## NOTEWORTHY CHANGES, ADDITIONS AND DELETIONS

- The FY16 and cumulative targets and the end date for "Participants enrolled in supervised release slots" were revised from the FY15 Mayor's Management Report to only reflect Supervised Release expansion through the Behavioral Health Task Force.

## ADDITIONAL RESOURCES

For additional information go to:

- Behavioral Health and Criminal Justice Website:  
<http://www1.nyc.gov/site/criminaljustice/work/bhtf.page>
- Mayor's Task Force on Behavioral Health and the Criminal Justice System's Action Plan, December 2014:  
<http://www1.nyc.gov/assets/criminaljustice/downloads/pdf/annual-report-complete.pdf>
- Mayor's Task Force on Behavioral Health and the Criminal Justice System, First Status Report, July 2015:  
[http://www1.nyc.gov/assets/criminaljustice/downloads/pdfs/BHTF\\_StatusReport.pdf](http://www1.nyc.gov/assets/criminaljustice/downloads/pdfs/BHTF_StatusReport.pdf)



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# CAREER PATHWAYS

The City's new Career Pathways strategy aims to create a more inclusive workforce, one that provides New Yorkers with opportunities to develop new skills, enter the workforce and earn wages that allow them to achieve economic stability, regardless of their starting skill level or educational attainment. To realize this vision, the City will support training programs that give people the skills needed for entry-level work, as well as support the career advancement of low- and middle-skill New Yorkers. The Career Pathways strategy is creating a more comprehensive, integrated workforce development system and policy framework so that agencies can more effectively help workers gain skills and progress in their careers.

As New York City's economy rebounds, the Career Pathways framework is critical to fostering a more inclusive prosperity across the five boroughs. In October 2015 New York was home to a record total of 4.26 million jobs, and the unemployment rate of 4.8 percent was the lowest since the recession. Amidst robust overall growth, this administration is determined to ensure that all New Yorkers can benefit from the City's success.

Led by the Mayor's Office of Workforce Development (WKDEV), Career Pathways targets three key policy areas: building skills employers seek, improving job quality and increasing system and policy coordination. Highlights of Career Pathways' accomplishments in the first four months of Fiscal 2016 are listed below by policy area.

## BUILDING SKILLS EMPLOYERS SEEK

The Career Pathways strategy broadens access to good jobs by increasing the City's investment in helping New Yorkers build job-relevant skills and education while also supporting incumbent workers to advance to higher levels of employment.

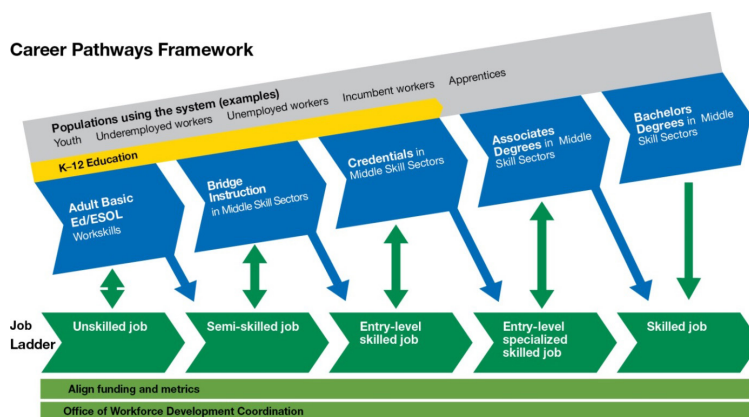
- Housed within the Department of Small Business Services (SBS), industry partnerships are collaborations between public-private teams of industry experts (including government, trade organizations, local businesses, etc.) to develop workforce trainings that are linked to employers' talent needs. Two industry partnerships—the New York Alliance for Careers in Healthcare (healthcare) and the Tech Talent Pipeline (technology)—were expanded to engage more employers and enroll more individuals in skills training. In addition, SBS started planning to roll out four new industry partnerships in construction, industrial/manufacturing, foodservice and retail planning. SBS began consulting with key

### PARTNER AGENCIES & OFFICES

-  BPL
-  CUNY
-  DCA
-  DFTA
-  DOC
-  DOE
-  DOHMH
-  DOP
-  DPR
-  DSNY
-  DYCD
-  HRA
-  NYCEDC
-  NYCHA
-  NYPL
-  QPL
-  SBS

Center for Economic Opportunity

Mayor's Office of Media and Entertainment



Source: Adapted from the Center for Law and Social Policy



stakeholders—including employers, industry and trade organizations, labor unions, non-profits, training providers, private philanthropy and workforce organizations—on the content and structure of the industry partnerships and future training offerings.

- Bridge programs pair educational instruction and workforce services, building the competencies necessary for work and education alongside career and supportive services. Two educational programs began the transition to bridge programming: the Department of Youth and Community Development (DYCD) and the Center for Economic Opportunity's (CEO) Young Adult Literacy Program and the City University of New York's (CUNY) Prep program, both of which prepare young people lacking the skills needed to earn their High School Equivalency Diploma. To support the development and implementation of quality bridge programs within the Career Pathways framework, WKDEV built the [NYC Bridge Bank](#), an online resource of bridge program curricula as well as program design manuals and teachers' guides, and CEO and CUNY launched the Building Bridges Professional Development course in Summer 2015.
- With funding from the City, CUNY is expanding its Accelerated Study in Associate Programs (ASAP) initiative to 25,000 students over the next four years. ASAP has more than doubled associate degree completion rates for participating students. Comparing enrollment between July and October Fiscal 2015 to the same period in Fiscal 2016, ASAP enrollment increased by 70 percent, from 4,400 to 7,500.
- An estimated \$54.3 million will be invested in occupational skills and entrepreneurship training in part through reallocation of the City's existing workforce funding and resources in Fiscal 2016. In the first four months of Fiscal 2016, funds were deployed to expand investments in a variety of trainings, including: CUNY's implementation and expansion of an enhanced medical assistant training program; SBS' launch of four new technology trainings which require no previous professional technology experience and lead to high-wage, career-track jobs; and SBS' increased outreach to underrepresented groups such as immigrants, New York City Housing Authority residents and women to encourage participation in entrepreneurship trainings.

## IMPROVING JOB QUALITY

The City is taking measures to promote the economic stability of New Yorkers in low-wage jobs by encouraging good business practices—such as consistent scheduling, access to commuter benefits and financial empowerment services—that can help employers improve their own bottom line and provide stability for employees.

- The New York City Economic Development Corporation started the “Best for New York” business assessment and technical assistance program. The goal in the first phase of the program is to have 500 businesses assess their practices on compensation, benefits, governance, diversity and inclusion, using a tool developed by B Lab, a global nonprofit organization. At the end of October 2015, 350 businesses had started the assessment, and the initiative is on pace to achieving its target by early 2016.
- With support from Citi Community Development, the Department of Consumer Affairs and SBS contracted Neighborhood Trust Financial Partners to help connect low-wage workers to financial empowerment resources (such as strategies to build savings and reduce debt) through their workplaces.

## INCREASING SYSTEM AND POLICY COORDINATION

Local legislation and administrative policies are key levers to promote career pathway development and implementation.

- [HireNYC](#) launched in October 2015. The program requires companies that receive City contracts or work on development projects receiving City subsidies to recruit potential employees from the City's workforce system. Through this program the City is connecting low-income individuals to job opportunities resulting from the City's purchases and investments.
- In partnership with the Mayor's Office of Operations and CEO, WKDEV established a set of 13 common metrics to unify data definitions, processes and outcomes for the City's workforce system. With cooperation from agency Commissioners, the common metrics will be included in future concept papers, requests for proposals and contracts, to facilitate the aggregation and analysis of activity and outcome data across workforce programs. WKDEV, HHS Accelerator, the Mayor's Office of Data Analytics and agencies are working together to develop a data platform



that will house agencies' employment and training related data. Development of the platform began during the reporting period with the participation of three agencies—DYCD, the Human Resources Administration and SBS—and full implementation is expected in Fiscal 2019.

## PRELIMINARY PERFORMANCE INDICATORS

A preliminary list of performance indicators for the initiative appears below. As they undergo further development more detailed information on these—and additional indicators—will appear in subsequent Mayor's Management Reports.

### CAREER PATHWAYS FRAMEWORK ALIGNMENT

- Programs that refer participants to trainings developed with the City's industry partnerships (%)
- Programs that require providers to report on performance using common metrics (%)
- New sector-specific bridge programs
- Employers participating in real-time "feedback loop" events with Industry Partnerships

### CLIENT ENGAGEMENT AND OUTCOMES

- Individuals enrolled in industry-based training
- Individuals obtaining industry-based credentials
- Individuals connected to employment

Data gathering for Career Pathways framework alignment indicators will begin in the second half of Fiscal 2016. Agency-specific client engagement and outcome data will be reported when they become available.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- None.

## ADDITIONAL RESOURCES












For additional information on items referenced in the narrative, go to:

- Career Pathways: Progress Update, December 2015:  
<http://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>
- Career Pathways Learning Lab White Paper, July 2015:  
[http://www.nyc.gov/html/ohcd/downloads/pdf/nyc\\_career\\_pathways\\_learning\\_lab\\_summary\\_July2015.pdf](http://www.nyc.gov/html/ohcd/downloads/pdf/nyc_career_pathways_learning_lab_summary_July2015.pdf)
- The New York City Bridge Bank: HireNYC:  
[www.nyc.gov/bridge](http://www.nyc.gov/bridge)
- HireNYC:  
<http://www.nycedc.com/program/hirenyc>



# SMALL BUSINESS FIRST

## PARTNER AGENCIES & OFFICES

	DCA
	DEP
	DOB
	DOHMH
	DOITT
	DOT
	DSNY
	FDNY
	OATH
	SBS
	TLC

Mayor's Office  
of Data Analytics

Mayor's Office  
of Immigrant  
Affairs

Mayor's Office  
of Operations

Mayor's Office  
of Technology  
and Innovation

New York City is a city of small businesses. Of the approximately 220,000 businesses located in the City, 98 percent are small (fewer than 100 employees) and 89 percent are very small (fewer than 20 employees). These businesses already employ nearly half of the City's workforce and they are growing. Small business owners take tremendous financial risk to transform their dreams into reality and in doing so, they provide the foundation for our city's unique and diverse neighborhoods. For many New Yorkers, small business ownership also offers a first chance for economic self-determination and a path to the middle class. As we strive to create a fairer economy and reduce inequality in our city, supporting those who pursue business ownership is vitally important.

Small Business First (SB1) is Mayor Bill de Blasio's initiative to make government more effective and efficient in helping businesses start, operate, and expand. The initiative, launched in February 2015, is an inter-agency effort led by the Mayor's Office of Operations and the Department of Small Business Services. As part of SB1, 30 commitments were made to improve the City's regulatory environment for small businesses and save business owner's time, money and hassle, as well as increase satisfaction with City services. These commitments are detailed in the [Small Business First Report](#).

Under SB1, the City has already made strides towards helping government become more effective and efficient. In the first 4 months of Fiscal 2016, the City has gathered and utilized data to target business corridors in need of educational support. Door-to-door educational outreach across the city reached over 400 businesses. The City has also increased the number of violations that business owners can contest without having to leave their businesses to travel to a City tribunal. Through SB1, more than 600 new violations can now be adjudicated over the phone, online, or by mail—instead of in-person at one of the City's tribunals. In addition, the City has made complying with regulations easier to understand for businesses. Between July and October 2015, the City created new plain language guides targeting complex business-related topics. These guides received more than 28,400 online visits from July to October.

As part of SB1, the City is on track to do a lot more. The City is creating the first Small Business Support Center to provide resources from multiple City agencies to potential entrepreneurs and business owners. The Center houses licensing, permitting and related services from the Department of Consumer Affairs and the Department of Health and Mental Hygiene with support services for businesses provided by the Department of Small Business Services. In addition, because many businesses in the City prefer to interact with the City online, the City has also started construction of a comprehensive online business portal that will centralize online City services and resources for businesses and allow business owners to see personalized information about their business as well as conduct transactions online.

The initiative is detailed below, and unless otherwise noted, the accomplishments listed occurred in the first four months of Fiscal 2016.

### **PROVIDE CLEAR INFORMATION WITH COORDINATED SERVICES AND SUPPORT**

Communicating clearly and providing ample information in a central location is necessary to help the City better meet the needs of small businesses. Because small businesses are diverse, SB1 ensures that materials and services are made available and are distributed to businesses in a variety of ways. SB1 uses different media, including online and in print, and

multiple locations, including City sites and community organizations. Providing better information in a variety of ways is critical to ensuring that all small businesses understand how to comply with City rules and processes, know where to go if they need help and are aware of all of the City resources that are available.

Accomplishments include:

- Engaged students from the educational institution General Assembly to help improve one of the City's online business tools by gathering new user experience design proposals from students. The tool is aimed at helping business owners identify licenses and permits that apply to their businesses (commitment 3).
- Secured space for the City's first Small Business Support Center—designed as a central location where business owners can find a range of City services (commitment 4).
- Hired additional Client Managers to provide individual support to businesses, including Client Managers to be assigned to the Department of Buildings and the Fire Department (commitment 5).
- Created the 11th plain language guide to help businesses understand various agencies' business-related requirements (commitment 7).
- Finalized the Small Business Toolkit for restaurants, including a Starter Guide, Leasing Guide, Signage Guide, and guide to the industry's most common violations (commitment 8).

Upcoming milestones in Fiscal 2016 include completing the installation of a section for businesses on each of the regulatory agencies' websites (commitment 2); opening the new Small Business Support Center (commitment 4); and releasing additional plain language and interagency guides (commitments 7 and 8).

## **HELP BUSINESSES UNDERSTAND AND COMPLY WITH CITY REGULATIONS**

Creating a supportive environment for small businesses is the key to ensuring business growth in New York City. A supportive environment ensures that small business owners are not being unnecessarily burdened with violations, and helps small businesses focus on their core mission – to earn profits and expand operations. To improve the way the City interacts with small businesses, SB1 promotes compliance through education rather than primarily through punitive measures, and ensures that City agencies and employees provide the best possible customer service. In addition, SB1 works to institute more flexibility and clarity in the adjudication process to alleviate some of the burden currently felt by small businesses.

Accomplishments include:

- Held the pilot for a new citywide customer service training class, and worked with City agencies to begin updating their staff evaluations to include customer service standards (commitment 11).
- Created a universal summons to be used by all City enforcement agencies, as part of the reorganization of the City's administrative hearing process (commitment 12).
- Increased the number of violations that business owners can now contest over the phone, online, or by mail to more than 600 violations (commitment 13).

Upcoming milestones in Fiscal 2016 include the launch of Compliance Advisor services. Compliance Advisors are a new type of City employee who will be trained in the requirements of multiple City agencies and will be available to visit businesses and provide on-site walkthroughs designed to help a new or existing business understand how to comply with the City's regulatory requirements.

## **REDUCE THE BURDEN IMPOSED BY COMPLEX REGULATIONS AND FINES**

Small businesses consistently ask the City to make the rules easier to understand and follow. They express frustration with the fact that the processes to comply are time-consuming and can overlap or be duplicative. To address these issues, SB1 not only provides businesses with more information and support, but also builds on previous efforts by the City to make changes to the regulations and processes that create New York City's complex regulatory environment. In partnership with business owners, the City Council and City agencies, SB1 updates and simplifies laws and rules to

better meet small business needs. In addition, the program promotes coordination among agencies and streamlining of agency processes to ensure faster and more efficient services.

Accomplishments include:

- Required all Determination requests to be submitted online, as part of the effort to streamline the Department of Buildings' process for Determinations (commitment 21).
- Clarified requirements to obtain a Letter of No Objection for food and beverage establishments from the Department of Buildings as part of an effort to decrease the time it takes to obtain one (commitment 22).
- Created and piloted standardized language for select plan objections at the Department of Buildings (commitment 23).

Upcoming milestones in Fiscal 2016 include using input from businesses to review City laws (commitment 14); changing the process for fire suppression plan review by removing the Department of Buildings' review and allowing licensed fire suppression contractors to submit plans for commercial kitchen fire suppression systems (commitments 19 and 20); and supporting the Department of Transportation's work to create a sidewalk shed notification system (commitment 24).

### **ENSURE EQUAL ACCESS FOR ALL BUSINESS OWNERS**

A large number of small businesses in New York City are immigrant-owned. In fact, 52 percent of self-employed New Yorkers are foreign-born. In addition, many small businesses in New York City are located far from City agencies. These factors, among others, add layers of complexity to navigating an already-complicated regulatory system. SB1 seeks to provide information and services to all small business owners in all five boroughs, by overcoming hurdles such as distance from City resources, and language and cultural barriers. To achieve this goal SB1 provides information in multiple languages, simplifies documents by removing jargon and overly technical terms, and ensures resources are available to businesses in all neighborhoods throughout the City.

Accomplishments include:

- Ensured that inspectors at seven City regulatory agencies have mobile devices to access language interpretation services in the field (commitment 29).
- Translated 8 plain language guides into the six most commonly used languages in New York City (commitment 30).

Upcoming milestones in Fiscal 2016 include connecting the Department of Consumer Affairs' Office of Financial Empowerment to the Taxi and Limousine Commission's drivers who need personal financial counseling (commitment 28); providing training on plain language techniques to City staff (commitment 29); and ensuring that all plain language guides are translated into the six most commonly used languages in New York City (commitment 30).

## PERFORMANCE INDICATORS

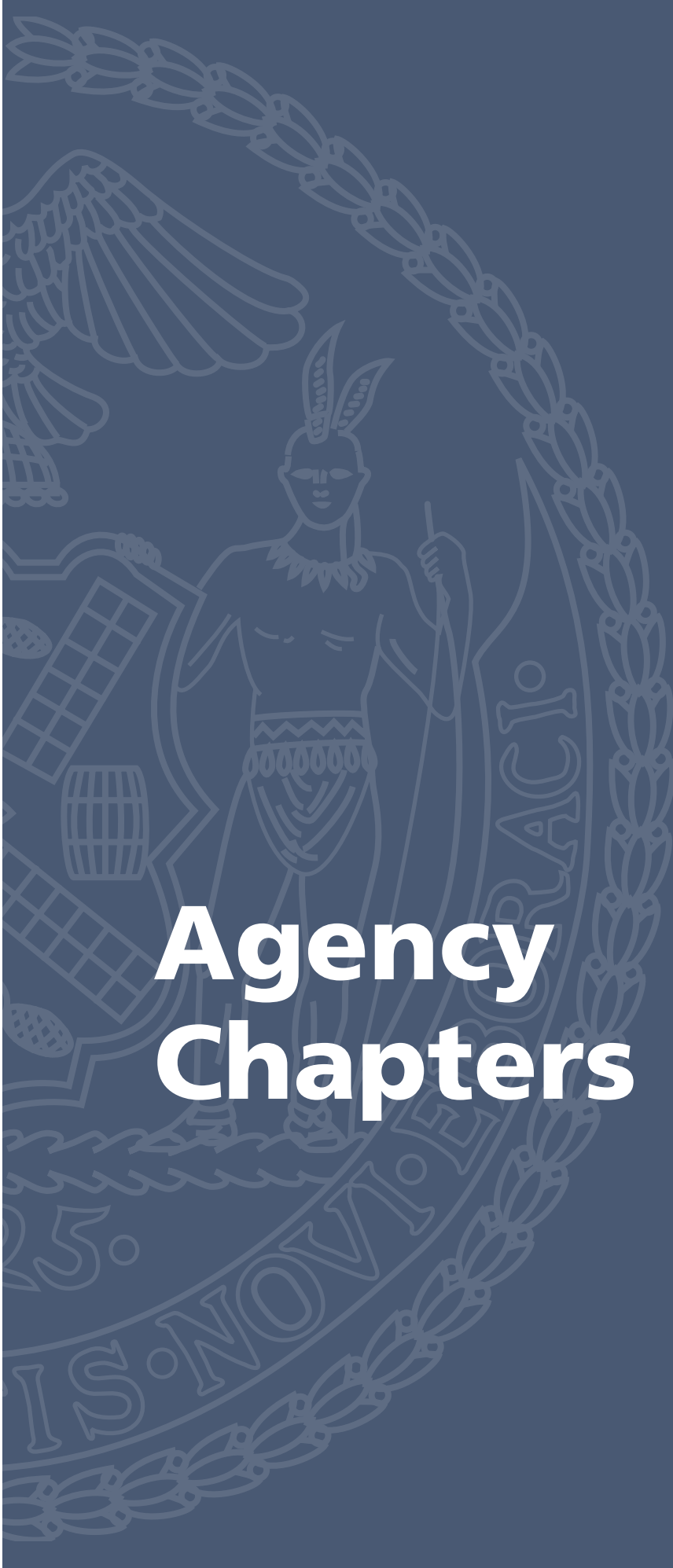
As implementation of Small Business First continues, agency partners will keep working to design and track performance indicators related to the various commitments impacting business owners. The list below excludes the reporting of some indicators that are still being developed.

Indicator	July-Oct. 2015 (FY16)	Notes
<b>Increase Customer Satisfaction</b>		
Overall level of business owner satisfaction across City agencies	--	Customer satisfaction will be measured using the Business Customer Service Survey which the Mayor's Office of Operations is developing. The survey will be implemented by early Fiscal 2017 and will begin collecting information through City-business interaction points such as inspector visits, Compliance Advisor site visits, the NYC Small Business Support Center and others.
Number of agency staff trained in customer service	15	
<b>Provide Clear Information with Coordinated Services and Support</b>		
Number of visits to the online business portal	--	The Online Business Portal is currently under development. Reporting on this measure will begin once the portal is launched.
Number of transactions completed through the online business portal	--	The Online Business Portal is currently under development. Reporting on this measure will begin once the portal is launched.
Number of customer visits to the One-Stop Business Center	--	The Small Business Support Center opened its doors in January 2016; data collection has begun and will be available in the third quarter of Fiscal 2016.
<b>Help Businesses Understand and Comply with City Regulations</b>		
Number of businesses assisted by Small Business Compliance Advisors and Client Managers	--	Deployment of new Compliance Advisors and Client Managers is under way and will occur during the third quarter of Fiscal 2016; data on their activity will be available soon thereafter.
Number of additional violation codes opened up to alternative adjudication methods	618	
<b>Reduce the Burden Imposed by Complex Regulations and Fines</b>		
Time to open a business, by business type	--	SBS is working closely with the Mayor's Office of Data Analytics to determine the time to open for restaurants and other business types. Baseline values will be determined in Fiscal 2016; progress measurement will begin in Fiscal 2017 as agencies implement process improvements that will drive reductions in time to open.
Time to complete specific interagency processes	--	Specific interagency processes will be determined by the outcomes of the DOB-FDNY Coordination study, which will be completed in the third quarter of Fiscal 2016.
<b>Ensure Equal Access for All Business Owners</b>		
Number of community groups trained to assist local businesses	--	Training community groups to support local businesses will begin in Fiscal 2016. Reporting on this measure will begin once the trainings are launched.
Number of educational events for business owners	55	

## ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- Small Business First Report: <http://www1.nyc.gov/assets/smallbizfirst/downloads/pdf/small-business-first-report.pdf>



# Agency Chapters





# Public Safety and Access to Justice



# Public Safety and Access to Justice



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Business Integrity  
Commission

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Civilian Complaint  
Review Board

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# NEW YORK CITY POLICE DEPARTMENT

William J. Bratton, Commissioner



## WHAT WE DO

The Police Department (NYPD) is committed to providing, with the utmost integrity and respect, a safe and secure environment for the public. The personnel assigned to the Department's 77 precincts, 12 Transit Districts, nine Housing Police Service Areas and other investigative and specialized units protect life and deter crime while responding to emergency calls and impartially enforcing the law. NYPD protects the City from terrorists, utilizing sophisticated intelligence gathering and analysis, citywide counterterrorism deployments and department-wide counterterrorism training to enhance response capabilities.

## FOCUS ON EQUITY

NYPD serves all New Yorkers and millions of visitors to the City by maintaining a safe environment and delivering a wide array of public services. For more than 20 years, the Department's Compstat process and its Patrol Allocation Plan have ensured the equitable deployment of police resources, staffing the City's 77 precincts, 12 Transit Bureau districts and nine Housing Bureau police service areas, assigning numbers of police officers that are commensurate with the problems and challenges faced by each of those commands. Equitable, needs-based allocation of police personnel has been a major factor in reducing crime, as it continues to be at historically low levels. Crime levels have remained low while the Department has experienced a dramatic decrease in the levels of stop and frisk. To support the Vision Zero program for reducing traffic fatalities, the Department has strengthened its enforcement of traffic safety violations throughout the City, particularly at the most hazardous intersections and locations. With NYPD's 2015 Plan of Action, the Department is undertaking a series of strategic changes in how it performs its critical police mission. Taken together, these changes mark a significant departure from past practice. The Department has defined and begun implementing new initiatives in five key areas: 1. Tactics: a neighborhood-policing plan that is rooted in local communities and tied to local concerns; 2. Technology: a transformation in NYPD technology, bringing its full capabilities to police officers in the field; 3. Training: field training for recruits and recurring training for more experienced officers, imparting the skills to manage the encounters that are the fundamental business of street policing; 4. Terrorism: strengthened investigative and enforcement efforts with federal, state and local partners, as well as improved communication and monitoring of evolving conditions overseas; and 5. Trust: a compact with both the communities and the police officers to deal fairly with each other, and to strengthen the lines of communication through neighborhood policing and participation in social media outlets.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Manage public safety programs related to criminal activity.**

- Goal 1a Reduce the incidence of crime.
- Goal 1b Prevent terrorist attacks.
- Goal 1c Respond to police emergencies quickly.

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### **SERVICE 2 Manage public safety programs related to traffic safety.**

- Goal 2a Reduce the incidence of traffic collisions, injuries and fatalities.

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### **SERVICE 3 Manage public safety programs related to quality of life.**

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

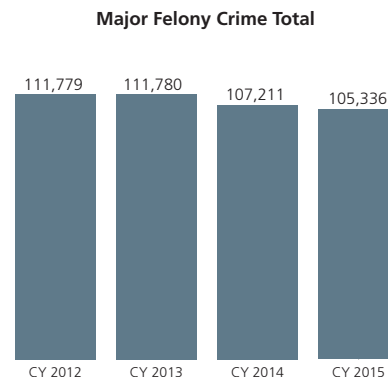
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### **SERVICE 4 Ensure courteous, professional and respectful interactions with the community.**

- Goal 4a Improve police/community relations.

## HOW WE PERFORMED

- Based on the most recent FBI total index crime statistics for cities that have reported data for Calendar 2014, New York City remains the safest large city with the lowest rate of crime per capita among the 10 largest U.S. Cities.
- Overall major felony crime increased one percent comparing the first four months of Fiscal 2016 to the same period of Fiscal 2015. However, overall major felony crime decreased by nearly two percent comparing Calendar 2015 to Calendar 2014. For more information go to [http://www.nyc.gov/html/nypd/html/crime\\_prevention/crime\\_statistics.shtml](http://www.nyc.gov/html/nypd/html/crime_prevention/crime_statistics.shtml).
- During the first four months of Fiscal 2016 murder increased eight percent compared to the same period of Fiscal 2015. During the same period NYPD made 10 percent more gun arrests.
- In the first four months of Fiscal 2016 NYPD issued six percent fewer total moving violations summonses, while the number of summonses issued for hazardous violations increased seven percent compared to the first four months of Fiscal 2015.
- Major felony crime in the City's public schools decreased by 16 percent during the reporting period.
- During the reporting period traffic fatalities involving motorists/pedestrians decreased 16 percent and traffic fatalities involving bicyclists/pedestrians decreased 30 percent.



## SERVICE 1 Manage public safety programs related to criminal activity.

### Goal 1a Reduce the incidence of crime.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Major felony crime	110,099	110,023	103,872	↓	↓	38,045	38,573
★ - Murder and non-negligent manslaughter	369	320	348	↓	↓	119	128
★ - Forcible rape	1,198	1,064	1,064	↓	↓	409	423
★ - Robbery	19,319	18,208	16,428	↓	↓	5,839	6,222
★ - Felonious assault	19,616	20,517	19,544	↓	↓	7,080	7,605
★ - Burglary	18,360	17,140	15,828	↓	↓	6,051	5,486
★ - Grand larceny	43,622	45,238	43,112	↓	↓	15,594	15,870
★ - Grand larceny auto	7,615	7,536	7,548	↓	↓	2,953	2,839
★ Major felony crime in housing developments	5,018	5,328	4,858	↓	↓	1,695	1,896
★ Major felony crime in transit system	2,535	2,488	2,283	↓	↓	736	873
Crime related to domestic violence - Murder	71	56	61	*	*	22	15
- Rape	464	471	481	*	*	156	176
- Felonious assault	7,420	8,335	7,771	*	*	2,662	2,762
★ School safety - Major felony crime	699	654	614	↓	↓	153	128
- Murder	0	1	0	*	*	0	0
- Rape	4	2	6	*	*	2	0
- Robbery	106	94	55	*	*	5	21
- Felonious assault	200	172	176	*	*	29	30
- Burglary	81	53	51	*	*	23	19
- Grand larceny	305	331	325	*	*	93	56

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
- Grand larceny auto	3	1	1	*	*	1	2
School safety - Other criminal categories	2,626	2,485	2,286	*	*	602	379
- Other incidents	4,350	3,811	3,975	*	*	883	743
Gang motivated incidents	264	225	328	*	*	102	74
Gun arrests	5,581	4,776	4,776	*	*	1,727	1,897
Major felony crime arrests	40,258	42,444	41,599	*	*	15,338	15,206
Narcotics arrests	81,737	75,389	61,007	*	*	26,788	20,624
Juvenile arrests for major felonies	3,016	2,883	2,671	*	*	815	807

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## Goal 1b Prevent terrorist attacks.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Counterterrorism training (hrs) - Uniformed members	259,761	206,781	216,556	*	*	77,656	56,573
- Non-members	66,186	17,588	26,152	*	*	8,342	9,149

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## Goal 1c Respond to police emergencies quickly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
End-to-end average response time to all crimes in progress (minutes:seconds)	11:18	10:55	10:58	*	*	10:57	10:59
End-to-end average response time to critical crimes in progress (minutes:seconds)	6:37	7:08	7:29	*	*	7:34	7:29
End-to-end average response time to serious crimes in progress (minutes:seconds)	8:31	8:55	9:38	*	*	9:39	9:48
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	15:58	15:03	16:17	*	*	15:21	17:39
★ Average response time to all crimes in progress (dispatch and travel time only) (minutes)	9.0	8.5	8.5	↓	↓	8.4	8.6
Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	4.7	4.9	5.0	*	*	5.0	5.0
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	6.5	6.8	7.2	*	*	7.1	7.5
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	13.2	12.0	13.2	*	*	12.2	14.0
Crime in progress calls	419,826	326,835	275,032	*	*	106,946	96,683

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 2 Manage public safety programs related to traffic safety.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Traffic fatalities (motorist/passengers)	93	113	90	↓	↓	37	31
★Traffic fatalities (bicyclists/pedestrians)	168	172	159	↓	↓	64	45
Driving while intoxicated (DWI) related fatalities	40	38	31	*	*	9	4
DWI arrests	8,723	10,123	8,155	*	*	3,092	2,532
Total moving violation summonses (000)	999	1,052	1,005	*	*	359	339
- Summonses for hazardous violations	684,012	749,561	832,975	*	*	268,467	288,105
- Summonses for prohibited use of cellular phones	148,276	142,112	125,787	*	*	46,795	45,175

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 3 Manage public safety programs related to quality of life.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Quality-of-life summonses	458,397	404,278	331,832	*	*	142,434	125,686
- Unreasonable noise summonses	14,044	12,991	8,249	*	*	4,055	2,193
- Graffiti summonses	44	18	11	*	*	2	6
Graffiti arrests	3,502	3,167	2,687	*	*	842	743

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 4 Ensure courteous, professional and respectful interactions with the community.

Goal 4a Improve police/community relations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	8,414	8,558	8,489	*	*	2,856	2,742
- Exceptionally good	6	8	7	*	*	1	0
- Acceptable	8,371	8,508	8,416	*	*	2,844	2,715
- Below standard	37	42	66	*	*	11	27
Total civilian complaints against members of the service	5,455	5,573	4,165	*	*	1,502	1,670

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

# AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Cases commenced against the City in state and federal court	3,997	3,701	3,549	*	*	1,148	1,158
Payout (\$000)	\$120,676	\$154,106	\$202,654	*	*	\$68,149	\$50,092
Collisions involving City vehicles (per 100,000 miles)	5.3	3.5	3.2	*	*	3.8	4.7
Workplace injuries reported (uniform and civilian)	8,420	8,512	7,564	*	*	3,085	2,692
Violations admitted to or upheld at the Environmental Control Board (%)	62%	64%	66%	*	*	67%	67%

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

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	264,803	263,035	273,575	*	*	131,535	96,263
CORE facility rating	86	90	88	*	*	NA	NA
Calls answered in 30 seconds (%)	99%	99%	99%	*	*	99%	99%

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	93	95	93	*	*	95	90
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	91	94	91	*	*	92	85
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	94	96	95	*	*	96	91
Percent meeting time to close – Commercial Noise (0.3 days)	94	97	96	*	*	97	92
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	91	94	90	*	*	92	84

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

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$4,892.6	\$4,912.3	\$5,151.6	\$5,069.3	\$5,504.1	\$5,110.3	\$1,568.7	\$1,890.1
Revenues (\$000,000)	\$95.1	\$99.3	\$103.9	\$95.3	\$97.3	\$96.9	\$35.6	\$36.2
Personnel (uniformed)	34,804	34,440	34,618	35,780	35,780	35,780	34,834	35,630
Personnel (civilian)	15,745	16,125	16,233	17,328	17,612	17,529	16,158	15,993
Overtime paid (\$000,000)	\$635.4	\$583.5	\$716.1	\$607.6	\$631.1	\$564.3	\$208.5	\$254.4
Capital commitments (\$000,000)	\$88.5	\$170.1	\$141.1	\$350.7	\$510.5	\$407.4	\$20.2	\$38.9
Work Experience Program (WEP) participants assigned	254	210	238	*	*	*	238	232

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Beginning with the Fiscal 2016 Mayor's Management Report, the agency resources indicator 'Work Experience Program (WEP) participants assigned' will be replaced with 'Work Experience Program (WEP) Enrollment' to better reflect actual program participation.

## ADDITIONAL RESOURCES

For additional information go to:

- Crime Prevention/Crime Statistics (reports updated regularly):  
[http://www.nyc.gov/html/nypd/html/crime\\_prevention/crime\\_statistics.shtml](http://www.nyc.gov/html/nypd/html/crime_prevention/crime_statistics.shtml)

For more information on the agency, please visit: [www.nyc.gov/nypd](http://www.nyc.gov/nypd).





## WHAT WE DO

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, and contributes to the City's homeland security efforts. The Department responds to more than 298,000 fires and non-fire related emergencies and nearly 1.4 million medical emergencies each year and maintains approximately 250 firehouses and ambulance stations.

## FOCUS ON EQUITY

FDNY has Fire and EMS resources located throughout all five boroughs and responds to every New Yorker who requires assistance. The Department is dedicated to the continued diversification of its work force, by implementing strategies that ensure FDNY is a place where everyone has the opportunity to grow professionally and be treated with respect and compassion. Diversity, in ideas and numbers, will ensure FDNY reflects the City it serves. In Fiscal 2016 the Department continued to make progress on these goals by convening the Commissioner's Committee on Diversity and Inclusion; rolling out Kaleidoscope diversity training to its firefighters and fire officers; implementing new and innovative recruitment strategies; and growing its community affairs office to ensure FDNY is a part of the fabric of all of the City's neighborhoods.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Protect lives and property from fire hazards and other emergency conditions.**

- Goal 1a Reduce the risk associated with fire incidents.
- Goal 1b Promptly respond to fires and other emergencies.
- Goal 1c Minimize damage to persons and property.

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### **SERVICE 2 Respond to medical emergencies.**

- Goal 2a Promptly respond to medical emergencies.
- Goal 2b Provide high quality emergency medical care.

## HOW WE PERFORMED

- During the first four months of Fiscal 2016 the number of structural fires increased by 148 incidents, or two percent, and the number of non-structural fires increased by 807 incidents, or 19 percent, compared to the same period of Fiscal 2015. The majority of the increase in structural fires occurred in multiple-dwelling residential structures. Demolition debris and rubbish fires accounted for 49 percent of the increase in non-structural fires.
- Completed fire prevention inspections, performed by FDNY civilian inspectors who visit sites to ensure compliance with the City's Fire Code, decreased seven percent during the reporting period. This decrease is due to the Bureau of Fire Prevention's effort to search for and inspect cooling towers during the months of August and September 2015 in order to prevent the spread of Legionnaires' disease. The Bureau's inspectors prioritized 18,049 cooling tower inspections between the months of August and September 2015. Additionally, as a result of the decrease in standard fire prevention inspections there was also a decrease in the issuance of notice of violation items, violation orders and summonses.
- During the reporting period firefighters and fire officers carried out 13,622 risk-based inspections and 15,361 mandatory inspections, a decrease of 17 and eight percent, respectively. Fire units assisted in cooling tower inspections in addition to serving on the citywide incident management team to prevent the spread of Legionnaires' disease during summer 2015. Cooling tower inspections are not reflected in risk-based or mandatory inspection numbers.
- During the first four months of Fiscal 2016 average response time to structural fires (FDNY dispatch and travel time) remained the same compared to the same period of Fiscal 2015. End-to-end response time to structural fires called in to 911 was 12 seconds slower. Response time to incidents that do not go through 911, such as private fire alarms, are not included in end-to-end time. Average response time to all fire unit emergencies (dispatch and travel) was seven seconds slower during the reporting period. Total fire unit emergency incidents increased 15 percent, from 176,349 during the first four months of Fiscal 2015 to 202,857 during the same period of Fiscal 2016.
- Civilian fire fatalities increased from 15 to 21 during the reporting period. Civilian fire fatalities per 100,000 people increased from 0.2 to 0.3 percent. At the close of Calendar 2015 there were 59 civilian fire fatalities, the second lowest number of fire deaths in the Department's history.
- During the reporting period firefighter injuries other than burns increased 12 percent, while firefighter burns decreased 13 percent. Firefighters responded to 15 percent more emergency incidents overall during the reporting period, including a two percent increase in structural fires and a 19 percent increase in non-structural fires.
- End-to-end response time to life-threatening medical emergencies by ambulance units was 16 seconds slower. End-to-end response time to life-threatening medical emergencies by ambulance and fire units combined was 28 seconds slower. FDNY responded to 19 percent more life-threatening medical incidents during the reporting period. Difficulty breathing incidents, which grew by over 13,500 incidents, contributed to the increase in dispatch and travel time. Major injury incidents, which were reclassified and upgraded in September 2014 to life-threatening status for patients aged 60 and over, increased by over 8,100 incidents, contributing to the increase in dispatch and travel time during July through October 2015. More life-threatening incidents result in more trips to hospital emergency departments, resulting in a reduction in overall ambulance availability and an increase in dispatch and travel time.
- FDNY responded to a 29 percent increase in calls for cardiac arrest incidents during the reporting period. Witnessed cardiac arrest resuscitations decreased from 48 percent to 44 percent during the reporting period. Non-witnessed resuscitations decreased from 28 percent to 23 percent. Possible contributing factors to the decrease in resuscitations include a reduction in the incidents most responsive to timely, effective cardiopulmonary resuscitation (CPR) with defibrillation, those patients who are assisted while in ventricular fibrillation.

# SERVICE 1 Protect lives and property from fire hazards and other emergency conditions.

## Goal 1a Reduce the risk associated with fire incidents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Structural fires	25,278	25,902	27,189	↓	↓	8,221	8,369
Structural fires per 100,000 people	307	314	330	*	*	100	102
★ Non-structural fires	14,145	16,867	17,022	↓	↓	4,257	5,064
Completed inspections performed by civilian fire prevention personnel	184,749	190,346	191,290	185,000	185,000	65,305	61,035
Violation orders issued	40,946	44,860	43,542	*	*	14,832	12,329
Violation orders corrected	30,377	40,953	37,390	*	*	13,271	10,540
Violation orders corrected (%)	74%	91%	86%	*	*	89%	86%
Summonses issued	1,268	8,207	8,035	*	*	2,557	2,009
★ Hazard complaints resolved within one day (%)	65%	59%	79%	80%	80%	68%	88%
Completed risk-based inspections performed by uniformed personnel	NA	42,603	35,948	*	*	16,420	13,622
Completed mandatory inspections performed by uniformed personnel	NA	50,224	47,282	*	*	16,771	15,361
Investigations	7,028	7,210	7,679	*	*	2,450	2,523
Arson fires	1,831	1,766	1,719	*	*	583	566
Fire safety education presentations	8,184	8,612	9,497	*	*	2,796	2,668

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
End-to-end average response time to structural fires (minutes:seconds)	4:47	4:49	4:51	*	*	4:46	4:58
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:06	4:08	4:11	4:10	4:10	4:10	4:10
Average response time to all fire unit emergencies (FDNY dispatch and travel time only) (minutes:seconds)	4:46	4:46	4:50	*	*	4:42	4:49
Total fire unit runs	983,615	1,054,752	1,138,509	*	*	352,356	406,150

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## Goal 1c Minimize damage to persons and property.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Serious fires per 1,000 structural fires	103	97	93	↓	↓	86	88
★ Serious fires reaching second alarm or higher (%)	7%	8%	8%	↓	↓	9%	7%
★ Civilian fire fatalities	47	81	55	↓	↓	15	21
Civilian fire fatalities per 100,000 people	0.6	1.0	0.7	*	*	0.2	0.3
★ Firefighter burns	233	186	176	↓	↓	52	45
★ Firefighter injuries	9,273	8,663	8,926	↓	↓	3,046	3,413

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 2 Respond to medical emergencies.

### Goal 2a Promptly respond to medical emergencies.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
End-to-end combined response time to life-threatening medical emergencies by ambulance & fire units (minutes:seconds)	NA	NA	8:52	*	*	8:30	8:58
End-to-end average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)	9:22	9:31	9:16	*	*	9:02	9:18
End-to-end average response time to life-threatening medical emergencies by fire units (minutes:seconds)	6:51	7:02	7:43	*	*	7:03	8:01
★ Combined response time to life-threatening medical emergencies by ambulance & fire units (FDNY dispatch and travel time only) (minutes:seconds)	5:47	5:49	6:05	5:48	5:48	5:46	6:11
★ Average response time to life-threatening medical emergencies by ambulance units (FDNY dispatch and travel time only) (minutes:seconds)	6:45	6:46	7:04	6:45	6:45	6:45	7:11
★ Average response time to life-threatening medical emergencies by fire units (FDNY dispatch and travel time only) (minutes:seconds)	4:16	4:21	4:27	4:19	4:19	4:19	4:29
Life-threatening medical emergency incidents	450,423	461,339	526,904	*	*	167,592	200,055

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### Goal 2b Provide high quality emergency medical care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Cardiac arrest incidents (Segment 1)	23,538	24,985	29,719	*	*	8,804	11,379
★ Cardiac arrest patients revived (%)	26%	25%	26%	↑	↑	28%	23%
★ - Witnessed cardiac arrest patients revived (%)	45%	45%	45%	↑	↑	48%	44%
Average cost of ambulance tour per day (\$)	\$1,809	\$1,876	\$1,901	*	*	\$1,889	\$1,934
Average ambulance tours per day (total 911 system)	993	1,025	1,057	*	*	1,047	1,086

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Apparatus collisions (fire unit)	447	451	465	*	*	143	141
Ambulance collisions	793	730	790	*	*	238	311
Fire workplace injuries reported (uniform and civilian)	8,447	7,655	7,850	*	*	2,513	2,869
EMS workplace injuries reported	1,313	1,663	1,651	*	*	624	526
Average annual cost of an engine company (\$000,000)	\$6.7	\$6.9	\$6.8	*	*	NA	NA
Average annual cost of a ladder company (\$000,000)	\$8.4	\$8.6	\$8.6	*	*	NA	NA
Average time from inspection request until inspection (days) - Fire alarm inspections	32	32	32	*	*	32	32
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	*	*	5	5
Violations admitted to or upheld at the Environmental Control Board (%)	91%	91%	93%	*	*	91%	92%

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

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	2,891	3,721	4,501	*	*	NA	NA
Letters responded to in 14 days (%)	66%	95%	92%	*	*	86%	97%
E-mails responded to in 14 days (%)	85%	97%	37%	*	*	69%	50%
Average wait time to speak with a customer service agent (minutes)	12:14	13:14	11:22	*	*	NA	NA
CORE facility rating	96	99	91	*	*	NA	NA

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

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$1,833.3	\$1,879.5	\$1,893.7	\$1,831.3	\$2,036.4	\$1,899.5	\$621.2	\$775.8
Revenues (\$000,000)	\$90.4	\$92.5	\$95.4	\$87.3	\$87.6	\$87.6	\$36.2	\$34.7
Personnel (uniformed)	10,180	10,318	10,777	10,790	10,821	10,849	10,503	10,621
Personnel (civilian)	5,332	5,247	5,524	5,667	5,701	5,762	5,360	5,676
Overtime paid (\$000,000)	\$324.5	\$342.5	\$337.0	\$249.3	\$312.6	\$237.5	\$102.5	\$117.4
Capital commitments (\$000,000)	\$157.0	\$62.9	\$70.6	\$205.1	\$275.1	\$187.8	\$12.6	\$33.1
Work Experience Program (WEP) participants assigned	1	11	0	*	*	*	0	0

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

# NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Beginning with the Fiscal 2016 Mayor’s Management Report, the agency resources indicator ‘Work Experience Program (WEP) participants assigned’ will be replaced with ‘Work Experience Program (WEP) Enrollment’ to better reflect actual program participation.

# ADDITIONAL RESOURCES

For additional information go to:

- Citywide and by borough monthly statistics:  
<http://www.nyc.gov/html/fdny/html/stats/citywide.shtml>

For more information on the agency, please visit: [www.nyc.gov/fdny](http://www.nyc.gov/fdny).



# NEW YORK CITY EMERGENCY MANAGEMENT

Joseph Esposito, Commissioner



## WHAT WE DO

NYC Emergency Management (NYCEM) coordinates and supports multiagency responses to, and regularly monitors, emergency conditions and other potential incidents that affect public health and safety in the City, including severe weather, natural hazards and disasters, power outages, transportation incidents, labor disruptions, aviation disasters and acts of terrorism. Emergency Management educates residents and businesses about the need for emergency preparedness; develops and updates emergency response plans for the City and makes recommendations to agencies and the administration about the City's emergency response capabilities; supports the efforts of government agencies and private and not-for-profit entities in emergency planning, interagency training and exercises and business continuity planning; manages the City's Emergency Operations Center, which includes the 24/7/365 Watch Command and Emergency Management response program. As the City's primary liaison with the U.S. Department of Homeland Security for consequence management, Emergency Management oversees the City's compliance with federal preparedness and emergency response requirements.

## FOCUS ON EQUITY

NYC Emergency Management coordinates citywide preparedness, response and recovery initiatives for a range of hazards. Through its planning efforts with local, regional and federal partners, it has a wide range of programs to mitigate a disaster's impact on communities to enable them to return more quickly to their pre-hazard condition. With its partners, the agency plans, coordinates, maintains and supports programs and activities to meet the diverse needs of New Yorkers. NYC Emergency Management encourages individual, household and community preparedness so that the City can focus on the hardest hit communities and vulnerable populations throughout a disaster and the recovery. To increase preparedness and resilience, NYC Emergency Management runs programs including Ready New York, Partners in Preparedness, Citizen Corps and Community Emergency Response Team (CERT) and works with elected officials, community boards, civic groups and others. The City's more than 50 CERT teams include over 2,000 volunteers and cover all community boards. NYC Emergency Management's hazard and preparedness guides offer tips and information on planning for everybody's needs, including seniors, people with disabilities, children, non-English speakers and pets, and are available in up to 22 languages, audio format and Braille. In addition, contracted Certified Deaf Interpreters and American Sign Language interpreters are available for training, community events and during emergencies.

## OUR SERVICES AND GOALS

### **SERVICE 1 Ensure that City government is prepared for emergencies.**

- Goal 1a Efficiently coordinate emergency response and recovery.
- Goal 1b Ensure that training, drills and exercises are conducted regularly.

### **SERVICE 2 Prepare New York City residents and private sector entities for emergencies.**

- Goal 2a Increase emergency preparedness and awareness among City residents and private sector and not-for-profit organizations.
- Goal 2b Increase disaster volunteerism through the Community Emergency Response Team (CERT) program and Citizen Corps Council.
- Goal 2c Collect and disseminate timely information.

## HOW WE PERFORMED

- During the first four months of Fiscal 2016 NYCEM was actively involved with 1,433 incidents that necessitated interagency coordination, a 19 percent increase compared to the first four months of Fiscal 2015. NYCEM also activated the City's [Emergency Operations Center \(EOC\)](#) five times during July to October 2015 for incidents involving extreme heat, Legionnaires' disease, the Papal visit to New York City and Hurricane Joaquin.
- NYCEM offered emergency management and preparedness education sessions to 35,023 New Yorkers through Ready New York [presentations](#), educational fairs, and preparedness in the workplace presentations during the first four months of Fiscal 2016, an 81 percent increase compared to the same period of Fiscal 2015. During the reporting period NYCEM also distributed 287,522 printed Ready New York Guides.
- After graduating from the 10-week program, Community Emergency Response Team (CERT) members support their communities by assisting with emergency education and response. During the first four months of Fiscal 2016 volunteers donated 7,448 hours of service this period, a 56 percent increase compared to the same period of Fiscal 2015. NYCEM kicked off a new cycle of training for new CERT volunteers on October 8, 2015.
- NYCEM issued 529 [Notify NYC](#) messages to New Yorkers, a 31 percent increase resulting from messaging about public health updates, transportation disruptions and missing adults. The average time from incident to issuing Notify NYC messages was seven minutes, a decrease of two minutes.

### SERVICE 1 Ensure that City government is prepared for emergencies.

#### Goal 1a Efficiently coordinate emergency response and recovery.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Incidents	3,443	3,702	4,091	*	*	1,206	1,433
- Field responses	674	810	938	*	*	258	297
- Incidents monitored from Watch Command	2,769	2,892	3,153	*	*	948	1,136
Interagency meetings held during field responses	578	290	291	*	*	132	126
★Emergency Operations Center activations	6	8	7	*	*	1	5

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Full-scale and functional exercises/drills	1	3	4	4	4	2	3
★Tabletop exercises and simulations	23	19	19	18	18	9	12
Participation in drills coordinated by other agencies or organizations	29	35	44	*	*	10	13
★Participants at instructor-led emergency management training sessions	1,596	2,555	2,783	2,000	2,000	713	668

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction



## SERVICE 2 Prepare New York City residents and private sector entities for emergencies.

### Goal 2a

Increase emergency preparedness and awareness among City residents and private sector and not-for-profit organizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Total participants at emergency preparedness education sessions	35,921	34,599	74,571	75,000	75,000	19,396	35,023
Ready New York webpage views	NA	NA	15,443	*	*	NA	13,846
Subscribers to Corpnet System	1,545	1,590	1,610	*	*	1,670	1,620

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

### Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Community Emergency Response Team (CERT) volunteer hours	25,913	11,704	16,299	*	*	4,772	7,448
CERT members trained	347	297	264	*	*	60	0

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

### Goal 2c

Collect and disseminate timely information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Notify NYC messages issued	1,189	1,190	1,390	*	*	405	529
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	NA	7:58	8:00	7:00	7:00	9:00	7:00
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter	182,895	237,740	310,072	*	*	249,679	343,628

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Letters responded to in 14 days (%)	99%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	95%	95%	97%	*	*	96%	99%

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

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$41.5	\$34.6	\$35.0	\$16.0	\$52.8	\$21.3	\$13.9	\$12.4
Personnel	119	121	153	58	206	52	119	157
Overtime paid (\$000)	\$935	\$553	\$462	\$106	\$198	\$106	\$111	\$186
<sup>1</sup> January 2016 Financial Plan	<sup>2</sup> Expenditures include all funds		"NA" - Not Available in this report					

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

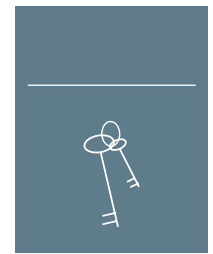
None.

## ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- Ready New York:  
[http://www.nyc.gov/html/oem/html/get\\_prepared/ready.shtml](http://www.nyc.gov/html/oem/html/get_prepared/ready.shtml)
- Ready New York Guides:  
[http://www.nyc.gov/html/oem/html/ready/ready\\_guides.shtml](http://www.nyc.gov/html/oem/html/ready/ready_guides.shtml)
- Community Emergency Response Team (CERT):  
[http://www.nyc.gov/html/oem/html/get\\_involved/cert.shtml](http://www.nyc.gov/html/oem/html/get_involved/cert.shtml)
- Citizen Corps Council:  
[http://www.nyc.gov/html/oem/html/get\\_involved/ccs.shtml](http://www.nyc.gov/html/oem/html/get_involved/ccs.shtml)
- Notify NYC:  
<http://www.nyc.gov/notifnyc>

For more information on the agency, please visit: [www.nyc.gov/oem](http://www.nyc.gov/oem).



## WHAT WE DO

The Department of Correction (DOC) provides for the care, custody and control of inmates, persons 16 years of age and older, accused of crimes or convicted and sentenced to one year or less of incarceration. The Department operates 14 correctional facilities, including 10 jails on Rikers Island, four borough houses of detention (Brooklyn, the Bronx, Queens and Manhattan), court pens in each of the five boroughs, and two hospital prison wards; processes nearly 68,000 admissions and releases annually; and manages an average daily inmate population of approximately 10,200 individuals.

## FOCUS ON EQUITY

The Department of Correction is committed to enhancing safety, improving jail conditions and promoting better outcomes for inmates, which advances equity for all New Yorkers. DOC has embarked upon a 14-point Anti-Violence Reform Agenda to reduce jail violence, increase safety for staff and inmates and ultimately change the culture to better address the needs of staff and inmates and improve long-term inmate outcomes. New initiatives have been launched to support adolescent and young adult populations and inmates with mental illness. Initiatives include: revising punitive segregation policies; increasing staff-to-inmate ratios; and improving and expanding educational programming, substance abuse treatment and discharge planning. In Fiscal 2015 DOC successfully piloted its Accelerated Program Unit (APU) in eight housing units in the George Motchan Detention Center (GMDC). Employing best correctional practices, the model creates more stable housing units by applying an advanced inmate risk level classification system, improving staff training, increasing staff levels and expanding programming for inmates. DOC expanded the model to the George R. Vierno Center (GRVC) facility. Also, in August 2015 NYC Health + Hospitals assumed operation of health and mental health services in the jails, collaborating with DOC to provide discharge planning for inmates with a mental health diagnosis, enhance in-custody care and improve continuity of care. DOC is also a partner in Mayor Bill de Blasio's Task Force on Behavioral Health and the Criminal Justice System, which is developing strategies to improve mental health services for people involved in the justice system.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Provide a safe and secure environment for inmates, staff and host communities.**

- Goal 1a Ensure the security and safety of inmates in DOC custody.
- Goal 1b Ensure that use of force is authorized and appropriate.
- Goal 1c Provide inmates with timely access to health services.
- Goal 1d Maximize bed capacity and address cell maintenance and repairs in a timely manner.
- Goal 1e Ensure timely transport of inmates to courts throughout the City.

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### **SERVICE 2 Prepare inmates for return to their neighborhoods as civil and contributing members.**

- Goal 2a Prepare as many inmates as possible for successful release through participation in skills-building programs including educational opportunities, jobs training, behavioral interventions and mental health services.
- Goal 2b Reduce idleness by increasing inmate participation in mandated and other programs, services and activities.

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### **SERVICE 3 Provide correction-related services and information to the public.**

- Goal 3a Provide timely notifications to crime victims.

## HOW WE PERFORMED

- In-custody Average Daily Population (ADP) continued to decline, dropping to 9,694 from July to October of Fiscal 2016. This marks a 10 percent decrease in ADP from the same time period in the previous fiscal year. In order to enhance safety for both inmates and staff, DOC has continued to roll out reforms and staff trainings towards improved crisis management and de-escalation as well as appropriate use of force. These measures have been particularly effective in reducing inmate assaults on uniformed and civilian staff by five percent and 46 percent, respectively. Total assaults on staff declined by 9.5 percent, from 377 to 341. While the rate of serious injuries to staff as a result of inmate assaults (per 1,000 ADP) increased from 0.23 to 0.31, the number of incidents changed slightly, from 10 to 12.
- With improved staff structure and staff-inmate relations in the APU, these units in both GMDC and GRVC did not experience any assaults on a staff member during the reporting period. In addition, they had no slashings or stabbings and experienced significantly lower levels of incidents compared to DOC overall. Inmates in these units have reported feeling safer and motivated to improve their behavior in order to take advantage of the programming opportunities available in APU.
- DOC is working to improve safety for inmates through the identification, classification and appropriate housing of inmates according to specific risks and needs. Two populations that are involved in disproportionately more violent incidents—inmates in Security Risk Groups (SRGs) and inmates with a mental health diagnosis—both grew in Fiscal 2016. Inmates in SRGs represented 12.4 percent of the population between July and October, increasing by one-half of one percentage point from the same time period in the prior year. Inmates with a mental health diagnosis increased by two percentage points, to 42 percent.
- Compared to the same time last year, the number of slashings and stabbings increased by 66 percent, from 32 to 53 incidents. In addition, inmate on inmate fights rose by 25 percent, leading to a 40 percent increase in the overall rate of violent incidents per 1,000 ADP, from 34.5 to 48.2 per 1,000 ADP. These incidents resulted in an eight percent increase in serious injuries from inmate on inmate altercations, up to 108 from 100 last year. In response to the increase in inmate on inmate violence, the Department is continuing to develop and expand its special housing areas which have been shown to successfully decrease violent incidents, including Enhanced Supervision Housing (ESH) for inmates at the highest risk for causing violence; the APU which applies an advanced classification, housing, and staffing approach; as well as the Program to Accelerate Clinical Effectiveness (PACE) and Clinical Alternative to Punitive Segregation (CAPS), offering clinical therapeutic services to inmates with mental illnesses.
- Since the implementation of the Department's anti-violence reform agenda, there has been a focus on staff training in de-escalation and better response protocols that focus on immediate engagement and avoiding prolonged physical altercation. Where force is warranted, the Department uses the least restrictive means possible to achieve compliance, notably, handheld chemical agents. While use of force incidents increased by 18 percent from July through October compared to the same time period last year, the rate of uses of force resulting in serious injury declined from 1.06 to 0.77. During the reporting period, 98 percent of the 1,718 uses of force did not require treatment beyond over the counter first aid—57 percent resulted in no injury while 41 percent resulted in a minor injury. Staffing ratios, training and consistent postings contributed to a particularly low use of force rate in the APU units at 12.01 per 1,000 ADP, compared to 24.68 per 1,000 ADP for the general population. During this time period, DOC also worked on new use of force policies and trainings developed in line with Department of Justice recommendations, which will be rolled out next year.
- Since Fiscal 2011 the Department has experienced a steady increase in the percentage of inmates with a mental health diagnosis. Currently comprising 42 percent of DOC's population, this group requires more access to health services and often, in the case of those with a serious diagnosis (10.9 percent), special housing. As mentioned above, DOC, in collaboration with NYC Health + Hospitals and DOHMH, has improved mental health services by creating and expanding clinical housing options such as PACE and CAPS; ensuring inmates with a mental illness are provided with preventive and therapeutic care to proactively reduce incidents related to violent behavior. At the same time, the effective communication and collaboration between DOC and healthcare staff has improved access to the health clinic. While there was a slight increase (0.5 percent) in clinic visits from July through October of Fiscal 2016 in comparison to the same period last year, there was simultaneously a decrease in average clinic waiting times from 34 to 33 minutes.

- Timely transport of inmates to courts continued to be a challenge for the Department during the reporting period. The percentage of inmates delivered to court on time declined to 87.6 percent, compared to 92 percent during the same time last year. This decline is attributed partially to an increase in the number of inmates falling within specialized subpopulations including mental health designations, enhanced restraints and separations, which results in the need for more extensive search procedures prior to transit in an effort to curtail violence. DOC notifies judges any time it is anticipated that an inmate will be late for a scheduled court appearance to allow for other business to proceed before the inmate arrives. In an effort to improve on-time court arrivals, DOC enacted a management plan during the reporting period, which increased staffing of both officers and drivers in the unit with the goal of staging inmates earlier, ensuring buses depart on schedule and deploying additional buses when necessary to transport inmates outside of the existing schedule. With these improved measures, DOC expects to achieve more timely transport in the coming months.
- DOC recognizes the importance of education, vocational training and mental health services in the reduction of violence within its facilities as well as for successful reentry to the community. As such, the Department, in collaboration with the Fortune Society and Osborne Association, has continued to expand the reach of the Individual Correction Achievement Network (I-CAN). Introduced in February 2013, I-CAN is a jail-based community re-entry program designed to reduce recidivism through targeted discharge planning that supports inmates in obtaining high school equivalency, finding employment and treating substance abuse issues. The program, which originally served those at the highest risk for readmission, expanded in early 2015 to serve those at medium risk as well. I-CAN's referrals grew by five percent, its enrollments by 24 percent and its workshops by 124 percent during the reporting period, compared to the same timeframe last year.

## SERVICE 1 Provide a safe and secure environment for inmates, staff and host communities.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Admissions	81,758	77,141	67,672	*	*	24,892	22,081
Average daily population	11,827	11,408	10,240	*	*	10,817	9,694
Average daily population - adolescent inmates	681	489	216	*	*	252	181
Inmates in security risk group (% ADP)	9.9%	8.2%	11.8%	*	*	11.9%	12.4%
Fight/assault infractions	7,622	8,827	9,424	*	*	2,846	3,562
Jail-based arrests of inmates	798	995	795	*	*	385	468
Searches	247,868	251,343	255,776	*	*	85,863	85,060
Weapons recovered	2,162	2,348	2,240	*	*	696	1,055
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	27.2	32.9	37.8	↓	↓	34.5	48.2
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	1.4	1.8	2.5	↓	↓	2.3	2.8
★ Inmate assault on staff (monthly rate per 1,000 ADP)	4.7	5.9	8.6	↓	↓	8.7	8.8
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.20	0.39	0.35	↓	↓	0.23	0.31
★ Escapes	1	0	0	↓	↓	0	0
★ Non-natural deaths of inmates in custody	3	2	0	↓	↓	0	0

★ Critical Indicator "NA" – means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Incidents of use of force - total	2,977	3,779	4,409	*	*	1,454	1,718
Incidents of use of force - adolescent inmates	715	624	378	*	*	72	189
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	0.92	1.18	1.14	↓	↓	1.06	0.77
Department use of force incidents with minor injury (rate per 1,000 ADP)	10.95	13.23	15.59	*	*	14.93	18.29
Department use of force incidents with no injury (rate per 1,000 ADP)	9.11	13.19	19.14	*	*	17.61	25.25
Incidents and allegations of use of force	3,413	4,221	4,822	*	*	1,599	1,872

★ Critical Indicator "NA" – means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Inmates with a mental health diagnosis (% ADP)	37.0%	38.0%	41.0%	*	*	40.0%	42.0%
Inmates with a serious mental health diagnosis (% ADP)	9.5%	10.2%	11.1%	*	*	11.0%	10.9%
Inmate health clinic visits	75,664	77,825	81,873	*	*	27,942	28,084
★ - Average clinic waiting time (minutes)	35	41	34	*	*	34	33

★ Critical Indicator "NA" – means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Jail-cells unavailable (short-term repair) (%)	3.1%	2.8%	2.3%	1.0%	1.0%	1.6%	2.7%
★ Population as percent of capacity (%)	89%	86%	80%	96%	96%	84%	77%

★ Critical Indicator "NA" – means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ On-trial inmates delivered to court on-time (%)	94.9%	94.2%	90.9%	95.0%	95.0%	92.0%	87.6%

★ Critical Indicator "NA" – means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 2 Prepare inmates for return to their neighborhoods as civil and contributing members.

### Goal 2a

Prepare as many inmates as possible for successful release through participation in skills-building programs including educational opportunities, jobs training, behavioral interventions and mental health services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
I-CAN Referrals	1,420	4,117	3,588	*	*	1,298	1,363
★ I-CAN Enrollments	634	2,408	2,321	*	*	821	1,019
I-CAN Workshops	333	1,580	2,065	*	*	678	1,522

★ Critical Indicator "NA" – means Not Available in this report \* No Target ↕ shows desired direction

### Goal 2b

Reduce idleness by increasing inmate participation in mandated and other programs, services and activities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Average daily number of inmates in vocational skills training programs	204	216	256	*	*	276	239
Average daily attendance in school programs	693	526	330	*	*	250	255
★ Inmates participating in skills-building activities/discharge planning (%)	10.9%	10.3%	10.5%	10.0%	10.0%	NA	NA

★ Critical Indicator "NA" – means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 3 Provide correction-related services and information to the public.

### Goal 3a

Provide timely notifications to crime victims.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Victim Identification Notification Everyday (VINE) system registrations	14,929	15,291	15,159	*	*	5,072	4,899
VINE confirmed notifications	17,396	18,445	19,330	*	*	6,828	6,710

★ Critical Indicator "NA" – means Not Available in this report \* No Target ↕ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Collisions involving City vehicles	60	104	103	*	*	28	29
Workplace injuries reported	2,545	3,599	2,417	*	*	1,108	722
Accidents involving inmates	43	38	44	*	*	12	16

"NA" – means Not Available in this report \* No Target

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Letters responded to in 14 days (%)	82.7%	99.6%	99.4%	*	*	98.6%	98.1%
E-mails responded to in 14 days (%)	99.9%	100.0%	100.0%	*	*	100.0%	100.0%

"NA" – means Not Available in this report \* No Target

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$1,090.9	\$1,103.1	\$1,162.1	\$1,222.5	\$1,315.4	\$1,307.7	\$352.9	\$430.6
Revenues (\$000,000)	\$22.5	\$21.8	\$20.8	\$21.7	\$21.7	\$21.7	\$6.4	\$7.4
Personnel (uniformed)	8,991	8,922	8,756	9,653	10,195	10,220	8,711	9,057
Personnel (civilian)	1,394	1,397	1,491	1,933	2,191	2,191	1,384	1,499
Overtime paid (\$000,000)	\$154.6	\$139.1	\$196.3	\$86.7	\$184.8	\$131.1	\$46.4	\$83.1
Capital commitments (\$000,000)	\$104.2	\$124.8	\$153.6	\$469.3	\$568.6	\$158.7	\$25.5	\$7.6

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DOC revised previously reported 4-month Fiscal 2015 data for the indicator 'Inmates in security risk group (% ADP) .'

## ADDITIONAL RESOURCES

- Select annual indicators:  
[http://www.nyc.gov/html/doc/html/stats/doc\\_stats.shtml](http://www.nyc.gov/html/doc/html/stats/doc_stats.shtml)

For more information on the agency, please visit: [www.nyc.gov/doc](http://www.nyc.gov/doc) .



# DEPARTMENT OF PROBATION

Ana Bermúdez, Commissioner



## WHAT WE DO

The Department of Probation (DOP) helps build stronger and safer communities by working with and supervising people on probation, fostering positive change in their decision-making and behavior through research-based practices and expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health and behavioral health services, family engagement and civic participation. The Department supplies information and recommendations to the courts on both adult and juvenile cases to help inform sentencing and disposition decisions. In Family Court reports are also provided in family offense, custody, child support, visitation, adoption and guardianship cases. In total, the Department of Probation provides intake services, investigations and supervision for more than 60,000 adult and juvenile cases per year and supervises approximately 21,000 adults and 1,000 juveniles on any given day.

## FOCUS ON EQUITY

The Department of Probation is committed to minimizing the adverse collateral consequences of being involved in the criminal and juvenile justice systems. These consequences, which include the inability to obtain meaningful employment, pursue education and access stable housing, impact not just those on probation but also their families and communities. Through accountability measures and service practices grounded in research, as well as partnerships with community-based organizations, DOP fosters personal change, increases opportunities to thrive and strengthens communities, thereby building a more equal and safer City.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Improve public safety by motivating clients using evidence-based principles and practice.**

- Goal 1a Minimize clients' misconduct and non-compliance with the conditions of probation, based on risk level, to improve their chances of completing a probation supervision term successfully.
- Goal 1b Reduce the percentage of probationers who re-offend.

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### **SERVICE 2 Assist all probationers in minimizing contact with the criminal and juvenile justice systems.**

- Goal 2a Establish individual action plans and promote early discharge for successful completion of probation conditions and programmatic objectives.
- Goal 2b Maximize the use of diversion services at intake and alternatives-to-placement at disposition for juveniles.

## HOW WE PERFORMED

- The rate of adult clients successfully completing their probation terms increased one percentage point to 66 percent in Fiscal 2016. In addition to a higher percentage of clients completing maximum sentences, the improvement was aided by an increase in the rate of clients who were granted an early discharge. The successful completion rate for juvenile clients was 55 percent, representing no significant change from the rate in Fiscal 2015.
- The average monthly violation rate for adult probationers was unchanged at 0.8 percent. Probation violation proceedings ending in revocation for adult clients increased six percentage points to 53 percent. The Department continues to reduce unnecessary filings for minor rules violations, which are less likely to result in a revocation at disposition, via graduated sanctions. The violation rate for juveniles increased from 2.5 percent to 3.1 percent, reflecting increased risk and adjudication charge characteristics of some juvenile supervision categories. Juvenile violation rates are also affected by court-ordered filings based on special conditions of probation or matters related to compliance. The violation revocation rate for juveniles increased to 56 percent, consistent with an increased violation filing rate for high risk youths in the first four months of Fiscal 2016.
- The average monthly rearrest rate for adult probationers increased from 3.5 percent to 3.7 percent, while the juvenile rate increased from 3.8 percent to 4.4 percent. When viewed as a percentage of all arrests made by the Police Department (NYPD), the adult probationer re-arrest rate increased two-tenths of a percentage point and the juvenile rate was unchanged. The Department is participating in ongoing crime strategy meetings with the Mayor's Office, NYPD and local district attorneys' offices to analyze and respond to citywide arrest trends.
- Early discharges represented 10 percent of all adult probation supervision case closings, compared to 13 percent during the first four months of Fiscal 2015. The citywide approval rate from local courts for early discharge applications, however, was 87 percent. The Department continues to prioritize identifying qualified candidates for early discharge based on compliance with the terms of probation and meeting the requirements of individual action plans.
- The number of new enrollments of juveniles in alternative-to-placement (ATP) programs decreased 39 percent in the first four months of Fiscal 2016. The decline was attributable to a significant decrease in the number of juvenile intakes and prosecutions compared to Fiscal 2015, as well as fewer ATP sentences based on available capacity at community-based programs. The Department continues to utilize a risk and needs assessment as well as a structured decision-making process to identify youth appropriate for community supervision, rather than placement, at disposition.
- The juvenile intake adjustment rate decreased six percentage points to 27 percent during the reporting period. The overall number of youths eligible for diversion from prosecution decreased based on severity of charges, assessed risk and prior criminal history. Probation officers utilized individualized service plans for youths, combined with outreach and communication with complainants, NYPD and youths' families, to seek appropriate candidates for adjustment.

### SERVICE 1 Improve public safety by motivating clients using evidence-based principles and practice.

**Goal 1a** Minimize clients' misconduct and non-compliance with the conditions of probation, based on risk level, to improve their chances of completing a probation supervision term successfully.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Successful completion rate for adult probationers (%)	58%	59%	66%	*	*	65%	66%
Successful completion rate for juvenile probationers (%)	58%	60%	59%	*	*	56%	55%
★Average monthly violation rate for adult probationers (%)	0.9%	0.8%	0.8%	*	*	0.8%	0.8%
★Average monthly violation rate for juvenile probationers (%)	2.7%	3.0%	2.7%	3.0%	3.0%	2.5%	3.1%
Probation violation proceedings ending in revocation for adult probationers (%)	45%	44%	47%	*	*	47%	53%
Probation violation proceedings ending in revocation for juvenile probationers (%)	47%	49%	41%	*	*	39%	56%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

**Goal 1b**

Reduce the percentage of probationers who re-offend.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Adult probationer rearrest rate (monthly average) (%)	3.1%	3.2%	3.1%	3.0%	3.0%	3.5%	3.7%
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	2.8%	2.9%	3.1%	2.6%	2.6%	3.1%	3.3%
★ Juvenile probationer rearrest rate (monthly average) (%)	2.7%	3.5%	3.9%	3.0%	3.0%	3.8%	4.4%
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.2%	0.3%	0.3%	*	*	0.3%	0.3%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**SERVICE 2 Assist all probationers in minimizing contact with the criminal and juvenile justice systems.**

**Goal 2a**

Establish individual action plans and promote early discharge for successful completion of probation conditions and programmatic objectives.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Adult probationer early discharge rate (%)	12%	11%	12%	*	*	13%	10%
Adult probationer early discharge approval rate (%)	81.0%	76.0%	81.0%	*	*	83.0%	87.0%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 2b**

Maximize the use of diversion services at intake and alternatives-to-placement at disposition for juveniles.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
New enrollments in alternative-to-placement (ATP) programs	194	167	160	*	*	80	49
Total probationers supervised in Enhanced Supervision Program (ESP)	977	738	527	*	*	391	294
★ Juvenile delinquency cases eligible for adjustment (%)	34.0%	28.0%	31.0%	32.0%	32.0%	33.0%	27.0%
- low-risk (%)	47.0%	37.0%	38.0%	*	*	42.0%	36.0%
- medium-risk (%)	16.0%	12.0%	13.0%	*	*	11.0%	15.0%
- high-risk (%)	8.0%	7.0%	6.0%	*	*	5.0%	5.0%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	16,505	16,520	15,859	*	*	NA	NA
Letters responded to in 14 days (%)	97%	77%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

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

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$81.7	\$83.2	\$89.9	\$95.5	\$99.5	\$96.6	\$36.0	\$40.9
Revenues (\$000)	\$268	\$282	\$339	\$302	\$302	\$302	\$107	\$69
Personnel	952	960	945	1,030	1,063	1,038	959	950
Overtime paid (\$000)	\$404	\$445	\$504	\$534	\$534	\$534	\$91	\$204

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/probation](http://www.nyc.gov/probation).

# CIVILIAN COMPLAINT REVIEW BOARD

Richard Emery, Chair



## WHAT WE DO

The Civilian Complaint Review Board (CCRB) is an independent agency empowered to receive, investigate, prosecute, mediate, hear, make findings and recommend action on complaints alleging the use of excessive or unnecessary force, abuse of authority, discourtesy or the use of offensive language by New York City police officers. The Board's investigative staff, composed entirely of civilian employees, conducts investigations in an impartial fashion. The Board forwards its findings to the Police Commissioner.

## FOCUS ON EQUITY

CCRB focuses on equitable service delivery by resolving civilian complaints impartially and speedily, conducting outreach to the diverse communities of the City, and examining policies and systemic practices that lead to misconduct complaints. Toward that end, CCRB works to increase the percentage of complaints where findings on the merits are reached, to reduce the length of time it takes to complete investigations and, when officers are found to have committed misconduct, to recommend an effective level of discipline. CCRB continues to extend its outreach to underserved communities. CCRB has provided greater access for individuals who cannot travel to Manhattan to meet with investigators. The Board now conducts monthly evening public meetings across the City. Since April 2015 scheduled interviews and walk-in intake have been provided every Friday from 3pm-7pm at Council Member Robert Cornegy's office in Brooklyn as part of CCRB's Community Partners Initiative (CPI). In addition, CCRB's investigative team regularly conducts field interviews throughout the five boroughs, as well as on Rikers Island. In September 2015 CCRB's Outreach Team significantly expanded, allowing CCRB to have a more constant presence in every borough to conduct workshops with community groups, tenant organizations and young people. CCRB's website, which contains materials in eight languages, allows civilians to [file complaints](#), track the [status](#) of their complaints, see information about [administrative trials](#), and view up-to-date [maps](#) with the number of misconduct complaints filed in each police precinct. CCRB's Policy Team continues to focus on reviewing complaints to identify patterns and make recommendations on improving police-community relations.

## OUR SERVICES AND GOALS

### **SERVICE 1 Investigate, prosecute and resolve claims of police misconduct.**

- Goal 1a Improve the quality and timeliness of investigations.
- Goal 1b Increase the use of mediation to resolve complaints.

## HOW WE PERFORMED

- During the first four months of Fiscal 2016 the public filed 11 percent more complaints than in the same period of Fiscal 2015.
- During the reporting period the average age of the open docket decreased by 54 percent to 66 days.
- The average number of days to complete full investigations decreased by 33 percent during the reporting period, from 303 to 202 days. The average time to complete substantiated investigations decreased by 38 percent to 225 days.
- The proportion of substantiated cases in which the statute of limitations expired remained at one percent during the first four months of Fiscal 2016.
- During the reporting period the percentage of allegations with findings on the merits increased by one percentage point to 43 percent of fully investigated cases. The percentage of all cases that were fully investigated increased eight percentage points to 44 percent.
- In the first four months of Fiscal 2016, 242 cases were referred to mediation, 51 percent more than in the same period of Fiscal 2015. The number of cases with mutual agreement to mediate increased 17 percent to 121.
- During the reporting period the number of cases successfully mediated increased 13 percent to 71 cases, while the average time to mediate a case decreased 53 percent to 96 days.

### SERVICE 1 Investigate, prosecute and resolve claims of police misconduct.

Goal 1a Improve the quality and timeliness of investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Total civilian complaints against uniformed members of the New York City Police Department	5,455	5,573	4,165	*	*	1,502	1,670
Average age of open docket (days)	147	135	106	*	*	144	66
★Average time to complete a full investigation (days)	386	324	283	120	120	303	202
★Full investigations as a percentage of total cases closed (%)	32%	32%	39%	40%	40%	36%	44%
Cases closed	5,506	5,810	5,347	*	*	1,635	1,652
★Closed allegations with findings on the merits (%)	42%	39%	41%	55%	55%	42%	43%
★Average time to complete a substantiated investigation (days)	438	394	329	140	140	365	225
★Substantiated cases in which the statute of limitations expired (%)	10%	3%	1%	0%	0%	1%	1%
★Officers disciplined (excluding pending and filed cases) (%)	62%	60%	87%	*	*	75%	78%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## Goal 1b

Increase the use of mediation to resolve complaints.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Cases with mutual agreement to mediate	244	446	394	*	*	103	121
Officers who accepted mediation (%)	79%	83%	84%	*	*	88%	81%
Civilians who accepted mediation (%)	57%	51%	48%	*	*	52%	42%
Cases successfully mediated	61	179	183	*	*	63	71
★ Average mediation case completion time (days)	284	225	170	120	120	204	96
★ Mediation satisfaction rate (%)	97%	90%	90%	94%	94%	88%	91%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	525	613	591	*	*	NA	NA
Letters responded to in 14 days (%)	70%	73%	84%	*	*	71%	79%
E-mails responded to in 14 days (%)	79%	94%	98%	*	*	95%	100%
CORE facility rating	81	100	98	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$10.6	\$11.2	\$12.7	\$15.1	\$15.9	\$16.5	\$3.6	\$4.2
Personnel	162	157	146	189	194	194	161	160
Overtime paid (\$000)	\$418	\$320	\$387	\$0	\$0	\$0	\$103	\$93

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Four-month Fiscal 2015 data for complaints was revised from 1,526 to 1,502 to reflect updated data.

## ADDITIONAL RESOURCES

For additional information go to:

- Monthly statistics:  
<http://www.nyc.gov/html/ccrb/html/news/statistics.shtml>
- File complaints online:  
<https://www.nyc.gov/html/ccrb/html/complaint/online.shtml>
- Status of complaints:  
<http://www1.nyc.gov/apps/ccrb-status-lookup>
- Administrative trials:  
<http://www.nyc.gov/html/ccrb/html/police/police.shtml>
- Maps of complaints in each precinct:  
<http://www.nyc.gov/html/ccrb/html/news/complaint-maps.shtml>

For more information on the agency, please visit: [www.nyc.gov/ccrb](http://www.nyc.gov/ccrb).



# LAW DEPARTMENT

Zachary W. Carter, Corporation Counsel



## WHAT WE DO

The Law Department is responsible for all of the legal matters affecting the City. The Department represents the City, the Mayor, other elected officials and the City's agencies in all affirmative and defensive civil litigation. The Department represents the City in juvenile delinquency prosecutions brought in Family Court and Administrative Code enforcement proceedings brought in Criminal Court. Law Department attorneys draft and review local and state legislation, real estate leases, procurement contracts and financial instruments for the sale of municipal bonds. The Department also provides legal counsel to City officials on a wide range of issues such as civil rights, education, intellectual property, land use and environmental policy.

## FOCUS ON EQUITY

The New York City Law Department's lawyers and support professionals work collaboratively to pursue justice while providing the City with the highest quality legal representation. Department staff are expected to treat all whom they encounter in litigation with professionalism, respect and empathy, even as they vigorously pursue all appropriate legal defenses and claims in the best interests of the City. The Department acts to ensure that unrepresented claimants are treated fairly, explaining in plain language discovery orders and other documents. The Family Court Division conducts outreach to victims in delinquency cases to ensure that they are offered necessary services and personal protection, at the same time that it advocates dispositional alternatives that rehabilitate young offenders in a manner consistent with public safety. The Department advises agency clients on a wide range of issues affecting public safety and welfare, including in the areas of education, health, environment, economic development and law enforcement operations. Department attorneys play an important role in drafting legislation that advances significant City policies, including the protection of the civil rights of its residents.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Represent the City of New York in litigation and other legal matters involving the City's interests.**

- Goal 1a Limit the City's liability as a result of claims.
- Goal 1b Reduce the City's caseload in state court.
- Goal 1c Reduce the City's caseload in federal court.

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### **SERVICE 2 Prosecute juvenile delinquency cases in Family Court.**

- Goal 2a Balance the needs of juveniles and the community in delinquency cases.

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### **SERVICE 3 Establish and enforce child support orders in interstate cases.**

- Goal 3a Increase the percentage of out-of-state families that receive child support.

## HOW WE PERFORMED

- During the first four months of Fiscal 2016 the payout for judgments and claims brought against the City in state and federal court decreased 14 percent compared to the same period of Fiscal 2015. This decrease is attributable to settlement activities in Fiscal 2015 related to several large and longstanding legal matters against the City.
- Cases commenced against the City increased four percent during the reporting period.
- Cases pending in state court increased seven percent, continuing to adversely impact the City's ability to devote resources to affirmative motion practice, which continued to decrease.
- Dismissals and discontinuances in federal court decreased 37 percent during the reporting period. During the first four months of Fiscal 2016 dismissals and discontinuances were four percent of actions pending in federal court, compared with six percent of actions pending during the first four months of Fiscal 2015.
- During the reporting period the Department's juvenile conviction rate increased four percentage points.
- During the first four months of Fiscal 2016, 14 of 21 juveniles in diversion programs received no new juvenile delinquency referrals within a year, compared to 21 of 25 juveniles in the same period of Fiscal 2015. As juvenile arrests, especially for misdemeanors, have been decreasing over the past two years, a smaller pool of cases have been referred to the Department with fewer suitable for diversion.
- Crime victims who were referred by the Department to community-based services increased seven percentage points.

### SERVICE 1 Represent the City of New York in litigation and other legal matters involving the City's interests.

#### Goal 1a Limit the City's liability as a result of claims.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Total citywide payout for judgments and claims (\$000)	\$490,175	\$579,899	\$608,500	↓	↓	\$142,808	\$122,789
★ Total cases commenced against the City	9,528	9,045	9,922	*	*	3,181	3,318
- Cases commenced against the City in state court	7,745	7,258	8,112	7,900	8,000	2,573	2,719
- Cases commenced against the City in federal court	1,781	1,787	1,810	1,800	1,800	603	599

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

#### Goal 1b Reduce the City's caseload in state court.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Cases pending in state court	17,884	19,039	20,059	21,000	21,500	19,427	20,751
- Cases pending on trial calendar	2,256	2,260	2,255	2,300	2,500	2,297	2,423
Affirmative motions to dismiss or for summary judgment	1,798	1,903	1,561	*	*	560	446
★ Win rate on affirmative motions (%)	72%	78%	74%	78%	78%	72%	85%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**Goal 1c** Reduce the City's caseload in federal court.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Cases pending in federal court	1,711	1,659	1,652	1,675	1,650	1,571	1,646
Dismissals and discontinuances	264	173	228	*	*	101	64

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## SERVICE 2 Prosecute juvenile delinquency cases in Family Court.

**Goal 2a** Balance the needs of juveniles and the community in delinquency cases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Referred cases filed for prosecution (%)	56%	58%	54%	55%	55%	53%	55%
Juvenile conviction rate (%)	73%	75%	75%	70%	70%	72%	76%
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	85%	85%	84%	75%	75%	84%	66%
Crime victims referred for community-based services (%)	36%	46%	50%	40%	40%	45%	52%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## SERVICE 3 Establish and enforce child support orders in interstate cases.

**Goal 3a** Increase the percentage of out-of-state families that receive child support.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Filing of enforcement referrals within 60 days of referral (%)	95%	94%	94%	85%	85%	96%	93%
★ Families entitled to a support order that get a support order (%)	65%	65%	68%	65%	65%	66%	66%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	705	860	762	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$143.9	\$162.7	\$175.6	\$186.6	\$196.6	\$185.6	\$67.2	\$73.6
Revenues (\$000,000)	\$38.8	\$23.5	\$26.8	\$20.5	\$45.5	\$20.5	\$10.7	\$7.7
Personnel	1,445	1,504	1,551	1,542	1,615	1,608	1,462	1,528
Overtime paid (\$000)	\$1,374	\$1,650	\$1,354	\$1	\$1	\$1	\$386	\$308
<sup>1</sup> January 2016 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department adjusted Fiscal 2016 targets for 'Win rate on affirmative motions (%)' and 'Cases pending in federal court' to reflect the results of an analysis of actual performance over the past three full fiscal years. The Department also set Fiscal 2017 targets for 'Cases pending in state court,' 'Win rate on affirmative motions,' and 'Cases pending in federal court,' to reflect the results of an analysis of actual performance over the past three full fiscal years.
- The Department added targets to this report for the first time for the following indicators: ' - Cases commenced against the City in state court,' ' - Cases commenced against the City in federal court,' ' - Cases pending on trial calendar,' and 'Filing of enforcement referrals within 60 days of referral (%).'

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/law](http://www.nyc.gov/law).



## WHAT WE DO

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations by investigating City employees and contractors who may be engaged in corrupt activities or unethical conduct. It has oversight of more than 45 Mayoral agencies with 300,000 employees, as well as dozens of City boards and commissions. DOI's strategy attacks corruption comprehensively through systemic investigations that lead to high-impact arrests, preventive internal controls and operational reforms that improve the way the City runs and prevents criminal misconduct and waste. In 2014 DOI established the City's first Office of the Inspector General for the Police Department (NYPD), a unit that investigates, reviews, studies, audits and makes recommendations relating to the operations, policies, programs and practices of NYPD. In 2015 under a memorandum of understanding, DOI took over full authority and supervision of the Inspector General for NYC Health + Hospitals, which previously reported to the NYC Health + Hospitals President and Board of Directors. The move to DOI means the NYC Health + Hospitals Office of the Inspector General will now have the benefit of all of DOI's resources and ability to conduct systemic corruption and fraud investigations that result in meaningful reforms.

## FOCUS ON EQUITY

DOI focuses on equitable service delivery by rooting out municipal corruption through criminal investigations and examining systemic issues that undermine good government and New Yorkers' access to services. Toward that end, DOI reviews City agencies' policies and procedures to identify vulnerabilities and suggests concrete ways to strengthen internal controls so public dollars are saved and operations improved. Further, DOI works to improve the integrity, effectiveness and credibility of City government by investigating cases involving corruption, waste, fraud and inefficiency in City government. Examples of this mandate include DOI's investigation of the City's jail system related to violence and contraband smuggling, which since 2014 have resulted in the arrests of two dozen correction officers and staff and more than three dozen inmates, and reforms regarding staff screening and recruitment. DOI makes a point of documenting its findings in public reports that outline the facts, uncover the vulnerabilities and recommend changes that strengthen internal controls and City processes to prevent similar corruption in the future. DOI serves the people of New York City by acting as an independent and nonpartisan watchdog for City government.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Investigate possible corruption, fraud, waste and unethical conduct in City government.**

- Goal 1a Maintain the integrity of City agencies, employees, contract vendors and other recipients of City funds.
- Goal 1b Improve the impact and effectiveness of investigations.

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### **SERVICE 2 Conduct background and fingerprint checks for certain City employees, contractors and day care workers.**

- Goal 2a Ensure that all background investigations and fingerprint checks are conducted in a timely manner.

## HOW WE PERFORMED

- During the first four months of Fiscal 2016 complaints decreased three percent compared to the same period of Fiscal 2015. The number of current investigations increased by 16 percent due to the agency's prioritizing the completion of a number of considerable and comprehensive investigations during the period.
- DOI's written policy and procedure recommendations to City agencies increased by 18 percent. The Department attributes this to an increase in the investigative caseload and a broader probe of City agency operations during the period.
- Cognizant of corruption vulnerabilities and its impact on public safety, the number of corruption prevention lectures conducted by DOI personnel increased by 81 percent. In addition to this increase, in Fiscal 2015 the Department began conducting corruption prevention lectures online. The Department is currently in the process of including a number of agencies on its schedule to complete lectures through the online tool during Fiscal 2016.
- The percentage of VENDEX checks completed within 30 days rose to 100 percent during the reporting period.
- Continuing to prioritize the expeditious disposition of cases, DOI reduced the overall average time to complete an investigation by 12 percent.
- Referrals for civil and administrative action increased by six percent. Referrals for criminal prosecution and arrests resulting from investigations increased by 91 percent and 51 percent, respectively. The Department attributes these increases to the completion of several large investigations, including the theft of more than \$2 million in public funds involving employees at the Human Resources Administration, and widespread investigations into wage theft at public work projects in New York City where DOI jointly worked with the State Attorney General's office to uncover, and prosecute, those ignoring legal obligations to pay employees a decent wage.
- During the reporting period financial recoveries to the City ordered or agreed decreased by 38 percent. Similarly, recoveries collected decreased by 13 percent.
- The percentage of background investigations closed within six months remained stable compared to the same period of Fiscal 2015. The average time to complete a background investigation increased by 19 percent due to an increase in the number of investigations requiring more complex, labor intensive analysis. The complexity of an investigation is highly individualized and depends on numerous factors including the position for which a candidate is being considered; whether or not a candidate has had a previous background investigation; whether a candidate is presently in City service; and the length of a candidate's work and personal history.

## SERVICE 1 Investigate possible corruption, fraud, waste and unethical conduct in City government.

**Goal 1a** Maintain the integrity of City agencies, employees, contract vendors and other recipients of City funds.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Complaints	12,659	12,624	11,445	*	*	4,032	3,907
★ Written policy and procedure recommendations to City agencies	564	280	368	300	300	73	86
Written policy and procedure recommendations implemented by City agencies (%)	72%	45%	49%	75%	75%	NA	NA
★ Corruption prevention and whistleblower lectures conducted	611	535	378	400	400	78	141
Corruption prevention lecture e-learning attendees	NA	NA	1,797	*	*	NA	2,674
Integrity monitoring agreements	21	18	16	*	*	17	17
VENDEX checks completed within 30 days (%)	93%	88%	99%	95%	95%	98%	100%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 1b** Improve the impact and effectiveness of investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average time to complete an investigation (days)	163	160	195	185	180	172	151
★Referrals for civil and administrative action	1,235	929	1,322	*	*	211	223
★Referrals for criminal prosecution	1,053	612	601	*	*	90	172
★Arrests resulting from DOI investigations	840	516	498	*	*	83	125
★Financial recoveries to the City ordered/agreed (\$000)	\$38,428	\$11,144	\$10,603	↑	↑	\$1,810	\$1,130
★Financial recoveries to the City collected (\$000)	\$6,041	\$33,248	\$6,034	↑	↑	\$1,240	\$1,081

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

## SERVICE 2 Conduct background and fingerprint checks for certain City employees, contractors and day care workers.

**Goal 2a** Ensure that all background investigations and fingerprint checks are conducted in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average time to complete a background investigation (days)	266	230	188	300	300	196	234
★Background investigations closed within six months (%)	59%	55%	61%	60%	60%	58%	57%
★Time to notify agencies of prospective childcare, home care and family care workers with criminal records after receipt from State Division of Criminal Justice Services and FBI (days)	1	1	1	2	2	1	1
Time to notify agencies of arrest notifications for current childcare, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	2	1	1	*	*	1	1

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	38	17	24	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Average wait time to speak with a customer service agent (minutes)	3	3	3	*	*	NA	NA
CORE facility rating	93	93	98	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$36.4	\$29.0	\$35.0	\$31.0	\$50.7	\$44.2	\$13.2	\$20.9
Revenues (\$000,000)	\$3.1	\$3.1	\$3.4	\$3.8	\$3.8	\$3.8	\$0.4	\$0.5
Personnel	199	212	264	308	389	363	226	277
Overtime paid (\$000)	\$212	\$395	\$410	\$46	\$396	\$46	\$87	\$192
<sup>1</sup> January 2016 Financial Plan	<sup>2</sup> Expenditures include all funds		"NA" - Not Available in this report					

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised the four-month Fiscal 2015 values for 'complaints,' 'referrals for criminal prosecution,' 'arrests resulting from DOI investigations' and 'written policy and procedure recommendations to City agencies' to reflect updated data.
- DOI set the Fiscal 2017 target for 'average time to complete an investigation (days)' to reflect faster average completion time.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/doi](http://www.nyc.gov/doi).



# CITY COMMISSION ON HUMAN RIGHTS

Carmelyn P. Malalis, Commissioner/Chair



## WHAT WE DO

The New York City Commission on Human Rights (the “Commission”) is the agency charged with enforcing the City’s human rights law. The New York City Human Rights Law (NYCHRL) is one of the most comprehensive anti-discrimination laws in the country. It includes protections in public accommodations, housing, and employment based on race, religion/creed, color, age, national origin, alienage or citizenship status, gender, gender identity and expression, sexual orientation, pregnancy, disability, and marital or partnership status. Additional protections are included in employment based on arrest or conviction record; status as a victim of domestic violence, stalking, sex offenses; unemployment status; and credit history. More protections are afforded in housing based on lawful occupation, lawful source of income, and the presence of children. And, as of May 4, 2016, the law will include protections based on status as a caregiver.

In Fiscal 2015, the Commission’s Law Enforcement Bureau (LEB) investigated nearly 1,800 allegations of discrimination. The Commission is empowered to investigate and prosecute NYCHRL violations, including those that raise systemic violations. The Commission also provides pre-complaint intervention and promotes positive intergroup relations through conferences, workshops and training sessions, among other initiatives conducted by its Community Relations Bureau (CRB).

## FOCUS ON EQUITY

In February 2015, a new Commissioner and Chair took office at the Commission on Human Rights and brought a renewed commitment and energy to fulfill the Commission’s mission to enforce the NYCHRL while revamping and restructuring its outreach and training efforts to the City’s communities, businesses, and housing providers through a centralized CRB. The NYCHRL is meant to ensure that all those who live in, work in, or visit New York City are treated fairly, and with dignity and respect. Toward those ends, the Commission is committed to expanding the reach of the NYCHRL to the City’s underserved communities and most vulnerable residents. In the last three years, the number of complaints the Commission resolved increased from 480 to over 600 per year and, in Fiscal 2015, the Commission obtained over \$600,000 in damages for complainants, nearly \$200,000 in fines from offenders, and 155 building modifications for disability access. The Commission also reaches hundreds of thousands of individuals each year, from every walk of life, through CRB’s education and outreach efforts.

## OUR SERVICES AND GOALS

### SERVICE 1 Enforce the NYC Human Rights Law.

- Goal 1a Investigate, prosecute and resolve complaints of discrimination, discriminatory harassment, and bias-based profiling in a timely and efficient manner.

### SERVICE 2 Educate the community on the NYC Human Rights Law.

- Goal 2a Increase community awareness of the NYCHRL through know-your-rights presentations aimed at the general public; know-your-obligations presentations aimed at housing providers, employers and small businesses; and other initiatives.

## HOW WE PERFORMED

- In the first four months of Fiscal 2016, the Commission increased its caseload along with its efforts to strategically expand investigations. The Commission’s caseload increased to 952, compared to 598 for the same period in Fiscal 2015, and cases pending for less than one year increased to 645, from 433 a year earlier. The increase in caseload reflects several changes undertaken by LEB. LEB now considers not only whether respondents are violating the law in the manner alleged in the complaint, but whether respondents are violating any other provision of the NYCHRL. Further, LEB also regularly investigates whether the facts present a pattern or practice violation. LEB has expanded Commission-initiated investigations in light of the protections added to the NYCHRL through the Stop Credit History in Discrimination Act and the Fair Chance Act, which took effect in Fiscal 2016.
- The average age of a pending complaint was 312 days for the Fiscal 2016 four-month period, compared to 243 for the same period of the previous year. The increase was attributable to the increase in caseload volume and the more time-intensive and thorough LEB investigations noted above. In the first four months of Fiscal 2016, the Commission hired seven new agency attorneys and three supervising attorneys to address the increase in cases and help improve case processing time.
- The Commission also had a decrease in the number of case closures in the first four months of Fiscal 2016 from the same period a year earlier, due to increased intensification of LEB investigations described above. The number of cases closed was 78, down from 246 in the comparable period of Fiscal 2015. The percentage of cases closed due to determination of no probable cause decreased to three percent from 54 percent compared to the same time in Fiscal 2015, and the percentage of cases closed due to a probable cause determination was six percent, compared to 13 percent in the first four months of Fiscal 2015. A case is not deemed closed until all the terms of conciliation have been met, and to increase compliance with the NYCHRL, the Commission has enhanced conciliation terms, which now regularly include anti-discrimination training, posting of a notice of rights, review of policies, and monitoring of compliance.
- The Commission increased the percentage of cases it closed due to settlement to 33 percent compared to 20 percent during the same time period in Fiscal 2015. The increase in percentage of closures due to settlement reflects LEB’s increased focus on exploring settlement to resolve cases. In the first four months of Fiscal 2016, the average value of cash settlement for complainants increased to \$46,144 compared to \$13,170 during the same period in Fiscal 2015, an increase of approximately 250 percent.
- The number of school-based training sessions conducted by the Commission in the Fiscal 2016 four-month period decreased to 13, from 35 in the comparable period in Fiscal 2015. This decrease was due to the Commission’s complete review and overhaul of all training materials. The Commission anticipates increasing its school-based trainings toward previous levels upon completion of the updated training materials in the second half of Fiscal 2016. Additionally, the Commission recently hired a Deputy Commissioner of Community Relations to supervise CRB and a Training and Development Director to oversee training content and implementation of all training materials.

## SERVICE 1 Enforce the NYC Human Rights Law.

**Goal 1a** Investigate, prosecute and resolve complaints of discrimination, discriminatory harassment, and bias-based profiling in a timely and efficient manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Cases successfully mediated	5	21	0	*	*	0	0
Pre-complaint resolutions	163	189	165	*	*	52	56
★ Cases filed	522	497	697	*	*	260	272
★ Cases closed	480	602	608	*	*	246	78
- Cases closed (%) - no probable cause determination	43%	45%	43%	*	*	54%	3%
★ - Cases closed (%) - probable cause determination	12%	8%	15%	*	*	13%	6%

★ Critical Indicator “NA” - means Not Available in this report \* No Target ↕↑ shows desired direction

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
- Cases closed (%) - administrative cause	25%	21%	20%	*	*	13%	58%
★ - Cases closed (%) - settlement	20%	26%	22%	23%	23%	20%	33%
Cases referred to the Office of Administrative Trials and Hearings	59	47	89	*	*	31	5
★Average value of cash settlement for complainant (\$)	\$14,273	\$15,250	\$10,755	*	*	\$13,170	\$46,144
Modifications for accessibility for disabled	156	185	155	*	*	52	51
★Average age of complaint caseload (days)	314	297	250	300	300	243	312
Caseload	583	567	667	474	474	598	952
Cases pending by age - less than one year	467	496	505	414	414	433	645

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## SERVICE 2 Educate the community on the NYC Human Rights Law.

### Goal 2a

Increase community awareness of the NYCHRL through know-your-rights presentations aimed at the general public; know-your-obligations presentations aimed at housing providers, employers and small businesses; and other initiatives.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Conferences, workshops and training sessions	1,114	1,288	1,394	1,000	1,000	406	341
Community-based technical assistance	22,537	53,426	56,016	40,000	40,000	16,556	18,369
School-based training sessions conducted	392	272	326	250	250	35	13

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	1,515	1,097	1,126	*	*	500	430
Average wait time to speak with a customer service agent (minutes)	10	10	10	*	*	10	12
CORE facility rating	94	97	98	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$6.1	\$5.6	\$5.8	\$10.3	\$11.0	\$10.8	\$1.8	\$2.2
Personnel	61	62	66	130	131	123	65	78
Overtime paid (\$000)	\$1	\$4	\$9	\$11	\$11	\$11	\$1	\$1

<sup>1</sup>January 2016 Financial Plan

<sup>2</sup>Expenditures include all funds

"NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Goal 1a has been updated to increase its consistency with the types of cases received and handled by CCHR and with the NYCHRL, which includes the terms “discriminatory harassment” and “bias-based profiling” in its descriptions of the bases of complaints.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/cchr](http://www.nyc.gov/cchr).

# OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Fidel F. Del Valle, Commissioner/Chief Administrative Law Judge



## WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is an independent, central administrative law court with two divisions: the OATH Trials Division and the OATH Hearings Division. The OATH Hearings Division consists of three subdivisions: OATH Environmental Control Board (ECB) Hearings, OATH Taxi & Vehicle for Hire Hearings and OATH Health Hearings. OATH Hearings are conducted by Hearing Officers. The OATH Trials Division adjudicates a wide range of issues referred by City agencies. Its caseload includes employee discipline, retention of seized vehicles, license and regulatory enforcement, real estate and loft law violations, contract disputes and human rights violations. OATH Trials are conducted by Administrative Law Judges. In the OATH Hearings Division, ECB Hearings conducts hearings on alleged quality-of-life violations that can be filed by 13 different City agencies. OATH Taxi & Vehicle for Hire Hearings holds hearings on summonses issued by the Taxi and Limousine Commission (TLC), the City's Police Department and the Port Authority of New York and New Jersey for alleged violations of TLC and other City rules. OATH Health Hearings holds hearings on summonses issued by the Department of Health and Mental Hygiene regarding alleged violations of the City's Health Code and other laws affecting health.

## FOCUS ON EQUITY

OATH was established as an independent Charter agency with the mission to provide fair and unbiased administrative trials and hearings to the City's residents, businesses and agencies. With a focus on providing convenience to the New Yorkers who are summoned to its courts, OATH is undertaking an agency-wide transformation. It is redesigning all of the rules, procedures, forms and documents across its three hearings subdivisions with the aim of making the hearing processes standard and understandable for all New Yorkers summoned to hearings, regardless of which of the various City enforcement agencies issued the notice or summons. Having one division that is responsible for all administrative hearings conducted by OATH will enable the creation of OATH "One-Stop Hearing Centers" in each borough. These Centers will provide individuals and businesses with the opportunity to deal with summonses issued by any City agency before an independent and impartial administrative court that has one uniform set of procedures that will become familiar to all.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Adjudicate the City's administrative matters.**

- Goal 1a Hear cases promptly and issue timely decisions at the OATH Trials Division.

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### **SERVICE 2 Adjudicate alleged violations of the City's local administrative laws.**

- Goal 2a Hear cases promptly and issue timely decisions at the OATH Hearings Division, which includes OATH Environmental Control Board (ECB) Hearings, OATH Health Hearings and OATH Taxi & Vehicle for Hire Hearings.

## HOW WE PERFORMED

- In the first four months of Fiscal 2016, the percentage of decisions issued within 45 days by Administrative Law Judges (ALJ) at the Trials Division was 88 percent, while it was 93 percent during the same time last fiscal year. The slight decrease can be attributed to the fact that OATH judges during the first four months of Fiscal 2016 experienced an increase in the number of days that they were on the bench. When the judges are on trial, their written decisions on closed cases may be delayed due to the fact that they are conducting trials on other matters. The average number of trial days for OATH's Administrative Law Judges during the first four months of Fiscal 2015 was 97 while the average number of trial days during the first four months of Fiscal 2016 was 124. The OATH Trials Division continues to conduct fair proceedings and issue fair decisions. In the first four months of Fiscal 2016, 100 percent of the facts and conclusions established in the Reports and Recommendations issued by OATH ALJ's were accepted and the judge's recommendations were adopted by the respective City agency that brought the charges in these cases, while 98 percent of the facts and conclusions were adopted during the same period last year.
- In the first four months of Fiscal 2016, the number of summonses received for OATH ECB Hearings from City enforcement agencies increased by two percent to 230,606, compared to the first four months of last fiscal year. OATH ECB continued to improve in its efficiency and its provision of timely decisions in the cases it hears. In the Fiscal 2016 four-month period, the average time from case assignment to decision improved to four days at OATH ECB, representing a 33 percent decrease in the time taken to issue a decision after a hearing has been assigned.
- OATH received 10,843 dockets from the Health Department for OATH Health Hearings in the first four months of Fiscal 2016, a decrease of 17 percent compared to the same period last fiscal year. While there was a concomitant decrease in the number of hearings it conducted, OATH rendered 8,186 Health Hearings decisions in the Fiscal 2016 four-month period, an increase of three percent from the 7,986 decisions it rendered in the comparable period of Fiscal 2015.
- In the first four months of Fiscal 2016, OATH received 33,899 summonses for Taxi & Vehicle for Hire Hearings, an increase of 10 percent from the first four months of Fiscal 2015. OATH conducted 21,582 Taxi & Vehicle for Hire hearings during the Fiscal 2016 four-month period, a 13 percent decrease compared to the first four months of Fiscal 2015. The decrease in OATH Taxi & Vehicle for Hire hearings is attributable to the steep increase in the number of cases that were filed and then withdrawn or settled by TLC prior to the OATH hearing. In the first four months of Fiscal 2015, TLC withdrew 4,268 summonses after filing them at OATH for a hearing; in the first four months of Fiscal 2016 the number of summonses it withdrew more than tripled, to 13,664.

## SERVICE 1 Adjudicate the City's administrative matters.

**Goal 1a** Hear cases promptly and issue timely decisions at the OATH Trials Division.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Average time for the OATH Trials Division to issue decisions after records closed (business days)	13.9	15.2	7.5	25.0	25.0	8.2	5.4
OATH Trials Division cases with decisions issued within 45 business days (%)	98%	94%	93%	*	*	93%	88%
OATH Trials Division facts and conclusions adopted by agencies (%)	99%	98%	99%	96%	96%	98%	100%
★ Average adjournment time at the OATH Trials Division (business days)	16.6	15.7	16.9	20.0	20.0	16.3	16.4
OATH Trials Division settlement rate (%)	59%	55%	57%	55%	55%	60%	58%
Cases filed at the OATH Trials Division (total)	2,358	2,665	2,754	*	*	989	858
Cases closed at the OATH Trials Division (total)	2,326	2,425	2,724	*	*	885	853
Cases processed per ALJ (total)	183.0	187.0	188.0	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 2 Adjudicate alleged violations of the City's local administrative laws.

### Goal 2a

Hear cases promptly and issue timely decisions at the OATH Hearings Division, which includes OATH Environmental Control Board (ECB) Hearings, OATH Health Hearings and OATH Taxi & Vehicle for Hire Hearings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Notices of Violation (NOV) received by OATH ECB Hearings Division	464,666	566,566	623,758	*	*	225,884	230,606
OATH ECB Hearings Division hearings conducted	208,922	195,284	184,631	*	*	63,385	60,675
★Average time from OATH ECB Hearings Division hearing assignment to decision (days)	5	6	6	20	20	6	4
OATH ECB Hearings Division cases with decisions issued within 45 business days of hearing assignment (%)	99.7%	99.9%	99.9%	*	*	99.9%	99.9%
★OATH ECB Hearings Division decisions rendered	141,371	142,390	146,266	*	*	50,367	49,031
Dockets received by the OATH Health Hearings Division	41,772	40,255	37,776	*	*	13,076	10,843
OATH Health Hearings Division hearings conducted	36,187	37,932	34,013	*	*	11,844	8,979
★OATH Health Hearings Division decisions rendered	23,787	26,043	23,731	*	*	7,986	8,186
Summonses received by the OATH Taxi & Vehicle for Hire Hearings Division	NA	97,392	97,986	*	*	30,743	33,899
OATH Taxi & Vehicle for Hire Hearings Division hearings conducted	NA	59,929	75,402	*	*	24,889	21,582
★OATH Taxi & Vehicle for Hire Hearings Division decisions rendered	NA	50,264	63,060	*	*	20,847	17,856

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed customer requests for interpretation	8,734	9,240	9,419	*	*	3,509	3,231
Letters responded to in 14 days (%)	99.7%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
CORE facility rating	90	97	94	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$30.7	\$31.3	\$34.4	\$39.2	\$38.2	\$39.9	\$11.0	\$13.2
Revenues (\$000,000)	\$135.7	\$137.3	\$141.3	\$126.8	\$126.8	\$126.7	\$50.7	\$50.4
Personnel	368	358	362	461	448	446	352	343
Overtime paid (\$000)	\$39	\$101	\$42	\$40	\$40	\$40	\$16	\$14

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The names of the subdivisions of the new OATH Hearings Division are updated in the introductory text to this section, and in the applicable performance indicators reported herein. The names of all the indicators for the OATH Trials Division have also been updated. There was no impact on data values. These updates reflect the City rule that took effect at the start of Fiscal 2016 and renamed the OATH Trials Division and created the OATH Hearings Division. The updated names of OATH Hearings Division subdivisions are OATH Environmental Control Board (ECB) Hearings, OATH Taxi & Vehicle for Hire Hearings, and OATH Health Hearings. (These were formerly Environmental Control Board (ECB) Tribunal, OATH Taxi and Limousine Tribunal, and OATH Health Tribunal, respectively.)

## ADDITIONAL RESOURCES

For additional information, go to:

- OATH Trials Division data:  
[http://www.nyc.gov/html/oath/downloads/pdf/oath\\_trib\\_stats/OATH.pdf](http://www.nyc.gov/html/oath/downloads/pdf/oath_trib_stats/OATH.pdf)
- Health Hearings Data:  
[http://www.nyc.gov/html/oath/downloads/pdf/health\\_trib\\_stats/Health.pdf](http://www.nyc.gov/html/oath/downloads/pdf/health_trib_stats/Health.pdf)
- Taxi & Vehicle for Hire Hearings Data:  
[http://www.nyc.gov/html/oath/downloads/pdf/tlt\\_trib\\_stats/Taxi.pdf](http://www.nyc.gov/html/oath/downloads/pdf/tlt_trib_stats/Taxi.pdf)
- Environmental Control Board Hearings data:  
[http://www.nyc.gov/html/oath/downloads/pdf/ecb\\_trib\\_stats/ECB.pdf](http://www.nyc.gov/html/oath/downloads/pdf/ecb_trib_stats/ECB.pdf)

For more information on the agency, please visit: [www.nyc.gov/oath](http://www.nyc.gov/oath).



# BUSINESS INTEGRITY COMMISSION

Daniel D. Brownell, Commissioner/Chair



## WHAT WE DO

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

## FOCUS ON EQUITY

The mission of the Business Integrity Commission (BIC) is to eliminate organized crime and other forms of corruption from the industries BIC regulates: the wholesale food markets and the commercial trade waste industry. By fostering an open marketplace, BIC ensures that the regulated businesses are able to compete fairly and that the marketplaces are free from the criminal activity that once dominated them. By ensuring businesses in our regulated industries operate with good character, honesty and integrity, BIC helps maintain a fair marketplace for all businesses that have contact and work with our regulated companies.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Regulate the City's commercial waste hauling industry.**

- Goal 1a Ensure that all businesses in the commercial waste hauling industry abide by the law.
- Goal 1b Process license and registration applications for the waste hauling industry in a timely manner.

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### **SERVICE 2 Regulate businesses in and around the City's public wholesale markets.**

- Goal 2a Ensure that businesses in and around public wholesale markets abide by the law.
- Goal 2b Process registration applications for public wholesale businesses in a timely manner.

## HOW WE PERFORMED

- BIC continued to strive to be judicious and thorough in the issuance of all types of violations during the first four months of Fiscal 2016. It also continued to seek to fairly resolve as many outstanding violations as possible prior to formal administrative hearing. As a result, 100 percent of the BIC-issued violations heard at OATH in the Fiscal 2016 four-month period were admitted to or upheld, an increase of six percent from the comparable period of Fiscal 2015.
- BIC continued its efforts to uncover and reduce potential corruption in the trade waste industry due to unauthorized subcontracting by improving the pace and efficiency of its processing of subcontracting applications. Although BIC received no additional resources to investigate and resolve these applications, all license renewal applications were given an additional level of scrutiny. Reviewers analyzed customer registration information in order to ascertain if unauthorized subcontracting arrangements were in place. If so, BIC took further investigative steps and made requests for documentation, thereby directly increasing the time for processing trade waste licensing applications. By allocating resources here, the time to process all other applications increased. During the first four months of Fiscal 2016 BIC reviewed and investigated 125 subcontracting applications and completely eliminated the backlog of applications in this area.
- The average time for BIC to approve public wholesale market applications was 422 days in the first four months of Fiscal 2016, up from 231 days in the same period of Fiscal 2015. This was attributable to the fact that BIC approved 15 wholesale market applications in the Fiscal 2016 period, compared to seven a year earlier, and that many of those approved were older pending applications that BIC sought to finalize. This also resulted in a 25 percent reduction in the average age of pending wholesale market applications at the end of the Fiscal 2016 four-month period from the level a year earlier.

### SERVICE 1 Regulate the City's commercial waste hauling industry.

**Goal 1a** Ensure that all businesses in the commercial waste hauling industry abide by the law.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Violations issued to private waste haulers	1,145	888	1,166	*	*	513	239
★Violations issued to legally operating private waste haulers	897	733	827	*	*	314	178
★Violations issued to illegally operating private waste haulers	248	155	339	*	*	199	61
★Total waste hauling applications denied (%)	3.9%	3.9%	4.2%	*	*	4.2%	4.4%
Waste hauling complaints received	534	519	513	*	*	205	212
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	92.3%	90.5%	91.5%	*	*	94.0%	100.0%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**Goal 1b** Process license and registration applications for the waste hauling industry in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average time to approve waste hauling applications (days) - New and Renewal	180	96	234	↓	↓	194	208
★Average time to approve waste hauling applications (days) - New	212	103	235	↓	↓	160	213
★Average time to approve waste hauling applications (days) - Renewal	166	94	234	↓	↓	214	206
★Average age of pending waste hauling applications (days)	198	221	208	180	180	230	212
★Waste hauling applications pending	331	523	762	300	300	593	841
Waste hauling applications approved - New and Renewal	1,106	770	737	*	*	172	206
Waste hauling applications approved - New	209	128	166	*	*	38	39
Waste hauling applications approved - Renewal	897	642	571	*	*	134	167

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 2 Regulate businesses in and around the City's public wholesale markets.

### Goal 2a

Ensure that businesses in and around public wholesale markets abide by the law.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Violations issued at public wholesale markets	134	79	45	*	*	29	40
Violations admitted to or upheld at the Environmental Control Board (%)	88.5%	94.0%	99.4%	*	*	98.2%	100.0%
★Public wholesale market applications denied (%)	3.0%	3.2%	2.5%	*	*	2.3%	2.5%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### Goal 2b

Process registration applications for public wholesale businesses in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average time to approve public wholesale market applications (days)	151	152	382	200	200	231	422
Average age of pending public wholesale market applications (days)	246	256	324	*	*	375	283
Public wholesale market applications approved	85	68	49	*	*	7	15

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	109	56	26	*	*	NA	NA
Average wait time to speak with a customer service agent (minutes)	3	2	3:7	*	*	NA	NA
CORE facility rating	95	93	93	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$7.0	\$7.3	\$8.1	\$7.4	\$8.6	\$7.7	\$3.0	\$3.8
Revenues (\$000,000)	\$7.1	\$6.3	\$6.6	\$6.0	\$6.0	\$5.7	\$2.6	\$2.8
Personnel	72	64	72	80	82	81	70	75
Overtime paid (\$000)	\$48	\$43	\$48	\$24	\$43	\$24	\$13	\$23

<sup>1</sup>January 2016 Financial Plan

<sup>2</sup>Expenditures include all funds

"NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- BIC has changed its annual figures for “Violations admitted to or upheld at Office of Administrative Trials and Hearings (%)’ for Fiscal 2013 to Fiscal 2015 to reflect correction of its calculation method for this indicator, which first appeared in the Fiscal 2015 MMR.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/bic](http://www.nyc.gov/bic).



# Basic Services for All New Yorkers

# Basic Services for All New Yorkers



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Service Center

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Department of  
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Taxi and Limousine  
Commission

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# DEPARTMENT OF SANITATION

Kathryn Garcia, Commissioner



## WHAT WE DO

The Department of Sanitation (DSNY) keeps New York City healthy, safe and clean by collecting, recycling and disposing of waste; cleaning streets and vacant lots; and clearing snow and ice. The Department operates 59 district garages and manages a fleet of more than 2,200 collection trucks, 450 mechanical brooms and 577 large and small salt spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets and removes debris from vacant lots and abandoned vehicles from City streets. The Department leads the City's efforts to contribute zero waste to landfills by 2030, a key component of *One New York: The Plan for a Strong and Just City*.

## FOCUS ON EQUITY

DSNY is committed to providing high-quality, responsive waste management, street cleaning and snow removal services to all New Yorkers across the five boroughs. DSNY has targeted recruitment and outreach to communities traditionally underrepresented in its uniformed ranks to ensure equal opportunity for all New Yorkers. The Department continues efforts to achieve diversity in recruitment and promotion, and the pool for the sanitation worker civil service test offered in February 2015 was the most diverse in recorded history. The Department has worked with its partners to implement new outreach strategies in low-income communities and has expanded its recycling programs, including e-cycleNYC, re-fashionNYC and organics collection, to give all New Yorkers the ability to manage their own waste footprint. In 2015 DSNY and the New York City Housing Authority launched an initiative to increase recycling opportunities at public housing developments. DSNY also opened the North Shore Marine Transfer Station, a critical component of the City's comprehensive Solid Waste Management Plan that reduces the impact of waste transfer infrastructure on historically overburdened communities in the Bronx, Brooklyn and Queens.

## OUR SERVICES AND GOALS

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### SERVICE 1 Clean streets, sidewalks and vacant lots.

Goal 1a Increase street and sidewalk cleanliness.

Goal 1b Increase the percentage of vacant lots that are clean.

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### SERVICE 2 Collect and dispose of refuse.

Goal 2a Improve efficiency of refuse handling.

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### SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

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### SERVICE 4 Clear snow and ice from City streets and roadways.

Goal 4a Meet or exceed minimum standards for clearing streets and roadways of snow and ice.

## HOW WE PERFORMED

- During the first four months of Fiscal 2016 DSNY achieved a street cleanliness rating of 94.4 percent and a sidewalk cleanliness rating of 96.1 percent citywide, both slightly higher than the same period of Fiscal 2015. DSNY issued 30 percent more summonses for dirty sidewalks during the reporting period.
- During the reporting period refuse tons collected per truck remained at 9.7, despite a slight decrease in overall refuse tonnage.
- As a result of the continued expansion of organic recycling, as well as recycling of rigid plastics citywide, the curbside and containerized recycling diversion rate increased from 15.3 percent to 16.1 percent. The total annual recycling diversion rate for Fiscal 2015, reported for the first time in this report, was 17.8 percent, a slight increase from 17.0 percent in Fiscal 2014.
- Recycling tons collected per truck increased from 5.2 to 5.4 as the tonnage of recycling collected curbside increased five percent.

### SERVICE 1 Clean streets, sidewalks and vacant lots.

#### Goal 1a Increase street and sidewalk cleanliness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Streets rated acceptably clean (%)	94.5%	93.3%	92.7%	92.0%	92.0%	93.2%	94.4%
Streets rated filthy (%)	0.2%	0.4%	0.4%	*	*	0.3%	0.2%
★Sidewalks rated acceptably clean (%)	96.1%	96.0%	95.5%	97.0%	97.0%	95.3%	96.1%
Sidewalks rated filthy (%)	0.4%	0.3%	0.4%	*	*	0.4%	0.3%
Violations issued for dirty sidewalks	28,690	39,975	49,828	*	*	19,829	25,858
Violations issued for illegal posting	16,182	18,217	11,601	*	*	7,288	272

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

#### Goal 1b Increase the percentage of vacant lots that are clean.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Vacant lot cleaning requests	3,056	2,539	2,367	2,500	2,500	1,193	1,287
★Lots cleaned citywide	3,607	2,997	3,206	3,200	3,200	1,160	1,177

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction



## SERVICE 2 Collect and dispose of refuse.

Goal 2a Improve efficiency of refuse handling.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Tons of refuse disposed (000)	3,262.8	3,193.8	3,176.9	3,150.0	3,150.0	1,092.7	1,079.9
★Refuse tons per truck-shift	9.9	9.6	9.5	10.7	10.7	9.7	9.7
★Trucks dumped on shift (%)	47.2%	43.5%	44.6%	45.6%	45.6%	48.4%	48.2%
Tons per day disposed	10,876	10,611	10,554	*	*	10,609	10,485
Average outage rate for all collection trucks (%)	19%	21%	20%	*	*	20%	19%
Missed refuse collections (%)	1.1%	0.0%	0.0%	*	*	0.0%	0.8%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Curbside and containerized recycling diversion rate (%)	15.1%	15.4%	16.0%	19.0%	19.0%	15.3%	16.1%
★Curbside and containerized recycled tons (000)	539.2	553.2	575.4	683.3	683.3	192.1	202.1
Total annual recycling diversion rate (%)	16.3%	17.0%	17.8%	*	*	NA	NA
Recycled tons per day	2,058	2,088	2,197	2,270	2,270	NA	NA
Annual tons recycled total (000)	642	652	685	*	*	NA	NA
★Recycling tons per truck-shift	5.1	5.1	5.2	6.2	6.2	5.2	5.4
Missed recycling collections (%)	3.3%	0.0%	0.0%	*	*	0.0%	0.2%
Recycling trucks dumped on shift (%)	29.2%	25.7%	25.8%	*	*	27.6%	28.4%
Recycling summonses issued	65,017	107,049	107,428	*	*	36,962	35,206

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 4 Clear snow and ice from City streets and roadways.

Goal 4a Meet or exceed minimum standards for clearing streets and roadways of snow and ice.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Snowfall (total inches)	24.0	56.3	47.5	*	*	0.0	0.0
Salt used (tons)	183,597	492,369	522,841	*	*	0	0

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

# AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Cases commenced against the City in state and federal court	309	341	651	*	*	186	248
Payout (\$000)	\$26,944	\$32,265	\$25,500	*	*	\$8,726	\$9,735
Private transfer station permits	59	59	59	*	*	59	59
Private transfer station inspections performed	5,047	6,022	5,998	*	*	2,196	1,318
Total Environmental Control Board violations issued	259,909	358,064	402,251	*	*	136,309	147,112
Violations admitted to or upheld at the Environmental Control Board (%)	84%	86%	88%	*	*	89%	88%
Refuse collection cost per ton (\$)	\$252	\$277	\$282	*	*	NA	NA
Refuse cost per ton (fully loaded) (\$)	\$392	\$422	\$449	*	*	NA	NA
Disposal cost per ton (\$)	\$140	\$145	\$167	*	*	NA	NA
Recycling cost per ton (fully loaded) (\$)	\$656	\$721	\$684	*	*	NA	NA
Recycling collection cost per ton (\$)	\$627	\$692	\$640	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$11	\$11	\$11	*	*	\$11	\$11
Removal cost per inch of snow (\$000)	\$1,602	\$2,330	\$2,444	*	*	NA	NA
Collisions involving City vehicles	2,093	2,457	2,616	*	*	611	568
Workplace injuries reported (uniform and civilian)	1,572	1,539	1,266	*	*	433	442

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

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	0	8	17	*	*	NA	NA
Letters responded to in 14 days (%)	52%	65%	58%	*	*	52%	70%
E-mails responded to in 14 days (%)	69%	75%	64%	*	*	64%	71%

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	95	97	96	*	*	97	94
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	71	66	79	*	*	92	96

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$1,369.8	\$1,414.2	\$1,477.4	\$1,567.1	\$1,547.2	\$1,637.9	\$676.3	\$621.2
Revenues (\$000,000)	\$17.7	\$17.3	\$17.5	\$17.6	\$17.6	\$17.3	\$6.3	\$6.5
Personnel (uniformed)	7,121	7,185	7,381	7,427	7,427	7,477	7,568	7,712
Personnel (civilian)	1,976	1,997	2,150	2,384	2,386	2,398	2,016	2,164
Overtime paid (\$000,000)	\$108.1	\$125.4	\$131.3	\$99.8	\$99.0	\$106.5	\$14.3	\$21.4
Capital commitments (\$000,000)	\$399.9	\$276.7	\$273.6	\$265.5	\$258.4	\$276.6	\$119.4	\$13.7
Work Experience Program (WEP) participants assigned	1,346	870	1,008	*	*	*	1,206	1,000
<sup>1</sup> January 2016 Financial Plan	<sup>2</sup> Expenditures include all funds		"NA" - Not Available in this report					

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Beginning with the Fiscal 2016 Mayor's Management Report, the agency resources indicator 'Work Experience Program (WEP) participants assigned' will be replaced with 'Work Experience Program (WEP) Enrollment' to better reflect actual program participation.

## ADDITIONAL RESOURCES

For additional information go to:

- One New York: The Plan for a Strong and Just City:*  
<http://www.nyc.gov/html/onenyc/downloads/pdf/publications/OneNYC.pdf>
- Scorecard – monthly street and sidewalk cleanliness ratings:  
<http://www1.nyc.gov/site/operations/performance/scorecard-street-sidewalk-cleanliness-ratings.page>

For more information on the agency, please visit: [www.nyc.gov/dsny](http://www.nyc.gov/dsny).





## WHAT WE DO

The Department of Parks and Recreation (DPR) plans, maintains and cares for a 29,900-acre municipal parks system that encompasses over 1,900 parks, 1,000 playgrounds, 36 recreational centers, over 600,000 street trees and two million park trees. DPR's thousands of public programs include free Shape Up and Kids in Motion fitness courses, swimming lessons and Urban Park Rangers nature education. DPR's capital program strengthens the City's infrastructure by developing and improving parks, playgrounds, pools and recreational facilities.

## FOCUS ON EQUITY

DPR is ensuring that the benefits of accessible, high-quality open space reach every community in New York City. The Department works towards this goal through its Framework for an Equitable Future, a comprehensive series of immediate steps and long-term initiatives to support equitable park development and sustainable service improvements. One of the first steps of the framework is the Community Parks Initiative, an agency initiative to invest in parks located in the City's growing, densely populated but under-resourced neighborhoods. All of the Department's efforts build on the core principles of good park development: smart planning for targeted capital investment, strong community and public-private partnerships, innovative programming and dedicated maintenance. Interconnection among each of these areas is essential to the growth of a truly 21st Century park system.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Manage the City's parks and recreation facilities.**

- Goal 1a Ensure that all parks and playgrounds are clean and in good condition.
- Goal 1b Provide an overall quality park experience.

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### **SERVICE 2 Manage the City's forests and other publicly-owned trees.**

- Goal 2a Ensure that publicly-owned trees are healthy.
- Goal 2b Resolve tree-related emergencies promptly.
- Goal 2c Increase the number of trees in New York City.

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### **SERVICE 3 Preserve and expand the infrastructure of New York's park system.**

- Goal 3a Build and improve parks and playgrounds in a timely and efficient manner.
- Goal 3b Ensure an adequate supply of parkland to meet future needs.

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### **SERVICE 4 Provide recreational and educational opportunities for New Yorkers of all ages.**

- Goal 4a Increase public attendance at educational programs, recreation centers and other venues.
- Goal 4b Increase volunteer activity at City programs and events.

## HOW WE PERFORMED

- Based on the results of the Department’s internal inspection program, acceptable ratings for overall condition and cleanliness of parks as well as individual park features were comparable to ratings during the same Fiscal 2015 period.
- In 30 of the City’s largest parks, total major felony crime through the first quarter of the fiscal year dropped from 123 to 109 crimes. Consistent with the citywide data, crimes against property declined sharply, decreasing by approximately half, while crimes against persons increased, rising from 32 to 63.
- Parks Enforcement Patrol officers issued 10,242 summonses, an increase of 77 percent. A higher number of parking violations accounted for most of the increase.
- Over 31,300 trees have been pruned this year under the block pruning program, an increase of 17 percent. The increase can be attributed to additional foresters hired to facilitate pruning operations and agency vendors meeting weekly productivity requirements on a more consistent basis.
- The Department removed trees within 30 days of a service request 91 percent of the time, below the target of 95 percent. The lower percentage was partly due to forestry crews focusing on resolving hanging and dead tree limb conditions instead of removing dead, yet stable trees. Overall, the number of trees removed was down 21 percent.
- The average time to close tree emergency service requests increased from 15.2 to 24.0 days. A 32 percent increase in tree emergency requests and lags in the reporting process once the work was completed contributed to the longer closing time. In March 2015 the Department started the transition to a new forestry management software system. Once the transition is complete, the new system will standardize and streamline processes and ultimately improve service delivery.
- DPR and its partners planted over 16,700 trees and soon after the end of the reporting period completed the MillionTreesNYC initiative. The achievement was commemorated with a ceremony at Joyce Kilmer Park, near the site of the first tree planted. Overall, the initiative added over 160,000 street trees, nearly 550,000 forest restoration trees and nearly 290,000 trees on public and private open spaces.
- Through October of this fiscal year, the Department completed 23 capital projects, compared to 25 projects last year. At 96 percent and 87 percent, the percent of projects completed on time and within budget were above their respective targets of 80 and 85 percent. Completed projects include the Springville Greenway on Staten Island, which connects pedestrians and bicyclists to the North and South shores of the borough and features bio-swales and drainage systems to improve the surrounding natural areas.
- At the close of the reporting period, citywide recreation center membership was nearly 161,000, an increase of one percent, however year-to-date attendance was eight percent lower. DPR expects a boost in recreation center usage after the November 2015 opening of the Ocean Breeze Track and Field Athletic Complex on Staten Island. The state-of-the-art center features a running track and exercise rooms, and is the only indoor track and field facility in the country that is certified by the International Association of Athletics Federation.

### SERVICE 1 Manage the City’s parks and recreation facilities.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Parks rated acceptable for overall condition (%)	85%	87%	86%	85%	85%	86%	85%
- Overall condition of small parks and playgrounds (%)	83%	85%	85%	*	*	84%	81%
- Overall condition of large parks (%)	74%	77%	78%	*	*	78%	81%
- Overall condition of greenstreets (%)	96%	97%	97%	*	*	97%	96%

★ Critical Indicator    "NA" - means Not Available in this report    \* No Target    ↓↑ shows desired direction

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Parks rated acceptable for cleanliness (%)	90%	91%	92%	90%	90%	92%	92%
- Cleanliness of small parks and playgrounds (%)	89%	91%	91%	*	*	92%	91%
- Cleanliness of large parks (%)	84%	85%	86%	*	*	87%	88%
- Cleanliness of greenstreets (%)	98%	99%	99%	*	*	99%	99%
★ Play equipment rated acceptable (%)	93%	93%	92%	95%	95%	91%	92%
★ Safety surfaces rated acceptable (%)	93%	94%	95%	95%	95%	94%	94%
★ Comfort stations in service (in season only) (%)	94%	95%	97%	95%	95%	97%	96%
★ Spray showers in service (in season only) (%)	92%	96%	94%	95%	95%	93%	90%
★ Drinking fountains in service (in season only) (%)	95%	95%	94%	95%	95%	94%	96%
★ Recreation centers rated acceptable for cleanliness (%)	100%	98%	100%	93%	93%	NA	NA
★ Recreation centers rated acceptable for overall condition (%)	85%	86%	83%	85%	85%	NA	NA
Monuments receiving annual maintenance (%)	63%	63%	63%	*	*	32%	32%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## Goal 1b Provide an overall quality park experience.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Major felonies in 30 largest parks (excludes Central Park) - Crimes against persons	127	126	81	↓	↓	32	63
★ - Crimes against property	155	173	168	↓	↓	91	46
Summonses issued	11,809	16,310	15,323	*	*	5,800	10,242
Violations admitted to or upheld at the Environmental Control Board (%)	81.1%	84.8%	87.2%	*	*	85.5%	84.3%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 2 Manage the City's forests and other publicly-owned trees.

### Goal 2a Ensure that publicly-owned trees are healthy.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Street trees pruned - Block program	46,697	59,607	97,888	95,000	95,000	26,665	31,320
- Annual pruning goal completed (%)	173%	119%	140%	*	*	38%	33%
- Trees pruned as a percent of pruning eligible trees	10%	12%	23%	*	*	NA	NA
Trees removed	22,920	16,586	15,964	*	*	8,171	6,495
- Street trees removed (in response to service request)	9,765	10,525	10,702	*	*	5,699	5,003
★ - Removed within 30 days of service request (%)	91%	99%	97%	95%	95%	97%	91%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**Goal 2b** Resolve tree-related emergencies promptly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Total public service requests received - Forestry	118,166	77,030	80,009	*	*	35,803	39,653
- Tree emergencies	50,775	14,449	17,417	*	*	6,590	8,692
★ Average time to close - Tree emergency service requests (days)	10.4	21.2	17.1	↓	↓	15.2	24.0
- Down trees	8.3	15.7	15.3	*	*	12.1	17.6
- Hanging tree limbs	13.2	29.4	18.8	*	*	16.3	27.6
- Down tree limbs	11.9	18.6	17.3	*	*	17.3	25.3

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**Goal 2c** Increase the number of trees in New York City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ MillionTreesNYC - Trees planted - Parks	81,051	97,299	67,612	70,000	*	11,178	13,075
- Trees planted - Other	26,967	39,538	35,647	30,000	*	5,719	3,630

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**SERVICE 3** Preserve and expand the infrastructure of New York's park system.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Capital projects completed	123	114	84	95	95	25	23
★ Capital projects completed on time or early (%)	76%	72%	90%	80%	80%	92%	96%
Capital projects completed within budget (%)	77%	78%	86%	85%	85%	88%	87%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**Goal 3b** Ensure an adequate supply of parkland to meet future needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
New Yorkers living within walking distance of a park	NA	NA	79.4%	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction



## SERVICE 4 Provide recreational and educational opportunities for New Yorkers of all ages.

### Goal 4a

Increase public attendance at educational programs, recreation centers and other venues.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Total recreation center memberships	131,824	159,789	159,431	↑	↑	158,813	160,926
★ Total recreation center attendance	3,016,412	3,398,432	3,422,683	↑	↑	1,154,777	1,064,793
★ Attendance at outdoor Olympic and intermediate pools (calendar year)	1,450,315	1,434,011	1,790,628	*	*	NA	NA
Attendance at historic house museums	725,376	833,929	825,541	*	*	414,634	432,344
Attendance at skating rinks	530,299	595,887	548,677	*	*	NA	NA
Total attendance at non-recreation center programs	528,980	503,919	1,076,194	*	*	741,926	632,833

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

### Goal 4b

Increase volunteer activity at City programs and events.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Parks with an affiliated volunteer group (%)	NA	48%	52%	*	*	48%	55%
Volunteer turnout	37,754	34,137	40,932	*	*	15,076	18,993

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Cases commenced against the City in state and federal court	270	294	292	*	*	101	109
Payout (\$000)	\$24,342	\$16,760	\$12,690	*	*	\$5,331	\$4,561
Collisions involving City vehicles	464	496	540	*	*	143	210
Workplace injuries reported	358	397	396	*	*	162	124

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

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
E-mails routed and responded to in 14 days (%)	45%	38%	52%	60%	60%	42%	48%
Letters routed and responded to in 14 days (%)	37%	30%	43%	60%	60%	30%	34%
Completed customer requests for interpretation	45	60	81	*	*	NA	NA
CORE customer experience rating (0-100)	89	91	93	85	85	NA	NA
Respondents who rated parks acceptable for overall condition (%) (calendar year)	86%	91%	84%	85%	85%	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Damaged Tree - Branch or Limb Has Fallen Down (8 days)	94%	82%	83%	95%	95%	89%	94%
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (7 days)	87%	69%	69%	90%	90%	70%	70%
Percent meeting time to first action - New Tree Request - For One Address (180 days)	98%	98%	99%	90%	90%	99%	98%
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	92%	88%	57%	95%	95%	88%	58%
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	82%	60%	64%	85%	85%	80%	74%

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

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$426.3	\$413.3	\$496.3	\$454.7	\$491.5	\$459.3	\$176.3	\$194.8
Revenues (\$000,000)	\$63.0	\$71.5	\$67.8	\$70.1	\$70.1	\$70.1	\$26.3	\$28.5
Personnel (Total FT and FTE)	6,983	6,632	6,870	7,204	7,545	7,185	6,496	6,943
Full-time personnel	3,448	3,642	3,862	4,005	4,184	4,135	3,704	3,853
Full-time equivalent (FTE) personnel	3,535	2,990	3,008	3,199	3,361	3,050	2,792	3,090
- Parks Opportunity Program (POP) participants <sup>3</sup>	1,640	1,612	1,605	1,693	1,379	1,379	1,582	1,567
Overtime paid (\$000,000)	\$15.4	\$14.0	\$15.4	\$10.9	\$11.3	\$11.1	\$5.1	\$7.7
Capital commitments (\$000,000)	\$532.8	\$364.8	\$645.7	\$803.2	\$1,226.0	\$864.7	\$88.5	\$101.5
Work Experience Program (WEP) participants assigned	688	115	0	*	*	*	25	0

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report  
<sup>3</sup>The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

# NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Four-month Fiscal 2015 data and annual data for fiscal years 2013 through 2015 were revised for both MillionTreesNYC indicators to reflect updated information. The update resulted in a net increase of 15,967 trees over the three years.
- The Department corrected annual Fiscal 2015 data for the indicator 'Attendance at historic house museums,' which resulted in an increase of 35,133.
- Beginning with the Fiscal 2016 Mayor's Management Report, the agency resources indicator 'Work Experience Program (WEP) participants assigned' will be replaced with 'Work Experience Program (WEP) Enrollment' to better reflect actual program participation.

## ADDITIONAL RESOURCES

For additional information go to:

- Tree Census:  
<http://www.nycgovparks.org/trees/treescount>
- New York City parks inspection program results:  
<http://www.nycgovparks.org/park-features/parks-inspection-program>
- Capital Project Tracker:  
<http://www.nycgovparks.org/planning-and-building/capital-project-tracker>
- Community Parks Initiative:  
<http://www.nycgovparks.org/about/framework-for-an-equitable-future/community-parks-initiative>

For more information on the agency, please visit: [www.nycgovparks.org](http://www.nycgovparks.org).



# DEPARTMENT OF CULTURAL AFFAIRS

Tom Finkelpearl, Commissioner



## WHAT WE DO

The Department of Cultural Affairs (DCLA) provides financial support and technical assistance to New York City's cultural community, including 33 City-owned institutions that comprise the Cultural Institutions Group (CIG) and more than 1,100 other cultural non-profit organizations serving constituencies in all neighborhoods of the City. DCLA manages a significant portfolio of cultural capital projects; provides donated materials for arts programs to public schools, cultural and social service groups; provides capacity building support to cultural groups; and also commissions works of public art for City-funded construction projects.

## FOCUS ON EQUITY

DCLA strives to distribute public funds and other resources equitably to cultural organizations across New York City's five boroughs. Through its Cultural Development Fund, the agency supports projects that share a commitment to the theme of public service and public participation, and uses a democratic peer process to assure a fair and equitable distribution of funds to nearly 900 cultural organizations that apply from every area of the City. Similarly, the agency's capital unit reviews more than 200 project proposals annually from cultural organizations and prioritizes construction projects that expand access to the arts, upgrade infrastructure, and improve energy efficiency. The agency's numerous other programs, such as Percent for Art, Seniors Partnering with Artists Citywide and Materials for the Arts, aim to expand access to public art and art-making opportunities throughout the City.

## OUR SERVICES AND GOALS

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

- Goal 1a Process grant payments promptly.
- Goal 1b Strengthen the infrastructure of cultural facilities by funding capital improvements.
- Goal 1c Expand resources for arts programs and public schools by increasing the supply and use of donated materials.

### **SERVICE 2 Promote public appreciation of non-profit arts and culture.**

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

# HOW WE PERFORMED

- During the reporting period DCLA continued to issue all operating support payments to the Cultural Institutions Group within the 5-day performance standard.
- Initial Cultural Development Fund (CDF) payments took an average of 5 days to issue compared to 8 days a year ago.
- DCLA’s Materials for the Arts (MFTA) continued to maintain its high level of service to eligible recipients in the City’s artistic and educational communities. Although the overall number of agencies and organizations served by MFTA declined compared to a year ago, there was a slight increase in both the number of public schools served as well as the total number of transactions for donated goods. Similarly, MFTA successfully increased the number of donors of material goods by approximately seven percent.

## SERVICE 1 Provide financial support to the City’s non-profit arts and cultural sector for operations, programs and activities.

### Goal 1a Process grant payments promptly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	100%	100%	100%
★Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	6	8	11	7	7	8	5
★Average days to issue final CDF payments	4	5	4	5	5	NA	NA
Total financial support provided to qualifying organizations (\$000,000)	\$139.3	\$144.3	\$152.6	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Capital projects authorized to proceed	69	45	41	*	*	NA	NA
★Capital projects initiated (%)	63%	42%	85%	66%	66%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	1,884	2,025	2,105	*	*	1,172	1,131
★MFTA transactions	5,653	5,995	6,021	5,300	5,300	2,000	2,058

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 2 Promote public appreciation of non-profit arts and culture.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Total visitors to the Cultural Institutions Group (000)	20,264	20,957	21,609	*	*	NA	NA
- Visitors using free admission and/or tickets (%)	22%	26%	26%	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
E-mails responded to in 14 days (%)	86%	90%	92%	88%	88%	89%	93%
Letters responded to in 14 days (%)	87%	100%	100%	90%	90%	100%	100%

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$146.5	\$156.5	\$163.7	\$166.0	\$172.7	\$145.9	\$78.6	\$90.4
Personnel	59	59	62	62	88	70	61	63
Overtime paid (\$000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital commitments (\$000,000)	\$176.3	\$214.7	\$153.9	\$112.6	\$788.0	\$40.5	\$23.9	\$13.0

<sup>1</sup>January 2016 Financial Plan

<sup>2</sup>Expenditures include all funds

"NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- After better than expected performance resulting from processing improvements, DCLA reset the Fiscal 2016 target for the average time to issue initial CDF payments from 14 days to 7 days, which had been the target prior to this year.
- DCLA corrected four-month Fiscal 2015 data for the number of non-profits and City/State agencies served by Materials for the Arts.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/dcla](http://www.nyc.gov/dcla).





# DEPARTMENT OF CONSUMER AFFAIRS

Julie Menin, Commissioner



## WHAT WE DO

The Department of Consumer Affairs (DCA) empowers consumers and businesses to ensure a fair and vibrant marketplace. DCA licenses and regulates nearly 80,000 businesses in 55 different industries, and enforces the Consumer Protection Law and other related business laws in New York City. The agency educates the public and businesses through outreach and partnerships with stakeholders throughout the City.

DCA performs onsite inspections of businesses to ensure compliance with license regulations, weights and measures regulations, and the NYC Consumer Protection Law, and also implements and enforces the new Paid Sick Leave Law by educating employers and employees about the rules and investigating complaints. In enforcing its laws, the agency provides mediation and restitution for consumer complaints.

DCA's Office of Financial Empowerment (OFE) assists New Yorkers with low incomes to build assets and make the most of their financial resources by providing free financial counseling at nearly 30 Financial Empowerment Centers, providing access to mainstream banking, and encouraging the use of free tax preparation services and tax credit utilization.

## FOCUS ON EQUITY

DCA's commitment to a fair and equitable marketplace begins with consumer advocacy, business education and transparency. In an effort to create a more sensible regulatory environment for New York's small businesses, DCA exceeded the Mayor's goal of reducing fine revenue by \$5 million in Fiscal 2015 through its implementation of nearly two-dozen reforms to ease onerous fines on businesses. DCA now allows businesses to choose which language inspections are conducted in and has introduced internal mapping technology so enforcement efforts are distributed equitably throughout the City. The agency continues to educate New York City employers and employees about the Paid Sick Leave Law through extensive outreach and has been resolving complaints — through settlement when possible and through enforcement when needed — to ensure that New York City employees get time off to care for themselves and their families. Through OFE, DCA has expanded its efforts to promote economic opportunity and help reduce inequality by educating consumers about budgeting, debt reduction, safe banking options and free tax preparation.

## OUR SERVICES AND GOALS

### SERVICE 1 Protect and advocate for consumers.

- Goal 1a Mediate consumer complaints with businesses to achieve fair and timely outcomes.
- Goal 1b Ensure all businesses comply with NYC's Consumer Protection Law and related laws.
- Goal 1c Adjudicate violations in a timely manner and ensure compliance with penalties.

### SERVICE 2 Assist and educate businesses and promote a fair marketplace.

- Goal 2a Ensure that business licensing is easy.
- Goal 2b Educate businesses to help them understand their responsibilities toward consumers and their employees.

### SERVICE 3 Educate and empower New Yorkers with low incomes.

- Goal 3a Help residents with low incomes achieve financial stability.

### SERVICE 4 Protect and advocate for workers under the Paid Sick Leave Law.

- Goal 4a Resolve complaints in a timely manner to ensure employers' compliance with the Paid Sick Leave Law.

## HOW WE PERFORMED

- The number of complaints docketed for mediation remained stable compared to last year. The Department continued a policy implemented in December 2014 to keep cases open longer to pursue additional mediation and achieve better outcomes, which contributed to a 45 percent increase in restitution secured for consumers via mediation from \$390,000 to \$570,000. As a result of these additional efforts, the median complaint processing time exceeded DCA's 28 day target at 36 days, and 30 percent of complaints were resolved within 20 days compared to a revised target of 35 percent. While restitution secured via mediation is up, total restitution awarded is down nine percent while the proposed tribunal consolidation with the Office of Administrative Trials and Hearings is being finalized.
- DCA's small business relief package, an initiative implemented in July 2014 to reduce the number and cost of violations, continues to create a more balanced regulatory environment for the City's businesses. For example, compared to the first four months of Fiscal 2014, the baseline period, the number of violations issued decreased by 49 percent from 8,403 to 4,291. At the same time, the agency has engaged in rigorous enforcement of the newly enacted Sensible Tobacco Law (STL) regulations, which has led to a more than 100 percent increase in related violations compared to last year. Specifically, during the reporting period DCA issued over 700 violations related to STL enforcement, which included more than 600 charges for selling tobacco products at prices that are either beneath the price floor or less than posted prices, more than 200 flavored tobacco charges, and 170 charges for selling tobacco products to youth ages 18 to 20. DCA has supplemented its enforcement efforts with robust direct outreach to businesses across the five boroughs to help them understand how to comply with a variety of laws, including licensing laws, the consumer protection law, as well as the Paid Sick Leave and commuter benefits laws. DCA's multilingual team conducted 54 such outreach events throughout the City during the first four months of Fiscal 2016.
- DCA's Licensing Center served more than 34,000 customers in the first four months of Fiscal 2016, a nearly 15 percent increase from a year ago. Despite the increase, average customer wait times in the Center remained low at 8 minutes, beating DCA's target of 15 minutes. Likewise, DCA processed basic license applications in only 2 days on average compared to a target of 4 days.
- The Department closed almost 200 Paid Sick Leave complaint cases in the first four months of Fiscal 2016, securing more than \$590,000 in restitution for almost 8,000 employees and over \$315,000 in fines resulting from complaints. Overall, complaints were resolved in 85 days, including complaints that required a comprehensive investigation. Complaints resolved through an expedited settlement process averaged only 33 days to resolve.

## SERVICE 1 Protect and advocate for consumers.

Goal 1a Mediate consumer complaints with businesses to achieve fair and timely outcomes.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Total docketed complaints	3,907	3,853	3,702	*	*	1,239	1,237
Resolved consumer complaints	3,800	3,873	3,495	*	*	1,134	1,371
Complaints processed - Within 0-20 days (%)	50%	52%	36%	35%	35%	45%	30%
- Within 21-50 days (%)	50%	47%	48%	50%	50%	54%	44%
- Within 51-90 days (%)	0%	1%	16%	10%	10%	1%	26%
★ Median complaint processing time (days)	21	20	27	28	28	22	36
Restitution awarded (\$000)	\$7,223	\$3,588	\$6,189	\$4,500	\$4,500	\$1,608	\$1,464
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	62%	62%	62%	62%	62%	61%	63%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## Goal 1b

Ensure all businesses comply with NYC's Consumer Protection Law and related laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Total inspections	74,029	73,035	65,506	*	*	20,951	24,057
Total violations issued	23,326	19,888	11,923	*	*	3,397	4,291
★Licensing Law compliance rate (%)	93%	93%	95%	93%	93%	95%	96%
Consumer Protection Law - refund and receipt compliance rate (%)	80%	81%	91%	80%	80%	91%	89%
Weights and Measures Law compliance rate - gasoline pumps (%)	97%	99%	99%	98%	98%	99%	99%
Weights and Measures Law compliance rate - fuel trucks (%)	80%	78%	70%	72%	72%	74%	68%
★ Inspected stores complying with tobacco regulations (%)	91%	92%	92%	90%	90%	93%	96%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## Goal 1c

Adjudicate violations in a timely manner and ensure compliance with penalties.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Decisions issued in 30 days or less (%)	94%	95%	89%	90%	90%	97%	77%
Total settlements (\$000)	\$9,270	\$9,395	\$7,542	*	*	\$2,007	\$2,045
★ Number of fines collected within 45 days of assessment (%)	84%	81%	82%	80%	80%	82%	83%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 2 Assist and educate businesses and promote a fair marketplace.

### Goal 2a

Ensure that business licensing is easy.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Basic license application - Average processing time (days)	2	3	2	4	4	3	2
License applications received online (%)	27%	19%	20%	*	*	18%	19%
★Licensing Center wait time (minutes)	11	16	13	15	15	7	8

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

### Goal 2b

Educate businesses to help them understand their responsibilities toward consumers and their employees.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Businesses educated through direct outreach	11,217	34,865	22,659	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 3 Educate and empower New Yorkers with low incomes.

Goal 3a Help residents with low incomes achieve financial stability.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Financial Empowerment Center clients - Percent achieving measurable success (%)	37.0%	39.0%	45.0%	*	*	NA	NA
- Total debt reduced (\$000) (cumulative)	\$14,497	\$23,893	\$33,088	*	*	\$27,578	\$36,490
- Total savings accumulated (\$) (cumulative)	\$1,995,846	\$2,987,936	\$3,596,836	*	*	\$3,192,908	\$4,024,073
Tax returns filed through citywide Tax Credit Campaign	NA	96,611	153,365	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↗ shows desired direction

## SERVICE 4 Protect and advocate for workers under the Paid Sick Leave Law.

Goal 4a Resolve complaints in a timely manner to ensure employers' compliance with the Paid Sick Leave Law.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Paid Sick Leave (PSL) complaints received	NA	NA	583	*	*	257	116
PSL complaints closed	NA	NA	369	*	*	29	197
Average time to resolve all PSL complaints (calendar days)	NA	NA	33	*	*	27	85
- Average time to resolve through settlement (calendar days)	NA	NA	42	*	*	27	33
Employees receiving restitution	NA	NA	97	*	*	2	7,939
Total amount of employee restitution (\$)	NA	NA	\$54,961	*	*	\$803	\$590,556
Total amount of PSL fines (\$)	NA	NA	\$50,050	*	*	\$0	\$315,377

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↗ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Response to 311 Service Requests (SRs)							
Average customer in-person wait time (minutes)	12	16	13	17	17	NA	NA
Completed customer requests for interpretation	1,611	2,536	3,377	*	*	NA	NA
CORE customer experience rating (0-100)	86	94	95	83	83	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	97%	70%	83%	85%	85%	83%	85%
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	97%	69%	84%	85%	85%	87%	81%
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	96%	71%	82%	85%	85%	84%	81%
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	96%	71%	82%	85%	85%	86%	82%
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	92%	92%	65%	85%	85%	95%	59%

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$27.3	\$32.5	\$37.4	\$41.3	\$41.0	\$40.8	\$12.2	\$12.9
Revenues (\$000,000)	\$37.1	\$38.5	\$32.9	\$28.0	\$28.0	\$27.3	\$8.1	\$8.1
Personnel	331	384	367	435	440	439	385	364
Overtime paid (\$000)	\$724	\$866	\$197	\$158	\$201	\$179	\$78	\$35
<sup>1</sup> January 2016 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DCA updated its targets for the percent of complaints processed within 0-20 days and within 51-90 days to reflect its policy to invest more time in negotiations between consumers and businesses. The 0-20 day target was revised downwards from 40 percent to 35 percent and the 51-90 day target was revised upwards from 5 percent to 10 percent; the target for complaints processed within 21-50 days remained at 50 percent.
- DCA added a new service area — Protect and advocate for workers under the Paid Sick Leave Law — with a corresponding goal and metrics. The new metrics include: 'Paid Sick Leave (PSL) complaints received,' 'PSL complaints closed,' 'Average time to resolve all PSL complaints (calendar days),' 'Average time to resolve through settlement (calendar days),' 'Employees receiving restitution,' 'Total amount of employee restitution (\$)' and 'Total amount of PSL fines (\$).'

## ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- Paid Sick Leave Law:  
<http://www.nyc.gov/html/dca/html/law/PaidSickLeave.shtml>

For more information on the agency, please visit: [www.nyc.gov/dca](http://www.nyc.gov/dca).



# 311 CUSTOMER SERVICE CENTER

Joseph Morrisroe, Executive Director



## WHAT WE DO

The 311 Customer Service Center provides the public with quick, easy access to non-emergency government services and information through the call center, [311 Online](#), [311 Facebook](#), [311 on Twitter](#), text messaging at 311-NYC(692), [311 mobile app](#) and 311 TTY at (212) 504-4115. Information and assistance are also available by Skyping “NYC311” or using a Video Relay Service at (212) NEW-YORK (212-639-9675). 311 is available 24 hours a day, seven days a week in more than 180 languages.

## FOCUS ON EQUITY

311 is committed to serving the public interest of all New York City residents, business owners and visitors by providing equitable service delivery to all customers. 311 provides access to government resources while maintaining the highest possible level of quality service for all. Ongoing enhancement efforts have strengthened the focus on availability and customer experience through a diverse range of access points to ensure fair delivery and quality service. 311 continues to promote ease of access and transparency in making government services more available to non-English speakers and effectively serving the needs of all New Yorkers and visitors.

## OUR SERVICES AND GOALS

### **SERVICE 1 Provide public access to City government.**

Goal 1a Increase public access to non-emergency government services.

## HOW WE PERFORMED

- 311 received over 10 million inquiries during the first four months of Fiscal 2016. More than six million contacts were made via telephone, nearly four million contacts were through 311 Online, and 37,000 contacts were made via text. 311 has continued to increase its social media presence on Twitter and Facebook with a combined following of more than 195,000 people.
- During the reporting period the average wait time to speak to 311 representatives was 14 seconds. 311 continued to exceed its target of answering 80 percent of calls within 30 seconds.
- The results of the 311 Customer Satisfaction Survey, which was conducted and published by CFI Group Inc., in October 2015, evaluated the experiences of 765 callers. The October 2015 total composite score of 85 is well above the federal government and private sector averages for call centers, is on par with the best performers in the private sector, and shows a seven-point improvement from the 2008 baseline score.

## SERVICE 1 Provide public access to City government.

Goal 1a Increase public access to non-emergency government services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★311 calls (000)	19,917	21,346	21,079	*	*	5,836	6,089
★311 Online site visits (000)	3,998	5,248	9,656	↑	↑	2,431	3,985
Calls handled in languages other than English (%)	2.1%	1.8%	2.5%	*	*	2.3%	3.2%
★Average wait time (tier 1 calls) (minutes:seconds)	0:38	0:23	0:23	0:30	0:30	0:13	0:14
★Calls answered in 30 seconds (%)	81%	83%	84%	80%	80%	91%	90%
Call takers time occupied (%)	78%	79%	77%	*	*	75%	76%
Calls resolved at 311 without transfer to agency for resolution (%)	91%	93%	94%	*	*	92%	92%
Complaints about 311 per million calls	26.0	23.0	26.0	*	*	30.0	34.0

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	421,839	392,759	531,194	*	*	132,791	191,959
Letters responded to in 14 days (%)	100%	NA	NA	*	*	NA	NA
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Customer satisfaction index	84	83	84	*	*	NA	85

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



## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$39.6	\$38.3	\$44.1	\$42.6	\$41.9	\$41.9	\$17.6	\$21.2
Personnel	276	308	337	405	405	405	303	342
Overtime paid (\$000)	\$239	\$248	\$224	\$239	\$239	\$239	\$45	\$68

<sup>1</sup>January 2016 Financial Plan      <sup>2</sup>Expenditures include all funds      \*NA\* - Not Available in this report  
The figures shown in the table above are subtotals of the Department of Information Technology and Telecommunications totals that appear in the DoITT chapter of this Report.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- 311 Online:  
<http://www.nyc.gov/311>
- 311 Facebook:  
<https://www.facebook.com/NYC-311-84372567650>
- 311 on Twitter:  
<https://twitter.com/nyc311>
- 311 Mobile App:  
<http://www1.nyc.gov/connect/applications.page>

For more information on the agency, please visit: [www.nyc.gov/311](http://www.nyc.gov/311).



# TAXI AND LIMOUSINE COMMISSION

Meera Joshi, Commissioner/Chair



## WHAT WE DO

The Taxi and Limousine Commission (TLC) establishes and enforces professional and uniform standards of for-hire transportation service and ensures public safety. TLC licenses and regulates all aspects of New York City's medallion (yellow) taxicabs, for-hire vehicles (Boro Taxis, community-based liveries and black cars), commuter vans, paratransit vehicles (ambulettes) and certain luxury limousines.

## FOCUS ON EQUITY

TLC focuses on equitable service delivery through its commitments to access and safety for all New Yorkers. In April 2014 TLC voted to expand the number of wheelchair-accessible taxis to 50 percent of the fleet by 2020. The Boro Taxi program improves access to street-hail transportation throughout the five boroughs by serving areas not commonly served by yellow medallion cabs, and TLC is developing policies to expand and significantly increase the accessibility of this fleet. As part of the Mayor's Vision Zero Initiative, TLC has strengthened enforcement of safety violations and increased its educational efforts for drivers and passengers.

## OUR SERVICES AND GOALS

**SERVICE 1 Ensure the quality and safety of for-hire vehicle transportation services through effective regulation and administration of rules, standards and licensing requirements.**

- Goal 1a Increase access to for-hire transportation service.
- Goal 1b Ensure that all licensed vehicles meet safety and emissions standards.
- Goal 1c Ensure all vehicles operating for-hire follow TLC rules and regulations.
- Goal 1d Provide excellent customer service to licensees.
- Goal 1e Promote excellent customer service for passengers.

## HOW WE PERFORMED

- TLC continued the expansion of services for passengers with disabilities. Compared to the same four-month period last year, the number of accessible Boro Taxis grew by more than 44 percent. The number of accessible medallion taxis held steady at 571 but will increase this year as unrestricted medallion owners begin placing accessible vehicles into service as required by TLC rules. The number of active medallion vehicles with hearing induction loops, high visibility grips and additional space for service animals rose by 72 percent when the Taxi of Tomorrow became the City's official yellow taxi in September 2015.
- The Accessible Dispatch Program received 17,093 trip requests, a nine percent increase compared to the same period last year. The Dispatch Program maintained a trip fulfillment rate of 89 percent while median wait time increased by two minutes to 15 minutes.
- TLC conducted a total of 39,794 safety and emissions inspections — 17,201 medallions, 15,618 FHV's and 6,975 Boro Taxis — an eight percent increase compared to the same period last year. The increase is primarily driven by the overall growth of the FHV industry, which added more than 16,500 vehicles from a year ago. Safety and emissions failure rates at the initial inspection were stable for medallions and within a few percentage points of last year's ratings for both FHV's and Boro Taxis.
- Enforcement activity during the first four months in Fiscal 2016 reflects both the growth of the FHV industry and the agency's continued commitment to Vision Zero and safe driving. TLC issued 22,634 total patrol summonses to medallion and FHV drivers, an increase of 17 percent. Of this total, 8,564 were safety related summonses, a 103 percent increase. At the same time, TLC remained committed to ensuring that only properly licensed drivers and vehicles provide service to the public. Summonses for entirely unlicensed operations, in particular, doubled in this period from 3,117 to 6,276.
- The number of visits at TLC's walk-in licensing facility increased from 81,642 to 85,528, leading to longer wait times, which rose from 14 minutes to 22 minutes. The higher volume of visits is largely due to a 60 percent increase in new driver license applications.
- TLC received 24.5 percent more medallion complaints, attributed to an increase in complaints of service refusals following a public service announcement which began airing in June 2015. FHV complaints also increased, growing by 55.5 percent; the increase is attributed to the growth in the FHV industry. On average, the time to close medallion complaints improved by 17 days to 42.4 days and for FHV complaints improved by 21 days to 36.5 days.

### SERVICE 1 Ensure the quality and safety of for-hire vehicle transportation services through effective regulation and administration of rules, standards and licensing requirements.

#### Goal 1a Increase access to for-hire transportation service.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Active medallion taxis that are accessible	NA	553	572	*	*	573	571
Active Boro Taxis that are accessible	NA	492	1,240	*	*	926	1,339
Accessible dispatch median wait time in Manhattan (hours:minutes)	NA	0:15	0:13	*	*	0:13	0:15
Accessible dispatch trips fulfilled as a percent of requested trips (%)	NA	81.0%	88.7%	*	*	88.9%	88.5%
Active medallion vehicles with hearing induction loops	NA	312	668	*	*	487	840

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## Goal 1b

Ensure that all licensed vehicles meet safety and emissions standards.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Medallion safety and emissions inspections conducted	51,786	52,046	51,769	*	*	17,141	17,201
★ Medallion safety and emissions failure rate - Initial inspection (%)	32.7%	33.0%	30.9%	35.0%	35.0%	32.0%	30.3%
- Re-inspection (%)	8.1%	7.9%	7.4%	*	*	7.9%	6.6%
Medallion safety and emissions inspections completed on schedule (%)	94.9%	96.0%	95.5%	*	*	96.3%	95.8%
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	39,634	40,498	47,176	*	*	13,995	15,618
★ FHV safety and emissions failure rate - Initial inspection (%)	44.9%	40.6%	36.2%	45.0%	45.0%	36.3%	33.7%
- Re-Inspection (%)	15.1%	14.4%	13.6%	*	*	13.9%	13.3%
FHV safety and emissions inspections completed on schedule (%)	99.8%	99.9%	99.8%	*	*	100.0%	100.0%
Boro Taxi safety and emissions inspections conducted	NA	11,202	20,024	*	*	5,745	6,975
Boro Taxis safety and emissions failure rate - Initial inspection (%)	NA	49.7%	51.1%	*	*	51.2%	53.3%
- Re-inspection (%)	NA	13.0%	12.8%	*	*	14.0%	13.0%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## Goal 1c

Ensure all vehicles operating for-hire follow TLC rules and regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Medallion patrol summonses issued	7,240	7,676	12,141	*	*	4,712	4,939
Administrative summonses issued to medallions	14,877	6,953	12,284	*	*	3,852	3,119
FHV patrol summonses issued	32,633	41,939	49,531	*	*	14,593	17,695
★ Summonses issued for illegal street hails and unlicensed activity	17,935	25,344	23,300	*	*	6,501	8,150
Administrative summonses issued to FHVs	5,861	6,403	14,328	*	*	3,965	6,149
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	83.0%	85.4%	91.5%	*	*	91.4%	95.3%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## Goal 1d

Provide excellent customer service to licensees.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Average wait time at Long Island City licensing facility (hours: minutes)	0:14	0:28	0:16	0:25	0:25	0:14	0:22
Medallion drivers' licenses issued	28,057	29,569	29,794	*	*	10,909	9,436
For-hire vehicle drivers' licenses issued	34,229	40,388	61,691	*	*	23,297	21,275
Average time to receive a medallion driver's license from initial application (calendar days)	49.6	62.3	67.0	*	*	76.8	54.6
- Average time to issue medallion license after all requirements are met	NA	NA	NA	*	*	NA	12.1
Average time to receive a FHV driver's license from initial application (calendar days)	19.9	61.7	43.6	*	*	56.5	63.5
- Average time to issue FHV license after all requirements are met	NA	NA	NA	*	*	NA	34.2
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:55	0:53	0:50	1:00	1:00	0:45	0:42
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	0:56	1:00	0:57	1:00	1:00	0:36	0:42
Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	NA	0:57	0:55	*	*	0:45	0:46

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 1e** Provide excellent customer service to passengers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average time to close a consumer complaint (calendar days): Medallion	47.0	52.0	43.8	50.0	50.0	59.3	42.4
Medallion driver complaints received	18,109	17,409	15,967	*	*	5,574	6,941
- Verifiable complaints	7,843	6,848	6,553	*	*	2,028	2,967
★Average time to close a consumer complaint (calendar days): FHV	56.1	55.0	46.3	50.0	50.0	58.1	36.5
FHV driver complaints received	3,002	2,666	3,290	*	*	1,068	1,661
- Verifiable complaints	497	757	1,368	*	*	357	781

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Medallion vehicles	13,237	13,566	13,563	*	*	13,579	13,565
For-hire vehicles (includes Boro Taxis)	43,668	51,145	65,016	*	*	54,640	71,219
- Boro Taxis	NA	5,048	7,077	*	*	5,745	7,325

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
E-mails responded to in 14 days (%)	75%	93%	99%	80%	80%	100%	98%
Letters responded to in 14 days (%)	94%	92%	99%	90%	90%	100%	98%
Calls answered in 30 seconds (%)	NA	NA	NA	*	*	NA	NA
Completed customer requests for interpretation	7,990	5,721	5,336	*	*	NA	NA
CORE customer experience rating (1-100)	84	87	88	80	80	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	88%	96%	61%	90%	90%	98%	73%
Percent meeting time to first action - Lost Property (7 days)	94%	87%	86%	90%	90%	85%	86%
Percent meeting time to first action - Miscellaneous Comments (14 days)	67%	84%	98%	60%	60%	99%	94%
Percent meeting time to first action - Request for Information (14 days)	72%	90%	98%	60%	60%	99%	95%
Percent meeting time to first action - Taxi Complaint (14 days)	82%	94%	61%	90%	90%	96%	70%

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

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$36.7	\$46.4	\$52.4	\$68.9	\$68.6	\$71.8	\$19.5	\$18.4
Revenues (\$000,000)	\$54.4	\$412.0	\$95.5	\$77.4	\$77.4	\$53.5	\$42.2	\$22.4
Personnel	514	592	609	757	755	757	584	593
Overtime paid (\$000)	\$891	\$1,377	\$1,369	\$1,293	\$1,260	\$1,230	\$432	\$430
<sup>1</sup> January 2016 Financial Plan	<sup>2</sup> Expenditures include all funds		"NA" - Not Available in this report					

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- TLC will no longer report data separately for the number of medallion summonses issued for non-inspections; the data is already included in the number of administrative summonses issued to medallions.
- TLC made minor edits to several indicator names, including replacing the reference to safety and emissions inspections completed "on time" with "on schedule."
- TLC revised all previously reported data for 'Summonses issued for illegal street hails and unlicensed activity' to include summonses issued to vehicle owners. Previously reported data only included summonses issued to drivers. The revision was required due to a similar change in the subset indicator that reported on summonses issued for illegal street hails. Fiscal 2013 data for 'Summonses issued for unlicensed operation' was corrected.
- TLC added indicators on the average time it takes the agency to issue a medallion or FHV driver's license once an applicant has complied with all requirements. The new indicators appear as subsets to the indicators that report on the average times to issue licenses from the point of initial application.
- TLC re-evaluated the indicators that reported on complaints about FHV and medallion drivers and added indicators on the number of customer complaints that were verifiable, that is, complaints that TLC could prosecute after follow-up with the customer. Metrics that reported on specific complaint types were removed.
- In preparing to transition to a new call tracking system, TLC became aware that previously reported call data for the percent of calls answered in 30 seconds were incorrectly calculated. Consequently, all previously reported data for this metric were removed. TLC will resume reporting this data when the new system goes live.

## ADDITIONAL RESOURCES

For additional information go to:

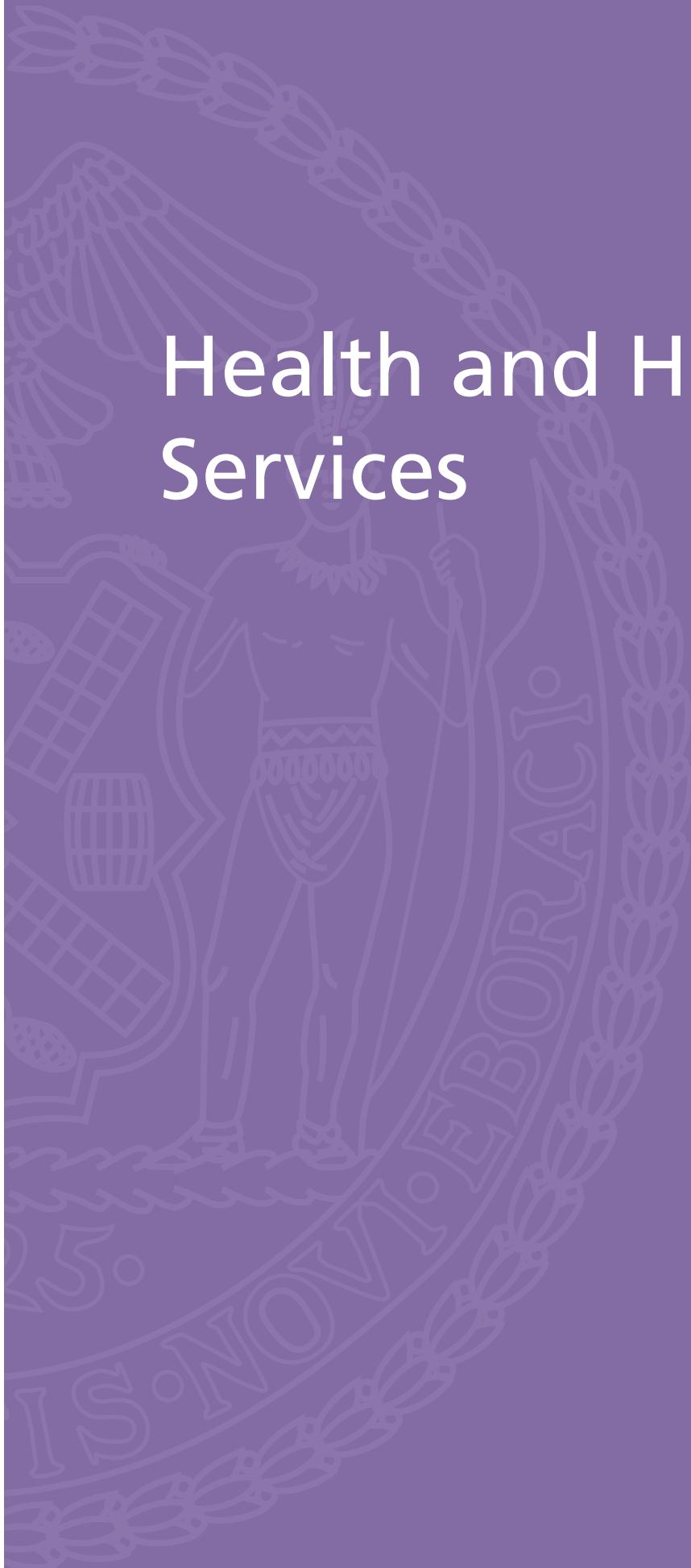
- Enforcement and Complaint Statistics monthly:  
<http://www.nyc.gov/html/tlc/html/about/statistics.shtml>
- Annual Reports:  
<http://www.nyc.gov/html/tlc/html/archive/annual.shtml>

For more information on the agency, please visit: [www.nyc.gov/tlc](http://www.nyc.gov/tlc).





# Health and Human Services



# Health and Human Services



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Administration for Children's Services p 159



Office of Chief Medical Examiner p 141



Department of Homeless Services p 169



NYC Health + Hospitals p 145



Department for the Aging p 175



Human Resources Administration p 149

# DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Mary T. Bassett, Commissioner



## WHAT WE DO

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and well-being of all New Yorkers. The Department develops and implements robust public health education activities and policy recommendations, enforces health regulations and provides limited direct health services.

The Department works to ensure that conditions for good health – available, sustainable, high-quality services and efficient, effective systems – flourish in New York City. DOHMH seeks to reduce death and disability from chronic diseases such as heart disease and cancer by reducing smoking and consumption of unhealthy foods and promoting physical activity. It contracts for mental health, developmental disability, as well as alcohol and substance use disorder treatment services. It works with health care providers to improve healthcare delivery and to increase use of preventive services, such as immunizations, and it collaborates with community-based organizations to prevent, detect and treat HIV infection. The Department's Early Intervention Program serves infants and toddlers with developmental delays. Direct services are provided at four tuberculosis clinics, eight sexually transmitted disease clinics, one immunization clinic, and more than 1,200 public schools. DOHMH issues birth and death certificates, inspects restaurants and child care centers and protects public safety through immediate response to emergent public health threats. The Department's three District Public Health Offices work to reduce health disparities in the City's highest need neighborhoods.

## FOCUS ON EQUITY

The cornerstone of the Department's efforts to address disparities and advance health equity is the newly-created Center for Health Equity. The Center will direct much of its attention to New York City's communities of color and low-income neighborhoods, which bear a disproportionate burden of poor health. Its four key areas of focus are: leveraging neighborhood assets to better integrate public health and primary care; fostering inter-agency collaboration to address the root causes of health disparities; ensuring meaningful community engagement and increasing the agency's organizational capacity to advance health equity. The Center will strengthen the Department's place-based efforts via its three District Public Health Offices, which actively engage with a range of community residents and local partners in health program planning and implementation efforts.

## OUR SERVICES AND GOALS

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### SERVICE 1 Detect and control infectious diseases.

- Goal 1a Reduce new cases of HIV and other sexually transmitted diseases.
- Goal 1b Prevent the spread of other infectious diseases.

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### SERVICE 2 Prevent chronic diseases by promoting healthy behaviors and preventive health care.

- Goal 2a Reduce tobacco use and promote physical activity and healthy eating.
- Goal 2b Improve preventive health care.

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### SERVICE 3 Promote a safe environment.

- Goal 3a Reduce hazards to children in homes and child care programs.
- Goal 3b Reduce the threat of food-borne illness.
- Goal 3c Reduce animal-related risks to human health.

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### SERVICE 4 Prevent and address mental illness, developmental delays and disabilities and substance misuse.

- Goal 4a Reduce the adverse health consequences of substance misuse.
- Goal 4b Facilitate access to services for New Yorkers with, or at risk of developing mental illnesses, or developmental disabilities.

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### SERVICE 5 Provide high quality and timely service to the public.

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

## HOW WE PERFORMED

- The annual number of new HIV diagnoses in New York City has reached an all-time low as progress continues in line with key goals of New York's Ending the Epidemic initiative. The Department expects even greater reduction in new diagnoses with its combination prevention strategy, #PlaySure—launched on December 1st, World AIDS Day—which promotes the use of condoms in combination with other biomedical prevention strategies like pre- and post-exposure prophylaxis for HIV negative individuals, as well as effective antiretroviral therapy for people living with HIV. Quarterly actuals reported here for Fiscal 2015 and 2016 reflect first quarter data for Calendar 2014 and 2015, respectively.
- The increase in syphilis cases is attributed to continued unprotected sex among some men who have sex with men. Increases were seen across most age groups, with the largest increases among men aged 25 to 39 years. Marked increases were observed among non-Hispanic white and black men and in Manhattan and the Bronx. The Department continues to monitor reports of syphilis and works to prevent ongoing syphilis transmission via: notifying, testing, and treating the partners of individuals diagnosed with syphilis; prioritizing HIV-infected primary and secondary syphilis cases for intervention; and educating medical providers about disease burden in their communities and how to recognize syphilis symptoms. DOHMH also re-launched a Syphilis Advisory Group in January to bring together practitioners and advocates from across the city to discuss ways to reduce the incidence of this disease.
- Reporting of tuberculosis (TB) cases fluctuates from month to month, and is not consistent throughout the year. The 11 percent increase seen in the first four months of Calendar 2015 compared to the same period in 2014 is not a true reflection of TB trends. Preliminary TB case count for Calendar 2015 is 576 cases, a 1 percent decrease from the previous year. The Department has recently enhanced efforts to promote TB-specific health screening activities in the community and leverage technology to deliver more patient-centered health services to patients. The Department continues to screen and treat high risk TB patients at its four TB clinics, and provide case management to all TB patients and their contacts in New York City.
- The percentage of children in the public schools who are in compliance with required immunizations declined from 93.9 percent to 86.6 percent in the first quarter of Fiscal 2016. The drop in compliance can be attributed in part to the new, more stringent school immunization requirements implemented for the 2015-16 school year, including changes to the number of vaccine doses and the spacing interval between doses required for a child to be considered up-to-date. The Fiscal 2015 quarterly actual number has been corrected to 93.9 percent of children in public schools who are in compliance with required immunizations not including flu. The previous number reported had included flu vaccine in the compliance calculation.
- The proportion of New Yorkers without health insurance declined by more than 7 percentage points from 20.9 percent to 13.8 percent from Fiscal 2014 to Fiscal 2015. DOHMH programs engage in various activities oriented toward decreasing the proportion of New Yorkers who are uninsured. DOHMH has dedicated staff who work primarily at DOHMH health center sites to facilitate enrollment in (and, if applicable, renewal of) insurance. DOHMH staff are Certified Application Counselors who can assist those applying for (or renewing) Medicaid, CHIP or private insurance on the NYS health insurance marketplace.
- DOHMH conducted 7,865 day care site inspections during the first four months of Fiscal 2016, an increase of 32 percent compared to 5,979 inspections during the same period in Fiscal 2015. Beginning January 1, 2015, the Department's Child Care Program resumed its normal inspection schedule following completion of the vast majority of pre-kindergarten site inspections.
- During the first four months of Fiscal 2016, 42.1 percent of restaurants were inspected compared to 50.5 percent in the same period in Fiscal 2015. Restaurants with an A grade are inspected once a year. As more restaurants get A grades on initial inspections, fewer inspections are required. With 42.1 percent of restaurants inspected over 4 months, the Department is on track to inspect 100 percent of restaurants in Fiscal 2016.
- Beginning September 2014, the Department began offering multiyear dog licenses. Previously, this indicator counted licenses on an annual basis and has been revised to reflect the current number of dogs with an active license.
- Response time for birth certificate requests increased slightly from 1.3 days on average for the first four months of Fiscal Year 2015 to 1.5 days on average for the first four months of Fiscal Year 2016. This slightly higher response

time during the first four months of Fiscal 2016, as compared to the same period in Fiscal 2015, may be due to staff adjusting to new workflow processes that were implemented as part of a major building renovation in the area that issues birth certificates. Response time for death certificate requests decreased from 2.1 days in the first four months of Fiscal 2015 to 1.9 days in the first four months of Fiscal 2016. During both time periods, response times for death certificate requests outperformed targets.

- The percent of food establishment and smoking complaints responded to in 14 days declined by 11 and 26 percentage points respectively in the first four months of Fiscal 2016 compared to the same period in Fiscal 2015. A programming issue affecting the response to a portion of complaints received from July through mid-August has been resolved. Performance in October and November improved and the Department expects to meet the target by January 2016.

## SERVICE 1 Detect and control infectious diseases.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ New HIV diagnoses (CY Preliminary)	3,303	3,016	2,863	↓	↓	747	629
★ Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)	82.6%	87.0%	88.9%	92.0%	92.0%	88.9%	88.5%
★ Syphilis cases	1,104	1,234	1,304	↓	↓	449	520
Male condoms distributed (000)	37,561	38,146	36,604	37,828	37,828	11,522	11,769

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ New tuberculosis cases (CY)	651	656	585	↓	↓	182	202
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	61.8%	66.8%	64.2%	72.0%	68.0%	NA	NA
★ Children aged 19-35 months with up-to-date immunizations (%)	70.1%	72.1%	73.0%	74.0%	75.0%	72.2%	73.3%
★ Children in the public schools who are in compliance with required immunizations (%)	99.1%	99.2%	99.0%	99.0%	99.0%	93.9%	86.6%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 2 Prevent chronic diseases by promoting healthy behaviors and preventive health care.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Adults who smoke (%) (CY)	15.5%	16.1%	13.9%	13.5%	13.2%	NA	NA
Adults who are obese (%) (CY)	24.2%	23.4%	24.7%	24.2%	24.0%	NA	NA
Adults who consume one or more sugar-sweetened beverages per day (%) (CY)	28.2%	23.3%	22.5%	21.2%	20.8%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### Goal 2b Improve preventive health care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Adult New Yorkers without health insurance (%) (CY)	19.8%	20.9%	13.8%	12.4%	11.2%	NA	NA
Adult patients with controlled blood pressure (%) (CY)	67.0%	67.4%	66.8%	69.0%	70.0%	NA	NA
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	68.5%	69.0%	69.9%	70.6%	71.4%	NA	NA
★Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	231.9	232.1	NA	↓	↓	NA	NA
★Infant mortality rate (per 1,000 live births) (CY)	4.7	4.6	4.2	4.2	4.2	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 3 Promote a safe environment.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Childhood blood lead levels - new cases among children aged 6 months to less than six years with blood lead levels greater than or equal to 10 micrograms per deciliter	844	772	818	↓	↓	370	375
Day care initial site inspections	23,024	20,091	21,800	*	*	5,979	7,865
★Child care inspections that do not require a compliance inspection (%)	62.9%	66.9%	65.9%	↑	↑	66.8%	62.2%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### Goal 3b Reduce the threat of food-borne illness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Restaurants inspected (%)	99.6%	99.8%	99.9%	100.0%	100.0%	50.5%	42.1%
★Restaurants scoring an 'A' grade (%)	86.9%	90.0%	93.0%	↑	↑	89.6%	91.5%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Initial pest control inspections (000)	95	94	97	*	*	31	29
Initial inspections with active rat signs (ARS) (%)	11.1%	10.8%	10.7%	*	*	11.9%	14.9%
★ Compliance inspections found to be rat free (%)	52.6%	50.9%	46.8%	↑	↑	46.5%	45.7%
Dogs licensed (000)	79.0	85.0	82.0	105.0	105.0	78.0	84.0

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**SERVICE 4 Prevent and address mental illness, developmental delays and disabilities and substance misuse.**

**Goal 4a** Reduce the adverse health consequences of substance misuse.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
New buprenorphine patients (CY) (quarterly)	9,620	8,487	7,046	7,500	8,000	2,231	NA
★ Deaths from unintentional drug overdose (CY)	725	786	793	↓	↓	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Individuals in the assisted outpatient mental health treatment program	1,289	1,388	1,533	*	*	1,466	1,611
Units of supportive housing available to persons with serious mental illness (000)	5.2	5.4	5.7	6.0	6.0	5.5	5.7
New children receiving services from the Early Intervention Program (000)	13.8	13.7	14.3	*	*	4.8	4.7
Calls to LifeNet (000)	92.0	105.1	92.0	*	*	29.3	33.4

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**SERVICE 5 Provide high quality and timely service to the public.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Average response time for birth certificates by mail/online (days)	4.3	1.2	1.3	4.0	3.0	1.3	1.5
★ Average response time for death certificates by mail/online (days)	5.2	1.9	1.7	4.0	3.0	2.1	1.9

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

# AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Workplace injuries reported	145	118	104	*	*	35	36
Collisions involving City vehicles	23	32	29	*	*	9	13
All summonses issued	67,203	66,711	64,625	*	*	24,245	21,970
Violations admitted to or upheld at ECB (%)	64.4%	57.3%	70.9%	*	*	66.6%	70.7%

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

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	10,664	11,102	12,950	*	*	NA	NA
Letters responded to in 14 days (%)	21%	30%	36%	40%	40%	16%	62%
E-mails responded to in 14 days (%)	42%	68%	58%	75%	75%	46%	70%
Average wait time to speak with a customer service agent (minutes)	11	9	8	10	10	NA	NA
CORE facility rating	90	92	92	85	85	NA	NA
Calls answered in 30 seconds (%)	69%	85%	82%	80%	85%	83%	81%

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Rodent (14 days)	74%	75%	73%	70%	70%	75%	73%
Percent meeting time to first action - Food Establishment (14 days)	97%	98%	97%	90%	90%	98%	87%
Percent meeting time to first action - Food Poisoning (3 days)	96%	98%	84%	90%	90%	90%	85%
Percent meeting time to first action - Indoor Air Quality (14 days)	97%	99%	99%	95%	95%	100%	99%
Percent meeting time to first action - Smoking complaint (14 days)	81%	78%	86%	70%	75%	88%	62%

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

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$1,441.2	\$1,357.4	\$1,429.0	\$1,285.9	\$1,369.2	\$1,343.4	\$866.9	\$746.6
Revenues (\$000,000)	\$34.2	\$32.8	\$31.5	\$60.0	\$59.0	\$32.0	\$10.5	\$38.2
Personnel	5,070	4,954	5,122	5,299	6,051	5,927	4,909	4,773
Overtime paid (\$000,000)	\$6.3	\$4.4	\$6.4	\$4.1	\$6.4	\$4.1	\$1.5	\$2.3
Capital commitments (\$000,000)	\$7.4	\$64.4	\$49.9	\$98.3	\$121.7	\$130.3	\$5.8	\$3.8
Human services contract budget (\$000,000)	\$775.8	\$702.5	\$725.2	\$602.0	\$618.7	\$636.5	\$235.3	\$232.1
Work Experience Program (WEP) participants assigned	94	114	71	*	*	*	89	84

<sup>1</sup>January 2016 Financial Plan

<sup>2</sup>Expenditures include all funds

"NA" - Not Available in this report



## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- At the end of August 2015 NYC Health + Hospitals assumed management of Correctional Health Services from DOHMH. Correctional Health Services-related indicators no longer appear in this chapter.
- DOHMH added a new indicator, 'Percent of adult patients with controlled blood pressure (%) (CY)' to goal 2b. Several indicators are replaced or revised: 'Adult New Yorkers without health insurance (%) (CY)' replaces 'Adult New Yorkers without a regular doctor (%) (CY)' to reflect Department efforts to increase access to health care. 'Asthma-related emergency department visits among children ages 5-17 (rate per 10,000)' replaces 'Hospitalization rate for asthma among children ages 0-14 (per 1,000 children) (CY)' to improve reporting on the incidence of acute asthma exacerbations in children which does not always result in hospitalization; 'Dogs licensed (000)' replaces 'Dog licenses issued (000).'
- DOHMH revised previously reported figures for the following indicators: 'New HIV diagnoses (CY Preliminary)', 'Patients enrolled in Ryan White w/ current ARV Rx at last assessment (%)' 'Syphilis cases', 'Childhood blood lead levels - new cases among children aged 6 months to less than six years with blood lead levels greater than or equal to 10 micrograms per deciliter', 'Day care initial site inspections', 'Child care inspections that do not require a compliance inspection (%)', 'Restaurants scoring an 'A' grade (%)', 'Initial inspections with active rat signs (ARS) (%)', 'Compliance inspections found to be rat free (%)', 'Units of supportive housing available to persons with serious mental illness (000)', 'Calls to LifeNet (000)' and 'SLA - Food Establishment-% of SRs Meeting Time to Action.'
- DOHMH corrected the Fiscal 2016 targets for 'Infant mortality rate (per 1,000 live births)' and 'Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY).'
- DOHMH introduced more ambitious Fiscal 2017 targets for the following indicators: 'Children aged 19-35 months with up-to-date immunizations (%)', 'Adults who smoke (%) (CY)', 'Adults who are obese (%) (CY)', 'Adults who consume one or more sugar-sweetened beverage per day (%) (CY)', 'Adult New Yorkers without health insurance (%) (CY)', 'Adult patients with controlled blood pressure (%) (CY)', 'Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)', 'New buprenorphine patients (CY) (quarterly)', 'Average response time for birth certificates by mail/online (days)', 'Average response time for death certificates by mail/online (days)', 'Calls answered within 30 seconds (%)' and 'Percent meeting time to first action - Smoking complaint (14 days).'
- DOHMH introduced a less ambitious Fiscal 2017 target for 'Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY).'
- The Department revised the language for Service 4 to 'Prevent and address mental illness, developmental delays and disabilities, and substance misuse' and Goal 4a to 'Reduce the adverse health consequences of substance misuse.'
- Beginning with the Fiscal 2016 Mayor's Management Report, the agency resources indicator 'Work Experience Program (WEP) participants assigned' will be replaced with 'Work Experience Program (WEP) enrollment' to better reflect actual program participation.

## ADDITIONAL RESOURCES

For additional information go to:

- Data & statistics:  
<http://www.nyc.gov/html/doh/html/data/data.shtml>

For more information on the agency, please visit: [www.nyc.gov/health](http://www.nyc.gov/health).





## WHAT WE DO

The Office of Chief Medical Examiner (OCME) is responsible for investigating deaths resulting from criminal violence, accident or suicide; that occur suddenly, when in apparent good health; when unattended by a physician; in custody; or occurring in any suspicious or unusual manner. The Office also investigates deaths where an application for cremation is made. The Office provides additional forensic services, including DNA testing, to support criminal investigations. The Office also manages all functions of the City mortuary, including the retrieval and processing of deceased bodies, assistance with autopsies and body preparation for City burial.

## FOCUS ON EQUITY

To best serve all New Yorkers – regardless of economic ability – the OCME provides a viewing policy for those unable to afford funerary rites and offers free burial services for those who place their loved ones in the City Cemetery. The OCME also serves as the independent pathologist for families unable to afford to hire a consultant when they have suspicions over a cause of death.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Perform the processes necessary to certify deaths falling within the agency's jurisdiction.**

- Goal 1a Respond promptly to scenes of reportable fatalities and conduct related investigations.
- Goal 1b Perform autopsies and examinations necessary to issue timely death certificates.
- Goal 1c Provide timely investigation for all cremation requests.

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### **SERVICE 2 Provide mortuary services to the City.**

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

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### **SERVICE 3 Respond to disasters and emergencies when fatalities are involved.**

- Goal 3a Provide rapid response and safe fatality management services to the City.
- Goal 3b Identify victims of disasters and return their remains to families in a timely manner.

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### **SERVICE 4 Provide services to the City for forensic purposes.**

- Goal 4a Provide timely and accurate laboratory services for criminal justice purposes.

## HOW WE PERFORMED

- The OCME Forensic Biology Laboratory continued to achieve decreases in its large backlog of DNA cases during the first four months of Fiscal 2016. By the end of this period, this OCME laboratory reduced its DNA case backlog to 549 cases, a reduction of 81 percent from the end of the Fiscal 2015 four-month period, when it had 2,689 cases backlogged. The laboratory also improved its median DNA case completion time to 46 days for all case types, a reduction of 53 percent from the first four months of Fiscal 2015. OCME provided DNA sexual assault case reports to NYPD and DA offices in 37 days in the Fiscal 2016 four-month period, down from 56 days in the same period a year earlier, and the median times to complete homicide and property crime DNA tests also decreased noticeably at OCME in the first four months of Fiscal 2016.
- Toxicology case completion times rose sharply at OCME for the first four months of Fiscal 2016, compared to the same period of the previous year. These increases were primarily due to the retirement of the Forensic Toxicology Laboratory director and assistant director in late Fiscal 2015. After an extensive search for a new director, OCME has selected an internationally recognized expert, who is expected to join the agency in February 2016. Additionally, this laboratory began an operational improvement project in Fiscal 2016, with the goal of reducing case backlogs and turnaround times while maintaining the high-level of quality that the City expects.

### SERVICE 1 Perform the processes necessary to certify deaths falling within the agency's jurisdiction.

**Goal 1a** Respond promptly to scenes of reportable fatalities and conduct related investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.9	1.8	1.9	1.7	1.7	1.8	2.0
Deaths reported	27,265	27,505	27,984	*	*	8,842	9,015
Cases where Chief Medical Examiner takes jurisdiction	7,095	7,109	7,136	*	*	2,377	2,444

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 1b** Perform autopsies and examinations necessary to issue timely death certificates.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Median time to complete autopsy reports (days)	50.0	56.0	77.0	60.0	60.0	71.0	57.0

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 1c** Provide timely investigation for all cremation requests.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Median time to process cremation requests (minutes)	123.9	136.0	184.5	180.0	180.0	184.5	173.2

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 2 Provide mortuary services to the City.

### Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Number of decedents' remains transported and stored by OCME	7,803	6,976	10,721	*	*	3,707	3,363
Median time to remove decedents from scene (non-hospital) after investigation (minutes)	42.1	40.1	49.3	*	*	43.3	58.2

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 3 Respond to disasters and emergencies when fatalities are involved.

### Goal 3a

Provide rapid response and safe fatality management services to the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Remains recovered following a disaster or mass fatality incident (cumulative)	21,906	21,914	21,916	*	*	21,914	21,918

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### Goal 3b

Identify victims of disasters and return their remains to families in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Remains identified following a disaster (cumulative)	13,639	13,979	14,202	*	*	14,052	14,256

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 4 Provide services to the City for forensic purposes.

### Goal 4a

Provide timely and accurate laboratory services for criminal justice purposes.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Median days to complete analysis of a DNA case	138.0	92.0	92.0	30.0	30.0	98.0	46.0
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	161.0	100.0	62.0	30.0	30.0	76.0	39.0
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	89.0	59.0	50.0	30.0	30.0	56.0	37.0
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	139.0	119.0	188.0	30.0	30.0	192.0	62.0
DNA matches with profiles in database	1,618	2,621	6,008	*	*	1,935	2,802
★ Median time to complete toxicology cases (days)	55.0	29.0	31.0	45.0	45.0	28.0	108.0
Median time to complete toxicology DUI (driving under the influence) cases (days)	14.0	20.0	30.0	10.0	10.0	25.0	58.0
Median time to complete toxicology sexual assault cases (days)	27.0	27.0	43.0	17.0	17.0	38.0	164.0

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Completed customer requests for interpretation	164	188	304	*	*	75	164
Letters responded to in 14 days (%)	98%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$64.8	\$65.8	\$66.5	\$64.4	\$75.5	\$66.7	\$23.0	\$25.9
Revenues (\$000)	\$67	\$77	\$41	\$100	\$100	\$100	\$21	\$11
Personnel	583	556	569	673	697	718	563	574
Overtime paid (\$000,000)	\$3.0	\$2.8	\$4.5	\$2.0	\$2.2	\$1.8	\$1.2	\$1.6

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- There have been revisions to OCME Service 4 and Goal 4a, and to the indicators reported there, to correct the presentation of three OCME indicators of laboratory performance. The acronym "DNA" was removed from the names of Service 4 and Goal 4a to broaden them to encompass more types of OCME laboratory work. The indicators 'Median time to complete toxicology cases (days)', 'Median time to complete toxicology DUI (driving under the influence) cases (days)' and 'Median time to complete toxicology sexual assault cases (days)' were relocated from Goal 1b to Goal 4a, where they are more correctly placed. Goal 1b, where the indicators were reported previously, deals in examinations related to deaths. However, the toxicology cases these indicators cover are not limited to fatalities, and often deal with survivors of alleged crimes in the City.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/ocme](http://www.nyc.gov/ocme).

# NYC HEALTH + HOSPITALS

Dr. Ramanathan Raju, President/Chief Executive Officer



## WHAT WE DO

The Health and Hospitals Corporation (HHC), now NYC Health + Hospitals, the largest municipal hospital and health care system in the country, is an \$8 billion public benefit corporation. It provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six Gotham Health neighborhood health centers and more than 60 community and school-based health centers. NYC Health + Hospitals also provides specialized services such as trauma, high-risk neonatal and obstetric care and burn care. NYC Health + Hospitals' acute care hospitals serve as major teaching hospitals. The health care system includes MetroPlus, a managed care plan; an Accountable Care Organization; and a Certified Home Health Agency. One in six New Yorkers receives health services at an NYC Health + Hospitals facility. NYC Health + Hospitals is the single largest provider of health care to uninsured New Yorkers in New York City.

## FOCUS ON EQUITY

NYC Health + Hospitals' mission—"to extend equally to all New Yorkers, regardless of their ability to pay, comprehensive health services of the highest quality in an atmosphere of humane care, dignity and respect"—underscores a commitment to equity. Its Vision 2020 strategy is an affirmation of the system's mission and the continuous work to reduce health care disparities among New Yorkers who experience the greatest challenges accessing equitable, inclusive, patient-centered and welcoming health care.

NYC Health + Hospitals is committed to expanding health care access to vulnerable and underserved populations. For example, in 2015, 21 NYC Health + Hospitals facilities were designated as "leaders in largest lesbian, gay, bisexual and transgender (LGBT) health care equality" by the Human Rights Campaign (HRC), the nation's largest LGBT advocacy organization. To achieve this designation, a facility must meet HRC's criteria for LGBT-responsive policies and practices, dissemination of information to the community and training of staff. The 21 NYC Health + Hospitals facilities that have earned the designation include its Gotham Health centers, skilled nursing facilities and its acute care hospitals. In 2016, NYC Health + Hospitals will dedicate resources to staff training and to creation of patient-centered services for LGBT health care consumers.

In addition, NYC Health + Hospitals continues its multi-year collaboration with disability advocates to increase access to primary care for individuals with physical disabilities by renovating patient care areas, redesigning exam rooms, purchasing specialized equipment and training staff.

## OUR SERVICES AND GOALS

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

Goal 1a Expand access to care.

Goal 1b Increase the number of patients served.

Goal 1c Maximize quality of care and patient satisfaction.

## HOW WE PERFORMED

- NYC Health + Hospitals' has contracted with an independent provider to administer patient satisfaction surveys that help measure patient experience. These standardized surveys are used by hospitals and health systems throughout the country. Indicators of patient experience provide NYC Health + Hospitals invaluable insights into the patients' experience allowing the system to make the right improvements that matter most to patients. During the first four months of Fiscal 2016 satisfaction rates for both inpatient and outpatient services improved. The inpatient satisfaction rate increased from 58 percent to 62 percent and outpatient satisfaction ratings improved from 77 percent to 77.9 percent.
- NYC Health + Hospitals is committed to improving access to care. From July 2015 through October 2015, the number of calendar days to the third next available new appointment improved to 21 days from 34 days for adult medicine patients compared to the same time period in the prior year. For pediatric patients, the number of calendar days to the third next available new appointments declined from 13 days to 10 during the same time period. This indicator is regularly reviewed and helps practices to quickly identify performance changes and the need to act. Sites use this data to improve access at the individual practice level, including no show management, optimizing scheduling practices, and demand management. NYC Health + Hospitals has also pursued projects to improve access across the system, including call center improvements and work with MetroPlus on better informed primary care provider assignments.
- The number of uninsured patients served by NYC Health + Hospitals continues to decline. During the first four months of Fiscal 2016, 207,787 uninsured patients were served—a decline of four percent compared to the same period last year. This reduction in uninsured patients is attributed to the effects of the Affordable Care Act.
- All public hospitals provide prenatal care, labor and delivery services and comprehensive gynecology, women's health and primary care outpatient services to support the health of new mothers and their babies. During the first four months of Fiscal 2016 the percent of prenatal patients retained in care increased by nearly two percentage points and reached the target goal of 90 percent.

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

#### Goal 1a Expand access to care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Eligible women receiving a mammogram screening (%)	73.9%	75.6%	77.8%	80.0%	80.0%	74.9%	76.8%
★ Emergency room revisits for adult asthma patients (%)	6.0%	6.2%	6.1%	5.0%	5.0%	6.9%	6.6%
★ Emergency room revisits for pediatric asthma patients (%)	3.8%	2.9%	3.1%	3.2%	3.2%	2.9%	2.1%
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days (%)	6.5%	7.4%	7.4%	8.5%	8.5%	7.4%	7.0%
Inpatient satisfaction rate (%)	58.0%	60.0%	63.0%	62.0%	65.0%	58.0%	62.0%
Outpatient satisfaction rate (%)	76.5%	76.9%	77.6%	80.0%	85.0%	77.0%	77.9%
Hospital-acquired Central Line-Acquired Bloodstream Infection (CLABSI) rate	1.133	0.890	0.940	1.000	1.000	0.789	0.820
★ HIV patients retained in care (%) (annual)	84.3%	86.6%	86.1%	85.0%	85.0%	NA	NA
Calendar days to third next available new appointment - adult medicine	NA	NA	26.0	14.0	14.0	34.0	21.0
Calendar days to third next available new appointment - pediatric medicine	NA	NA	6.5	5.0	5.0	13.0	10.0

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction



**Goal 1b** Increase the number of patients served.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Number of unique patients (000)	1,169,326	1,176,275	1,172,405	↑	↑	670,479	654,155
★ MetroPlus membership (000)	429,931	468,020	472,251	↑	↑	466,863	466,843
★ Uninsured patients served	475,627	469,239	421,647	↓	↓	216,550	207,787
★ Prenatal patients retained in care through delivery (%)	83.0%	85.5%	87.1%	90.0%	90.0%	88.8%	90.7%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**Goal 1c** Maximize quality of care and patient satisfaction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ General care average length of stay (days)	5.0	5.0	5.1	4.9	4.9	5.1	5.2
★ Net days of revenue for accounts receivable	48.3	54.6	59.6	56.0	56.0	55.4	56.9
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health and dental)	858,172	802,405	769,459	*	*	267,867	227,227
Patients with a substance abuse diagnosis in a jail-based substance abuse program (%)	NA	NA	10.0%	*	*	NA	8.0%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$6,314.8	\$6,440.5	\$6,874.7	\$8,249.3	\$8,249.3	\$7,706.3	\$2,048.7	\$2,419.1
Revenues (\$000,000)	\$6,603.2	\$6,728.1	\$7,417.7	\$7,920.3	\$7,920.3	\$6,578.3	\$1,587.4	\$2,143.4
Personnel	37,435	37,857	38,748	39,033	39,885	39,885	38,346	39,670
Overtime paid (\$000,000)	\$133.0	\$136.7	\$143.5	\$138.3	\$143.9	\$148.2	\$47.1	\$50.7
Capital commitments (\$000,000)	\$307.9	\$242.2	\$106.6	\$340.8	\$491.5	\$488.1	\$63.5	\$55.2

<sup>1</sup>Expense, Revenue, Overtime Plans are consistent with November 2015 Plan; Personnel and Capital with NYC January 2016 Plan <sup>2</sup>Expenditures include all funds "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYC Health + Hospitals is the new identity of the New York City Health and Hospitals Corporation.
- The Fiscal 2016 and 2017 targets for the indicator 'general care average length of stay' were increased to 4.9 days.
- The following indicators will no longer be reported in the Mayor's Management Report: 'Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees', 'MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees', 'Two-year olds immunized (%)' and 'Percentage of three-year olds immunized (%)'. 'Average wait times for pediatric medicine, adult medicine and women's health metrics are replaced by Third Next Available Appointment, which is a more accurate measure of access.
- NYC Health + Hospitals has assumed the management of Correctional Health Services. Data for 'Correctional health clinical visits (including intake exams, sick calls, follow-up, mental health and dental)' indicator will be amended. The Department of Health and Mental Hygiene (DOHMH) was the source of published information for this indicator prior to Fiscal 2016.
- NYC Health + Hospitals introduced the following indicators to the Mayor's Management Report: 'Percentage of patients with a substance abuse diagnosis in a jail-based substance abuse program', 'MetroPlus membership', 'Outpatient satisfaction rate (%)', 'Inpatient satisfaction rate (%)' and 'Hospital-acquired Central Line-Acquired Bloodstream Infection (CLABSI) rate.'
- The posted Fiscal 2016 and Fiscal 2017 target for 'Hospital-acquired Central Line-Acquired Bloodstream Infection (CLABSI) rate' is 1. This indicator has a downward desired direction and the target represents the maximum level not to be exceeded.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/hhc](http://www.nyc.gov/hhc).

# HUMAN RESOURCES ADMINISTRATION

Steven Banks, Commissioner



## WHAT WE DO

The Human Resources Administration (HRA) provides economic support and social services to families and individuals through the administration of major benefit programs including Cash Assistance (CA), the Supplemental Nutritional Assistance Program (SNAP), Medicaid and Child Support Services. HRA also provides homelessness prevention and rental assistance, educational, vocational and employment services, assistance for persons with disabilities, services for immigrants, civil legal aid and disaster relief. For the most vulnerable, it provides HIV/AIDS Services, Adult Protective Services, Home Care and programs for survivors of domestic violence.

## FOCUS ON EQUITY

HRA promotes equity for New Yorkers through its commitment to services that fight poverty and income inequality, prevent homelessness and promote employment. HRA increases economic security by facilitating access to benefits and to employment and educational programs. New initiatives include a redesigned employment model for clients, emphasizing individualized assessment, training and education, including access to four-year college and sustainable jobs; the elimination of processes that lead to unnecessary case sanctions for clients willing to comply with work rules; and Benefits Re-engineering, which uses technology to streamline SNAP and Cash Assistance (CA) eligibility processes. HRA has enhanced programs to prevent homelessness, including expansion of anti-eviction, anti-harassment and civil legal services contracts; expedited access to rental arrears benefits; and created nine new rental assistance programs for homeless families and adults in partnership with the Department of Homeless Services (DHS), the federal government and New York State.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Improve access to assistance that provides economic stability to support the basic needs of all eligible children and adults.**

- Goal 1a Provide access to cash assistance benefits for all eligible children and adults.
- Goal 1b Provide access to Supplemental Nutrition Assistance Program (SNAP) benefits for all eligible children and adults.
- Goal 1c Provide access to Medicaid public health insurance coverage for all eligible children and adults.

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### **SERVICE 2 Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.**

- Goal 2a Increase the proportion of cash assistance recipients who obtain and retain paid employment.
- Goal 2b Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.
- Goal 2c Provide access to child support services for eligible parents and their children.

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### **SERVICE 3 Reduce homelessness among children and adults.**

- Goal 3a Provide HRA homelessness prevention benefits and services to eligible children and adults.
- Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

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### **SERVICE 4 Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.**

- Goal 4a Ensure that all eligible vulnerable and/or frail children and adults and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

## HOW WE PERFORMED

- The total unduplicated cumulative 12 month Cash Assistance (CA) caseload increased by 1.1 percent as of October 2015 from the previous year; with 489,259 receiving recurring assistance and 108,100 receiving non-recurring assistance. The October 2015 monthly cash assistance caseload was 5.9 percent higher than October 2014, the result of policy changes that reduced punitive actions that had produced a “churning” cycle of application and re-application and subjected the City to a potential penalty of \$10 million from New York State (NYS) for unnecessary fair hearings. There were also fewer applications during the period as a result of the reduction in churning. The reduction of unnecessary punitive actions led to a 2.4 percentage point decline in cases in the sanction process, and those cases with an actual sanction (a grant reduction for non-compliance with administrative requirements) declined by 1.8 percentage points.
- In October 2015 the SNAP caseload declined 2.4 percent compared to the same time last year. While improvement in economic conditions contributed to the decline, HRA continues initiatives to make SNAP benefits more accessible to eligible clients by streamlining the application process and increasing self-service options, including online applications, mobile document uploads and client-initiated scheduling for interviews. During the first four months of Fiscal 2016 75 percent of SNAP applications were filed electronically, a 6.4 percentage point increase over the previous year. SNAP application timeliness improved to 88.2 percent.
- As of October 2015, 2.27 million clients were enrolled in Medicaid administered by HRA, 13.5 percent fewer than in October 2014. This decline is the continued result of the NYS takeover of Medicaid administration through the NYS Health Care Exchange, which began in January 2014. As NYS phases in its multi-year redesign of Medicaid and public health insurance programs, the HRA-administered caseload will continue to decline and the numbers served through the Exchange will increase. There was also a decline in the timeliness of applications due to a temporary malfunction that did not permit the automated recording of activity in the system of record during the month of August.
- HRA helped 14,356 clients obtain jobs during the first four months of Fiscal 2016, seven percent fewer than in the same period in Fiscal 2015. This decline is the result of a policy shift away from rapid but time-limited job placements that led to returns to the caseload and towards connecting clients to more sustainable employment. HRA continues to emphasize individual client assessments, greater access to education and training, literacy programs and other training consistent with the Mayor’s Jobs for New Yorkers Task Force recommendations. Therefore, the percentage of family cases engaged in education and training increased by 3.5 percentage points and the percentage of Safety Net cases in education and training increased by 5.3 percentage points.
- For the federal fiscal year ending September 2015, the City’s official federal family work participation rate was 34.1 percent. Under the federal Temporary Assistance for Needy Families (TANF) rules, the statutorily required participation rate is 50 percent for all families, though this rate is reduced for states that achieve caseload reductions and maintain state funding for cash assistance and other TANF-related programs. New York State’s effective requirement was substantially less than 50 percent due to these adjustments, with HRA’s efforts significantly contributing to the State achieving its adjusted rate.
- In October 2015 there were 50,916 clients participating in HRA’s Wellness, Comprehensive Assessment, Rehabilitation and Employment (WeCARE) services, which assist cash assistance clients with barriers to employment. WeCARE also helps people with disabilities apply for Federal Disability Assistance. The number of WeCARE program participants increased by 44.2 percent between October 2014 and October 2015 due to a large number of clients awaiting assessment that accumulated in 2015 during settlement negotiations on litigation related to HRA services for clients with disabilities. The litigation was settled during Fiscal 2015 and HRA is implementing new processes for clients with disabilities that will address this issue. During this same period, the number of disability awards increased 2.8 percent. New, dedicated Supplemental Security Income (SSI) appeals services contracts in 2016 are expected to continue improving SSI award rates.
- In the first four months of Fiscal 2016 the number of new child support orders decreased by 12.3 percent as there were fewer CA applicants and therefore fewer referrals from Job Centers. The total number of cases with active support orders decreased 0.7 percent due to the closing of unproductive and inactive cases. The amount of child support collected increased by 1.8 percent over the same period in Fiscal 2015. The percentage of current child support obligations collected declined from 73.4 percent to 58.7 percent. As of April 2015 NYS changed the reporting methodology and no longer adjusts the amount of obligations owed when the original order is administratively adjusted by a judge or

HRA for reasons such as the emancipation of a child. This methodological change resulted in a calculation that shows a lower percentage of obligations collected compared to prior periods.

- HRA provides homelessness prevention assistance to families and individuals with housing emergencies and to those seeking shelter. HRA provides access to emergency rental arrears payments and ongoing rental assistance at Job Centers, Housing Courts, and DHS shelter intake and HomeBase locations. Of those who received homelessness prevention services at DHS's Prevention Assistance and Temporary Housing (PATH) family intake unit, 15.3 percent were successfully diverted from entering shelter on the day they received the service, 3.6 percentage points fewer than the same period in the previous year. This decline is due to a change in the process that reduced the number of clients referred to HRA. HRA served only those applicants who were not successfully diverted by DHS in a new process at initial intake. Those who were later referred to HRA often faced more complex situations and could not be diverted, resulting in a decline in the diversion rate compared to the same period in Fiscal 2015.
- HRA assists domestic violence (DV) survivors with services in the community or with placement in emergency DV shelters. HRA helps families and individuals residing in DV shelters find permanent housing, including through the new rental assistance programs. With the start of the Living in Communities (LINC) rental assistance during Fiscal 2015, eligible families residing in an HRA DV shelter and awaiting a LINC placement remained in shelter beyond the normal 180-day time limit. This policy resulted in less short-term turnover in the HRA shelters, reducing HRA's capacity to receive new families found eligible at PATH for DV services. As a result, the number of these families entering HRA's DV shelters declined by 31.6 percentage points during the first four months of Fiscal 2016. To address this issue, HRA is adding 300 additional emergency shelter beds and 400 DV Tier II Units in Fiscal 2016 and 2017. Compared to last year, the average non-residential DV caseload showed a 43 percent decline from 3,463 to 1,973. This decrease is due to the implementation of a new system that tracks unique clients rather than visits. Due to this change, Fiscal 2016 data cannot be compared to prior periods.
- The 31,835 clients served by HIV/AIDS Services Administration (HASA) in October 2015 was slightly below the number of clients served in October 2014. During the first four months of Fiscal 2016 it took about a half-day longer to issue ongoing enhanced benefits to eligible clients who had submitted a completed application compared to last year. The increase is the result of slightly higher eligibility rates that increased workload and overall processing time.
- During the first four months of Fiscal 2016 HRA generated \$70.5 million in Medicaid recoveries and cost avoidance related to fraud, waste or abuse, 14.9 percent more than in Fiscal 2015. This was due to an unusually high collection amount in September 2015 as part of a successful investigation into a fraud case. With most new Medicaid applications now processed through the NYS Health Care Exchange, HRA anticipates that Medicaid recoveries and cost avoidance values will fluctuate and decline over time. HRA continues to focus on Medicaid prescription drug fraud investigations and increased efforts to recover monies owed from collection activities such as Supplemental Needs Trusts, property and negligence liens.
- Cash assistance collections and cost avoidance was 9.1 percent lower during the first four months of Fiscal 2016 compared to the same period in Fiscal 2015, and SNAP savings were 10.7 percent lower than the previous period. Cash assistance and SNAP collections and cost avoidance are the result of HRA efforts to secure repayments from clients who received monetary settlements while on assistance or who concealed income while applying for or receiving assistance. The decline is primarily the result of fewer CA applications during the period, which reduces CA and SNAP cost avoidance. There was a 16.7 percent decline in the number of recurring CA applications during the first four months of 2016 compared to 2015 and a concomitant decline of 17 percent in CA applications that were denied and included in the cost avoidance calculations.
- As a result of reforms, including improvements to the conciliation and other pre-hearing processes, the number of fair hearing requests declined by 13.7 percent during the first four months of Fiscal 2016, compared to the same period in Fiscal 2015. Of the hearings that were held and determinations made, 7.2 percent resulted in HRA's decisions being upheld, an increase of 1.9 percentage points from the prior fiscal year. Ongoing reforms are expected to continue to reduce the number of fair hearing requests. It is anticipated that reforms, along with reductions in unnecessary punitive actions, will continue to improve the rate of HRA decisions that are upheld.

# SERVICE 1 Improve access to assistance that provides economic stability to support the basic needs of all eligible children and adults.

**Goal 1a** Provide access to cash assistance benefits for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Cash assistance unduplicated number of persons (12-month)(000)	607.0	589.1	591.1	*	*	591.1	597.4
★ Cash assistance caseload (point in time)(000)	193.1	182.4	192.4	*	*	187.8	198.8
★ Persons receiving cash assistance (000)	357.2	337.0	360.0	*	*	349.6	373.5
Persons receiving recurring assistance (000)	352.0	331.3	351.7	*	*	339.8	361.4
Persons receiving emergency assistance (000)	5.1	5.6	8.3	*	*	9.7	12.1
Cash assistance applications (000)	344.7	385.1	348.5	*	*	134.0	115.7
Cash assistance application acceptance rate (%)	NA	45.7%	50.9%	*	*	49.6%	51.3%
Cash assistance cases in sanction process (%)	NA	6.3%	4.8%	*	*	6.0%	3.6%
Cash assistance cases in sanction status (%)	NA	5.2%	3.5%	*	*	4.5%	2.7%
★ Cash assistance application timeliness rate (%)	92.6%	93.6%	94.4%	96.0%	96.0%	93.6%	97.3%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 1b** Provide access to Supplemental Nutrition Assistance Program (SNAP) benefits for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,873.5	1,755.8	1,706.7	*	*	1,738.4	1,696.6
- Cash assistance persons receiving SNAP benefits (000)	408.6	385.9	402.1	*	*	396.2	410.1
- Non-cash assistance persons receiving SNAP benefits (000)	1,189.0	1,098.7	1,039.0	*	*	1,070.3	1,019.4
- SSI persons receiving SNAP benefits (000)	275.9	271.3	265.6	*	*	272.0	265.0
- Cash assistance households receiving SNAP benefits (000)	196.7	186.4	195.5	*	*	191.1	198.9
- Non-cash assistance households receiving SNAP benefits (000)	585.7	541.6	515.6	*	*	529.4	506.2
- SSI households receiving SNAP benefits (000)	252.7	249.2	244.2	*	*	250.0	243.8
Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)	5.55%	6.81%	4.01%	6.00%	6.00%	1.00%	NA
★ SNAP application timeliness rate (%)	96.0%	87.2%	81.4%	90.6%	90.6%	76.2%	88.2%
SNAP applications filed electronically (%)	NA	58.7%	71.5%	*	*	68.6%	75.0%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 1c**

Provide access to Medicaid public health insurance coverage for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Medicaid enrollees administered by HRA (000)	3,085.6	2,808.0	2,371.7	*	*	2,626.6	2,270.8
- Medicaid-only enrollees administered by HRA (000)	2,317.8	2,064.4	1,608.1	*	*	1,867.8	1,496.3
★ Application timeliness rate for Medicaid administered by HRA (%)	98.3%	91.7%	96.5%	99.4%	99.4%	97.8%	93.8%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**SERVICE 2 Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.**

**Goal 2a**

Increase the proportion of cash assistance recipients who obtain and retain paid employment.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Clients whom HRA helped obtain employment (000)	NA	48.1	46.6	↑	↑	15.4	14.4
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	NA	74.5%	73.9%	80.0%	80.0%	75.1%	73.3%
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	NA	NA	64.2%	*	*	64.6%	64.2%
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	16.2%	19.0%	20.7%	↑	↑	19.6%	24.9%
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	23.7%	24.3%	25.5%	↑	↑	24.0%	27.5%
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	34.1%	33.9%	34.1%	34.0%	34.0%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 2b**

Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Total WeCARE cases	33,280	29,138	46,510	*	*	35,313	50,916
★ Number of WeCARE federal disability awards	3,739	2,950	2,929	*	*	925	951

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 2c** Provide access to child support services for eligible parents and their children.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Total new child support orders obtained	17,981	20,286	20,351	*	*	7,570	6,641
Total child support cases with active orders (end of period)	287,426	285,173	283,114	*	*	284,951	282,923
★ Child support cases with orders of support (%)	70.1%	71.5%	73.2%	77.0%	78.0%	72.9%	77.0%
★ Current obligations collected (%)	70.9%	84.4%	68.4%	60.0%	60.0%	73.4%	58.7%
Child support collected (\$000,000)	\$735.6	\$741.7	\$748.3	\$750.0	\$752.0	\$247.0	\$251.5

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**SERVICE 3 Reduce homelessness among children and adults.**

**Goal 3a** Provide HRA homelessness prevention benefits and services to eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ HRA clients successfully diverted at PATH from entering a homeless shelter (%)	23.5%	28.5%	16.3%	*	*	18.9%	15.3%
Requests for Emergency Assistance at the Rental Assistance Unit	NA	57,912	65,138	*	*	22,108	26,748
Rent Assistance Unit Emergency Assistance Requests Approved (%)	NA	66.5%	74.2%	*	*	73.3%	71.6%
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	NA	NA	8,900	*	*	2,353	2,852

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 3b** Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	80.8%	78.5%	48.6%	*	*	59.5%	27.9%
Domestic violence non-residential services programs active caseload	3,279	3,468	3,036	*	*	3,463	1,973
Average number of families served per day in the domestic violence shelter program	755	769	786	*	*	793	794
Number of domestic violence emergency beds (capacity)	2,228	2,228	2,228	*	*	2,228	2,228

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction



## SERVICE 4 Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.

### Goal 4a

Ensure that all eligible vulnerable and/or frail children and adults and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Adult Protective Services (APS) assessment cases	3,419	3,723	3,905	*	*	4,021	4,146
★ Individuals referred to an APS field office visited within three working days (%)	99.8%	99.8%	94.3%	85.0%	85.0%	96.3%	93.7%
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	98.8%	98.4%	88.8%	*	*	94.9%	91.7%
★ APS cases eligible for services	6,098	5,406	6,107	*	*	5,468	6,828
Total referrals received for APS	22,055	23,657	24,203	*	*	8,352	8,560
★ Personal care services - average weekly billable hours	49.9	48.1	43.6	*	*	44.0	43.2
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
★ Average days to initiate home attendant and housekeeper services for all cases	27.5	14.1	24.6	30.0	30.0	24.7	20.9
Cases receiving home care services	116,883	118,120	122,173	*	*	121,279	121,573
New applicants for HIV/AIDS Services Administration (HASA) services	5,491	5,385	5,033	*	*	1,845	1,735
★ Individuals receiving HASA services	32,442	32,288	32,110	*	*	32,453	31,835
HASA clients receiving ongoing enhanced housing benefits (%)	84.3%	84.0%	84.7%	*	*	83.9%	83.9%
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	7.0	8.4	7.6	8.0	8.0	7.8	7.4
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	14.5	14.1	14.2	15.5	15.5	14.8	15.2

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	\$205.09	\$224.89	\$170.79	↑	↑	\$61.35	\$70.5
Cash assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	\$177.8	\$180.7	\$182.1	*	*	\$64.7	\$58.8
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	\$29.6	\$29.6	\$29.7	*	*	\$10.3	\$9.2
Fair hearings requested	NA	396,196	328,469	*	*	123,006	106,162
Fair hearings upheld (%)	NA	7.0%	5.2%	*	*	5.3%	7.2%
IDNYC - number of applications processed	NA	NA	366,473	*	*	NA	259,042
IDNYC - total number of cards issued	NA	NA	334,794	*	*	NA	270,901
IDNYC application timeliness (%)	NA	NA	95%	*	*	NA	98%
Billed revenue as a percentage of budgeted revenue (%)	71.9%	72.8%	74.2%	*	*	7.3%	16.4%
Claims filed within 60 days of the close of the expenditure month (%)	99.0%	100.0%	100.0%	*	*	100.0%	100.0%
Calls resolved within 48 hours to the customer service call line for vendors (%)	67.7%	69.4%	71.0%	*	*	66.5%	73.1%
Collisions involving City vehicles	43	62	43	*	*	23	19
Workplace injuries reported	194	196	170	*	*	63	70
Applications filed with the United States Citizenship and Immigration Services	NA	NA	1,548	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	1,016,101	1,116,886	909,712	*	*	356,320	308,512
Letters responded to in 14 days (%)	77.8%	87.3%	80.5%	90%	90%	87.1%	91.9%
E-mails responded to in 14 days (%)	95.5%	96.2%	93.5%	90%	90%	91.3%	95.8%
Average customer in-person wait time (minutes)	48.2	39.9	42.2	60	60	46.3	36.8
CORE facility rating	83	90	90	80	80	NA	NA
Calls answered in 30 seconds (%)	63.6%	69.7%	65.8%	80%	80%	58.5%	78.5%
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	88.0%	91.0%	92.0%	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$9,513.8	\$9,531.1	\$9,771.2	\$9,787.1	\$9,662.4	\$9,808.3	\$3,463.6	\$3,474.7
Revenues (\$000,000)	\$47.0	\$50.1	\$50.0	\$41.8	\$42.6	\$42.6	\$10.3	\$8.8
Personnel	13,808	13,559	13,690	14,495	14,643	14,308	13,621	13,567
Overtime paid (\$000,000)	\$20.8	\$22.3	\$25.3	\$18.1	\$18.1	\$18.1	\$8.1	\$9.2
Capital commitments (\$000,000)	\$14.3	\$64.6	\$88.6	\$39.4	\$79.6	\$32.8	\$56.3	\$4.4
Human services contract budget (\$000,000)	\$548.3	\$367.4	\$454.2	\$540.4	\$563.3	\$524.5	\$94.6	\$104.0
Work Experience Program (WEP) participants assigned	547	563	226	*	*	*	484	0

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HRA renamed the indicator from 'Cash assistance unduplicated caseload (12-month)' (000) to 'Cash assistance unduplicated number of persons (12-month)(000)' for clarity.
- HRA has added new indicators related to IDNYC: 'IDNYC - number of applications processed', 'IDNYC – total number of cards issued' and 'IDNYC – application timeliness rate (%)'. IDNYC is a free identification card available to New York City residents. The card helps New Yorkers gain access to City services and buildings, and also offers free membership in the City's leading museums, zoos, concert halls and botanical gardens. The data reported for Fiscal 2015 is for the six month period from January to June 2015 as the program started in January 2015.
- Beginning in Fiscal 2015 legal services contracts that had been in multiple City agencies were consolidated into HRA. HRA is now reporting legal services indicators, including citizenship applications generated by contractors who had previously been part of the Department of Youth and Community Development. Data for the indicator 'Applications filed with the United States Citizenship and Immigration Services' is reported quarterly, therefore the data presented for this indicator is as of September 2015, compared to September 2014.
- APS implemented a new data reporting system in Fiscal 2015. Due to data migration issues, Fiscal 2015 data is available for October 2014 and forward only. The four-month figure for Fiscal 2015 represents October only while the Fiscal 2016 is all for months of the reporting period. Fiscal 2015 data is therefore not fully comparable to other periods.
- The Fiscal 2017 target has been updated for 'Child support collected (\$000,000)' and both the Fiscal 2016 and 2017 targets were updated for 'Child support cases with orders of support (%)'.

- Fiscal 2013 data is now available for the indicator 'Cash assistance applications (000)'. Fiscal 2015 data is now available for the indicators 'Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)' and 'Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)'. Fiscal 2015 data has been revised for the indicators 'Fair hearing requested' and 'Applications filed with the United States Citizenship and Immigration Services.'
- HRA has revised its calculation method for 'Domestic violence non-residential services programs active caseload' and now tracks unique clients rather than visits. Due to this change, Fiscal 2016 data is not directly comparable to prior periods.
- In Fiscal 2016 HRA changed the methodology for reporting 'HASA clients receiving ongoing enhanced housing benefits (%)' to provide an unduplicated count of cases receiving housing assistance. The Fiscal 2016 figures for enhanced housing benefits now represent all HASA cases receiving housing benefits across all types of housing as a percentage of the total caseload.
- Previously reported data for the following indicators has been revised for October 2014: 'Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)', 'Total WeCARE cases.'
- As part of HRA's new employment model, it is no longer referring clients to Work Experience Program (WEP) assignments at HRA. It is replacing WEP assignments with activities that provide opportunities geared to more stable employment for cash assistance clients.
- Beginning with the Fiscal 2016 Mayor's Management Report, the agency resources indicator 'Work Experience Program (WEP) participants assigned' will be replaced with 'Work Experience Program (WEP) Enrollment' to better reflect actual program participation.

## ADDITIONAL RESOURCES

For additional agency performance statistics, please visit:

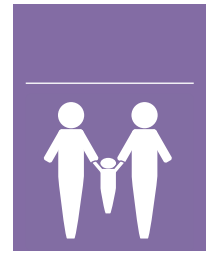
- HRA/DSS Facts (Links to multiple reports updated several times a year):  
<http://www.nyc.gov/html/hra/html/facts/facts.shtml>

For more information on the agency, please visit: [www.nyc.gov/hra](http://www.nyc.gov/hra).



# ADMINISTRATION FOR CHILDREN'S SERVICES

Gladys Carrión, Commissioner



## WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, child care and early education services. In child welfare, ACS contracts with private nonprofit organizations to support and stabilize families at risk of a crisis through preventive services and with foster care agencies for children not able to safely remain at home. Each year, the agency's Division of Child Protection conducts more than 50,000 investigations of suspected child abuse or neglect. In youth and family justice, ACS manages and funds services including detention and placement, intensive community-based alternatives for youth and support services for families. In the Division of Early Care and Education, ACS coordinates and funds programs and vouchers for close to 100,000 children eligible for subsidized care. Across all of its programs, ACS promotes child well-being, family stability and quality integrated services.

## FOCUS ON EQUITY

The Administration for Children's Services is responsible for serving children and families of every race and ethnicity in New York City. ACS aims to secure safe and nurturing family environments and strong communities for all of New York City's children as it strives over the long term to counter the disproportionately damaging impact of poverty and chronic stress on the City's children of color. ACS is deeply committed to an equitable and fair approach to providing child care, early education and family supports and to ensuring that interventions—including child protection, family court services, foster care and juvenile detention—are performed in a manner that is respectful of the racial, cultural and economic character of each family involved. Through the agency's early education programs, community-building and family support services, ACS is helping families create a stable foundation of opportunity on which children will thrive throughout their lives.

## OUR SERVICES AND GOALS

### **SERVICE 1 Protect children from child abuse.**

- Goal 1a Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.
- Goal 1b Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality preventive services.
- Goal 1c Provide safe and stable foster care placements for children who cannot remain safely at home.
- Goal 1d Encourage and support family-based foster care.
- Goal 1e Reduce time to reunification and/or adoption and maintain strong family connections for children.

### **SERVICE 2 Ensure access to quality early child care and education services in all communities.**

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

### **SERVICE 3 Provide custody and care of youth in secure and safe detention and placement facilities while providing casework services.**

- Goal 3a Assure that detention facilities are safe and secure.
- Goal 3b Provide youth in detention and placement with appropriate health and mental health services.
- Goal 3c Provide services to prevent youth from returning to the juvenile justice system.

## HOW WE PERFORMED

- Investigations of child abuse and/or neglect continued the downward trend that began in Fiscal 2015. During the first four months of Fiscal 2016 the number of investigations declined by three percent to 15,778 from 16,300 and the percent of children with repeat substantiated investigations declined from 15.8 to 14.5 percent, but still exceeded the target of 14 percent. To support additional and sustainable decreases, ACS continues to prioritize the professional development of front line staff in order to improve their investigational assessments and decision-making. In addition, ACS is developing data-driven tools to assist in the identification of families most likely to be involved in repeat investigations. These families will be provided with targeted services to reduce risks and promote child safety and well-being.
- As of October 2015, the average child protective specialist caseload decreased by 8.6 percent, compared to Fiscal 2015, from 9.3 to 8.5 cases per child protective specialist. The hiring of additional child protective specialists in Fiscal 2015 in order to promote improved casework and better supervision contributed to this decrease. The reduction in the number of abuse/neglect investigations during this period is also a factor.
- ACS provides a wide range of voluntary preventive family support services, many that are evidence based, through contract providers. During the first four months of Fiscal 2016 the number of families entering preventive services declined by 8 percent, from 3,955 to 3,638 compared to the same period in Fiscal 2015. The number of families entering specialized teen services declined by 4.9 percent, from 513 to 488. The recent reduction is in line with the declining number of substantiated investigations of child maltreatment during this same period, but is seasonal and likely to be temporary. To increase enrollment in preventive services, child protection caseworkers are offering these services to more at-risk families even when allegations of abuse and/or neglect investigations are unsubstantiated. ACS is developing strategies to increase referrals to voluntary family support services from the community, including from clinics, schools and other social services.
- The number of children entering foster care and the total number of children in foster care both declined, continuing a six-year trend. Compared to the same period in Fiscal 2015, during the first four months of Fiscal 2016 the number of children entering foster care fell by 8.8 percent from 1,379 during to 1,257; and the number of children in foster care declined by 6.7 percent, from 11,156 to 10,408. In addition, the number of total days all children spent in foster care declined 4.7 percent, from 1,616,786 to 1,540,852 during the first four months of Fiscal 2016.
- During the first four months of Fiscal 2016, the percentage of children placed in foster care within their community increased by 3.2 percentage points from 33.3 percent to 36.5 percent. For children placed in foster care, the number of moves from one foster home or facility to another per 1,000 care days declined from 1.6 to 1.5 moves per 1,000 care days. This improvement can be attributed to ACS' accountability and monitoring system and a focus among foster care providers on placement stability as part of a larger effort to support child and family well-being.
- One of ACS' core goals is to provide children who cannot remain safely at home with a safe and stable foster care environment. One measure of foster care safety is the number of children in family foster care, per 100,000 care days, for whom a child protective investigation finds credible evidence that abuse or neglect may have occurred in the foster home. The rate of maltreatment in care increased from 4.2 per 100,000 care days during the first four months of Fiscal 2015 to 6.2 per 100,000 care days during the first four months of Fiscal 2016, reflecting both an increase in the number of incidents and a decrease in the total number of care days in family foster care. ACS continues its work to reduce maltreatment in care by providing more intensive monitoring, training and technical assistance to foster care providers as well as developing new methods for foster and adoptive parent recruitment, retention and support.
- The overall number of children who achieved permanency remained stable during the first four months of Fiscal 2016 compared to the same period of Fiscal 2015, even as the foster care census declined. While the number of adoptions decreased by 4.5 percent from 266 to 254 adoptions and the number of children who achieved permanency through the Kinship Guardianship Assistance (KinGap) program declined 8.4 percent from 95 to 87 KinGap finalizations, the number of children reunified with their families rose 2.2 percent from 801 to 819 reunifications. In 2015, ACS streamlined administrative processes in order to speed adoptions and expanded the use of KinGap as a permanency option for children living with relatives. The percent of children who achieved permanency but later re-entered foster care declined substantially from 10.2 percent to 9.5 percent.

- During the first four months of Fiscal 2016, compared to the same period in Fiscal 2015, the average EarlyLearn NYC contract enrollment rose by 1.2 percent from 28,281 to 28,629. While center-based enrollment remained stable at approximately 21,700, family childcare enrollment increased by 4.4 percent from 6,609 to 6,899. Childcare voucher enrollment rose by 3.2 percent, from 66,086 to 68,195. Center-based childcare utilization remained stable at 77 percent while family childcare utilization rose from 76.9 to 80.2 percent. These trends reflect ACS's ongoing work to promote enrollment at the EarlyLearn centers and with family care providers by sharing weekly enrollment data with referral agencies.
- The number of abuse and/or neglect reports for children in child care increased by 13.7 percent from 168 during the first four months of Fiscal 2015 to 191 for the same period in Fiscal 2016, but the indication rate declined by 10.9 percentage points from 31.6 to 20.7 percent, leading to a reduction in the number of indicated reports, from 53 to 40. A new, more rigorous approach to training and technical assistance around the awareness and prevention of child abuse and maltreatment has contributed to the increase in allegations.
- Since Fiscal 2009, the average daily population in detention has decreased steadily. During the first four months of Fiscal 2016 this trend continued as the average daily population decreased by 12.9 percent from 181.2 during the first four months of Fiscal 2015 to 157.9 at the end of October 2015. This decline was the result of reductions in juvenile arrests across the city, in the number of admissions to detention and in the length of stay of youth admitted. Admissions to detention fell by 7.7 percent, from 958 in Fiscal 2015 to 884 in Fiscal 2016 and the average length of stay in detention decreased by 16.7 percent, from 24 to 20 days.
- Comparing the first four months of Fiscal 2016 with the same period in Fiscal 2015, the rate of youth-on-youth assaults and altercations with injury in detention rose by 18.8 percent, from 0.32 to 0.38 incidents per 100 average daily population; and the youth-on-staff assault with injury rate declined by 12.5 percent, from 0.08 to 0.07. The increase in the rate of youth-on-youth assault and altercation was driven by incidents at one detention facility during the month of September. The issues driving this increase were stabilized and incidents in the facility declined in the following two months. Additionally, the rate of absconds from non-secure detention rose from 0.01 to 0.02, reflecting an increase by a single abscond.
- The implementation of comprehensive clinical assessment tools and the increased presence of psychiatric, psychological and clinical staff in detention continue to influence the number of youth who are referred to and receive mental health services. The percent referred during Fiscal 2016 increased by 4 percentage points from 50 percent in during the first four months of Fiscal 2015 to 54 percent during the same period in Fiscal 2016 and the percent who received mental health services rose from 46 to 56 percent.
- Consistent with the overall decrease in youth arrests and the corresponding reduction in referrals from court, the number of admissions to non-secure placement declined by 12.5 percent from 88 in during the first four months of Fiscal 2015 to 77 during the same period in Fiscal 2016. The number of youth in non-secure placement fell 22.7 percent, from 190 in Fiscal 2015 to 147 in Fiscal 2016. There were also decreases in the number of young people released to aftercare and discharged from the program during this period. The number of young people released to aftercare in their communities fell 23 percent from 87 to 67 and the number successfully discharged from the program declined by 29.7 percent from 111 to 78. The average aftercare census increased by 13.2 percent from 121.5 to 137.5, driven by increases in the number of youth placed for felony offenses and increases in the number of extensions of placements made in Fiscal 2015.
- During the first four months of Fiscal 2016 the rates of youth-on-youth assault and altercation and AWOL in non-secure placement fell, but the youth-on-staff assault rate rose. The youth-on-youth assault and altercation rate fell from 0.7 in Fiscal 2015 to 0.5 incidents per 100 care days in Fiscal 2016 and the AWOL rate dropped from 0.5 to 0.3 per 100 care days, while the youth-on-staff assault rate increased from 0.2 to 0.3 per 100 care days. The decreases in AWOLs and youth-on-youth assaults can be attributed to better supervision by provider staff and implementation of a core training program that has youth preventing and working out issues in group settings. The use of Investigative Consultants to assist in the return of AWOL youth to facilities has contributed to the decline in AWOLs. The increase in the youth-on-staff assault rate is driven by the decreased census and higher staff to youth ratios which allow staff to address more youth behaviors and verbalizations leading to increased opportunities for conflict.



## SERVICE 1 Protect children from child abuse.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Number of State Central Register consolidated investigations	54,039	55,529	54,926	*	*	16,300	15,778
★Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	92.9%	98.8%	98.8%	100.0%	100.0%	98.9%	98.5%
Substantiation rate	39.8%	39.5%	38.7%	*	*	39.0%	36.7%
Children in complete investigations with repeat investigations within a year (%)	24.3%	24.2%	24.4%	*	*	24.0%	23.9%
★Children in substantiated investigations with repeat substantiated investigations within a year (%)(preliminary)	15.7%	16.2%	16.0%	14.0%	14.0%	15.8%	14.5%
★Average child protective specialist caseload	8.2	9.8	10.5	12.0	12.0	9.3	8.5

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Families entering purchased preventive services	10,830	11,969	12,438	12,500	12,500	3,955	3,638
Families entering specialized teen preventive services	NA	1,572	1,570	*	*	513	488
Children receiving contract preventive services (daily average)	25,413	24,933	25,514	*	*	24,881	24,428
Children who received contract preventive services during the year (annual total)	43,455	44,456	47,001	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
All children entering foster care (preliminary)	4,779	4,501	4,134	*	*	1,379	1,257
★Children placed in foster care in their community	33.4%	33.3%	36.9%	37.0%	37.0%	33.3%	36.5%
★Children in foster care (average)	12,958	11,750	11,098	*	*	11,156	10,408
- Children in foster kinship homes	4,461	3,929	3,636	*	*	3,736	3,392
- Children in nonrelative foster boarding homes	7,398	6,915	6,533	*	*	6,500	6,118
- Children in residential care	1,099	923	929	*	*	920	898
★Children who re-enter foster care within a year of discharge to family (%) (preliminary)	10.2%	10.8%	10.6%	10.0%	10.0%	10.2%	9.5%
School Attendance Rate - Children in Foster Care (%)	NA	82.1%	82.5%	*	*	84.4%	84.6%
Total days all children spent in foster care	5,575,859	5,012,730	4,741,982	*	*	1,616,786	1,540,852
★Number of moves in foster care per 1,000 care days	1.3	1.4	1.5	1.4	1.2	1.6	1.5
★Children maltreated during family foster care placement per 100,000 care days	3.8	3.2	4.0	4.2	4.0	4.2	6.2

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction



**Goal 1d** Encourage and support family-based foster care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Siblings placed simultaneously in the same foster home (%)(preliminary)	87.9%	88.2%	88.9%	*	*	89.0%	89.7%
★ Children entering foster care who are placed with relatives (%)(preliminary)	26.6%	25.7%	28.0%	30.0%	30.0%	26.7%	27.2%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Children discharged to permanency within a year of placement (%)	36%	35%	31%	34%	37%	NA	NA
★ Children in care 12-23 months discharged to permanency (%)	18.8%	21.9%	20.3%	21.0%	23.0%	NA	NA
★ Children in care 24 or more months discharged to permanency (%)	20.2%	24.4%	23.5%	25.0%	27.0%	NA	NA
Median length of stay for children entering foster care for the first time who are returned to parent (months)	6.8	7.5	6.6	6.0	6.0	NA	NA
Children returned to parent(s) within 12 months (%)(preliminary)	59.8%	57.9%	59.7%	60.0%	60.0%	60.1%	60.4%
Median length of stay in foster care before child is adopted (months)	54.1	55.1	53.3	50.0	50.0	NA	NA
Children adopted	1,310	1,101	1,004	*	*	266	254
Children eligible for adoption (average)	1,446	1,248	1,092	*	*	1,109	989
Kinship Guardianship Assistance discharges	119	251	275	*	*	95	87
Children returned to parents (reunifications)	3,393	2,940	2,506	*	*	801	819

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 2 Ensure access to quality early child care and education services in all communities.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average EarlyLearn contract enrollment	30,096	30,422	30,079	33,472	33,472	28,281	28,629
★EarlyLearn - Average center-based enrollment	25,548	24,068	23,077	25,311	25,311	21,672	21,730
★EarlyLearn - Average family child care enrollment	4,549	6,354	7,002	8,161	8,161	6,609	6,899
★Average EarlyLearn Utilization (%)	71.4%	82.1%	81.8%	85.0%	85.0%	76.9%	77.9%
★Average EarlyLearn Utilization - Center-based (%)	76.2%	84.6%	82.0%	85.0%	85.0%	77.0%	77.2%
★Average EarlyLearn Utilization - Family child care (%)	52.9%	73.9%	81.4%	85.0%	85.0%	76.9%	80.2%
Average child care voucher enrollment	71,756	67,541	66,801	*	*	66,086	68,195
★Average mandated children voucher enrollment	56,649	54,852	55,000	*	*	54,534	55,537
★Average other eligible children voucher enrollment	15,107	12,689	11,801	*	*	11,553	12,335
★Average center-based child care voucher enrollment	27,552	26,401	27,052	*	*	26,648	27,464
★Average family child care voucher enrollment	21,503	21,507	22,177	*	*	21,431	23,272
★Average informal (home-based) child care voucher enrollment	22,700	19,633	17,572	*	*	18,007	16,558
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	\$9,084	\$8,629	\$8,577	*	*	NA	NA
EarlyLearn - Budget per slot in contract family child care	\$9,329	\$9,340	\$9,347	*	*	NA	NA
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	\$14,568	\$14,302	\$14,896	*	*	NA	NA
Fiscal year spending per child - Center-based child care vouchers	\$8,478	\$8,524	\$8,936	*	*	NA	NA
Fiscal year spending per child - Family child care vouchers	\$7,385	\$7,500	\$7,575	*	*	NA	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	\$4,169	\$4,144	\$4,119	*	*	NA	NA
Abuse and/or neglect reports for children in child care	357	413	492	*	*	168	191
Abuse and/or neglect reports for children in child care that are substantiated (%)	23.5%	21.8%	27.6%	*	*	31.6%	20.7%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Total admissions to detention	3,419	3,126	2,755	*	*	958	884
★Average daily population (ADP), detention	266.0	234.1	169.9	*	*	181.2	157.9
Secure detention - ADP	150.1	130.2	94.7	*	*	98.9	92.6
Non-secure detention - ADP	115.9	103.5	74.4	*	*	81.8	65.3
★Average length of stay, detention (days)	29	29	23	*	*	24	20
★Escapes from secure detention	0	0	0	0	0	0	0
★Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.05	0.08	0.05	0.03	0.03	0.01	0.02
★Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.34	0.35	0.35	0.35	0.35	0.32	0.38
★Youth on staff assault w/injury rate (per 100 total ADP), detention	0.06	0.05	0.05	0.04	0.04	0.08	0.07
★Weapon recovery rate (average per 100 total ADP), detention	0.02	0.04	0.08	*	*	0.04	0.03
★Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.04	0.07	0.09	*	*	0.05	0.05

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP), detention	0.11	0.10	0.10	0.09	0.09	0.11	0.08
Child abuse/neglect allegations cases (internal) reported as substantiated, detention	17.0	22.0	20.0	*	*	4.0	1.0
★ Average daily cost per youth per day, detention (\$)	\$729	\$773	\$1,065	*	*	NA	NA
Admissions to non-secure placement	NA	348	258	*	*	88	77
★ Number in non-secure placement	NA	195	176	*	*	190	147
Youth on youth assault and altercation rate, non-secure placement	NA	0.6	0.6	0.5	0.5	0.7	0.5
Youth on staff assault rate, non-secure placement	NA	0.2	0.2	0.2	0.2	0.2	0.3
AWOL rate, non-secure placement	NA	0.7	0.4	0.4	0.4	0.5	0.3
Discharges from non-secure placement (dispositional order complete)	NA	222.0	260.0	*	*	111.0	78.0

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

### Goal 3b

Provide youth in detention and placement with appropriate health and mental health services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ In-care youth who were referred for mental health services, detention (%)	51%	48%	61%	*	*	50%	54%
★ In-Care Youth who received mental health services (%)	58%	57%	50%	*	*	46%	56%
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%
★ General health care cost per youth per day, detention (\$)	\$60	\$62	\$80	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

### Goal 3c

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Youth admitted to detention with previous admission(s) to detention (%)	60.5%	60.9%	63.3%	*	*	NA	NA
Number of releases to Close to Home aftercare	NA	274	283	*	*	87	67
★ Number in Close to Home aftercare (average)	NA	92.8	122.1	*	*	121.5	137.5

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Collisions involving City vehicles	16	35	46	*	*	14	13
Workplace injuries reported	191	217	184	*	*	67	84

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	66,577	63,351	79,347	*	*	23,481	25,705
Letters responded to in 14 days (%)	92.3%	87.4%	85.4%	*	*	82.3%	100.0%
E-mails responded to in 14 days (%)	95.6%	92.6%	89.7%	*	*	84.2%	99.4%

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$2,805.0	\$2,785.5	\$2,826.7	\$2,948.9	\$2,996.3	\$2,968.8	\$1,537.1	\$1,504.9
Revenues (\$000,000)	\$3.4	\$3.1	\$3.9	\$3.4	\$3.4	\$3.4	\$0.8	\$0.9
Personnel	6,082	5,923	5,972	7,302	7,293	7,355	5,925	5,882
Overtime paid (\$000,000)	\$20.6	\$25.2	30.1	\$17.4	\$17.4	\$17.5	\$7.4	\$9.4
Capital commitments (\$000,000)	\$11.1	\$10.2	\$5.8	\$26.9	\$37.7	\$40.8	\$3.3	\$2.7
Human services contract budget (\$000,000)	\$1,630.0	\$1,629.5	\$1,647.8	\$1,693.6	\$1,729.6	\$1,708.2	\$564.0	\$554.4
Work Experience Program (WEP) participants assigned	73	110	30	*	*	*	68	64

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- ACS added nine new indicators related to preventive services and foster care. They are: 'Families entering specialized teen preventive services', 'Children who received contract preventive services during the year (annual total)', 'Number of moves in foster care per 1,000 care days', 'Total days all children spent in foster care', 'Children maltreated during family foster care placement per 100,000 care days', 'Children returned to parent(s) (reunifications)', 'Children discharged to permanency within a year of placement', 'Children in care 12-23 months discharged to permanency' and 'Children in care 24 or more months discharged to permanency'.
- Five indicators were deleted and will no longer appear in the Mayor's Management Report. They are: 'Children in foster care who had one or fewer transfers from one facility to another (%)', 'Abuse and/or neglect reports for children in foster care', 'Abuse and/or neglect reports for children in foster care that are substantiated (%)', 'Children eligible for adoption who are adopted (%)' and 'Average time to complete adoption (years)'.
- ACS established Fiscal 2016 and 2017 targets for five new indicators: 'Number of moves in foster care per 1,000 care days', 'Children maltreated during foster care placement per 100,000 care days', 'Children discharged to permanency within a year of placement', 'Children in care 12-23 months discharged to permanency' and 'Children in care 24 or more months discharged to permanency.'
- ACS revised Fiscal 2016 and Fiscal 2017 targets for the following indicators: 'Abscond rate in non-secure detention (average per 100 total ADP in non-secure)' and 'Youth on staff assault rate, non-secure placement.'
- Previously published data has been revised for the following indicators: 'Substantiation rate', 'Children in complete investigations with repeat investigations within a year (%)', 'Children in substantiated investigations with repeat substantiated investigations within a year (%) (preliminary)', 'All children entering foster care (preliminary)', 'Children placed in foster care in their community', 'Children in foster care (average)', '- Children in foster kinship homes', '- Children in nonrelative foster boarding homes', '- Children in residential care', 'Children entering foster care who are

placed with relatives (%)(preliminary)', 'Children returned to parent(s) within 12 months (%)(preliminary)', 'Children eligible for adoption (average)', 'Kinship Guardianship Assistance discharges', 'Abuse and/or neglect reports for children in child care that are substantiated (%)', 'Weapon recovery rate (average per 100 total ADP), detention', 'Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention', 'Child abuse/neglect allegations cases (internal) reported by the Office of Children and Family Services (OCFS) as Substantiated, detention', 'In-care youth who were referred for mental health services, detention (%)', 'In-Care Youth who received mental health services (%)' and 'Completed requests for interpretation.'

- Beginning with the Fiscal 2016 Mayor's Management Report, the agency resources indicator 'Work Experience Program (WEP) participants assigned' will be replaced with 'Work Experience Program (WEP) Enrollment' to better reflect actual program participation.

## ADDITIONAL RESOURCES

For additional information go to:

- Statistics:  
<http://www1.nyc.gov/site/acs/about/data-policy.page>
- Monthly flash report:  
[http://www1.nyc.gov/assets/acs/pdf/data-analysis/Flash\\_December\\_2015.pdf](http://www1.nyc.gov/assets/acs/pdf/data-analysis/Flash_December_2015.pdf)

For more information on the agency, please visit: [www.nyc.gov/acs](http://www.nyc.gov/acs).



# DEPARTMENT OF HOMELESS SERVICES

Gilbert Taylor, Commissioner



## WHAT WE DO

The Department of Homeless Services (DHS) provides transitional shelter for homeless single adults, adult families and families with children at directly operated and contracted sites. DHS also provides homeless prevention services through community-based programs, access to permanent housing and 24 hour, seven day street outreach services. DHS also provides placement into safe havens and stabilization beds for street homeless New Yorkers.

## FOCUS ON EQUITY

Increasing homelessness is an unfortunate by-product of current economic realities—growing income inequality, rising housing costs and stagnant wages. DHS programs address the crisis of homelessness by connecting New Yorkers to prevention services to help them remain in their homes and, when prevention is not an option, DHS provides safe and appropriate transitional shelter. DHS also supports families and individuals in exiting shelter to permanent independent and supportive housing. DHS continues to expand homeless prevention efforts through its Homebase program, including new services for single adults, and has partnered with the Human Resources Administration (HRA) to create targeted rental assistance programs tailored to eligible families and individuals in shelter. DHS is also enhancing outreach efforts through HOME-STAT, the City's new program to engage homeless individuals and connect them to support services, is adding new daytime programs and services in adult shelters and is working with multiple agencies to improve shelter conditions.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Help prevent at-risk individuals and families from becoming homeless.**

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

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### **SERVICE 2 Provide temporary emergency housing to homeless individuals and families.**

Goal 2a Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Goal 2b Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run.

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

Goal 3a Facilitate exits and minimize clients' length of stay in shelters.

Goal 3b Minimize re-entries into the shelter services system.

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### **SERVICE 4 Help chronically unsheltered homeless individuals find stable, safe living situations.**

Goal 4a Reduce the number of unsheltered homeless individuals.

## HOW WE PERFORMED

- DHS' community-based homelessness prevention program, Homebase, served 3,055 more households during the first four months of Fiscal 2016 and helped more than 90 percent of families, and more than 80 percent of single adults, receiving prevention services to stay in their communities and avoid shelter entry within the 12 months following the service. The rate remained stable for families with children while declining by eight percentage points for adults and 2.9 percentage points for adult families. In Fiscal 2015 and 2016, DHS increased Homebase capacity and the outreach for this expansion reached new clients, including some higher-risk populations.
- The average number of individuals and families in shelter was higher than in the previous period. The new rental assistance programs that began in Fiscal 2015 are providing access to permanent housing for families and single adults. The percentage of adult families and families with children who exited shelter compared to monthly goals increased by 14 and 10 percentage points, respectively. The number of single adults exiting shelter to permanent housing declined by five percent, from 3,092 to 2,946, during the first four months of Fiscal 2016, reflecting more limited housing options for this group.
- During the first four months of Fiscal 2016, single adults' average length of stay in shelter increased by eight percent, adult families' by six percent and families with children by two percent. The new rental assistance programs, including Living in Communities (LINC), target the needs of long-term stayers and are intended to reduce the length of stay among individuals and families in shelter.
- DHS clients exit the shelter system to both subsidized and unsubsidized housing placements. Examples of subsidized placements include rental assistance, public housing and supportive housing. To minimize shelter returns, DHS focuses on connecting clients to mainstream resources in the community, including targeted aftercare services to help stabilize clients after they move from shelter to housing. DHS tracks the number of clients across all three populations who return to shelter within one year of exit to housing. The percentage of adult families and families with children who returned to shelter within one year declined by approximately four percentage points each during the reporting period in Fiscal 2016 compared to the previous year. The percentage of single adults who returned to shelter within a year increased slightly, from 2.9 percent to 3.3 percent. During both periods, most shelter exits were to unsubsidized placements and these numbers do not reflect activity related to the new rental assistance programs that began in October of 2014. In the Fiscal 2016 Mayor's Management Report, DHS will break out shelter returns within one year between exits to unsubsidized housing and permanent subsidized housing placements.
- DHS enhanced the ability of its street outreach providers to engage chronically homeless individuals and connect them to support services. During the first four months of Fiscal 2016, DHS providers placed 306 chronically homeless individuals into permanent and temporary housing, a decrease of three percent from the prior year. In Fiscal 2016 DHS will increase its outreach efforts with enhancements to the outreach teams and with the creation of HOME-STAT (Homeless Outreach & Mobile Engagement Street Action Teams), a multi-agency effort to combat persistent street homelessness.

## SERVICE 1 Help prevent at-risk individuals and families from becoming homeless.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	96.7%	96.0%	93.5%	70.0%	70.0%	96.5%	88.4%
★Adult families receiving preventive services who did not enter the shelter system (%)	95.5%	97.3%	91.5%	70.0%	70.0%	94.4%	91.5%
★Families with children receiving preventive services who did not enter the shelter system (%)	93.0%	94.0%	94.5%	70.0%	70.0%	95.3%	94.8%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction



## SERVICE 2 Provide temporary emergency housing to homeless individuals and families.

### Goal 2a

Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Adult families entering the DHS shelter services system	1,156	1,283	1,385	↓	↓	521	466
★Families with children entering the DHS shelter services system	12,306	11,848	12,671	↓	↓	5,225	4,531
★Single adults entering the DHS shelter services system	16,448	17,547	18,091	↓	↓	6,337	6,647
★Average number of adult families in shelters per day	1,723	1,866	2,110	1,950	1,950	2,031	2,138
★Average number of families with children in shelters per day	9,840	10,649	11,819	11,360	11,360	11,574	11,817
★Average number of single adults in shelters per day	9,536	10,116	11,330	10,475	10,475	10,685	12,195
Families with children applying for or receiving public assistance (average) (%)	94.0%	90.9%	85.4%	*	*	86.8%	83.6%
Average school attendance rate for children in the DHS shelter services system (%)	83.6%	85.4%	83.9%	*	*	84.5%	84.5%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	70.5%	65.4%	52.9%	85.0%	85.0%	48.5%	51.8%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### Goal 2b

Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.2	0.0	0.0	↓	↓	NA	NA
★Critical incidents in the adult shelter system, per 1,000 residents	0.5	0.7	0.8	↓	↓	0.8	0.8
★Critical incidents in the adult family shelter system, per 1,000 residents	2.5	3.3	2.0	↓	↓	2.3	1.5
★Critical incidents in the families with children shelter system, per 1,000 residents	1.2	1.4	1.0	↓	↓	1.3	0.8
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$74.80	\$78.38	\$78.80	*	*	NA	NA
- Family facilities (\$) (annual)	\$102.74	\$101.50	\$105.37	*	*	NA	NA
Evaluations for human services contracts completed on time, as compared to the goal (%)	97.2%	98.9%	99.4%	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

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

### Goal 3a

Facilitate exits and minimize clients' length of stay in shelters.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Single adults exiting to permanent housing	8,526	10,012	8,734	9,000	9,000	3,092	2,946
Exits from the adult family shelter system, as compared to monthly goal (%)	104%	78%	75%	*	*	66%	80%
Exits from the families with children shelter system, as compared to monthly goal (%)	103%	90%	107%	*	*	99%	109%
★Average length of stay for single adults in shelter (days)	293	305	329	↓	↓	318	345
★Average length of stay for adult families in shelter (days)	469	515	534	↓	↓	522	553
★Average length of stay for families with children in shelter (days)	375	427	430	↓	↓	425	435

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**Goal 3b** Minimize re-entries into the shelter services system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	4.5%	4.4%	2.0%	4.4%	4.4%	2.9%	3.3%
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	15.0%	12.5%	14.2%	12.5%	12.5%	17.2%	13.0%
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	9.5%	12.5%	16.5%	12.5%	12.5%	15.5%	11.4%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**SERVICE 4** Help chronically unsheltered homeless individuals find stable, safe living situations.

**Goal 4a** Reduce the number of unsheltered homeless individuals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	3,180	3,357	3,182	↓	↓	NA	NA
Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams	720	562	1,101	*	*	316	306
Response rate to 311 calls for homeless person assistance from constituents requesting a call back	100.0%	100.0%	100.0%	*	*	100.0%	100.0%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**AGENCY-WIDE MANAGEMENT**

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Collisions involving City vehicles	48	27	58	*	*	24	26
Workplace injuries reported	119	112	39	*	*	1	6

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

**AGENCY CUSTOMER SERVICE**

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	4,087	4,195	5,787	*	*	1,484	1,795
Letters responded to in 14 days (%)	67.4%	83.5%	70.4%	*	*	67.3%	72.2%
E-mails responded to in 14 days (%)	66.7%	80.5%	68.6%	*	*	72.1%	69%
Average wait time to speak with a customer service agent (minutes)	NA	24	15	*	*	NA	NA
CORE facility rating	91	89	95	*	*	NA	NA

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

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$984.3	\$1,043.3	\$1,169.8	\$1,080.9	\$1,311.4	\$1,108.6	\$676.5	\$681.3
Personnel	1,848	1,859	1,977	2,317	2,641	2,428	1,947	2,131
Overtime paid (\$000,000)	\$9.6	\$9.0	\$9.4	\$5.5	\$5.5	\$5.5	\$3.0	\$3.7
Capital commitments (\$000,000)	\$14.4	\$21.9	\$20.4	\$36.6	\$48.7	\$65.1	\$10.6	\$0.0
Human services contract budget (\$000,000)	\$769.2	\$826.3	\$941.2	\$815.2	\$1,011.1	\$819.7	\$299.5	\$316.9
<sup>1</sup> January 2016 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DHS revised the indicator names for shelter cost indicators to more clearly reflect the annual reporting period.
- The target for 'Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways and in the public transportation stations in New York City' has been revised to reflect the downward desired direction of the indicator.
- Fiscal 2015 four-month actual figures were revised for the following indicators: 'Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)', from 3.8 percent to 2.9 percent; 'Collisions involving City vehicles,' from 18 to 24; and 'Workplace injuries reported,' from 55 to 6.
- Gilbert Taylor stepped down as Commissioner of DHS in December 2015. HRA Commissioner Steven Banks, as the Administrator of the New York City Department of Social Services, is overseeing DHS during a 90 day review period of homeless services ordered by the Mayor in December 2015.

## ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:  
<http://www.nyc.gov/html/dhs/html/communications/stats.shtml>
- Homeless Outreach Population Estimate (HOPE) count results:  
<https://a071-hope.nyc.gov/hope/statistics.aspx>
- DHS daily report, including census & intake statistics:  
<http://www.nyc.gov/html/dhs/downloads/pdf/dailyreport.pdf>

For more information on the agency, please visit: [www.nyc.gov/dhs](http://www.nyc.gov/dhs).



# DEPARTMENT FOR THE AGING

Donna M. Corrado, Commissioner



## WHAT WE DO

The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. Thus far this year, DFTA has served 148,047 older New Yorkers through its in-house and contracted programs and provided 4.1 million meals (both home-delivered and at senior centers).

## FOCUS ON EQUITY

DFTA aims to connect with the full range of older people in the City based on demographics, immigrant status and other factors, in order to link interested seniors from all backgrounds and with varied demographic characteristics with services and activities that promote their health and well-being. To achieve this, DFTA offers programs such as home delivered and senior center meals which often include dishes representing the cultures of origin of the meal recipients. Innovative senior centers and neighborhood centers offer culturally relevant programming such as varied health, education and case assistance activities. DFTA offers programs such as senior employment services to expand job opportunities for older New Yorkers. DFTA's Advisory Board is made up of an ethnically and culturally diverse group of individuals with varied educational and professional backgrounds in order to promote input on programs and services that reflect a breadth of viewpoints. The Department contracts with over 500 direct service providers and works to ensure their diversity and excellence in meeting the needs of older New Yorkers from all backgrounds.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Provide health and nutrition opportunities to older New Yorkers.**

- Goal 1a Increase utilization of nutrition programs.
  - Goal 1b Increase utilization of senior centers.
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### **SERVICE 2 Provide supportive services for seniors.**

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2016 28,416 older New Yorkers participated in activities and received meals at DFTA's 250 senior centers (234 neighborhood centers and 16 innovative senior centers) each day. The number of congregate meals (breakfast, lunch and dinner) served at senior centers remained stable during the reporting period at 2.6 million. Seniors also received 1.49 million home delivered meals, a one percent increase from last year's 1.48 million. In total, more than 4.1 million meals were provided.
- DFTA's caregiver services assist and support New York City caregivers who provide care for an older person, and grandparents or other older adults caring for children. Caregivers and grandparents seeking services can receive them through DFTA's Alzheimer's and Caregiver Resource Center, Grandparents Resource Center and borough-based contracted caregiver providers. During the first four months of Fiscal 2016, 4,224 persons received information and/or supportive services through DFTA's in-house and contracted caregiver programs. The previously published four-month figure reported for Fiscal 2015 counts the number of visits, not the unique number of individuals served. As a result, it is not directly comparable to the Fiscal 2016 figure and has been removed from this report.
- DFTA continues to support homebound older New Yorkers through its home delivered meal, case management and home care programs. Four-month actual data is now available for home care and case management indicators. During the reporting period, homebound older New Yorkers received 169,254 hours of case management, an increase of nine percent over last year. Last year, home care contracts were consolidated to one contract per borough to increase efficiency in meeting client needs where needs are greatest. During the first four months of Fiscal 2016 the number of hours of home care provided increased by two percent compared to the same period last year, with 324,757 hours of home care services provided to homebound older New Yorkers during this period.

### SERVICE 1 Provide health and nutrition opportunities to older New Yorkers.

#### Goal 1a Increase utilization of nutrition programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Total meals served (000)	11,521	11,597	11,671	*	*	4,083	4,110

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

#### Goal 1b Increase utilization of senior centers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Senior center utilization rate (%)	86.0%	86.0%	86.0%	95.0%	95.0%	NA	89.4%
Average daily attendance at senior centers	24,257	23,983	27,812	26,342	26,342	27,652	28,416

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 2 Provide supportive services for seniors.

### Goal 2a Increase supportive services to caregivers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Persons who received information and/or supportive services through DFTA's in-house and contracted Caregiver programs	NA	9,296	11,612	*	*	NA	4,224

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

### Goal 2b Increase supportive services to the homebound.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Hours of home care services provided	890,232	996,105	906,442	961,500	961,500	317,767	324,757
★ Total recipients of home care services	2,835	3,250	2,928	2,900	2,900	2,521	2,814
Hours of case management services provided	443,404	458,432	456,838	462,112	462,112	155,535	169,254
Total recipients of case management services	17,499	28,233	28,898	*	*	24,005	23,678

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	485	523	428	*	*	161	196
Letters responded to in 14 days (%)	52.8%	59.4%	77.2%	*	*	84.8%	89.0%
E-mails responded to in 14 days (%)	83.7%	96.5%	75.7%	*	*	71.1%	77.1%
CORE facility rating	95	100	100	*	*	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Response to 311 Service Requests (SRs)							
SLA - Housing Options-% of SRs Meeting Time to Action	95%	99%	94%	*	*	100%	87%
SLA - Home Delivered Meals for Seniors - Missed Delivery - % of SRs Meeting Time to Action	99%	100%	100%	*	*	100%	100%
SLA - Elder Abuse-% of SRs Meeting Time to Action	75%	72%	76%	*	*	76%	68%
SLA - Alzheimers Care Information-% of SRs Meeting Time to Action	86%	87%	95%	*	*	100%	78%
SLA - Senior Center Complaint-% of SRs Meeting Time to Action	40%	96%	97%	*	*	95%	98%

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$262.2	\$263.9	\$285.2	\$310.0	\$317.2	\$279.7	\$148.6	\$197.0
Revenues (\$000,000)	\$1.0	\$1.1	\$1.1	\$1.0	\$1.0	\$1.0	\$0.7	\$0.2
Personnel	772	660	727	470	691	665	644	636
Overtime paid (\$000)	\$82	\$28	\$35	\$0	\$0	\$0	\$11	\$6
Capital commitments (\$000,000)	\$4.5	\$5.5	\$1.7	\$8.2	\$12.2	\$11.4	\$0.0	\$0.0
Human services contract budget (\$000,000)	\$221.1	\$225.0	\$244.9	\$260.0	\$265.3	\$229.0	\$84.0	\$92.4
<sup>1</sup> January 2016 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The previously published four-month Fiscal 2015 figure for 'Persons who received information and/or supportive services through DFTA's in-house and contracted Caregiver programs' has been deleted. It reported the number of visits, not the unique number of individuals served. As a result, it is not directly comparable to the Fiscal 2016 figure and has been removed from this report. Revised data is not available. Four-month figures are now available for the indicator 'Completed requests for interpretation.'
- The Department no longer participates in the Work Experience Program. As a result, agency resources data for 'Work Experience Program (WEP) participants assigned' is no longer reported.

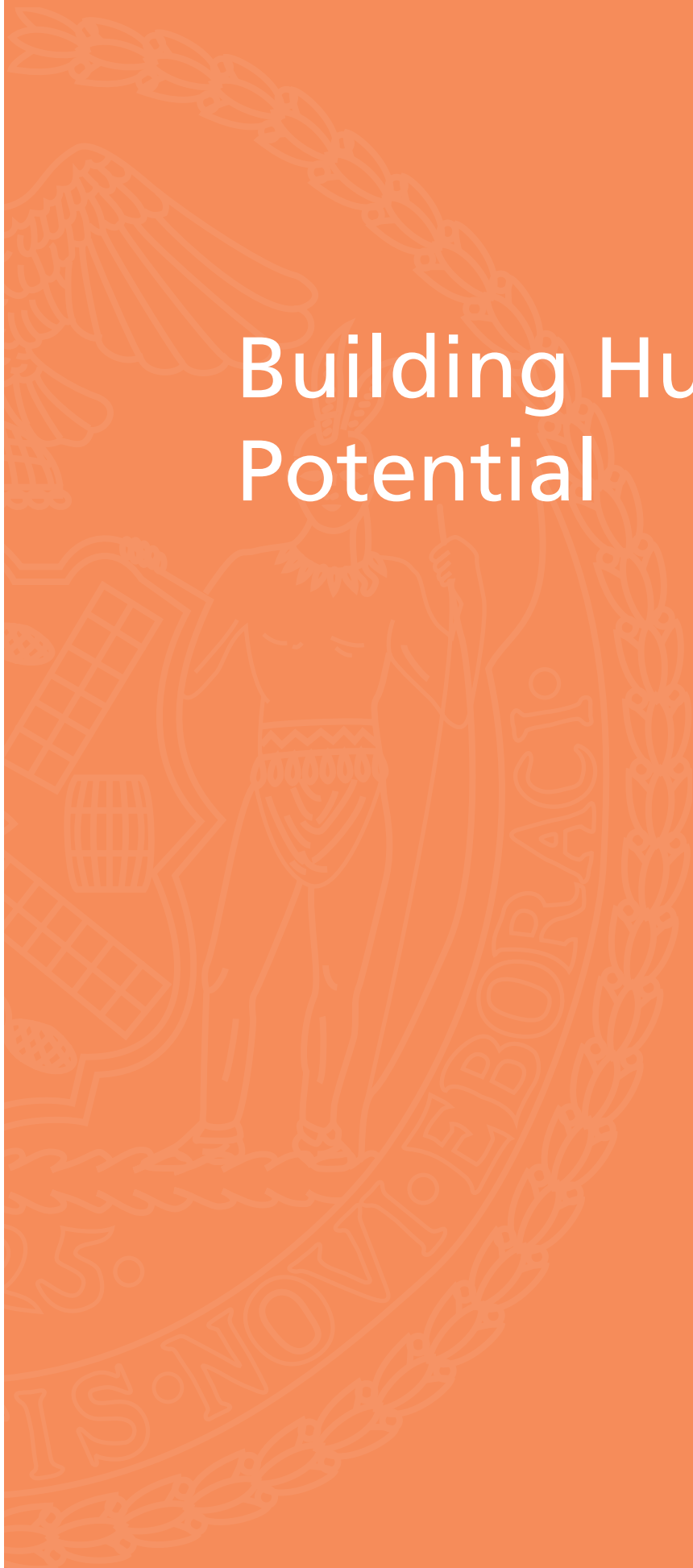
## ADDITIONAL RESOURCES

- DFTA's annual plan summary presents DFTA's strategic goals, programming and budget and service levels. It is available at: [http://www.nyc.gov/html/dfta/downloads/pdf/dfta\\_aps\\_0914.pdf](http://www.nyc.gov/html/dfta/downloads/pdf/dfta_aps_0914.pdf)
- DFTA has launched NY Connects, a statewide program designed to streamline the provision of information, assistance and counseling to older New Yorkers and to NYC residents of all ages with disabilities, about their options for long-term care services and supports to remain at home and in the community. For more information about NY Connects, visit DFTA's website at: [www.nyc.gov/aging](http://www.nyc.gov/aging) and the NY Connects website at: <http://www1.nyc.gov/site/nycnyconnects/index.page>.

For more information on the agency, please visit: [www.nyc.gov/aging](http://www.nyc.gov/aging).



# Building Human Potential



# Building Human Potential



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## WHAT WE DO

The Department of Education (DOE) provides primary and secondary education to over one million students, from pre-kindergarten to grade 12, in 32 school districts in over 1,800 schools and employs approximately 75,000 teachers. DOE prepares students to meet grade level standards across all subjects, and prepares high school students to graduate ready for college and careers. The School Construction Authority (SCA), reported separately, coordinates the development of DOE's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools and supervises conversion of administrative space for classroom use.

## FOCUS ON EQUITY

DOE is committed to providing equitable opportunities for all students to graduate college- and career-ready through access to early education, high-quality after-school programs, emphasis on family engagement and exposure to the arts. The City has enrolled an unprecedented number of children in high-quality, full-day pre-kindergarten (pre-k) programs and has expanded educational opportunities for English Language Learners and students with disabilities. DOE has increased the number of Community Schools and is providing targeted support, health services and extra learning time to high-need Renewal Schools. In September 2015, Mayor Bill de Blasio laid out new reforms to achieve excellence and equity across all New York City public schools. The vision is a school system that begins earlier to give kids a solid foundation; makes rigorous and challenging courses the norm; ensures students master critical skills on time, like reading on level in second grade and completing Algebra by ninth grade; and invests in a path to college for every New York City public school student.

## OUR SERVICES AND GOALS

### SERVICE 1 Educate New York City's children.

- Goal 1a Improve academic achievement.
- Goal 1b Promote parental involvement in education.

### SERVICE 2 Support children with special needs.

- Goal 2a Improve the ability of English Language Learners to learn English and improve academic progress.
- Goal 2b Improve the ability of students with disabilities to progress academically and socially.

### SERVICE 3 Prepare children to become productive, engaged adults.

- Goal 3a Increase the percentage of high school graduates enrolling in post-secondary education or training.
- Goal 3b Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

### SERVICE 4 Maintain and enhance the City's educational facilities.

- Goal 4a Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

## HOW WE PERFORMED

- Graduation rates for the 2014-2015 School Year are now available. The four-year New York City high school graduation rate rose to over 70 percent for the first time and the dropout rate declined to nine percent. The four-year high school graduation rate for students with disabilities increased to 41.1 percent in 2014-2015 and the dropout rate declined to 15.4 percent. The percentage of students in graduating classes passing Regents exams remained stable.
- During the first four months of Fiscal 2016 all parent engagement indicators showed growth. The number of school based workshops increased by 60 percent, from five to eight, and parent attendance at these workshops increased by nearly 59 percent compared to the same period last year. Parent-teacher conference attendance also increased by nearly 38 percent. The positive growth is attributed to the 40-minute extended block for school-based family engagement, which established weekly opportunities for schools to engage with families in creative ways. In addition, the increased professional development opportunities for parent coordinators and district family support staff foster greater collaboration among them and help them put into practice DOE's Framework for Great Schools.
- The total number of students receiving special education services, through October 2015, has increased by four percent from October 2014 and by one percent from Fiscal 2015. DOE has seen growth in the number of pre-kindergarten (pre-k) students receiving special education services within a public school setting. The percentage of pre-k students receiving services in a public school has increased 26.4 percent from the same time period last year and 14.5 percent from Fiscal 2015. The increase is attributed to the continued expansion of Pre-K for All, including the creation of additional special classes in integrated settings (classes with both students with disabilities and students without disabilities) for preschool students in DOE schools.
- During the 2014-2015 School Year, the percent of students taking the SAT at least once in four years of high school improved from 54.7 percent to 56.4 percent. More students graduated ready for college and careers as measured by New York City's College Readiness Index. Among all students in the ninth grade cohort, the percentage of students meeting the standard increased from 32.6 percent to 34.6 percent. For the 2013-2014 School Year, the percentage of students who graduated from high school and enrolled in a college or other post-secondary program within six months increased two percentage points to 53 percent, compared to 51 percent for the 2012-2013 School Year. Data for the class of 2015 is not yet available.
- The increase in the teacher headcount is due in large part to teachers hired for Pre-K for All expansion and initiatives for English Language Learners, physical education and the arts. The increase in new teachers contributed to the decline in the proportion of teachers with five or more years of experience.
- In April 2014 DOE and SCA began revising school space planning and maintenance evaluation programs which resulted in new standards for measuring school capacity and utilization. Figures for the 2014-2015 School Year school capacity and building conditions are now available. Beginning with the ratings for the 2014-2015 School Year, school capacity and utilization figures now include expectations of future needs in addition to historical data. For the 2014-15 School Year, the percent of schools that exceed capacity increased across all three levels, as did the proportion of students in schools that exceed capacity.
- School building condition generally improved in Fiscal 2015. The hazardous building violations backlog declined by 8.4 percent, from 119 to 109; and school building ratings improved. The percentage of buildings rated to be in "fair to good condition" increased from 43.8 percent to 49.2 percent. Building ratings in other categories remained stable.
- The Department partners with the Police Department's School Safety Division and has seen a significant reduction in crime in our schools. Work with the School Safety Division includes establishing safety protocols and procedures in schools, school safety and emergency preparedness plans and conflict resolution training for school safety agents. In addition, the Department's Office of Safety and Youth Development works closely with schools to promote positive school culture, implement progressive discipline and provide supportive services to students who need additional assistance. During the first four months of Fiscal 2016, there were fewer school safety incidents in all three categories. Felony incidents declined 16.3 percent from 153 to 128; incidents in other criminal categories declined 37 percent from 602 to 379 and the number of non-criminal incidents declined by 15.9 percent, from 833 to 743.

# SERVICE 1 Educate New York City's children.

## Goal 1a Improve academic achievement.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000) (preliminary unaudited)	1,094.9	1,104.5	1,122.8	*	*	1,122.8	1,134.0
Student Enrollment as of October 31 in pre-kindergarten	15,917	19,287	53,120	*	*	NA	NA
★ Average daily attendance (%)	91.3%	91.1%	91.7%	91.7%	91.7%	93.5%	93.2%
- Elementary/middle (%)	93.3%	92.9%	93.4%	93.9%	93.9%	95.3%	95.2%
- High school (%)	86.8%	87.0%	87.9%	87.9%	87.9%	89.8%	88.9%
Students with 90% or better attendance rate (%)	75.0%	74.7%	76.8%	76.0%	76.0%	80.1%	83.6%
★ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	26.4%	28.4%	30.4%	31.4%	31.4%	NA	NA
★ - Math (%)	29.6%	34.2%	35.2%	36.2%	36.2%	NA	NA
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	7.7%	28.0%	29.5%	*	*	NA	NA
- Math (%)	7.4%	27.9%	23.3%	*	*	NA	NA
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	2.9%	11.0%	12.2%	*	*	NA	NA
- Math (%)	1.7%	12.7%	9.7%	*	*	NA	NA
Students in grades 1 to 9 promoted (%)	94.5%	94.7%	96.0%	98.0%	98.0%	NA	NA
Students in the graduating class taking required Regents examinations	61,062	58,897	57,314	60,000	60,000	NA	NA
Students passing required Regents examinations (%)	70.4%	71.0%	70.6%	80.0%	80.0%	NA	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	88.7%	88.5%	88.9%	85.0%	88.0%	NA	NA
- Math (%)	87.2%	87.4%	87.5%	85.0%	88.0%	NA	NA
- United States history and government (%)	87.8%	88.2%	88.0%	85.0%	88.0%	NA	NA
- Global history (%)	83.8%	84.4%	83.5%	85.0%	88.0%	NA	NA
- Science (%)	88.0%	88.4%	87.8%	85.0%	88.0%	NA	NA
★ Students in cohort graduating from high school in 4 years (%) (NYSED)	66.0%	68.4%	70.5%	68.4%	68.4%	NA	NA
★ Students in cohort graduating from high school in 6 years (%) (NYSED)	74.7%	NA	NA	↑	↑	NA	NA
★ Students in cohort dropping out from high school in 4 years (%) (NYSED)	10.6%	9.7%	9.0%	9.7%	9.7%	NA	NA
Students in cohort dropping out from high school in 6 years (%) (NYSED)	16.4%	NA	NA	*	*	NA	NA
★ Average class size - Kindergarten (end of January) (Audited)	23.1	22.8	22.9	22.8	22.8	22.9	22.6
★ - Grade 1	24.6	25.1	24.9	25.1	25.1	25.0	24.9
★ - Grade 2	24.7	25.3	25.3	25.3	25.3	25.3	25.3
★ - Grade 3	25.2	25.5	25.6	25.5	25.5	25.6	25.8
★ - Grade 4	25.5	25.9	26.1	25.9	25.9	26.2	26.1
★ - Grade 5	25.9	26.0	26.0	26.0	26.0	26.0	26.2
★ - Grade 6	26.8	26.6	26.4	26.6	26.6	26.5	26.6
★ - Grade 7	27.6	27.1	27.3	27.1	27.1	27.4	27.1
★ - Grade 8	27.6	27.8	27.3	27.8	27.8	27.4	27.4

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**Goal 1b** Promote parental involvement in education.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Phone calls responded to by parent coordinator or parent engagement designee (000)	3,682	3,910	5,458	1,500	1,500	892	1,322
In-person consultations with parents by PC or parent engagement designee (000)	1,129	1,275	1,450	759	759	250	391
School-based workshops offered to parents (000)	33	31	39	25	25	5	8
Parents attending school-based workshops (000)	793	785	976	600	600	158	251
Parents attending Fall and Spring Parent-Teacher Conferences (000)	1,416	1,437	1,910	1,282	1,282	215	296

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**SERVICE 2** Support children with special needs.

**Goal 2a** Improve the ability of English Language Learners to learn English and improve academic progress.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Students enrolled as English Language Learners (000)	160	154	150	*	*	NA	NA
English language learners testing out of ELL Programs (%)	16.3%	17.4%	18.2%	17.0%	17.0%	NA	NA
★ English language learners testing out of ELL programs within 3 years (%)	54.0%	53.0%	61.3%	55.0%	55.0%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 2b** Improve the ability of students with disabilities to progress academically and socially.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	37.5%	40.5%	41.1%	37.5%	37.5%	NA	NA
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	48.2%	NA	NA	↑	↑	NA	NA
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	17.6%	15.8%	15.4%	15.8%	15.8%	NA	NA
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	25.6%	NA	NA	*	*	NA	NA
Students receiving special education services (preliminary unaudited)	225,325	260,791	270,722	*	*	260,719	272,271
Special education enrollment - School-age	199,302	230,928	239,619	*	*	235,109	249,007
- Public school	176,360	192,110	200,259	*	*	197,700	205,728
- Non-public school	22,942	38,818	39,360	*	*	37,409	43,279
Special education enrollment - Pre-school	26,023	29,863	31,103	*	*	25,610	23,264
- Public school	648	1,502	1,420	*	*	1,286	1,626
- Non-public school	25,375	28,361	29,683	*	*	24,324	21,638
Students recommended for special education services	15,259	27,651	28,995	*	*	4,985	5,212
Students no longer in need of special education services	7,119	5,464	5,726	*	*	1,525	1,955
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	3.4%	6.7%	16.4%	20.0%	20.0%	NA	NA
★ - Math (%)	3.6%	11.4%	13.5%	23.2%	23.2%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## SERVICE 3 Prepare children to become productive, engaged adults.

### Goal 3a

Increase the percentage of high school graduates enrolling in post-secondary education or training.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Percent of high school cohort taking the SAT at least once in 4 years of high school	53.6%	54.7%	56.4%	55.7%	57.4%	NA	NA
Percent of high school cohort who graduate ready for college and careers	31.4%	32.6%	34.6%	33.6%	35.6%	NA	NA
Percent of high school cohort who graduated from high school and enrolled in a college or other postsecondary program within 6 months	51.0%	53.0%	NA	51.0%	54.0%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

### Goal 3b

Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	23.9%	26.1%	28.1%	27.1%	29.1%	NA	NA
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	13.5%	14.9%	15.6%	15.9%	16.6%	NA	NA
Percent of students who successfully completed approved rigorous courses or assessments	44.0%	46.0%	46.0%	46.0%	47.0%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 4 Maintain and enhance the City's educational facilities.

### Goal 4a

Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Schools that exceed capacity - Elementary schools (%)	32.0%	33.0%	65.0%	*	*	NA	NA
- Middle schools (%)	13.0%	13.0%	24.5%	*	*	NA	NA
- High schools (%)	33.0%	31.0%	48.7%	*	*	NA	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	29.0%	31.0%	54.0%	*	*	NA	NA
- High schools (%)	48.0%	44.0%	48.7%	*	*	NA	NA
Total new seats created	10,061	5,380	15,210	5,932	8,120	0	0
Hazardous building violations total backlog	123	119	109	*	*	124	113
★ School building ratings - Good condition (%)	0.9%	0.6%	0.7%	↑	↑	NA	NA
★ - Fair to good condition (%)	43.4%	43.8%	49.2%	↑	↑	NA	NA
★ - Fair condition (%)	55.5%	55.6%	50.0%	*	*	NA	NA
★ - Fair to poor condition (%)	0.3%	0.0%	0.1%	↓	↓	NA	NA
- Poor condition (%)	0.0%	0.0%	0.0%	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ School safety - Seven major felony crimes	699	654	614	↓	↓	153	128
★ - Other criminal categories	2,626	2,485	2,286	↓	↓	602	379
★ - Other incidents	4,350	3,811	3,975	↓	↓	883	743
Average lunches served daily	625,231	614,698	619,718	*	*	NA	NA
Average breakfasts served daily	221,519	224,377	226,572	*	*	NA	NA
Average expenditure per student (\$)	NA	NA	NA	*	*	NA	NA
- Elementary school (\$)	NA	NA	NA	*	*	NA	NA
- Middle school (\$)	NA	NA	NA	*	*	NA	NA
- High school (\$)	NA	NA	NA	*	*	NA	NA
- Full-time special education (District 75) (\$)	NA	NA	NA	*	*	NA	NA
Average direct services to schools expenditure per student (\$)	NA	NA	NA	*	*	NA	NA
Teachers	73,844	74,103	74,922	*	*	75,040	76,039
Teachers with 5 or more years teaching experience (%)	75.8%	75.3%	71.2%	*	*	71.3%	68.5%
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Principals with 4 or more years experience as principal (%)	61.0%	59.5%	60.0%	*	*	NA	NA
Teachers absent 11 or more days (%)	14.3%	15.9%	14.1%	*	*	NA	NA
Collisions involving City vehicles	64	45	55	*	*	NA	NA
Workplace injuries reported	3,085	2,970	3,009	*	*	602	674
Accidents in schools - students	40,526	40,025	41,235	*	*	10,118	8,567
Accidents in schools - public	513	631	669	*	*	156	171

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	20,265	32,267	49,922	*	*	NA	NA
Letters responded to in 14 days (%)	NA	79%	75.1%	85%	85%	NA	NA
E-mails responded to in 14 days (%)	NA	62%	64.3%	75%	75%	NA	NA
CORE facility rating	92	97	94	88	88	NA	NA
Parents completing the NYC School Survey	486,536	485,696	459,929	*	*	NA	NA
Customers rating service good or better (%) (as applicable)	96%	95%	95%	90%	90%	NA	NA

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



## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$19,232.4	\$20,085.3	\$20,999.4	\$21,909.7	\$21,972.5	\$22,881.2	\$7,751.9	\$8,360.6
Revenues (\$000,000)	\$69.5	\$88.8	\$77.6	\$55.9	\$55.9	\$55.9	\$24.5	\$25.6
Personnel	132,469	134,426	137,078	138,425	138,601	139,174	135,005	139,533
Overtime paid (\$000,000)	\$17.0	\$16.6	\$19.2	\$9.9	\$10.0	\$9.8	\$3.5	\$3.7
Human services contract budget (\$000,000)	\$766.0	\$762.9	\$765.9	\$806.5	\$751.0	\$718.0	\$194.5	\$175.5
Work Experience Program (WEP) participants assigned	115	126	0	*	*	*	29	0
<sup>1</sup> January 2016 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DOE added a new indicator for 'Student Enrollment as of October 31 in pre-kindergarten (000)'.
- The Department revised previously reported figures for student enrollment to include charter school enrollment.
- Average attendance rates reported for Fiscal 2013 through Fiscal 2015 and Fiscal 2015 4-month actual figures, have been updated after a review of the programs that pull attendance data from the DOE student information system. The updated data reflect improved business rules.
- After completing the migration to the new Special Education Student Information System (SEIS) in Fiscal 2015, the Department implemented a new reporting methodology that more accurately accounts for students with disabilities in all settings. To ensure reporting consistency, the Fiscal 2014 numbers have been updated to reflect the new methodology.
- Fiscal 2014 data for the indicator 'Average daily attendance - High school (%)' was revised to reflect updated figures. Previously published Fiscal 2015 data for 'Total new seats created' was revised by SCA to reflect current figures.
- DOE introduced new Fiscal 2017 targets for the following indicators: 'Students in graduating class with a 65 to 100 passing score on the Regents Examination-English/Math/United States history and government/Global history/Science', 'Percent of high school cohort taking the SAT at least once in 4 years of high school', 'Percent of high school cohort who graduate ready for college and careers', 'Percent of high school cohort who graduated from high school and enrolled in a college or other postsecondary program within 6 months', 'Percent of high school cohort taking at least 1 AP exam in 4 years of high school', 'Percent of high school cohort passing at least 1 AP exam in 4 years of high school', 'Percent of students who successfully completed approved rigorous courses or assessments', 'Total new seats created' and 'New schools and additions constructed.' DOE revised the Fiscal 2016 target and introduced a new Fiscal 2017 target for the indicator 'Students passing required Regents examinations (%)'.
- Beginning with the Fiscal 2016 Mayor's Management Report, the agency resources indicator 'Work Experience Program (WEP) participants assigned' will be replaced with 'Work Experience Program (WEP) Enrollment' to better reflect actual program participation.

## ADDITIONAL RESOURCES

For additional information, go to:

- Performance data:  
<http://schools.nyc.gov/Accountability>

- School Quality report data:  
<http://schools.nyc.gov/Accountability/tools/report>
- School survey information and results:  
<http://schools.nyc.gov/Accountability/tools/survey>
- School quality review information and reports:  
<http://schools.nyc.gov/Accountability/tools/review>

For more information on the agency, please visit: [www.nyc.gov/schools](http://www.nyc.gov/schools).



## WHAT WE DO

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

## FOCUS ON EQUITY

SCA is committed to designing and constructing safe, attractive and environmentally sound public schools for children throughout all of the City's communities. SCA has set its priorities, including reducing overcrowding, upgrading schools and improving access to technology to reflect this commitment. The proposed Fiscal 2015-2019 Capital Plan creates tens of thousands of new seats in areas projected for enrollment growth, directly addressing overcrowding and the goal of creating additional high-quality, full-day pre-kindergarten seats for neighborhoods throughout the City. Furthermore, the Capital Plan calls for much-needed improvements for aging infrastructure throughout the five boroughs.

## OUR SERVICES AND GOALS

### **SERVICE 1 Design and construct new schools, additions and capital improvement projects authorized by the Department of Education's Five-Year Capital Plan.**

- Goal 1a Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.
- Goal 1b Achieve cost efficiencies in construction.
- Goal 1c Increase the number of capital improvement projects completed on schedule and within budget.
- Goal 1d Ensure project safety and quality.

## HOW WE PERFORMED

- During the first four months of Fiscal 2016 the percentage of capital improvement projects constructed within budget declined 14 percentage points to 74 percent. The percentage of projects constructed on-time declined by one percentage point to 74 percent.

### SERVICE 1 Design and construct new schools, additions and capital improvement projects authorized by the Department of Education's Five-Year Capital Plan.

**Goal 1a** Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Total new seats created	10,061	5,380	15,210	5,932	8,120	0	0
★ New schools and additions constructed	19	11	52	39	18	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓ ↑ shows desired direction

**Goal 1b** Achieve cost efficiencies in construction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Construction bid price for school capacity projects per square foot (\$)	\$580	\$630	\$771	\$700	\$700	NA	NA
Average new school construction cost per square foot - Early childhood (\$)	NA	NA	NA	*	*	NA	NA
- Elementary (\$)	\$553	\$552	\$631	*	*	NA	NA
- Intermediate (\$)	\$638	\$604	NA	*	*	NA	NA
- High school (\$)	\$533	NA	\$498	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓ ↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	95.4%	92.6%	92.9%	100.0%	100.0%	NA	NA
★ Scheduled new seats constructed on time (%)	100%	100%	100%	100%	100%	NA	NA
★ Capital improvement projects constructed on time or early (%)	69%	72%	72%	80%	80%	75%	74%
★ Capital improvement projects constructed within budget (%)	71%	80%	83%	80%	80%	88%	74%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓ ↑ shows desired direction

**Goal 1d** Ensure project safety and quality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Ultimate cost of insurance losses as % of construction value (per calendar year)	6.97%	4.66%	NA	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Personnel	661	671	677	715	800	800	669	691
Capital commitments (\$000,000)	\$2,297.6	\$2,086.7	\$2,884.4	\$2,782.6	\$3,136.3	\$2,624.0	\$746.0	\$745.6

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- SCA set new Fiscal 2017 targets for two indicators: 'New schools and additions constructed' and 'Total new seats created'. Previously published Fiscal 2015 data for 'Total new seats created' was revised to reflect current figures.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/sca](http://www.nyc.gov/sca).



# DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Bill Chong, Commissioner



## WHAT WE DO

The Department of Youth and Community Development (DYCD) supports youth and adults through 2,683 contracts with community-based organizations throughout New York City. These include 918 contracts that comprise COMPASS NYC (Comprehensive After-School System of NYC), formerly called the Out-of-School Time (OST) initiative. COMPASS NYC offers a balanced mix of academic support, sports/recreational activities, and arts and cultural experiences after school, on weekends and during school vacations. The diverse portfolio of DYCD-funded programs also includes 191 programs to help low-income individuals and families become more self-sufficient, 37 adult literacy programs that help participants further their education and advance their careers, 10 fatherhood programs, and 9 adolescent literacy programs. The Department administers a network of 80 Beacon community centers, housed in public schools citywide, which serve youth, adults and families, and 94 Cornerstone youth programs in New York City Housing Authority facilities. Through a range of programs, DYCD contractors also assist immigrants to take part in the civic and cultural life of their new communities. DYCD implements and oversees the City's youth workforce development program, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. DYCD is also responsible for the City's runaway and homeless youth programs.

## FOCUS ON EQUITY

DYCD provides a wide range of vital services for youth and families in New York City. Each year, the agency awards thousands of contracts to community-based organizations throughout the City to provide free afterschool, youth employment and community development programs that can transform lives, alter life chances and narrow income and achievement gaps. In addition to administering City, State and federal funds that support these critical programs, DYCD is also the City's designated Community Action Agency, charged with distributing federal Community Services Block Grant (CSBG) funds to providers whose specific aim is to support programs that alleviate poverty. DYCD funding decisions are based on analysis of demographic data, fair distribution of services and changing needs, and emphasize continuous improvement, while DYCD program monitoring helps maintain standards. Equity, program quality and accountability are, therefore, guiding principles in the conception and implementation of all DYCD programs.

## OUR SERVICES AND GOALS

### **SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

- Goal 1a Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes.
- Goal 1b Runaway and homeless youth will reunite with their families or live independently.

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

- Goal 2a Young people will complete DYCD-funded training and employment programs at high levels.
- Goal 2b Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

### **SERVICE 3 Implement and manage contracts for programs to strengthen and revitalize the communities of New York City.**

- Goal 3a Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.
- Goal 3b Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.
- Goal 3c Maximize the number of New York City immigrants receiving services that improve language and employment skills and help families support their children's education and successfully integrate into their new communities.

## HOW WE PERFORMED

- DYCD’s Comprehensive After-School System of NYC (COMPASS NYC) enrolled 102,121 youth in 918 programs in the first four months of Fiscal 2016, a four percent increase over the 98,095 youth enrolled in COMPASS during the same period of Fiscal 2015. During this period, 83 percent of COMPASS school-year programs met their target enrollment, compared to 93 percent in the same period of last fiscal year, and well within range of the 85 percent annual target. The 93 percent four-month rate for Fiscal 2015 was the highest of the eight years for which this indicator has been reported; it returned to a more regular four-month level in Fiscal 2016.
- Cornerstone Community Center programs managed by DYCD in NYC Housing Authority sites served 19,909 youth in the July to October period of Fiscal 2016, a 19 percent increase over the 16,782 youth served during the same period of Fiscal 2015. This increase was due in large part to the increase of Cornerstone sites from 70 centers to 94 centers at the start of Fiscal 2016, which helped create more than 2,500 additional youth program slots across the City.
- DYCD’s Runaway and Homeless Youth (RHY) Program provided 971 youth with crisis beds during the first four months of Fiscal 2016, an increase of three percent over the 940 youth served during the same period in Fiscal 2015. There was also an increase of eight percent in youth provided with Transitional Independent Living (TIL) beds in the Fiscal 2016 four-month period, over the 197 youth served during the same period of Fiscal 2015. These increases in the number of youth served were largely due to the City’s continued expansion of services by adding 100 more beds to DYCD’s portfolio, which now totals 453 funded beds, with 226 crisis beds and 227 TIL beds. Certified residential beds for runaway or homeless youths were 363 at the end of the first four-months of Fiscal 2016, a 10 percent increase from the 329 such beds available at the end of the same period of Fiscal 2015. In addition, DYCD opened the City’s first TIL facility for transgender youth in the beginning of Fiscal 2016.
- Over July and August of Fiscal 2016, the Summer Youth Employment Program (SYEP) provided six weeks of work and community service experience for youth at community-based organizations, government agencies and private sector businesses, and expanded worksite placements to include more private sector work opportunities. Total SYEP enrollment was 54,263, an increase of 15 percent over the 47,126 served the previous summer, reflecting increased funding from a variety of sources. In Fiscal 2016, private sector worksites comprised 35 percent of approved worksites, an increase of seven percent from the previous summer.

### SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

**Goal 1a** Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Number of young people involved in DYCD-funded programs	212,407	247,705	288,767	*	*	NA	NA
Comprehensive After School System of NYC (COMPASS NYC) enrollment	65,957	71,585	112,600	105,000	105,000	98,095	102,121
★ COMPASS NYC programs meeting attendance rate goal - elementary (school year) (%)	84%	83%	87%	80%	80%	91%	80%
★ COMPASS NYC programs meeting target enrollment (school year) (%)	96%	95%	96%	85%	85%	93%	83%
★ COMPASS NYC programs meeting target enrollment (summer) (%)	93%	95%	92%	90%	90%	90%	80%
Beacon programs’ enrollment as a percentage of the minimum annual target (%)	156%	110%	110%	100%	100%	80%	75%
Calls to Youth Connect	36,867	34,191	47,281	48,000	48,000	9,725	17,729

★ Critical Indicator “NA” - means Not Available in this report \* No Target ↕ ↑ shows desired direction



**Goal 1b**

Runaway and homeless youth will reunite with their families or live independently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Youth reunited with family or placed in a suitable environment from crisis shelters (%)	86%	83%	89%	75%	75%	94%	79%
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	91%	93%	92%	85%	85%	86%	58%
Certified residential beds for runaway or homeless youth	247	329	337	*	*	329	363
Runaway and homeless youth served - crisis beds	1,478	1,744	2,193	1,400	1,400	940	971
Runaway and homeless youth served - transitional independent living beds	332	355	361	250	250	197	213
★ Utilization rate for crisis beds (%)	98%	98%	99%	90%	90%	99%	98%
★ Utilization rate for transitional independent living beds (%)	91%	94%	96%	85%	85%	97%	94%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

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

**Goal 2a**

Young people will complete DYCD-funded training and employment programs at high levels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Summer Youth Employment Program (SYEP) participants	29,416	35,957	47,126	33,000	33,000	47,126	54,263
Number of Summer Youth Employment Program contracts	64	98	98	*	*	NA	NA
Value of Summer Youth Employment Program contracts (\$000)	\$8,641	\$15,036	\$17,145	*	*	NA	NA
Participants in WIA-funded Out-of-School Youth program	1,863	1,721	1,800	*	*	NA	NA
Participants in WIA-funded In-School Youth program	2,395	2,527	2,678	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 2b**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Youth who are out-of-school, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training in the 1st quarter after exiting the program (%)	70%	68%	68%	69%	69%	83%	69%
★ Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	77%	78%	82%	69%	69%	NA	NA
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	66%	65%	68%	63%	63%	81%	81%
Youth who attend a DYCD-funded training or employment program while in school and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	77%	77%	78%	63%	63%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

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

**Goal 3a** Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	60%	61%	67%	60%	60%	23%	22%
Participants in community anti-poverty programs	22,657	23,403	19,128	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**Goal 3b** Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Participants in DYCD-funded English literacy programs	4,643	4,306	4,068	5,100	5,100	2,447	2,772
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	59%	54%	52%	55%	55%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**Goal 3c** Maximize the number of New York City immigrants receiving services that improve language and employment skills and help families support their children's education and successfully integrate into their new communities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Participants achieving positive outcomes in immigration assistance programs (%)	53%	58%	59%	50%	50%	42%	31%
Participants in immigration assistance programs	4,263	5,422	7,058	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Contracts terminated	4	4	2	2	2	0	10
★ Agency assessments completed as a percent of total agency contracts (%)	97%	91%	56%	90%	90%	NA	NA
Fiscal audits conducted	310	305	290	345	345	0	0
Expenditure report reviews	22,495	25,352	21,687	*	*	NA	NA
Programmatic reviews/contract monitoring	10,518	11,008	14,622	*	*	NA	NA
Agency assessments completed	1,663	1,579	732	*	*	NA	NA
Contracts funded	2,888	2,691	3,046	*	*	NA	NA
Value of agency contracts (\$000)	\$275,789	\$328,301	\$478,784	*	*	NA	NA
Value of intracity agreements (\$000)	\$4,246	\$5,366	\$9,460	*	*	NA	NA

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed customer requests for interpretation	1,708	1,515	1,986	*	*	578	899
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Calls answered in 30 seconds (%)	54%	94%	47%	*	*	97%	51%

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$345.9	\$404.4	\$581.9	\$658.4	\$679.6	\$542.6	\$358.7	\$394.8
Personnel	395	426	503	522	556	526	449	487
Overtime paid (\$000)	\$88	\$134	\$167	\$154	\$154	\$154	\$64	\$25
Human services contract budget (\$000,000)	\$267.6	\$318.1	\$463.2	\$561.8	\$536.1	\$448.8	\$133.0	\$143.5

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Citizenship applications filed with the United States Citizenship and Immigrations Services (USCIS)' has been removed from DYCD. The USCIS programs that were formerly under the aegis of DYCD were transferred to the Human Resources Administration (HRA) in Fiscal 2015. Information on citizenship and other applications filed with USCIS are now reported by HRA.

## ADDITIONAL RESOURCES

For additional information, go to:

- Reports and Plans: <http://www.nyc.gov/html/dycd/html/about/reports.shtml>

For more information on the agency, please visit: [www.nyc.gov/dycd](http://www.nyc.gov/dycd).



# PUBLIC LIBRARIES

**Nicholas A. Gravante, Jr., Chair – Brooklyn Public Library System**

**Evan R. Chesler, Chair – New York Public Library System**

**Carl S. Koerner, Chair – Queens Borough Public Library System**



## WHAT WE DO

Library services are provided through three independent systems: the Brooklyn Public Library, the New York Public Library and the Queens Borough Public Library. These systems operate 217 local library branches throughout the City and four research library centers in Manhattan. The libraries offer free and open access to books, periodicals, electronic resources, mobile technology and non-print materials. Reference and career services, Internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

## FOCUS ON EQUITY

New York City's public libraries (Brooklyn Public Library, New York Public Library and Queens Library) focus on equitable service delivery by ensuring that all New Yorkers have fair and unfettered access to information, resources and programs at over 200 community-based library and literacy locations throughout the five boroughs. The three systems maintain robust and diverse collections in multiple languages and provide free Wi-Fi, computers and other technology for the public, serving as a critical link for disconnected and low-income households. In Fiscal 2015, the three library systems promoted equitable access to mobile technology by beginning to lend mobile internet access devices. In Fiscal 2016, they will continue to expand their offerings of educational programs and services, with early child literacy development and after school initiatives, English as a Second Language classes, High School Equivalency test preparation, computer skills training and job seeker services. As part of the Mayor's vision to connect communities to vital government services, the libraries are helping to implement the IDNYC program through five library-based intake centers.

## BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average weekly scheduled hours	43.5	42.0	45.0	45.3	49.7	45.0	49.7
Libraries open seven days/week (%)	3%	3%	3%	3%	8%	3%	8%
★Libraries open six days/week (%)	47%	38%	65%	100%	100%	65%	92%
★Circulation (000)	17,461	15,731	15,205	15,661	15,661	5,381	5,194
Reference queries (000)	3,525	4,053	4,406	4,759	4,806	1,187	1,084
Electronic visits to website (000)	11,098	10,748	11,391	11,000	11,900	3,825	3,941
Computers for public use	1,413	1,436	1,436	1,488	1,488	1,436	1,510
Computer sessions (000)	2,270	2,152	2,188	2,167	2,188	769	767
Wireless sessions	297,661	412,437	424,463	428,708	441,569	140,520	156,545
Program sessions	38,247	41,094	47,100	49,982	51,481	15,536	16,931
★Program attendance	664,449	782,805	928,740	988,532	1,018,188	307,794	320,834
★Library card holders (000)	1,062	1,243	1,362	1,436	1,473	NA	NA
Active library cards (000)	681	761	696	*	*	780	697
New library card registrations	167,467	205,089	192,156	*	*	55,340	48,716
★Total library attendance (000)	10,067	8,432	8,699	9,296	9,774	3,207	3,038

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## NEW YORK PUBLIC LIBRARY - BRANCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average weekly scheduled hours	46.6	46.6	46.6	50.0	47.0	46.6	47.6
Libraries open seven days per week (%)	4%	4%	4%	8%	7%	4%	8%
★Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★Circulation (000)	25,949	24,722	23,296	23,300	21,000	8,329	7,697
Reference queries (000)	8,777	8,446	9,047	9,140	8,100	3,534	3,477
Electronic visits to website (000)	32,844	32,722	30,852	30,850	37,000	10,551	13,381
Computers for public use	4,026	4,180	4,530	4,530	4,361	4,180	5,146
Computer sessions (000)	3,093	3,306	3,287	3,290	2,915	1,195	1,108
Wireless sessions	2,792,196	2,424,966	1,644,366	2,450,000	2,065,260	550,000	841,264
Program sessions	59,030	65,842	77,823	80,200	73,400	24,986	24,501
★Program attendance	1,120,064	1,209,148	1,443,213	1,486,500	1,371,000	468,826	470,194
★Library card holders (000)	2,210	2,302	2,230	2,350	2,500	NA	NA
Active library cards (000)	967	902	1,320	*	*	580	712
New library card registrations	355,034	366,357	483,103	*	*	267,679	107,426
★Total library attendance (000)	14,185	13,971	14,014	14,150	12,354	5,071	4,779

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## NEW YORK PUBLIC LIBRARY - RESEARCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average weekly scheduled hours	46.8	46.8	46.8	51.3	53.0	46.8	52.8
Libraries open seven days per week (%)	25%	25%	25%	25%	25%	25%	25%
★Libraries open six days per week (%)	75%	75%	100%	100%	100%	75%	100%
Reference queries (000)	406	467	506	510	511	90	91
★Program attendance	87,990	70,192	92,206	95,000	121,600	27,399	31,488
★Total library attendance (000)	3,451	3,630	3,679	3,720	3,800	1,269	1,327
Program sessions	1,741	1,501	1,953	2,010	2,300	564	621

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

## QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average weekly scheduled hours	39.6	39.6	40.2	44.0	45.6	40.0	41.6
Libraries open seven days per week (%)	5%	5%	3%	5%	3%	3%	3%
★Libraries open six days per week (%)	33%	33%	33%	100%	100%	33%	33%
★Circulation (000)	17,470	15,759	13,587	16,000	16,500	4,997	4,673
Reference queries (000)	4,360	4,351	2,955	4,000	4,000	1,056	1,207
Electronic visits to website (000)	6,667	6,926	7,854	7,000	8,000	2,480	2,704
Computers for public use	1,869	1,904	1,963	1,900	7,500	1,963	1,967
Computer sessions (000)	3,111	3,211	2,985	3,300	3,500	1,091	1,043
Wireless sessions	112,621	346,782	453,555	475,000	500,000	147,702	158,306
Program sessions	38,040	46,636	52,396	42,000	58,000	16,497	20,170
★Program attendance	664,851	806,128	884,622	900,000	1,000,000	308,368	347,802
★Library card holders (000)	1,275	929	972	900	1,400	NA	NA
Active library cards (000)	866	929	972	*	*	990	973
New library card registrations	100,327	198,626	171,677	*	*	33,422	39,540
★Total library attendance (000)	11,888	11,191	11,287	11,880	12,000	4,048	3,857

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$304.3	\$241.9	\$326.3	\$357.7	\$363.6	\$342.5	\$209.7	\$239.3
Personnel	3,830	3,709	3,705	3,832	4,308	4,068	3,727	3,880
Capital commitments (\$000,000)	\$26.6	\$42.2	\$39.9	\$176.9	\$485.5	\$148.1	\$6.2	\$10.6

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

### BROOKLYN PUBLIC LIBRARY

- The Brooklyn Public Library (BPL) revised its Fiscal 2016 performance targets for six indicators. These changes are based on the Library's analysis of preceding data trends as well as contributing factors, such as staffing and hours of service. Four indicators are increased for Fiscal 2016: 'Reference queries (000)', 'Computer sessions (000)', 'Program sessions' and 'Program attendance'. The two for which Fiscal 2016 BPL targets are decreased are 'Circulation (000)' and 'Wireless sessions'.
- BPL set Fiscal 2017 performance targets for most of its indicators based on the Library's increases in public service hours and staffing levels during Fiscal 2016. BPL expects to see upward trends in 'Average weekly scheduled hours', 'Libraries open seven days/week (%)', 'Reference queries (000)', 'Library card holders (000)', 'Electronic visits to website (000)', 'Computer sessions (000)', 'Wireless sessions', 'Program sessions', 'Program attendance' and 'Total library attendance (000)'.
- After further review of its data, Brooklyn Public Library updated its totals for 'program sessions' and 'program attendance' for Fiscal 2015, to include programs that were not captured in its submission for the Fiscal 2015 MMR. Beginning in Fiscal 2016, BPL is using a new data collection tool designed to enable staff to record figures related to its programs more efficiently.

### NEW YORK PUBLIC LIBRARY

- During the first four months of Fiscal 2016, NYPL focused its efforts on strategic initiatives including early literacy programming and partnerships, growing its essential educational programs, and increasing digital access to its collections. It was able to make significant progress on these strategic initiatives with additional funding provided by the City. NYPL was already at six-day service systemwide, but further increased hours of service and hired new librarians across its system to support programmatic growth.
- New library card registrations for NYPL were 60 percent lower in the first four months of Fiscal 2016 than in the same period of the previous year. This was due to the large-scale automatic library card registration of students and educators by the MyLibraryNYC program during July to October of Fiscal 2015, which was not repeated this fiscal year. However, new registrations for non-MyLibraryNYC cards increased 16 percent at NYPL in the first four months of Fiscal 2016 from the comparable period of Fiscal 2015.
- The Fiscal 2016 target for 'Wireless sessions' has been corrected to its previous target level of 2,450,000, after it was mistakenly reduced to 1,644,400 in the Fiscal 2015 MMR.
- NYPL Fiscal 2017 targets for 'Average weekly scheduled hours', 'Libraries open 7 days/week (%)', 'Reference queries (000)', 'Computers for public use', 'Computer sessions (000)', 'Wireless sessions', 'Program sessions', 'Program attendance' and 'Total library attendance (000)' at the branch libraries take into account planned increased investments in capital improvements across the NYPL system that will entail a significant increase in temporary location closures throughout Fiscal 2017 and in some cases beyond. Even as NYPL works to minimize the impact on service, it is expected that scheduled hours, attendance and usage will decrease temporarily. NYPL expects that as these capital improvements are completed they will result in revitalized spaces that better meet users' evolving needs, as well as in increased use of all library services. Historical data from Fiscal 2006 through Fiscal 2015 indicates that when branches reopen following renovation, visits, circulation and program attendance increase by up to 60 percent in the first year of reopening compared to pre-closure usage figures.
- NYPL set its Fiscal 2017 target for 'Circulation (000)' to be consistent with decreases in its circulation as currently measured and the five-year downward trend in NYPL circulation figures through Fiscal 2015. This trend reflects ongoing downward pressure on circulation for libraries locally and nationwide, driven by users' changing patterns of materials usage and access. NYPL has formed an internal working group to analyze circulation from previous periods and to pilot interventions to improve circulation and its measurement for its system.



- NYPL set its Fiscal 2017 target for ‘Electronic visits to website (000)’ based on increases expected with the continuation of its strategy focused on its website and mobile applications and intended to increase engagement and better serve NYPL users’ needs. The Fiscal 2017 target for ‘Library card holders (000)’ at NYPL reflects a library card outreach campaign focusing on the benefits of library membership.
- For its research libraries, NYPL has adjusted the Fiscal 2017 target for ‘Average weekly scheduled hours’. These hours are being increased in Fiscal 2016, but as some of the increases will be after the start of this fiscal year, the full impact of the increases won’t take effect until Fiscal 2017.
- NYPL set its Fiscal 2017 targets for ‘Reference queries (000)’, ‘Program attendance’, ‘Total library attendance (000)’ and ‘Program sessions’ for its research libraries based on expected increases in accordance with recent positive trends, along with NYPL’s strategic emphasis on programming and other service to better meet Research Library users’ needs.

### **QUEENS BOROUGH PUBLIC LIBRARY**

- The Queens Public Library (QPL) set its Fiscal 2017 performance target for ‘Average weekly scheduled hours’ based on all QPL locations being open at least six days a week beginning in November of Fiscal 2016. The Fiscal 2017 targets for six other indicators—‘Circulation (000)’, ‘Computer sessions (000)’, ‘Wireless sessions’, ‘Program sessions’, ‘Program Attendance’ and ‘Total library attendance (000)’—are based on the increase in service days and hours.
- QPL set its Fiscal 2017 target for ‘Library card holders (000)’ based on a priority initiative to increase library card holders, and for ‘Electronic visits to website (000)’ based on enhanced content and more digital content that it anticipates will increase website visits.
- QPL set its Fiscal 2017 target for ‘Computers for public use’ to reflect changes to the metric to include laptops, tablets and other mobile devices it has available for use by the public.
- The Fiscal 2017 target for ‘Libraries open seven days/week (%)’ takes into account the fact that private funding to keep one QPL location open seven days will no longer be available.

## **ADDITIONAL RESOURCES**

For more information on these libraries, please visit:

- Brooklyn Public Library: [www.brooklynpubliclibrary.org](http://www.brooklynpubliclibrary.org).
- New York Public Library: [www.nypl.org](http://www.nypl.org).
- Queens Borough Public Library: [www.queenslibrary.org](http://www.queenslibrary.org).



# CITY UNIVERSITY OF NEW YORK

James B. Milliken, Chancellor



## WHAT WE DO

The City University of New York (CUNY) provides higher education to more than 270,000 degree and non-degree seeking students and over 260,000 adult and continuing education students. CUNY consists of 24 institutions: eleven senior colleges, seven community colleges, the William E. Macaulay Honors College, the CUNY Graduate School and University Center, the CUNY Graduate School of Journalism, CUNY School of Law, the CUNY School of Professional Studies and the CUNY School of Public Health. CUNY enrolls students in over 1,600 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,000 full-time faculty and 11,000 part-time faculty. In the academic year 2014-2015, CUNY granted an estimated 10,000 graduate and professional degrees, 22,000 baccalaureate degrees, 14,000 associate degrees, 300 certificates and 700 advanced certificates.

## FOCUS ON EQUITY

The City University of New York is of vital importance for the upward mobility of the people of New York City. CUNY offers all levels of training, from certificate programs to doctoral degrees and an unprecedented number of students currently take advantage of this opportunity to obtain an excellent and affordable education. CUNY serves the diverse people of New York City; over 30 percent of CUNY students were born outside the US mainland, more than 50 percent report an annual household income of less than \$30,000 and seven in ten attend CUNY for free. Last spring, close to 48,000 new CUNY graduates entered the workforce or began work on more advanced degrees. In the key areas of Science, Technology, Engineering and Mathematics (STEM), the Mayor's new and critical multi-year investment in CUNY's community colleges will enable thousands of students to earn STEM degrees and enter New York City's vibrant high-tech sector.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★CUNY courses offered partly or totally online (%)	4.3%	4.9%	5.7%	6.0%	6.0%	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	42.3%	41.8%	43.9%	*	*	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	44.8%	50.8%	53.4%	*	*	NA	NA
Student/faculty ratio - Overall	17:1	17:0	17:0	*	*	NA	NA
Number of full-time faculty employed by CUNY community colleges	1,891	2,011	2,092	*	*	NA	NA
Students earning Grade C or better in Freshman Composition Courses (%)	84.7%	84.9%	84.6%	*	*	NA	NA
Students earning Grade C or better in Math Gateway Courses (%)	67.2%	69.1%	68.6%	*	*	NA	NA
★One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	66.6%	67.1%	67.9%	67.0%	67.0%	NA	NA
★One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	86.5%	86.6%	87.3%	88.0%	88.0%	NA	NA
★Six-year systemwide graduation rate (%) - CUNY associate degree students	30.1%	31.7%	30.5%	31.0%	31.0%	NA	NA
★Six-year systemwide graduation rate (%) - CUNY baccalaureate students	51.0%	52.6%	52.7%	52.0%	52.0%	NA	NA
Students passing the National Council Licensure Examination for Registered Nurse (%)	86.9%	74.8%	76.4%	*	*	NA	NA
★CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	52.3%	51.5%	54.0%	54.0%	54.0%	NA	NA
CUNY associate degree recipients who continue their education or are working (%)	92.4%	92.2%	93.2%	*	*	NA	NA
High school students participating in college preparation program (College Now)	28,530	28,415	30,025	*	*	NA	NA
Total headcount enrollment	269,114	269,897	275,132	*	*	NA	NA
Total full-time equivalent enrollment (FTEs)	200,036	199,958	203,996	*	*	NA	NA
Total headcount enrollment at CUNY community colleges	96,500	97,751	99,958	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges	18,434	17,742	19,322	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	11,682	10,493	11,165	*	*	NA	NA
Annual tuition at CUNY community colleges (full-time NYS resident)	\$4,200	\$4,500	\$4,800	*	*	NA	NA
Annual tuition at CUNY senior colleges (full-time NYS resident)	\$5,730	\$6,030	\$6,330	*	*	NA	NA
Expenditures per student (full-time equivalent) at CUNY community colleges	\$11,193	\$11,818	\$12,058	*	*	NA	NA
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	NA	56.5%	63.3%	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$838.7	\$891.9	\$955.1	\$993.2	\$1,057.3	\$985.7	\$210.5	\$293.9
Revenues (\$000,000)	\$337.0	\$363.5	\$383.0	\$399.8	\$416.6	\$399.8	\$55.7	\$63.9
Personnel	8,399	8,633	8,749	9,450	9,451	9,537	9,936	10,232
Overtime paid (\$000,000)	\$6.9	\$7.0	\$7.6	\$1.6	\$2.1	\$1.6	\$1.9	\$2.3
Work Experience Program (WEP) participants assigned	624	678	510	*	*	*	558	0

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- For four-month Fiscal 2016, CUNY had zero WEP placements, as reported under 'Work Experience Program (WEP) participants assigned' in its Agency Resources table. HRA, which administers the City's WEP and provides the WEP data, no longer assigns individuals to CUNY through WEP.
- Beginning with the Fiscal 2016 Mayor's Management Report, the agency resources indicator 'Work Experience Program (WEP) participants assigned' will be replaced with 'Work Experience Program (WEP) Enrollment' to better reflect actual program participation.

## ADDITIONAL RESOURCES

For additional information, go to:

- Office of Institutional Research performance management reports:  
<http://cuny.edu/about/administration/offices/ira/ir/data-book/current/accountability.html>

For more information on the agency, please visit: [www.cuny.edu](http://www.cuny.edu).



# DEPARTMENT OF SMALL BUSINESS SERVICES

Gregg Bishop, Commissioner



## WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to start, grow and thrive by providing direct assistance to business owners, fostering neighborhood development in commercial districts and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers and Workforce1 Career Centers; provides services to support the growth of local economic development organizations throughout the City; and administers the Minority and Women-owned Business Enterprise Program (M/WBE).

## FOCUS ON EQUITY

By focusing on three key pillars – good jobs, stronger businesses and a fairer economy – SBS is committed to ensuring economic security for all New Yorkers by providing a wide range of services that help businesses, jobseekers and neighborhoods throughout the five boroughs. For businesses, the agency has fundamentally changed the way it provides services to immigrant entrepreneurs through the Immigrant Business Initiative, doubling the number of non-English business courses being offered. Through Women Entrepreneurs NYC, the agency has committed to providing customized services to 5,000 women entrepreneurs in underserved communities. Additionally, SBS is leading Small Business First, an initiative to improve the City's regulatory environment and consolidate information that small businesses need to start, grow and thrive. The agency also oversees the Minority and Women-Owned Business Enterprises (M/WBE) Program, where it reached a new high in certified M/WBEs in Fiscal 2015.

In order to provide good jobs to New Yorkers, SBS announced in April 2014 higher wage standards for businesses receiving free recruitment services through its Workforce1 Centers. In addition, the Agency's Tech Talent Pipeline continues to train and connect New Yorkers to well-paid jobs in the City's growing tech sector. For neighborhoods, SBS has launched Neighborhood 360° to support community partners in a collaborative effort to identify, develop, and implement customizable programs and services for commercial districts.

## OUR SERVICES AND GOALS

### **SERVICE 1 Help businesses start, operate and expand in New York City.**

- Goal 1a Assure that businesses and entrepreneurs have easy access to a variety of high quality support services.
- Goal 1b Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

### **SERVICE 2 Match businesses in need of workers with qualified applicants.**

- Goal 2a Assure that businesses have timely access to qualified job applicants.

### **SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.**

- Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

### **SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.**

- Goal 4a Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

## HOW WE PERFORMED

- In the first four months of Fiscal 2016, 3,301 small businesses received free business services through the NYC Business Solutions Centers, an increase of 17 percent from the same period of Fiscal 2015. SBS continues to focus on getting business owners the capital they need to manage and increase the size of their business. In the Fiscal 2016 four-month period, NYC Business Solutions helped small businesses obtain 283 financing awards that totaled more than \$23.2 million, which represented a decrease of two percent in the number and an increase of 23 percent in the value of financing awards to small businesses throughout the City compared to the first four months of Fiscal 2015. NYC Business Solutions continues to serve an increased number of businesses through its strong focus on providing a diverse suite of services to businesses in need of access and support services.
- The Energy Cost Savings Program (ECSP) and the Lower Manhattan Energy Program (LMEP) were set to expire at the close of Fiscal 2015, and a timely renewal was uncertain. With their sunsets imminent, some projects slated for approval or reapproval in Fiscal 2016 were completed in Fiscal 2015. The renewal of the programs did occur, allowing SBS to resume approval of applicants. In the first four months of Fiscal 2016, 11 businesses employing a total of 99 jobs were approved for ECSP. These firms will save \$63,000 in annual energy costs. For the same period in Fiscal 2015, 15 businesses employing a total of 619 jobs were approved for ECSP, saving \$208,000. The lower ECSP numbers in Fiscal 2016 reflect smaller businesses with lower energy costs being approved for benefits compared to the prior year. The LMEP, which measures on a cumulative basis, had \$5.1 million in savings for 1,152 active commercial tenants during the first four months of Fiscal 2016, compared to \$6.5 million and 1,059 commercial tenants, for the same period in Fiscal 2015. The decrease in cumulative LMEP benefits reflects buildings coming off-line after completing their respective 12-year benefit schedule.
- In the first four months of Fiscal 2016, SBS registered 19,427 new jobseekers through the Workforce1 Career Center system, a decrease of 10 percent from 21,557 registrants in the comparable period of Fiscal 2015, as periodic walk-in traffic decreased four percent for the centers. However, SBS made 10,335 job placements with businesses in the City during the period, an increase of 20 percent from the 8,642 hires one year earlier. The decrease in overall jobseeker customers registered and served while hires increased indicates an improvement in the efficiency with which SBS recruits and screens candidates and fills positions that have family sustaining wages.
- SBS certified and recertified 350 M/WBEs during the first four months of Fiscal 2016, an increase of 28 percent compared to the 274 M/WBEs it certified and recertified in the same period of Fiscal 2015. The number of certified M/WBEs in the program rose to 4,221 by the end of the Fiscal 2016 four-month period, compared to 3,802 certified one year earlier.



## SERVICE 1 Help businesses start, operate and expand in New York City.

### Goal 1a

Assure that businesses and entrepreneurs have easy access to a variety of high quality support services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Unique businesses served by NYC Business Solutions	11,340	8,344	7,642	*	*	2,820	3,301
★ Financing awards to businesses facilitated by NYC Business Solutions	1,200	518	805	540	540	290	283
★ Unique businesses receiving financing awards facilitated by NYC Business Solutions	1,053	440	735	470	470	NA	NA
Value of financing awards facilitated by NYC Business Solutions (\$000)	\$54,101	\$44,811	\$64,799	*	*	\$18,854	\$23,247
★ Number of businesses opened by NYC Business Acceleration	563	757	854	↑	↑	275	320
Number of unique businesses served by NYC Business Acceleration	4,989	6,377	5,899	*	*	2,236	1,857
Projected number of hires by businesses opened by NYC Business Acceleration	9,280	13,090	12,037	*	*	3,932	5,199
Site consultations by NYC Business Acceleration inspectors	215	678	1,031	*	*	347	494

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓ ↑ shows desired direction

### Goal 1b

Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Value of Energy Cost Savings Program savings for businesses (\$000)	\$760	\$176	\$841	*	*	\$208	\$63
Jobs created or retained by Energy Cost Savings Program	4,122	361	5,164	*	*	619	99
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000)	\$17,418	\$14,546	\$12,433	*	*	\$6,498	\$5,131
Commercial tenants active in Lower Manhattan Energy Program	1,095	1,059	1,152	*	*	1,059	1,152

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓ ↑ shows desired direction

## SERVICE 2 Match businesses in need of workers with qualified applicants.

### Goal 2a

Assure that businesses have timely access to qualified job applicants.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Workforce1 systemwide job placements and promotions	28,166	36,097	26,952	25,000	25,000	8,642	10,335
New jobseekers registered through the Workforce1 Career Center system	84,515	82,619	55,133	*	*	21,557	19,427
Walk-in traffic at Workforce1 Centers	320,273	367,695	266,663	*	*	99,861	96,024
★ Customers enrolled in training	NA	NA	NA	↑	↑	NA	714
Unique customers served	NA	NA	NA	*	*	NA	44,496
★ Businesses awarded funding for employer-based training	NA	NA	NA	*	*	NA	20

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓ ↑ shows desired direction

## SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

**Goal 3a** Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ City block faces receiving supplemental sanitation services through BIDs	1,468	1,480	3,562	3,800	3,800	3,562	3,562
★ Average acceptably clean BID sidewalk ratings (%)	98.5%	96.5%	96.1%	97.0%	97.0%	96.8%	96.2%
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.50	\$1.38	\$1.38	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.

**Goal 4a** Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Total Minority and Women-owned Business Enterprises certified	3,700	3,783	4,115	4,238	4,238	3,802	4,221
★ Minority and Women-owned Business Enterprises awarded City contracts	651	684	902	698	698	NA	NA
★ - M/WBEs awarded contracts after receiving procurement and capacity building assistance	447	472	613	482	482	NA	NA
★ Annual M/WBE recertification rate	59.2%	60.4%	60.4%	60.0%	60.0%	NA	NA
Newly certified and recertified businesses in M/WBE Program.	1,061	923	1,003	*	*	274	350

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
CORE facility rating	93	95	95	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	NA	NA	2,351	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$150.3	\$202.3	\$273.5	\$262.0	\$397.0	\$172.1	\$143.6	\$161.4
Revenues (\$000,000)	\$81.3	\$94.8	\$55.6	\$72.7	\$72.7	\$63.8	\$0.1	\$0.2
Personnel	273	258	257	329	333	330	256	265
Overtime paid (\$000)	\$71	\$59	\$34	\$0	\$0	\$0	\$13	\$3
Human services contract budget (\$000,000)	\$25.9	\$27.1	\$28.6	\$19.2	\$27.3	\$19.2	\$5.2	\$5.2

<sup>1</sup>January 2016 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- SBS revised the 4-month Fiscal 2015 value for its indicator, 'Value of financing awards facilitated by NYC Business Solutions (000)' to \$18,854, from \$9,732, after relevant additional funding related to Hurricane Sandy was determined.
- SBS added three new indicators under Service 2, Goal 2a for its Workforce Development Division (WDD):
  - 'Unique customers served' aligns with the common metrics developed by the Mayor's Office of Workforce Development as part of the Career Pathways framework. This indicator supplements 'Walk-in traffic at Workforce1 Centers' and 'New jobseekers registered through the Workforce1 Career Center system', which are also reported under Goal 2a.
  - 'Customers enrolled in training' tracks all training programs managed through WDD. It replaces 'Projected number of individuals trained through NYC Business Solutions training funds', which measured only a component of overall SBS training efforts. An indicator to measure SBS customers completing training will be added in the future.
  - 'Businesses awarded funding for employer-based training' replaces 'Businesses awarded NYC Business Solutions training funds'. The new indicator is broadened to encompass all the current and possible future employer-based training programs overseen by WDD.
- SBS updated the name of its indicator, 'Workforce1 systemwide job placements and promotions' in Goal 2a to show "promotions" and increase its accuracy. The agency also updated this indicator's definition to "Number of jobseekers registered through the Workforce1 System who found employment or obtained promotions during the time period," removing previous references to specific career centers, as these center types change over time. The Workforce1 System encompasses all of SBS' vendor-operated walk-in career centers and associated training programs.
- SBS removed 'Businesses awarded NYC Business Solutions training funds' from Service 1, Goal 1a. The indicator is superseded by 'Businesses awarded funding for employer-based training' and other new agency-wide indicators described above.
- Gregg Bishop was appointed Commissioner of SBS in November 2015, replacing Andrew Schwartz, the Acting Commissioner during the July through October reporting period.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/sbs](http://www.nyc.gov/sbs).



# Infrastructure and Sustainability



# Infrastructure and Sustainability

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	Department of Transportation	p 223		Department of Design and Construction	p 237

# DEPARTMENT OF ENVIRONMENTAL PROTECTION

Emily Lloyd, Commissioner



## WHAT WE DO

The Department of Environmental Protection (DEP) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater and reducing air, noise and hazardous materials pollution. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily to more than half the population of New York State; builds and maintains the City's water distribution network, fire hydrants, storm and sanitary sewage collection systems and Bluebelt and green infrastructure systems; and manages 14 in-City wastewater treatment plants as well as seven treatment plants in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 836,000 water and sewer accounts and manages citywide water conservation programs.

## FOCUS ON EQUITY

DEP is focused on protecting public health and the environment in an equitable manner by supplying clean drinking water, collecting and treating wastewater, and reducing air, noise and hazardous materials pollution for all New Yorkers. In July 2015 DEP announced an additional series of programs to provide assistance to the most vulnerable customers, including the lowest rate increase in 15 years. DEP froze the minimum charge for a second year in a row, preventing any increase in water and sewer charges for 25 percent of single-family homeowners. In addition, in December 2015 DEP expanded the Home Water Assistance Program, which provides an annual bill credit to low-income homeowners across the five boroughs, to 40,000 additional low-income senior and disabled homeowners, for a total of 52,000 customers.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Ensure the sufficiency, quality and security of the City's drinking water supply.**

- Goal 1a Comply with all federal and State drinking water quality standards.
- Goal 1b Assure the integrity of the drinking water supply and distribution systems.

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### **SERVICE 2 Maintain the City's water delivery and sewer collection systems.**

- Goal 2a Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

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### **SERVICE 3 Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.**

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

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### **SERVICE 4 Bill and collect revenue for water and sewer usage.**

- Goal 4a Ensure that customer billing is accurate, transparent and fair.
- Goal 4b Meet revenue targets established by the NYC Water Board.

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### **SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.**

- Goal 5a Investigate complaints in a timely manner.

## HOW WE PERFORMED

- DEP received 7.2 percent fewer sewer backup complaints during the reporting period and maintained a resolution time of 3.5 hours, continuing a positive trend due, in large part, to a strategic focus on preventive maintenance efforts in targeted areas.
- Although the percent of catch basins inspected/surveyed is five percentage points lower than during the same period a year ago, DEP expects to meet its annual target of 33.3 percent. The number of catch basins cleaned is expected to rise as inspections and surveys progress. Beginning in Fiscal 2017 the Department will inspect all catch basins at least once a year.
- DEP received a comparable number of catch basin complaints — 3,042 vs. 2,987 — and the average time to resolve complaints improved to 3.5 days, more than one day faster than last year’s average of 4.6 days.
- Water main breaks increased by 10 in the first four months of Fiscal 2016, in line with levels seen during past four-month periods. Fluctuation in this indicator due to weather and other factors is expected from year to year. On average, DEP restored water to customers in 5.3 hours, on par with last year’s response time of 5.4 hours.
- The number of leak complaints declined by nearly 23 percent. However, complaint resolution time rose by a half day to 9.3 days although it remained below the target of 12 days. The increase in resolution time is attributable to a small number of leaks where repairs were very complicated and took longer to address.
- The Department received 6.4 percent more noise complaints, an increase of nearly 1,200. The number of complaints regarding construction work being performed between 6 pm and 7 am on weekdays or on weekends accounted for most of the jump. This increase mirrors the growth in construction activity citywide. In response, DEP conducted 12.8 percent more noise inspections, for a total of 11,606 and, on average, closed noise complaints in 7.1 days compared to 5.9 days during the same period last year. DEP has seen an increase in complaints that require or request a weekend inspection. This, in turn, has led to longer complaint resolution times as there are a limited number of weekend inspection slots available and complaints received late in the weekend or early in the week must be scheduled for the following weekend.

## SERVICE 1 Ensure the sufficiency, quality and security of the City’s drinking water supply.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Samples testing positive for coliform bacteria (%)	0.3%	0.3%	0.3%	*	*	0.5%	1.3%
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%
Acres of land solicited in watershed area	62,481	44,316	32,865	*	*	6,872	12,380

★ Critical Indicator “NA” - means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Water supply - Critical equipment out of service (%)	1.2%	1.4%	1.3%	*	*	1.3%	1.2%
★ Facility security checks	275,098	289,759	278,439	263,000	263,000	94,079	91,350
Overall enforcement activity	983	1,207	1,206	*	*	696	458

★ Critical Indicator “NA” - means Not Available in this report \* No Target ↓↑ shows desired direction



## SERVICE 2 Maintain the City's water delivery and sewer collection systems.

### Goal 2a

Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Sewer backup complaints received	14,911	11,637	11,435	*	*	3,438	3,192
Sewer backup complaints resolved - Confirmed (on City infrastructure)	4,221	3,224	2,846	*	*	716	720
- Unconfirmed (not on City infrastructure or unfounded)	10,685	8,417	8,589	*	*	2,720	2,464
★ Sewer backup resolution time (hours)	4.4	3.9	3.9	7.0	7.0	3.5	3.5
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.7%	1.4%	1.2%	*	*	1.4%	1.2%
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.5%	0.4%	0.3%	1.0%	1.0%	0.4%	0.3%
Street cave-in complaints received	2,926	3,737	4,073	*	*	1,755	1,815
Average time to respond to street cave-in complaints and make safe (days)	2.5	2.5	2.5	*	*	2.9	4.2
Water main breaks	406	513	563	*	*	78	88
Water main breaks per 100 miles of main in the last 12 months	5.8	7.3	8.0	*	*	7.1	8.2
★ Average time to restore water to customers after confirming breaks (hours)	4.4	4.4	5.1	6.0	6.0	5.4	5.3
★ Broken and inoperative hydrants (%)	0.31%	0.44%	0.50%	1.00%	1.00%	0.47%	0.56%
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.7	3.1	2.5	7.0	7.0	2.4	3.1
Catch basin complaints received	10,548	8,576	8,851	*	*	2,987	3,042
★ Catch basin backup resolution time (days)	3.1	3.9	3.1	9.0	9.0	4.6	3.5
Catch basins surveyed/inspected (%) (cumulative)	30.0%	31.0%	31.4%	33.3%	100.0%	11.2%	6.2%
Catch basins cleaned	31,097	29,730	31,086	*	*	12,489	8,914
★ Backlog of catch basin repairs (% of system)	0.5%	0.3%	0.4%	1.0%	1.0%	0.4%	0.6%
Leak complaints received	4,077	3,718	2,640	*	*	734	568
★ Leak resolution time (days) (City infrastructure only)	10.0	9.8	9.3	12.0	12.0	8.8	9.3

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

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

### Goal 3a

Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.5%	99.6%	99.5%	100.0%	100.0%	99.7%	99.8%
Harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen (%)	85%	91%	94%	89%	89%	84%	73%
★ WWTPs - Critical equipment out-of-service (% below minimum)	3.1%	1.9%	2.5%	5.0%	5.0%	1.2%	1.7%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 4 Bill and collect revenue for water and sewer usage.

**Goal 4a** Ensure that customer billing is accurate, transparent and fair.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Estimated bills (%)	4.9%	3.7%	3.2%	5.0%	5.0%	3.3%	3.2%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Total revenue collected (\$000,000)	\$3,374.6	\$3,612.3	\$3,808.9	\$3,687.0	\$3,752.4	\$1,682.7	\$1,690.9
★ Total revenue as percent of target (%)	104.4%	105.2%	105.3%	100.0%	100.0%	102.8%	102.0%
Accounts receivable - Total balance (\$000,000)	\$1,561	\$1,750	\$1,640	*	*	\$912	\$938
Billed amount collected in 30 days (%)	55.4%	56.7%	61.8%	*	*	61.7%	60.8%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

**Goal 5a** Investigate complaints in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Air complaints received	7,628	7,896	8,776	*	*	3,048	3,427
★ Average days to close air quality complaints	4.5	3.8	4.3	10.0	10.0	4.4	4.1
Air complaints responded to within seven days (%)	93%	98%	95%	85%	85%	96%	96%
Noise complaints received	36,130	45,584	53,862	*	*	18,658	19,857
★ Average days to close noise complaints	7.1	5.2	5.9	10.0	10.0	5.9	7.1
Noise complaints not requiring access to premises responded to within seven days (%)	91%	99%	97%	85%	85%	98%	97%
Asbestos complaints received	1,486	1,414	1,674	*	*	654	693
★ Average days to close asbestos complaints	0.29	0.26	0.37	1.00	1.00	0.28	0.26
Asbestos complaints responded to within three hours (%)	100%	100%	100%	90%	90%	100%	100%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Total violations issued	13,262	14,077	15,284	*	*	5,519	5,317
Violations admitted to or upheld at the Environmental Control Board (%)	88.2%	89.7%	90.9%	*	*	91.1%	93.8%
Collisions involving City vehicles	296	301	319	*	*	102	124
Workplace injuries reported	515	493	478	*	*	153	119

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

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
E-mails responded to in 14 days (%)	94%	88%	86%	95%	95%	86%	81%
Letters responded to in 14 days (%)	97%	97%	99%	95%	95%	98%	99%
Calls answered in 30 seconds (%)	69%	79%	68%	76%	76%	83%	70%
Average customer in-person wait time (minutes)	7	7	6	5	5	NA	NA
Completed customer requests for interpretation	11,023	13,870	12,976	*	*	NA	NA
Visitors rating customer service at borough centers as good or better (%)	90.8%	93.0%	93.0%	90.0%	90.0%	NA	NA
CORE customer experience rating (0-100)	91	95	95	90	90	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	91%	90%	93%	85%	85%	88%	89%
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	84%	86%	89%	85%	85%	91%	89%
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	86%	86%	85%	85%	85%	88%	83%
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	85%	87%	88%	85%	85%	88%	87%
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	82%	80%	80%	85%	85%	81%	79%

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

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$1,727.3	\$1,192.6	\$1,216.1	\$1,253.6	\$1,542.9	\$1,230.7	\$538.2	\$691.1
Revenues (\$000,000) <sup>3</sup>	\$26.8	\$29.7	\$26.6	\$24.3	\$24.3	\$24.3	\$8.1	\$8.0
Personnel	5,727	5,708	5,727	6,297	6,332	6,377	5,692	5,677
Overtime paid (\$000,000)	\$37.2	\$37.2	\$42.9	\$22.6	\$22.6	\$22.8	\$10.4	\$13.0
Capital commitments (\$000,000)	\$1,521.0	\$1,160.0	\$2,102.8	\$2,246.1	\$2,327.0	\$3,219.6	\$112.1	\$159.2

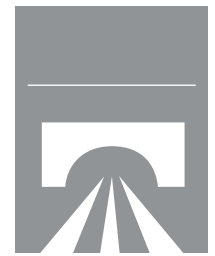
<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report  
<sup>3</sup>DEP revenues shown here do not include any of the approximately \$1.5 billion the City receives annually from the NYC Water Board in reimbursement for operations & maintenance and in rent.

# NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department corrected Fiscal 2015 data for 'Acres of land solicited in watershed area' and revised all historical data for 'Collisions involving City vehicles.' Previously reported collision data included reports of damage to vehicles that were legally parked at the time the damage occurred. DEP also revised four-month and full-year Fiscal 2015 data for several other indicators to reflect minor updates to data.
- The Department modified the names of the two indicators that report on the number of resolved sewer backup complaints to clarify the meaning of "confirmed" and "unconfirmed." The revised indicator names are 'Resolved sewer backup complaints – Confirmed (on City infrastructure)' and 'Resolved sewer backup complaints – Unconfirmed (not on City infrastructure or unfounded).'

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/dep](http://www.nyc.gov/dep).



## WHAT WE DO

The Department of Transportation (DOT) is responsible for the condition and operation of 6,300 miles of streets, highways and public plazas, 789 bridge structures and nine boats for the Staten Island Ferry program. DOT operates over 12,900 signalized intersections and over 315,000 street lights, and maintains over 200 million linear feet of markings on City streets and highways. Safety for everyone using the City's roads, bridges, and ferries is the agency's top concern. To increase mobility, DOT manages the City's Bus Rapid Transit program, Select Bus Service, in partnership with the MTA; oversees the City's bike share system; and maintains over 1,000 miles of the cycling network, including protected bicycle lanes. DOT's infrastructure programs include bridge capital investment and life-cycle maintenance; roadway resurfacing and pothole repair; ferry boat and terminal upgrades and maintenance; and street and sidewalk reconstruction. DOT focuses on delivering quality projects on time and under budget by developing and monitoring project plans and schedules. DOT also manages the Joint Traffic Management Center, pedestrian ramp and sidewalk repair, and oversees the on-street parking meters system. DOT's alternative fuel program promotes cleaner vehicles using biodiesel, ethanol, and electricity in both the public and private sectors.

## FOCUS ON EQUITY

DOT focuses on equitable service delivery through its maintenance of critical transportation infrastructure and its commitments to safety and mobility for all New Yorkers. This focus ensures DOT provides all its services, including roadway, bridge, and sidewalk maintenance, traffic planning and management, and ferry operations in an equitable manner. DOT's Vision Zero Borough Safety Action Plans, which establish the Department's Vision Zero street safety engineering priorities, were developed by combining statistical data collected from the scenes of traffic crashes with neighborhood input gathered at Vision Zero workshops and town halls and comments received through the Vision Zero website. To date, 73 miles of Select Bus Service (SBS) routes have been installed citywide, bringing fast and reliable service to residents living in transit-dependent neighborhoods, such as Tremont, the Bronx; Bedford-Stuyvesant, Brooklyn; Jamaica, Queens; and East Harlem, Manhattan. From project inception through implementation, each route is developed via a comprehensive community-based planning process that includes extensive public input and feedback. SBS routes improve the quality and performance of transit and, in turn, improve mobility and access in the neighborhoods that they serve.

## OUR SERVICES AND GOALS

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### SERVICE 1 Maintain the City's transportation infrastructure.

- Goal 1a Manage the City's bridge inventory to achieve a high state of good repair.
- Goal 1b Maintain a state of good repair for the City's streets, sidewalks and highways.
- Goal 1c Ensure timely repairs of the City's street lights, traffic signs and signals.

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### SERVICE 2 Provide a safe transportation network.

- Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.
- Goal 2b Ensure passenger safety on the Staten Island Ferry.

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### SERVICE 3 Design and build transportation alternatives.

- Goal 3a Increase mobility and accessibility throughout the City.

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### SERVICE 4 Design public space to facilitate livability.

- Goal 4a Enhance quality of life through streetscape improvements.

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### SERVICE 5 Deliver projects on time.

- Goal 5a Complete capital bridge projects on schedule.

## HOW WE PERFORMED

- The average time to close a pothole work order improved by 28 percent to 4.8 days. DOT resurfaced almost 606 lane miles, a 22 percent increase, in line with the higher goal set for this year. Resurfacing reduces the need to chronically fill potholes and frees crews to address locations in need of general roadway repairs. To help with this increased effort, the Department hired one additional crew to work nights on local streets and will be hiring two more crews once the resurfacing season resumes in March 2016 after the winter maintenance season.
- Total violations issued increased 95 percent from 12,958 to 25,308 largely due to additional inspectors and the June 2015 introduction of electronic summonses, which allows inspectors to spend more time in the field by streamlining the inspection and reporting process. Of these violations, 97 percent were related to street and sidewalk work, such as opening a protected street without a permit, failure to comply with permit terms and conditions, and failure to permanently restore a street cut within the required time. The remaining three percent include commercial bicycle and news rack penalties.
- Citywide traffic fatalities fell 25 percent from 101 to 76. Traffic fatalities among motorists and passengers decreased to 31 from 37 and fell among bicyclists and pedestrians from 64 to 45. DOT continued to implement safety improvements throughout the City. In addition to installing 163 speed humps and 28 accessible pedestrian signals, the Department completed 26 street improvement projects, improved lighting at 115 intersections, and installed 483 speed limit signs. In September 2015 DOT activated speed cameras at the remaining 40 authorized school locations, bringing the total citywide number of school speed zones to 140.
- The number of Citi Bike annual memberships activated during the first four months of Fiscal 2016 increased by 46 percent over the same period last year to almost 62,000; total annual members at the end of October 2015 rose to more than 91,000. Citi Bike trips by all users (annual and short-term) rose 16 percent to nearly 4.8 million. These increases are attributed to the expansion of the bike share program into neighborhoods such as Greenpoint, Williamsburg and Bedford-Stuyvesant in Brooklyn; Long Island City in Queens; and the Upper West and East Sides of Manhattan. By the end of this period, DOT added approximately 130 new stations to the network.
- The number of bicycle lane miles installed rose to 25.8, more than doubling last year's total of 12.8. The increase in production is a result of streamlined implementation periods, more organized and targeted community outreach, and increased miles installed per project. In September 2015 the bicycle lane network surpassed 1,000 lane miles citywide.

## SERVICE 1 Maintain the City's transportation infrastructure.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Bridges rated - Good or very good (%) (calendar year)	41.4%	42.0%	42.1%	40.7%	40.7%	NA	NA
- Fair (%)	58.4%	57.9%	57.9%	*	*	NA	NA
- Poor (%)	0.1%	0.1%	0.0%	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**Goal 1b**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Streets maintained with a pavement rating of - Good (%)	69.6%	69.3%	70.0%	71.0%	71.0%	NA	NA
- Fair (%)	29.8%	30.0%	29.3%	*	*	NA	NA
- Poor (%)	0.6%	0.7%	0.7%	*	*	NA	NA
★Average time to close a pothole work order where repair was done (days)	1.4	5.6	5.6	5.0	5.0	6.7	4.8
Pothole work orders	43,972	54,667	60,809	*	*	11,467	13,085
Potholes repaired - Arterial highway system	45,070	126,144	90,289	*	*	4,831	3,586
- Local streets	213,475	323,384	370,204	*	*	73,150	62,750
Lane miles resurfaced citywide	810.6	1,005.9	1,019.7	*	*	497.0	605.7
Average cost per lane mile resurfaced citywide (\$)	\$192,536	\$169,201	\$160,759	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$63.04	\$61.25	\$56.72	*	*	NA	NA
Average vendor cost of asphalt per ton (\$)	\$76.64	\$63.24	\$58.67	*	*	NA	NA
Construction permits issued	348,051	418,245	473,303	*	*	160,443	184,572
Inspections of permitted street work	543,921	641,061	581,527	*	*	213,312	211,355
- Street work rated satisfactory (%)	77%	76%	75%	75%	75%	75%	72%
Post-audit inspections for completed street work	302,689	329,664	292,453	*	*	127,975	108,203
- Completed street work that passed inspection (%)	80%	75%	75%	*	*	77%	73%
Adopt-A-Highway adoption rate (%)	67.4%	76.8%	81.5%	75.0%	75.0%	78.7%	80.9%
Adopted highway miles that receive a service rating of good (%)	99.4%	98.9%	94.3%	*	*	100.0%	92.1%
★Muni-meters that are operable (%)	99.2%	99.3%	99.2%	98.0%	98.0%	99.3%	99.3%
Total violations issued	27,382	33,843	34,266	*	*	12,958	25,308
Violations admitted to or upheld at the Environmental Control Board (%)	88.1%	92.0%	91.0%	*	*	90.0%	92.0%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 1c**

Ensure timely repairs of the City's street lights, traffic signs and signals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	NA	2:05	1:47	2:00	2:00	1:29	1:29
★Average time to repair priority regulatory signs after notification (days)	2.2	1.8	2.2	3.0	3.0	1.9	2.6
Average time to repair street lights - by DOT (days)	2.7	2.5	2.3	*	*	2.3	2.5
Average time to repair street lights - by ConEd (days)	14.1	14.9	15.6	*	*	15.0	15.6

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

## SERVICE 2 Provide a safe transportation network.

### Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Overall traffic crashes	200,188	205,066	209,729	↓	↓	NA	NA
★ Citywide traffic fatalities	261	285	249	↓	↓	101	76
- Bicyclists/pedestrians	168	172	159	*	*	64	45
- Motorists/passengers	93	113	90	*	*	37	31
Collisions involving DOT vehicles	452	461	329	*	*	142	150
★ Speed humps installed	300	274	382	250	250	195	163
★ Roadway safety markings installed (000,000) (linear feet)	27.1	28.4	45.2	50.0	50.0	19.6	25.5
Accessible pedestrian signals installed	19	30	18	25	25	13	28

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### Goal 2b Ensure passenger safety on the Staten Island Ferry.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	1.12	1.51	1.48	1.34	1.34	1.44	0.83

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 3 Design and build transportation alternatives.

### Goal 3a Increase mobility and accessibility throughout the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Staten Island Ferry - Trips that are on time (%)	88.6%	91.1%	92.1%	90.0%	90.0%	91.0%	90.1%
- Ridership (000)	21,399	21,068	21,911	*	*	8,212	8,575
- Average cost per passenger (\$)	\$5.38	\$5.75	\$5.87	*	*	NA	NA
Private ferry service - Total ridership (000)	9,976	9,656	9,830	*	*	3,831	4,138
- Number of permanent routes	21	21	21	*	*	21	21
Citi Bike annual membership	NA	92,598	73,369	*	*	42,527	61,977
- Trips (000)	NA	9,409	8,765	*	*	4,100	4,767
Bicycle lane miles installed	51.9	65.9	51.2	50.0	50.0	12.8	25.8
Bicycle racks installed	3,541	3,656	2,408	1,500	1,500	NA	NA
★ In-season cycling index	388	422	437	↑	↑	NA	NA
Select Bus Service ridership (000) (annual)	28,535	36,961	45,200	*	*	NA	NA
- Route miles (cumulative)	38	61	65	*	*	NA	NA
Average travel speed (miles per hour) - Manhattan Central Business District	9.1	8.7	8.3	*	*	NA	NA
Crossing points with pedestrian ramps installed (%)	95%	97%	97%	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction



## SERVICE 4 Design public space to facilitate livability.

### Goal 4a

Enhance quality of life through streetscape improvements.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Pedestrian volume index	112.9	111.1	112.7	*	*	NA	NA
Pedestrian space installed (square feet)	360,057	297,408	230,956	*	*	NA	NA
Existing newsstands converted to new model (%)	91.1%	93.7%	94.0%	*	*	93.7%	95.4%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 5 Deliver projects on time.

### Goal 5a

Complete capital bridge projects on schedule.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Bridge projects (structural work) substantially completed on schedule (%)	71%	100%	100%	100%	100%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Cases commenced against the City in state and federal court	1,927	1,919	2,173	*	*	698	696
Payout (\$000)	\$71,747	\$63,272	\$50,636	*	*	\$21,102	\$14,866
Workplace injuries reported	411	359	390	*	*	126	155

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

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
E-mails responded to in 14 days (%)	92%	89%	95%	90%	90%	97%	98%
Letters responded to in 14 days (%)	84%	90%	95%	90%	90%	97%	97%
Calls answered in 30 seconds (%)	45%	73%	60%	70%	70%	54%	52%
Average customer in-person wait time (minutes)	NA	NA	3	*	*	NA	NA
Completed customer requests for interpretation	655	798	1,261	*	*	NA	NA
CORE customer experience rating (0-100)	92	97	95	90	90	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Street Condition - Pothole (30 days)	100%	97%	98%	98%	98%	93%	100%
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	99%	93%	99%	98%	98%	99%	99%
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	71%	72%	73%	80%	80%	81%	78%
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	90%	92%	92%	85%	85%	90%	89%
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	47%	96%	98%	90%	90%	97%	88%

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

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$833.3	\$860.6	\$885.0	\$880.0	\$970.8	\$930.7	\$443.4	\$502.1
Revenues (\$000,000)	\$322.9	\$357.5	\$368.8	\$359.4	\$360.1	\$361.6	\$115.5	\$117.9
Personnel	4,738	4,796	4,861	5,153	5,303	5,236	4,802	4,866
Overtime paid (\$000,000)	\$53.9	\$62.9	\$70.4	\$39.3	\$40.3	\$39.9	\$20.7	\$25.1
Capital commitments (\$000,000)	\$912.0	\$836.9	\$1,360.9	\$1,963.6	\$1,468.2	\$2,737.3	\$332.0	\$74.3
Work Experience Program (WEP) participants assigned	27	36	32	*	*	*	37	0

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

# NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Data for the three metrics that report on the average cost of asphalt and roadway resurfacing, which was not available when the Fiscal 2015 Mayor's Management Report was published, has been added.
- The Department revised the Fiscal 2016 target for the indicator 'Adopt-A-Highway adoption rate (%)' from 70 to 75 percent to reflect the upward trend of the past two years.
- DOT corrected Fiscal 2015 data for the indicator 'Roadway safety markings installed (000,000) (linear feet)' from 40.4 to 45.2 due to an extended reporting lag time. The Department is working to improve the reporting process which will reduce lag time.

- Beginning with the Fiscal 2016 Mayor’s Management Report, the agency resources indicator ‘Work Experience Program (WEP) participants assigned’ will be replaced with ‘Work Experience Program (WEP) Enrollment’ to better reflect actual program participation.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/dot](http://www.nyc.gov/dot).



# DEPARTMENT OF BUILDINGS

Rick D. Chandler, Commissioner



## WHAT WE DO

The Department of Buildings (DOB) ensures the safe and lawful use of more than 1,000,000 buildings and construction sites by enforcing the City's Building Code, Construction Codes and Zoning Resolution, as well as the New York State Multiple Dwelling Law. The Department enforces compliance with these regulations and promotes public safety through its review and approval of building plans, permitting and licensing functions, and inspections.

## FOCUS ON EQUITY

The Department of Buildings promotes the safety of all people who build, live and work in New York City.

In addition to code and zoning compliance reviews, as well as emergency responses to and professional analyses of accidents, the Department has strengthened its education and outreach efforts to remind construction professionals, property owners, and tenants that safety must come first.

The Department is committed to operating efficiently and equitably distributing its resources to meet the safety and service needs of residents in all five boroughs.

The Department's motto, Build Safe | Live Safe, underscores the importance of safe construction and the safe use of buildings, even after a property's final Certificate of Occupancy is issued.

## OUR SERVICES AND GOALS

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### SERVICE 1 Facilitate safe and compliant development.

- Goal 1a Improve application processing efficiency.
- Goal 1b Promptly review initial construction plans.
- Goal 1c Promptly schedule development inspections.

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### SERVICE 2 Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

- Goal 2a Promptly address complaints.
- Goal 2b Rigorously enforce construction laws.
- Goal 2c Prevent construction-related fatalities and injuries.

## HOW WE PERFORMED

- Overall job filings increased by less than one percent from the same period in the prior fiscal year. Decreases in the number of filings for new buildings and major renovations, which fell by 10.3 and 14.0 percent, respectively, were offset by a 2.1 percent increase in job filings for minor renovations.
- The number of first plan reviews continued on an upward trend as the Department completed 4.7 percent more reviews than in the comparable period in Fiscal 2015. The average time to complete first plan reviews of new building applications at the Borough Offices increased from 15.1 to 15.6 days, and by more than a third for major renovations, from 12.4 to 17 days. For jobs filed through the Hub, average plan review times for new buildings decreased, from 11.9 to 11.4 days, and rose by less than a half day for major renovations, from 10.6 to 11 days. On average, at both the Borough offices and the Hub, plan review times for applications of minor renovations increased by approximately one day. As the Department begins its implementation of Building One City, the Department's action plan, DOB has begun to hire additional plan examiners which should reduce completion times for plan reviews.
- The percent of professionally certified jobs increased to over 61 percent largely due to the Department's ongoing emphasis on use of the Hub's 24/7 online portal to accept professionally certified applications for minor alterations. The percent of all professionally certified jobs that were audited was 13.5 percent, compared to 15.1 percent during the similar Fiscal 2015 period, remaining below the 20 percent target.
- At 4.2, 3.8 and 4.4 days, respectively, the average wait times for construction, plumbing and electrical inspections were better than their targets.
- The number of complaints received by the Department increased, with Priority A (emergency) complaints rising by 15.1 percent and Priority B (nonemergency) complaints by 7.5 percent. Average response times to Priority A complaints remained relatively unchanged at 0.8 days and decreased by more than 16 days to 24.5 days for Priority B, although the number of Priority B complaints responded to fell by 26.8 percent. As the fiscal year progresses, the Department expects these figures to move closer to Fiscal 2015 levels.
- The Department is implementing a proactive enforcement strategy targeting problem construction firms. Enhanced enforcement actions under this program were initiated in Fall 2015 against three firms, resulting in stop-work orders at hundreds of construction sites. In addition, the Department continues to strengthen its education and outreach efforts to raise awareness about best safety practices at construction sites throughout the City. Compared to the same four-month period last year, fatalities increased from 1 to 4 and injuries increased from 93 to 203; most injuries resulted from failures to properly safeguard sites or worker error.

## SERVICE 1 Facilitate safe and compliant development.

### Goal 1a Improve application processing efficiency.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Jobs filed	72,288	82,551	91,933	*	*	32,685	32,948
★ Average time to complete application processing (days)	0.09	0.09	0.07	0.10	0.10	0.08	0.07
Building permits issued - Initial	88,290	98,302	104,087	*	*	37,207	38,485
Building permits issued - Renewals	41,230	44,538	44,774	*	*	14,813	16,674
Certificates of Occupancy issued	5,949	5,694	5,289	*	*	1,843	2,028

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 1b** Promptly review initial construction plans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
First plan reviews completed	69,380	76,669	84,449	*	*	29,660	31,057
★Average days to complete first plan review (Borough offices) - New buildings	16.1	8.8	14.9	12.0	12.0	15.1	15.6
★Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	12.0	11.3	15.2	10.0	10.0	12.4	17.0
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	4.2	3.8	4.1	4.0	4.0	3.7	4.6
Average days to complete first plan review (Hub projects) - New buildings	11.6	12.7	17.9	*	*	11.9	11.4
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	11.9	11.9	16.2	*	*	10.6	11.0
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	1.4	1.1	2.6	*	*	2.2	3.3
Jobs professionally certified (%)	55.2%	57.8%	58.8%	*	*	59.1%	61.4%
Jobs professionally certified that were audited (%)	20.3%	18.2%	13.8%	20.0%	20.0%	15.1%	13.5%
- Audits that resulted in revocation notices (%)	10.4%	13.1%	14.6%	*	*	9.9%	8.2%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

**Goal 1c** Promptly schedule development inspections.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average wait time for a construction inspection (days)	4.7	3.4	3.6	4.5	4.5	3.5	4.2
★Average wait time for a plumbing inspection (days)	5.1	4.5	4.5	5.0	5.0	4.3	3.8
★Average wait time for an electrical inspection (days)	6.3	6.1	5.2	6.0	6.0	4.7	4.4

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

**SERVICE 2** Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

**Goal 2a** Promptly address complaints.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Priority A (emergency) complaints received	14,511	14,654	15,827	*	*	5,400	6,214
Priority B (nonemergency) complaints received	58,983	70,089	63,160	*	*	22,904	24,632
Priority A complaints responded to	14,542	14,468	15,420	*	*	5,292	5,978
Priority B complaints responded to	51,990	63,215	54,688	*	*	22,363	16,365
★Average time to respond to Priority A complaints (days)	0.7	0.7	0.7	1.0	1.0	0.7	0.8
★Average time to respond to Priority B complaints (days)	48.5	34.6	38.4	40.0	40.0	40.9	24.5
★Residential illegal conversion complaints where access was obtained (%)	41.6%	44.1%	40.5%	44.0%	44.0%	41.9%	41.8%
- Access obtained and violations were written (%)	50.2%	44.7%	37.4%	*	*	36.7%	37.4%
Work without a permit complaints where access was obtained and violations were written (%)	43.9%	32.7%	33.3%	*	*	28.6%	33.7%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

## Goal 2b Rigorously enforce construction laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Construction inspections completed	131,444	142,222	139,323	140,000	140,000	52,205	45,656
Average construction inspections per inspector day	11.8	10.8	NA	*	*	9.3	NA
Construction inspections resulting in violations (%)	21.3%	19.1%	18.6%	*	*	19.6%	25.6%
DOB violations issued	65,189	82,753	65,215	*	*	15,516	26,919
Environmental Control Board violations issued	43,320	47,768	52,315	*	*	18,694	17,645
★ Violations admitted to or upheld at the Environmental Control Board (%)	79.4%	82.1%	84.5%	80.0%	80.0%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## Goal 2c Prevent construction-related fatalities and injuries.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Construction-related incidents	403	459	736	*	*	219	365
- Construction-related accidents	173	207	314	*	*	86	181
★ Construction-related injuries	187	212	324	↓	↓	93	203
★ Construction-related fatalities	5	6	10	↓	↓	1	4
Incident inspections resulting in violations (%)	79.6%	75.2%	70.4%	*	*	73.4%	61.7%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Collisions involving City vehicles	22	33	41	*	*	16	5
Workplace injuries reported	17	15	12	*	*	6	2

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
E-mails responded to in 14 days (%)	37%	65%	51%	57%	57%	52%	54%
Letters responded to in 14 days (%)	54%	49%	69%	57%	57%	55%	17%
Calls answered in 30 seconds (%)	NA	NA	NA	*	*	NA	NA
Average customer in-person wait time (minutes)	NA	NA	NA	*	*	NA	NA
Completed customer requests for interpretation	36	17	66	*	*	NA	NA
CORE customer experience rating (0-100)	83	91	90	85	85	NA	NA

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



Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	49%	51%	48%	50%	50%	45%	62%
Percent meeting time to first action - General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	70%	80%	81%	72%	72%	78%	83%
Percent meeting time to first action - General Construction/Plumbing - Failure to Maintain (60 days)	77%	79%	81%	77%	77%	86%	95%
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	47%	62%	65%	57%	57%	66%	73%
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Der-ricks, Building/Use, Elevator (60 days)	72%	72%	63%	77%	77%	44%	81%

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$102.5	\$98.7	\$108.7	\$154.4	\$155.2	\$155.4	\$35.1	\$43.4
Revenues (\$000,000)	\$228.0	\$246.1	\$291.8	\$214.9	\$225.8	\$220.2	\$94.3	\$99.4
Personnel	1,039	1,073	1,156	1,475	1,489	1,618	1,082	1,180
Overtime paid (\$000,000)	\$6.1	\$6.4	\$7.1	\$3.4	\$3.4	\$3.4	\$1.9	\$2.3

<sup>1</sup>January 2016 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DOB corrected four-month Fiscal 2015 data for several indicators reflecting routine updates and minor adjustments to previously reported data.

## ADDITIONAL RESOURCES

For additional information go to:

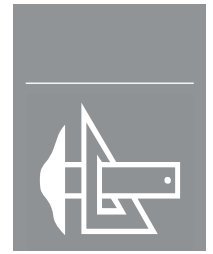
- Annual reports:  
<http://www.nyc.gov/html/dob/html/about/about.shtml>
- Department Statistics (seven reports, either monthly or weekly):  
[http://www.nyc.gov/html/dob/html/codes\\_and\\_reference\\_materials/statistics.shtml](http://www.nyc.gov/html/dob/html/codes_and_reference_materials/statistics.shtml)

For more information on the agency, please visit: [www.nyc.gov/buildings](http://www.nyc.gov/buildings).



# DEPARTMENT OF DESIGN AND CONSTRUCTION

Dr. Feniosky Peña-Mora, Commissioner



## WHAT WE DO

The Department of Design and Construction (DDC) designs and builds sustainable and resilient public buildings and infrastructure for New York City. The Department works collaboratively with other City agencies, ensuring that projects are built safely and efficiently, and provides a full range of services to client agencies, from administering design consultant and construction management services to managing day-to-day operations throughout construction. DDC provides the City's diverse neighborhoods with civic structures such as museums, libraries, firehouses and police precincts, and with water and sewer mains, roadways, and plazas so the City's population can continue to grow and live healthfully. In Fiscal 2015 the Department's portfolio included more than 900 active projects valued at over \$10 billion.

## FOCUS ON EQUITY

DDC's work impacts lives and communities in every corner of New York. The Department designs and builds the civic places and spaces that welcome people equally, recognizing cultural diversity and providing access to public resources. Whether it is for a new health hub in Harlem or improved streets on Staten Island, the Office of Community Outreach and Notification reaches out early and often to community groups, local businesses and individuals affected by the Department's work to share information and respond to concerns.

Businesses working with the City should have the tools needed to compete for public work and to successfully complete projects awarded. To this end, DDC's Office of Diversity and Industry Relations holds monthly workshops and seminars so that emerging and M/WBE firms have a clear path toward a long-term professional relationship with the City of New York. In addition, the agency has expanded and restructured its Design and Construction Excellence program to provide more opportunities for smaller firms to compete and bid on City capital improvement projects.

Beyond managing the design and construction of the City's public projects, DDC also educates students about careers in science, technology, engineering, architecture and mathematics through its STEAM program. And, through its mentorship and internship opportunities, the Department provides students with the guidance and skills to successfully build careers in design and construction.

## OUR SERVICES AND GOALS

### **SERVICE 1 Design and build quality public buildings and infrastructure.**

- Goal 1a Complete projects on time and within budget.
- Goal 1b Meet quality assurance and site safety standards for all active projects.
- Goal 1c Improve customer satisfaction ratings.

## HOW WE PERFORMED

- The Department completed 44 design and 42 construction projects during the first four months of Fiscal 2016 compared to 47 and 35, respectively, during the same period last year. Completed construction projects include the Ocean Breeze Athletic Center, a 135,000 square foot elite level athletic venue on Staten Island with seating for 2,500 spectators; the Manhattan Community Districts 1, 2 and 5 Sanitation garage, which earned LEED Gold Certification due to its innovative sustainable design features, and the new and adjacent Spring Street salt shed with its iconic sculptural design. In Queens, DDC completed the expansion of the adult learning center at the Rochdale Branch Library, renovation of the Isamu Noguchi Museum Sculpture Garden, and reconstruction of the garden-wide pathway system at the Queens Botanical Garden. DDC also completed work to upgrade the City's sewer and water main infrastructure and to alleviate chronic flooding, adding a total of 4.7 miles of new and rebuilt sewers and 7.6 miles of new water main. This work includes projects at Beach 29th Street, 217th Avenue and 105th Avenue in Queens and at Amsterdam Avenue on Staten Island. On-time performance for all completed infrastructure work exceeded the target of 82 percent.
- On-time performance for active design projects was 89 percent, up by three percentage points from last year, and 85 percent for active construction projects, also up by three points. The Department closely monitors active projects to ensure on-time targets for completed projects — 88 percent for design and 82 percent for construction — are met.
- As part of DDC's ongoing work to monitor and improve safety at its construction sites, trained safety inspectors routinely conduct random inspections of jobsites. Using a standardized checklist to ensure consistency, inspectors evaluate compliance with contract requirements; safety plans; and City, State and federal regulatory codes. Beginning with this Preliminary Mayor's Management Report, DDC is reporting on the percent of these inspections where an inspector identified a high-risk deviation — i.e., any unsafe condition or practice that could reasonably be expected to cause serious physical harm, presenting a serious safety hazard to workers or the public at large. During the reporting period DDC inspectors found at least one high-risk deviation in 68.4 percent of the 908 inspections conducted compared to findings of high-risk deviations in 74.8 percent of 990 inspections in the same four-month period in Fiscal 2015. High-risk deviations are addressed on the same day, before the inspector leaves the site.
- To obtain feedback on its work, DDC sends satisfaction surveys on completed construction projects to client City agencies, randomly selected residents and businesses impacted by street work, and to elected officials. The percent of eligible projects for which the Department received completed surveys increased during the reporting period, with DDC receiving feedback on 69 percent of the 54 eligible projects compared to 25 percent of 40 projects last year. The improved response is attributed to DDC having identified liaisons at each client City agency — in addition to the Commissioner's office — and better use of GIS data to identify candidates for resident/business surveys for infrastructure projects. Based on 37 completed surveys, the percent of respondents that gave an overall rating of satisfied or more than satisfied both with the outcome of the projects and the way they were managed also increased this period to 88 percent, up from 80 percent last year.

### SERVICE 1 Design and build quality public buildings and infrastructure.

#### Goal 1a Complete projects on time and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Design projects completed	127	128	179	146	*	47	44
Total design projects completed early/on time (%)	87%	86%	84%	88%	88%	NA	NA
★ - Completed early/on time: Infrastructure (%)	83%	85%	84%	88%	88%	NA	NA
★ - Completed early/on time: Public buildings (%)	90%	87%	84%	88%	88%	NA	NA
Construction projects completed	117	118	125	102	*	35	42
Total construction projects completed early/on time (%)	81%	81%	84%	82%	82%	NA	NA
★ - Completed early/on time: Infrastructure (%)	81%	87%	88%	82%	82%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ - Completed early/on time: Public buildings (%)	82%	76%	83%	82%	82%	NA	NA
Average cost change for all completed consultant design and construction supervision projects (excluding programmatic scope changes) (%)	2.0%	2.7%	2.6%	3.0%	3.0%	3.7%	2.7%
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	1.8%	2.1%	2.0%	3.0%	3.0%	1.6%	2.8%
Projects completed within budget (%)	94%	89%	89%	*	*	84%	85%
Lane miles reconstructed	51.8	42.6	20.4	6.0	*	3.6	4.5
- Construction completed on schedule (%)	83%	85%	93%	82%	82%	83%	83%
Sewers constructed (miles)	9.9	12.8	9.8	4.0	*	2.7	3.6
- Construction completed on schedule (%)	88%	84%	85%	82%	82%	84%	92%
Sewers reconstructed (miles)	8.8	6.7	6.1	4.0	*	1.5	1.1
- Construction completed on schedule (%)	82%	86%	84%	82%	82%	94%	82%
Water mains (new and replaced) (miles)	38.2	31.8	34.6	18.0	*	14.2	7.6
- Construction completed on schedule (%)	80%	88%	92%	82%	82%	97%	95%
★ Active design projects: Early/on time (%)	84%	86%	88%	88%	88%	86%	89%
★ Active construction projects: Early/on time (%)	86%	88%	84%	82%	82%	82%	85%
★ Active design projects: Difference between projected and scheduled duration (%)	1.6%	2.0%	1.3%	1.5%	1.5%	1.5%	1.3%
★ Active construction projects: Difference between projected and scheduled duration (%)	1.9%	2.4%	1.9%	2.5%	2.5%	2.0%	1.9%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### Goal 1b Meet quality assurance and site safety standards for all active projects.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Projects audited (%)	100%	100%	100%	95%	95%	52%	52%
★ Project inspections with at least one high-risk deviation (%)	56.3%	72.7%	74.6%	↓	↓	74.8%	68.4%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### Goal 1c Improve customer satisfaction ratings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Eligible projects with completed post-construction surveys (%)	42%	47%	28%	*	*	25%	69%
Post-construction satisfaction - Surveys returned	47	46	27	*	*	15	37
★ Respondents rating a completed project as adequate or better (%)	95%	93%	85%	90%	90%	80%	88%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
E-mails responded to in 14 days (%)	91%	94%	95%	90%	90%	94%	92%
Letters responded to in 14 days (%)	91%	96%	94%	90%	90%	98%	91%

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

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16'	FY17'	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$138.1	\$127.3	\$160.3	\$564.2	\$613.0	\$549.4	\$45.4	\$489.7
Revenues (\$000)	\$199	\$152	\$62	\$150	\$150	\$150	\$13	\$18
Personnel	1,186	1,241	1,254	1,400	1,403	1,401	1,176	1,261
Overtime paid (\$000,000)	\$1.7	\$1.9	\$2.2	\$1.3	\$1.3	\$1.3	\$0.7	\$0.8
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$1,199.6	\$1,301.3	\$1,439.2	\$1,875.5	\$1,850.0	*	NA	NA

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

# NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department corrected four-month Fiscal 2015 data for the number of design projects completed, from 32 to 47, and construction projects completed, from 30 to 35, as well as updated the two average cost change metrics and the two metrics that report on the difference between projected and scheduled project duration.
- DDC also revised Fiscal 2015 annual data for lane miles reconstructed, the number of miles of sewers constructed and reconstructed, and the number of miles of new and replaced water mains.
- The Department replaced the indicator 'Project inspections with at least one critical deviation (%)' with 'Project inspections with at least one high-risk deviation (%)'. The new measure is more inclusive and presents a broader picture of safety inspectors' findings.
- Fiscal 2017 targets for the number of design and construction projects are developed after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan and will be provided in the Fiscal 2016 Mayor's Management Report.






# ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/ddc](http://www.nyc.gov/ddc).



# Promoting Viable Communities & Neighborhoods

# Promoting Viable Communities & Neighborhoods

	Department of City Planning p 243		New York City Housing Authority p 259
	New York City Economic Development Corporation p 247		Landmarks Preservation Commission p 267
	Department of Housing Preservation and Development p 253		



# DEPARTMENT OF CITY PLANNING

Carl Weisbrod, Director/Chairman



## WHAT WE DO

The Department of City Planning (DCP) plans for the strategic growth and development of the City through ground-up planning with communities, the development of land use policies and zoning regulations applicable citywide and its contribution to the preparation of the City's 10-year Capital Strategy. DCP promotes housing production and affordability, fosters economic development and coordinated investments in infrastructure and services, and supports resilient, sustainable communities across the five boroughs for a more equitable New York City.

In addition, DCP supports the City Planning Commission in its annual review of land use applications for a variety of discretionary approvals. The Department also assists both government agencies and the public by advising on strategic and capital planning and providing policy analysis, technical assistance and data relating to housing, transportation, community facilities, demography, zoning, urban design, waterfront areas and public open space.

## FOCUS ON EQUITY

DCP promotes housing production and affordability, fosters economic development and coordinated investments in infrastructure and services, and supports resilient, sustainable communities across the five boroughs for a more equitable New York City. DCP's contributions toward development of the 10-year Capital Strategy will ensure investments in New York City's neighborhoods align strategic planning priorities with community needs. Under Housing New York: A Five-Borough, Ten-Year Plan, the Department will lead coordinated, neighborhood-based planning studies and is advancing regulatory changes — including mandatory inclusionary housing in newly rezoned areas and zoning changes for quality and affordability. These initiatives will remove barriers that constrain housing production and raise costs, encourage better quality buildings, reduce parking requirements, promote affordable senior housing and support more economically diverse communities and housing opportunities for New Yorkers at all income levels. Through inclusive community development initiatives with public and private stakeholders, DCP will expand access to quality jobs and services, and stimulate economic development benefitting all New Yorkers. In addition, DCP is committed to expanding public access to land use, housing and population data and planning resources through its online Community Portal, as well as supporting informed participation by New Yorkers in neighborhood planning and land use review processes.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.**

- Goal 1a Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

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### **SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.**

- Goal 2a Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

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### **SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.**

- Goal 3a Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

## HOW WE PERFORMED

- During this reporting period DCP advanced and publicly presented 57 projects, datasets, proposals and initiatives spanning two goals (1a and 2a), an increase from 43 over the same period in Fiscal 2015.
- In August 2015 the Department launched a major update to its online [New York City Census FactFinder](#) tool. The tool provides socioeconomic and housing data for custom New York City areas based on the latest US Census Bureau's American Community Survey data.
- In support of Housing New York: A Five Borough, Ten-Year Plan, the Department advanced two major zoning text changes, [Mandatory Inclusionary Housing](#) (MIH) and [Zoning for Quality and Affordability](#) (ZQA), for public review in September 2015. MIH would require permanent affordability in new major zoning actions. ZQA would promote better buildings and architectural quality while reducing costs of building affordable and senior housing.
- In total, 67 percent of the 61 projects DCP advanced to the land use review process met their target timeframes during the July to October 2015 reporting period compared to 61 percent of 78 projects during the same four-months a year ago. The baseline target is 70 percent.
- The percent of simple zoning actions certified/referred within 12 months declined from 75 percent to 43 percent and the percent of complex zoning actions certified/referred within 15 months fell by two percentage points to 58 percent.
- All City projects (non-zoning) were certified/referred within six months, up from 43 percent, and the percent of renewals and natural area approvals certified/referred improved from 63 percent to 65 percent.

### SERVICE 1 Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.

**Goal 1a** Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Economic development and housing proposals completed and presented to the public	16	10	29	*	*	8	12
Neighborhood enhancement proposals completed and presented to the public	13	8	30	*	*	9	2

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

### SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

**Goal 2a** Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Planning information and policy analysis initiatives presented to the public	NA	87	85	*	*	26	43

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

## SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

### Goal 3a

Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Zoning actions (simple) certified/referred	NA	41	60	*	*	8	7
★ - Certified/referred within 12 months (%)	NA	93%	72%	70%	70%	75%	43%
Zoning actions (complex) certified/referred	NA	38	40	*	*	15	12
★ - Certified/referred within 15 months (%)	NA	68%	63%	70%	70%	60%	58%
City projects (non-zoning) certified/referred	NA	62	47	*	*	7	11
★ - Certified/referred within 6 months (%)	NA	87%	70%	70%	70%	43%	100%
Renewals and natural area approvals certified/referred	NA	133	117	*	*	48	31
★ - Certified/referred within 6 months (%)	NA	73%	63%	70%	70%	63%	65%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
E-mails responded to in 14 days (%)	81%	87%	90%	85%	85%	88%	70%
Letters responded to in 14 days (%)	44%	44%	64%	50%	50%	29%	90%
Completed customer requests for interpretation	4	1	2	*	*	NA	NA
CORE customer experience rating (0 - 100)	88	89	92	80	80	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$20.9	\$20.6	\$24.7	\$38.1	\$42.2	\$41.5	\$7.8	\$10.5
Revenues (\$000,000)	\$3.5	\$3.6	\$1.6	\$2.1	\$2.1	\$2.1	\$0.5	\$1.3
Personnel	256	256	274	352	354	372	267	284
Overtime paid (\$000)	\$56	\$55	\$47	\$9	\$29	\$29	\$17	\$20

<sup>1</sup>January 2016 Financial Plan

<sup>2</sup>Expenditures include all funds

"NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DCP updated four-month Fiscal 2015 data for the number of complex zoning actions and City projects, the percent of these certified/referred within the respective timeframes, as well as the percent of renewals and natural area approvals certified/referred and the percent of emails responded to in 14 days. Adjustments were minor with the exception of the percent of City projects certified/referred within 6 months, which was revised from 83 percent to 43 percent to reflect corrected start dates of four projects.

- Due to a data entry lag, the certification date of one zoning action (simple) occurring in Fiscal 2016 was incorrectly counted in Fiscal 2015. DCP has corrected the number and the associated percentage of projects certified/referred within 12 months.

## ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- Mandatory Inclusionary Housing  
<http://www.nyc.gov/html/dcp/html/housing/mandatory-inclusionary-housing-summary.shtml>
- Zoning for Quality and Affordability  
<http://www.nyc.gov/html/dcp/html/zoning-qa/zoning-for-affordability-1.shtml>
- New York City Census FactFinder  
<http://maps.nyc.gov/census/>

For more information on the agency, please visit: [www.nyc.gov/dcp](http://www.nyc.gov/dcp).

# NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

**Maria Torres-Springer, President**



## WHAT WE DO

New York City Economic Development Corporation (NYCEDC), a nonprofit organization operating under contract with the City of New York, is the City's primary engine for economic development, encouraging economic growth throughout the five boroughs by strengthening the City's globally competitive position and facilitating investments that build capacity, create jobs, generate economic opportunity and improve quality of life for all New Yorkers. NYCEDC invests in major infrastructure upgrades, capital projects and real estate development; manages City-owned properties; and works to enhance the City's major business sectors. NYCEDC addresses challenges faced by traditional and emerging industries through analysis of current economic trends, development of strategies and solutions, and implementation of programs that help businesses start, grow and thrive. Through the New York City Industrial Development Agency (NYCIDA) and Build New York City Resource Corporation (Build NYC), NYCEDC helps eligible businesses meet financing needs for property acquisition, new equipment, renovation and working capital through low-cost tax-exempt bonds and exemptions and abatements of selected City and State taxes, in order to create and retain jobs.

## FOCUS ON EQUITY

NYCEDC fosters inclusive economic development across all five boroughs by helping to lay the foundations of growth, advancing quality jobs across sectors, and promoting access to opportunity for New Yorkers. Through large investments in community facilities, parks, streetscape improvements, infrastructure, resiliency upgrades and affordable housing, NYCEDC creates dynamic and accessible neighborhoods across the City.

NYCEDC connects employers to communities through economic development projects that create high quality employment opportunities for residents of diverse backgrounds and skill levels. As part of NYCEDC's commitment to Minority, Women, and Disadvantaged-owned Business Enterprises (M/W/DBEs), the Blueprint to Success program offers workshops and individualized assistance to provide M/W/DBE firms with the skills to grow and to qualify as contractors on NYCEDC projects. In addition, NYCEDC's HireNYC Program provides job access to low-income residents by connecting communities to the permanent jobs created by development projects.

To promote quality jobs across sectors, NYCEDC has developed sector-based strategies in traditional and emerging industries. A strong network of incubators provides low-cost workspace for entrepreneurs in industries including manufacturing, food production, bioscience, clean tech, and digital technology. These types of spaces serve a variety of populations.

## OUR SERVICES AND GOALS

### **SERVICE 1 Develop and build physical assets and infrastructure in all five boroughs.**

- Goal 1a Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

### **SERVICE 2 Manage, maintain and enhance City assets to attract businesses.**

- Goal 2a Leverage City assets to support business growth and strengthen communities' economic vitality.

### **SERVICE 3 Provide resources to targeted industries and businesses.**

- Goal 3a Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.
- Goal 3b Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

### **SERVICE 4 Leverage City investments to support inclusive economic development.**

- Goal 4a Create economic opportunity for New Yorkers through real estate development.

## HOW WE PERFORMED

- NYCEDC closed two real estate transactions during the first four months of Fiscal 2016, generating \$326 million in new private investment from land sales and ground leases, including the July 2015 sale of a 51,000 square foot site in East Harlem to facilitate construction of the New York Proton Center (NYPC), an ambulatory diagnostic cancer treatment facility. Once completed in mid-2017 and fully commissioned in early 2019, NYPC will be the first facility in New York State to provide proton therapy, a state-of-the-art regimen that uses targeted radiation to treat certain types of cancers, particularly pediatric, head and neck, and eye cancers, among others. This project is expected to help anchor and catalyze the development of East Harlem and will keep New York City nationally competitive by filling a gap in the City's healthcare infrastructure, while also promoting quality jobs for New Yorkers.
- Capital expenditures for the reporting period, with the exception of those related to asset management and funding agreements, reached approximately \$59 million. Significant progress was made on the reconstruction of the Rockaway Boardwalk for the New York City Department of Parks & Recreation, and on the Green Infrastructure and NY Harbor Siphon projects on behalf of the New York City Department of Environmental Protection. On the affordable housing front, Phase 1 of the New Stapleton Waterfront project is nearing completion; Phase 2 of Hunter's Point South began construction; and design for Coney West is well underway. NYCEDC expects to advance all of these projects in the coming months. Milestones for open space projects include the completion of Hudson Park and Boulevard this fall to coincide with the extension of #7 subway service to the new Hudson Yards subway station at West 34th Street, and the opening of the Randall's Island Connector, which provides at-grade pedestrian and bicycle access from the South Bronx to Randall's Island.
- From July to October of Fiscal 2016, East River Ferry ridership increased by nearly 11 percent over the same period in Fiscal 2015.
- The New York City Industrial Development Agency (NYCIDA) closed three projects during the first four months of Fiscal 2016 which are expected to generate \$15.8 million in City tax revenue and create 171 jobs within the first three years of their respective terms. Projects NYCIDA closed in the reporting period include an Industrial Incentive Program (IIP) transaction to assist Madelaine Chocolate Novelties, Inc., a major employer in the Rockaways that sustained significant physical and economic damage from Superstorm Sandy. NYCIDA also closed an IIP transaction with Cubit Power One, Inc., a developer and operator of renewable power projects, to build and operate an energy efficient packaged ice manufacturing plant with a cogeneration plant in the Travis section of Staten Island. This facility is expected to save 34 percent of its normal energy use and to reduce its greenhouse gas emissions by 12 percent.
- Build NYC Resource Corporation (Build NYC) closed 10 transactions during the reporting period. Collectively, these projects are expected to generate over \$264 million in City tax revenues and to create 119 jobs within the first three years of their respective terms. Build NYC continued to assist various not-for-profit organizations with realizing significant savings through the refinancing of old debt originally used for the construction and renovation of their facilities. Build NYC also assisted COM Affiliation, Inc., a jointly formed entity by Montefiore Health System and Yeshiva University. The bond proceeds from this transaction helped transfer Albert Einstein College of Medicine to Montefiore from Yeshiva University to avoid major restructuring of the medical school and to continue to operate as a leading medical school and research institution.
- The value of funding disbursed through capital funding agreements exceeded \$27.8 million. Notable highlights include the opening of the Pratt Institute's Brooklyn Fashion and Design Accelerator.

## SERVICE 1 Develop and build physical assets and infrastructure in all five boroughs.

### Goal 1a

Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)	\$331.2	\$6,020.5	\$2,003.3	\$582.0	\$534.0	\$7.1	\$326.0
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	\$365.0	\$296.3	\$253.2	*	*	\$33.5	\$59.0
Graffiti sites cleaned	10,727	7,909	10,295	*	*	5,750	4,486
Square feet of graffiti removed (000)	4,078	4,325	5,913	*	*	3,075	2,350
East River ferry - Average monthly ridership	101,579	107,494	113,366	*	*	154,463	170,944

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 2 Manage, maintain and enhance City assets to attract businesses.

### Goal 2a

Leverage City assets to support business growth and strengthen communities' economic vitality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Capital expenditures on asset management (\$000,000)	\$46.0	\$49.9	\$38.8	*	*	\$5.7	\$11.6
★ Occupancy rate of NYCEDC-managed property (%)	95.7%	97.3%	93.3%	95.0%	95.0%	93.8%	93.2%
Portfolio revenue generated (\$000,000)	\$180.3	\$199.4	\$192.4	*	*	NA	NA
Square footage of assets actively managed by NYCEDC (000)	65,537.1	66,394.3	67,266.8	*	*	NA	NA
Outstanding violations at beginning of the period	55	35	25	*	*	39	27
Outstanding violations closed during the period	19	23	22	*	*	23	1

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 3 Provide resources to targeted industries and businesses.

### Goal 3a

Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Businesses served by industry-focused programmatic initiatives	1,070	1,290	1,366	↕	↕	NA	NA
Private sector jobs in innovation industries (%)	14.5%	14.6%	14.7%	*	*	NA	NA
New York City unemployment rate (%)	8.5%	8.2%	6.6%	*	*	6.8%	5.3%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction



**Goal 3b** Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
New York City Industrial Development Agency projects - Contracts closed	20	21	14	*	*	5	3
★ - Projected three-year job growth associated with closed contracts	5,348	12,238	10,822	2,500	2,500	47	171
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$576.4	\$1,370.4	\$1,435.6	↑	↑	\$40.6	\$15.8
- Private investment leveraged on closed projects (\$000,000)	\$1,710.5	\$5,189.0	\$3,596.2	*	*	\$38.5	\$15.9
Build NYC Resource Corporation - Contracts closed	24	21	23	*	*	8	10
★ - Projected three-year job growth associated with closed contracts	491	307	211	300	300	161	119
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$173.6	\$250.9	\$515.6	↑	↑	\$238.2	\$264.2
- Private investment leveraged on closed projects (\$000,000)	\$513.7	\$555.8	\$777.8	*	*	\$230.1	\$537.7
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$91.0	\$166.3	\$168.7	*	*	\$56.5	\$27.8

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**SERVICE 4 Leverage City investments to support inclusive economic development.**

**Goal 4a** Create economic opportunity for New Yorkers through real estate development.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Project employees reported to be earning a living wage or more (%)	NA	94%	95%	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**AGENCY RESOURCES**

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Personnel	405	411	455	446	477	477	437	478
Capital commitments (\$000,000)	\$281.6	\$278.2	\$163.1	\$667.3	\$880.6	\$808.0	\$21.1	\$26.2

<sup>1</sup>January 2016 Financial Plan <sup>2</sup>Expenditures include all funds "NA" - Not Available in this report

**NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS **

- NYCEDC renamed the indicator 'Projected new private investment related to sale/long-term lease of City-owned property (\$000,000)' to 'Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)' to conform to naming conventions of similar indicators. NYCEDC updated its Fiscal 2016 target for this indicator to \$582 million, from the original target of \$534 million.
- NYCEDC updated four-month and annual Fiscal 2015 data for 'Capital expenditures (\$000)(excluding asset management and funding agreements)' to reflect NYCEDC's audited financial statements. Four-month data was revised from \$99.7 to \$33.5 million and annual data was updated from \$244.5 to \$253.2 million.



- NYCEDC also corrected all previously reported data for 'Capital expenditures on asset management (\$000)' to reflect NYCEDC's audited financial statements, which are prepared on an accrual basis. Previously reported data was based on a cash rather than accrual basis. Fiscal 2013 data was revised from \$11.5 to \$46.0 million, Fiscal 2014 data from \$46.4 to \$49.9 million and Fiscal 2015 from \$67.2 to \$38.8 million. Four-month Fiscal 2015 data was also revised, from \$13.6 to \$5.7 million.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/edc](http://www.nyc.gov/edc).



# DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Vicki Been, Commissioner



## WHAT WE DO

The New York City Department of Housing Preservation and Development (HPD) is the largest municipal housing preservation and development agency in the nation. The agency promotes the construction, rehabilitation and preservation of affordable, high quality housing for low- and moderate-income families in thriving and diverse neighborhoods in every borough by enforcing housing quality standards, financing affordable housing development and preservation and ensuring sound management of the City's affordable housing stock.

## FOCUS ON EQUITY

Using a variety of preservation, development and enforcement strategies, HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City. In enforcing the Housing Maintenance Code, HPD works to ensure that all New Yorkers live in safe and habitable neighborhoods and homes. In developing affordable housing, HPD seeks to serve households of a wide range of incomes, in all neighborhoods, with special attention to those with special needs, seniors and the formerly homeless. Through the Housing Connect lottery and marketing and outreach efforts, HPD has expanded the number and diversity of households applying to live in affordable housing, and ensures that eligible applicants have an equal and fair chance of receiving housing. Using a targeted, neighborhood-based approach for strategic preservation, HPD is working to protect the ability of low-income families to remain in their current neighborhoods even as rents increase. At the same time, the Department's development and preservation initiatives seek to open up new housing opportunities for even the lowest income households.

## OUR SERVICES AND GOALS

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### SERVICE 1 Enforce the Housing Maintenance Code.

- Goal 1a Resolve housing maintenance complaints efficiently.
- Goal 1b Improve compliance with the Housing Maintenance Code through enforcement.

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### SERVICE 2 Preserve and create quality affordable housing.

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

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### SERVICE 3 Effectively manage HPD affordable housing assets and maximize federal rent subsidies.

- Goal 3a Improve financial and physical stability of existing affordable housing.

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### SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers.

- Goal 4a Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.
- Goal 4b Target HPD financed housing to the lowest income New Yorkers.

## HOW WE PERFORMED

- HPD issued more violations in the first four months of Fiscal 2016 due, in part, to the increase in total complaints reported. The number of total violations issued increased by 11 percent to 150,652, while emergency violations decreased by one percent to 22,753. Concurrently, because of an increase in both violations certified as corrected by the owner and owner requests for violation reinspection, the agency closed 14 percent more violations than in the same period in Fiscal 2015, closing a total of 178,740.
- The average time to close emergency complaints was unchanged at 12.6 days but grew longer by seven days to 27.4 days for nonemergency complaints. The increase is largely the result of a special initiative to close older complaints.
- Total housing starts for the first four months of Fiscal 2016 were 20 percent lower than in the same Fiscal 2015 period, 1,924 units compared to 2,409 units. There can be marked differences in performance during the first four months of the fiscal year, depending on the timing of closings and the presence or absence of a few large projects. HPD is on track to meet or exceed its goal of creating or preserving 18,000 units of affordable housing in Fiscal 2016.
- HPD increased the rental buildings in its asset management portfolio by eight percent, to 3,406, while also adding three co-op buildings to the portfolio. The increase in the number of buildings in asset management represents the natural growth of the portfolio over time as additional HPD housing projects are transferred to asset management. The agency tracks information on the physical and financial condition of properties, as well as oversees compliance with regulatory agreements, partly to detect and mitigate potential risks to buildings and affordability. Based on the program's criteria, less than one percent of the rental portfolio and 3.6 percent of the co-op portfolio were identified as distressed in the first four months of Fiscal 2016.
- In order to maximize the usage of allowable vouchers and to increase funding for Calendar 2016, which is based on prior year expenditures, HPD doubled the number of Section 8 vouchers issued, from 634 to 1,274. Twenty-four percent of the vouchers issued in the current reporting period were for veterans and victims of domestic violence. At the same time, the agency's voucher utilization rate increased to nearly 94 percent.

## SERVICE 1 Enforce the Housing Maintenance Code.

### Goal 1a Resolve housing maintenance complaints efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Total complaints reported	541,397	548,626	553,135	*	*	159,075	178,383
★ - Emergency complaints reported	364,627	363,501	348,447	*	*	86,782	100,430
Inspections completed	661,206	675,760	664,960	600,000	600,000	200,557	223,132
Inspection visits per team per day	12.2	12.3	12.2	*	*	11.1	11.7
Ratio of completed inspections to attempted inspections (%)	72%	78%	80%	*	*	79%	76%
Total complaints closed	540,035	544,229	547,823	*	*	153,497	180,587
- Emergency complaints closed	364,049	363,995	346,603	*	*	83,163	98,955
- Heat and hot water	108,742	120,106	122,753	*	*	13,032	17,581
- Lead	34,022	33,600	32,528	*	*	10,432	11,749
- Other emergency	221,285	210,289	191,322	*	*	59,699	69,625
★ Average time to close emergency complaints (days)	10.2	11.9	13.3	12.0	12.0	12.6	12.6
★ Average time to close nonemergency complaints (days)	14.5	18.1	27.9	20.0	20.0	20.4	27.4
★ Emergency complaints closed within 12 days of receipt (%)	73%	72%	70%	↑	↑	NA	65%
Nonemergency complaints closed within 20 days of receipt (%)	82%	78%	69%	*	*	NA	75%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**Goal 1b**

Improve compliance with the Housing Maintenance Code through enforcement.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Total violations issued	385,507	390,951	408,874	*	*	135,564	150,652
- Emergency violations issued	78,564	77,909	75,122	*	*	22,985	22,753
- Heat and hot water	12,216	12,352	10,478	*	*	1,437	1,737
- Lead	13,615	13,046	11,132	*	*	4,213	3,951
- Other emergency	52,733	52,511	53,512	*	*	17,335	17,065
- Nonemergency violations issued	306,943	313,042	333,752	*	*	112,579	128,019
★ Violations issued and removed in the same fiscal year (%)	41%	38%	38%	40%	40%	NA	NA
★ Emergency violations corrected by owner (%)	53%	51%	53%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	15%	14%	12%	*	*	NA	NA
Violations closed	433,960	416,454	458,863	*	*	156,317	178,740
Violations certified as corrected by owner	134,369	118,867	141,484	*	*	42,278	52,606
Housing Court cases initiated by HPD	5,376	6,824	6,299	*	*	1,085	941
Housing Court cases initiated by HPD that were disposed	4,769	6,183	6,365	*	*	1,354	1,347
- Cases settled	3,301	4,802	4,827	*	*	883	828
- Cases resulting in judgments	610	571	721	*	*	215	315
Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)	\$11,077,244	\$11,360,685	\$11,234,213	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	498	502	581	*	*	NA	NA
- Buildings discharged (cumulative)	702	885	1,056	*	*	NA	NA
- Buildings discharged from program (%) (cumulative)	59%	64%	65%	*	*	NA	NA
Total dollars spent on emergency repairs in the Alternative Enforcement Program (\$)	\$4,234,010	\$3,980,941	\$3,878,569	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**SERVICE 2 Preserve and create quality affordable housing.**

**Goal 2a**

Increase access to and improve the quality of affordable housing.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Total housing starts under Housing New York (units)	NA	8,990	20,327	18,000	20,000	2,409	1,924
- New construction starts	NA	2,737	8,485	7,257	8,000	1,237	901
- Preservation starts	NA	6,253	11,842	10,743	12,000	1,172	1,023
★ Total housing completions (New Housing Marketplace Plan and Housing New York) (units)	NA	8,636	9,129	11,708	11,872	3,807	1,801
- New construction completions	NA	2,103	3,313	4,912	5,304	879	1,313
- Preservation completions	NA	6,533	5,816	6,796	6,568	2,928	488

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 3 Effectively manage HPD affordable housing assets and maximize federal rent subsidies.

**Goal 3a** Improve financial and physical stability of existing affordable housing.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Asset management - Rental buildings in portfolio	2,651	3,110	3,396	*	*	3,157	3,406
Physically and financially distressed rental buildings in portfolio (%)	0.7%	0.6%	0.5%	*	*	0.7%	0.5%
Asset management - Co-op buildings in portfolio	1,069	1,151	1,207	*	*	1,206	1,209
Physically and financially distressed co-op buildings in portfolio (%)	4.8%	3.9%	3.5%	*	*	3.6%	3.6%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers.

**Goal 4a** Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Section 8 - Voucher utilization rate	98.2%	98.2%	93.3%	98.0%	98.0%	93.0%	93.8%
- Vouchers issued	1,404	1,138	2,960	*	*	634	1,274
- Households assisted	37,232	36,859	38,128	*	*	37,392	38,303
Section 8 subsidized units in abatement (%)	NA	3%	2%	*	*	3%	2%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

**Goal 4b** Target HPD financed housing to the lowest income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Housing New York units started – Extremely low income (0-30% AMI)	NA	NA	1,126	*	*	152	77
Housing New York units started – Very low income (31%- 50% AMI)	NA	NA	2,228	*	*	207	434

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
E-mails responded to in 14 days (%)	60%	56%	76%	58%	58%	72%	78%
Letters responded to in 14 days (%)	53%	49%	47%	52%	52%	43%	56%
Average customer in-person wait time (minutes)	30	43	36	29	29	NA	NA
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	99%	NA	85%	95%	95%	NA	NA
Completed customer requests for interpretation	1,611	1,053	1,526	*	*	NA	NA
CORE customer experience rating (0-100)	87	89	90	85	85	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Heating (5 days)	84%	83%	82%	78%	78%	87%	80%
Percent meeting time to close - Pests (30 days)	66%	64%	55%	59%	59%	60%	58%
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	76%	74%	69%	71%	71%	71%	76%
Percent meeting time to close - Paint/Plaster - Walls (17 days)	74%	70%	61%	69%	69%	64%	67%
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	75%	69%	60%	68%	68%	68%	68%

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$675.3	\$690.0	\$718.4	\$753.0	\$1,118.1	\$876.2	\$320.8	\$345.9
Revenues (\$000,000)	\$78.9	\$52.6	\$64.7	\$22.6	\$32.8	\$23.6	\$19.7	\$20.0
Personnel	2,062	2,001	2,130	2,375	2,483	2,462	2,025	2,165
Overtime paid (\$000,000)	\$1.7	\$1.7	\$1.9	\$0.7	\$2.0	\$1.7	\$0.4	\$0.6
Capital commitments (\$000,000)	\$375.7	\$415.4	\$412.8	\$826.5	\$1,070.3	\$669.5	\$16.7	\$53.8
Work Experience Program (WEP) participants assigned	162	134	115	*	*	*	142	131

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HPD updated Fiscal 2014 housing completions data for both the New Housing Marketplace Plan (NHMP) and Housing New York (HNY) for a revised overall total of 8,636 units. NHMP completions decreased by a net of 707 units and HNY preservation completions increased by 174 units. The subset of NHMP and HNY units completed in Fiscal 2014 for homeless individuals and families rose to 688.
- HPD updated four-month and annual Fiscal 2015 data for HNY starts; four-month data for total starts was revised from 2,094 to 2,409 and annual data increased by one new construction start for a revised total of 20,327 units. HPD also updated four-month and annual housing completions data for both NHMP and HNY for a revised overall total of 3,807 for the four months and 9,129 for the full year. NHMP completions increased by 458 for the four-month period and by 144 for the full fiscal year. HNY completions decreased by 15 for the four-month period and increased by one for the full fiscal year. The subset of NHMP and HNY units completed in Fiscal 2015 for homeless individuals and families rose to 1,027.

- HPD also made minor updates to four-month Fiscal 2015 data of three violations indicators.
- Beginning with the Fiscal 2016 Mayor's Management Report, the agency resources indicator 'Work Experience Program (WEP) participants assigned' will be replaced with 'Work Experience Program (WEP) Enrollment' to better reflect actual program participation.

## ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- Housing New York: A Five-Borough, Ten-Year Plan:  
<http://www.nyc.gov/html/housing/pages/home/index.shtml>

For more information on the agency, please visit: [www.nyc.gov/hpd](http://www.nyc.gov/hpd).



# NEW YORK CITY HOUSING AUTHORITY

Shola Olatoye, Chair/Chief Executive Officer



## WHAT WE DO

The New York City Housing Authority (NYCHA) provides affordable housing to approximately 404,000 low- and moderate-income City residents in 328 housing developments with nearly 178,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists nearly 87,000 families in locating and renting housing in privately owned buildings. In addition, the Authority facilitates access to critical social services to residents in their communities.

## FOCUS ON EQUITY

NYCHA promotes equitable service delivery in providing low- and moderate-income New Yorkers with safe and affordable housing, facilitating access to social and community services, and increasing their opportunities for success. The Authority's ten-year strategic plan, NextGeneration (NextGen) NYCHA, is a multi-faceted, collaborative effort that seeks to achieve four key goals to strengthen and preserve public housing for the future. These goals are: Achieve short-term financial stability and diversify funding for the long term; Operate as an efficient and effective landlord; (Re)build, expand and preserve public housing and affordable housing stock; and Engage residents and connect them to best-in-class social services. As part of the Mayor's Housing New York Plan and in keeping with NextGeneration NYCHA's goal to expand housing opportunities, NYCHA recently restored homeless families' priority for public housing and continues to give homeless individuals priority for Section 8 resources. NYCHA is providing housing to 1,550 homeless families during calendar year 2015 and will provide 1,500 homeless families with public housing units each year from 2016 to 2025.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Operate as an efficient and effective landlord.**

- Goal 1a Improve rent collection.
- Goal 1b Expedite maintenance and repairs.
- Goal 1c Optimize apartment usage and ensure rental equity.
- Goal 1d Improve safety and security.

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### **SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.**

- Goal 2a Preserve the public and affordable housing asset.
- Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.
- Goal 2c Increase access to affordable housing in privately owned units.
- Goal 2d Develop new mixed-use, mixed-income housing and resources.

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### **SERVICE 3 Engage residents and connect them to best-in-class social services.**

- Goal 3a Connect all residents to critical services in their communities.
- Goal 3b Increase employment opportunities among NYCHA residents.

## HOW WE PERFORMED

- Improving rent collection is one of the key goals that will help NYCHA achieve financial stability. Since the release of the NextGen NYCHA plan in May 2015, the Authority has launched several initiatives aimed at improving rent collection. These initiatives included reformatting rent statements to make them easier to understand, mailing rent statements a week earlier to provide extra notice, changing tracking and reporting methods on delinquent accounts to ensure all amounts are captured, which helps focus property management's rent collection efforts and instituting regular, management-driven "Rent Stat" meetings focused on rent collection performance and trends. NYCHA has also implemented automated rent payment reminder notices and calls. NYCHA is also working closely with the Human Resources Administration (HRA) to provide rental assistance to prevent eviction. Other efforts will include partnerships with community-based organizations to provide financial education and coaching services to prevent rent delinquency. The rent collection rate for NYCHA during the first four months of Fiscal 2016 was 79 percent compared to its goal of 97.5 percent. The rent delinquency rate, the percentage of rent-delinquent households, was 28.7 percent.
- It took NYCHA longer to address heat and hot water work orders during this heating season. The average time to resolve emergency service requests, which includes heat complaints, increased 45 percent to 13.8 hours from 9.5 hours but remained below the target of 24 hours. The time to resolve heat and hot water work orders, which increased to 26.9 hours during the first four months of Fiscal 2016 negatively impacted the overall average response time for emergency service requests. NYCHA is in the process of reviewing heating processes and has already begun to implement process improvements such as closer monitoring of the heat and hot water work orders, better planning and scheduling of the preventive maintenance of heating equipment and using mapping tools to identify trends. Since launching in June 2015, the Real Time Repairs program has helped reduce the time to address non-emergency work orders and increase resident satisfaction as minor repairs are performed during apartment inspections. The average time to resolve non-emergency service requests improved by 13 percent to 13.9 days from 16 days.
- The average time to resolve elevator outages rose 6.5 percent to 6.9 hours from 6.5 hours but was still below the target of 10 hours. All other elevator indicators have remained stable from last year. The average time to resolve outages increased primarily due to the Consolidated Edison power distribution reductions in late July.
- The average time to prepare vacant apartments was up slightly by two percent from 36.1 to 36.8 days. Preparation time was impacted due to the higher percentage of apartments requiring Vinyl Asbestos Tile (VAT) abatement which typically lengthens the preparation time. They accounted for 25 percent of prepped apartments this fiscal year compared to 17 percent the previous year. The average turnaround days for vacant apartments was down 27 percent from 66.7 days to 48.5 days. NYCHA worked collaboratively with the Department of Homeless Services (DHS) and HRA to expeditiously house homeless families. Internally, NYCHA prioritized the preparation of vacant apartments to make them ready for rental, which shortened the turnaround time for the re-occupancy of vacant NYCHA units.
- During the first four months of Fiscal 2016, the crime rate increased to 4.8 from 4.4 during the same period in Fiscal 2015. NYCHA continues to strengthen its relationship with the New York Police Department and other law enforcement agencies, develop ways to boost resident engagement, work with residents to secure additional funding for security measures such as CCTV and increase communication about safety issues with residents. From July 1, 2015 to October 31, 2015, NYCHA has used City Council funding to install 805 new CCTV cameras and converted/upgraded an additional 56 existing cameras in 184 buildings as part of the 29 projects that make up the City Fiscal Year 2015 New York City Council portfolio, along with three New York State-funded projects. As part of the Mayor's Action Plan for Community Safety (MAP), NYCHA began construction on exterior lighting at Polo Grounds, Bushwick Houses, and Boulevard Houses - the first of the fifteen MAP sites.
- The percentage of active projects on schedule increased slightly to 30.6 percent from 29.7 percent. The percentage of active projects in construction on schedule also increased, to 57.8 percent in Fiscal 2016 from 55.3 percent in Fiscal 2015. NYCHA continues to monitor on-time performance and works to develop schedule controls, including compliance with the New York City Department of Buildings regulations and permits, and contractors' clearance through VENDEX.
- The number of applicants placed in public housing decreased 32 percent to 1,466 in Fiscal 2016 from 2,157 in Fiscal 2015. During the reporting period, NYCHA experienced fewer move-outs compared to last year which reduced the pool of available apartments.

- The number of applicants placed through Section 8 vouchers was up 241 percent from 147 in Fiscal 2015 to 501 in Fiscal 2016. An increase in voucher funding enabled NYCHA's Section 8 program to begin issuing vouchers again and several new project-based properties were also leased up during the reporting period.
- A new US Department of Housing and Urban Development (HUD) policy no longer requires annual inspections for Section 8 apartments. In March 2015 NYCHA implemented a pilot biennial inspection policy. NYCHA experienced some early scheduling challenges and new reporting structures for tracking delinquent inspections, and the percentage of annual Section 8 inspections completion rate declined to 78 percent in Fiscal 2016 from 92.7 percent in Fiscal 2015. NYCHA has improved the year-to-date inspection completion rate which currently stands at 85 percent.
- The utilization rate for Section 8 vouchers decreased from 89 percent to 87 percent and the number of Section 8 occupied units decreased two percent from 87,841 to 86,402. The two percent reduction in Section 8 voucher utilization is due to various reasons such as the lack of available units in the private rental market and the rising cost of new units. Currently, there are about 1,200 applicants with a Section 8 voucher that are searching for an apartment. However, NYCHA projects the budget utilization to be at 98 percent for 2015 and 99 percent in 2016 due to the new HUD-adopted higher Fair Market Rent (FMR). The percentage of annual recertifications completed increased in Fiscal 2016 to 98 percent compared to 95.6 percent in Fiscal 2015. The completion rate for recertifications improved as a result of increased training and system modifications which helped strengthen controls and streamline work flows.
- Begun in 2003 there are 6,500 units of new mixed-use, mixed-income housing in NYCHA's development pipeline. Of these, approximately 3,000 units are completed and occupied, 1,000 units are under construction, 875 units are being rehabilitated, and the balance is in pre-construction. NYCHA's 10 in 10 Affordable Housing Program will create new senior buildings and multi-family buildings on underused NYCHA property consisting entirely of affordable housing units starting with Ingersoll Houses and Van Dyke Houses in Brooklyn and Mill Brook Houses in the Bronx. NYCHA's NextGen Neighborhoods program is an initiative to generate revenue to reinvest in NextGen Neighborhood development sites and across NYCHA by leveraging a 50-50 split of market-rate and affordable housing units built on NYCHA land. In September 2015, NYCHA launched community and resident engagement at two sites—Wyckoff Gardens in Brooklyn's Boerum Hill neighborhood and Holmes Towers on Manhattan's Upper East Side.
- NYCHA's Emergency Transfer Program (ETP) is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses or child sexual abuse victims. The number of residents approved for the Emergency Transfer Program increased by 17 percent from 314 to 366. The Emergency Transfer Unit experienced a slightly higher volume of emergency transfer requests from July to October 2015 compared to the same period last year. As a result, the number of case approvals also increased. The ETP disposition time declined 13 percent to 48.19 days in Fiscal 2016 from 55.48 days in Fiscal 2015. The Emergency Transfer Unit has been working to streamline and automate its processes. New productivity reports are allowing for greater visibility and improved management of caseloads which resulted in a shorter disposition time.
- The percentage of initial social service tenant contacts conducted within five days of referral increased to 87 percent in Fiscal 2016 from 78 percent in Fiscal 2015. NYCHA's Family Services Department staff was able to increase resident contacts within the five-day mandate due to the diligent work of the Family Services Case Load Task Force. Ongoing monitoring by supervisors enabled staff to handle their assignments in a timely manner.
- The referrals to supportive services rendered to senior residents decreased 41 percent from 34,502 in Fiscal 2015 to 20,496 in Fiscal 2016. Due to a reduction in consultant positions during this reporting period, NYCHA's Family Services Department had fewer consultants working with senior residents. Staff split their time covering multiple sites which resulted in a reduction of hours at senior sites overall, which impacted the total number of units of services rendered.
- Resident job placements improved by 135 percent during the first four months of Fiscal 2016 to 952 compared to 405 during Fiscal 2015. Job placements include the number of residents placed by NYCHA's Department of Resident Economic Empowerment and Sustainability (REES) and through Human Resources (HR). NYCHA's HR continues to partner with REES to recruit and train residents for positions at NYCHA. In the summer of 2015 NYCHA resumed the Management Seasonal Program which was suspended last year. There was also an increase in hiring for frontline Caretaker positions for NYCHA developments. REES hires increased as a result of large scale placements for security contracts at NYCHA during the reporting period. NYCHA has awarded more contracts, particularly towards Sandy Recovery projects.

## SERVICE 1 Operate as an efficient and effective landlord.

### Goal 1a Improve rent collection.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Rent collection (%)	NA	NA	78.0%	97.5%	97.5%	77.0%	79.0%
Rent Delinquency Rate (%)	NA	NA	NA	*	*	NA	28.7%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### Goal 1b Expedite maintenance and repairs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Average time to resolve emergency service requests (hours)	13.6	11.0	14.7	24.0	24.0	9.5	13.8
★ Average time to resolve non-emergency service requests (days)	42.5	27.6	14.0	15.0	15.0	16.0	13.9
★ Average time to resolve heat service requests (hours)	19.8	13.6	19.0	24.0	24.0	10.1	26.9
★ Average time to resolve elevator outages (hours)	5.8	5.7	6.5	10.0	10.0	6.5	6.9
★ Average outage per elevator per month	0.97	1.00	0.99	1.01	1.01	1.08	1.08
★ Elevator service uptime	99.2%	99.1%	99.0%	97.0%	97.0%	98.8%	98.8%
★ Alleged elevator injuries reported to DOB	16.0	9.0	17.0	↓	↓	7.0	7.0
★ Elevator related fatalities	0	0	1	↓	↓	1	0
Management cost per dwelling unit (\$)	\$1,012	\$913	\$893	\$875	\$875	\$877	\$837

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### Goal 1c Optimize apartment usage and ensure rental equity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Average time to prepare vacant apartments (days)	39.6	43.7	38.2	20.0	20.0	36.1	36.8
★ Average turnaround days for vacant apartments	60.3	77.9	58.1	30.0	30.0	66.7	48.5

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### Goal 1d Improve safety and security.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Crime Rate Year To Date	12.4	13.3	12.0	*	*	4.4	4.8
★ Major felony crimes in public housing developments	5,018	5,328	4,858	↓	↓	1,695	1,896

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

### Goal 2a Preserve the public and affordable housing asset.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Active capital projects on schedule (%)	24.3%	32.3%	24.4%	29.1%	29.1%	29.7%	30.6%
★Active capital projects in construction phase on schedule (%)	70.2%	61.0%	54.9%	91.1%	91.1%	55.3%	57.8%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

### Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Apartments vacated	4.5%	4.8%	3.9%	*	*	NA	NA
★Occupancy rate (%)	98.8%	99.4%	99.5%	99.2%	99.2%	99.5%	99.4%
Applicants placed in public housing	4,233	5,988	4,939	*	*	2,157	1,466
Working families residing in public housing (cumulative) (%)	47.8%	47.6%	47.5%	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

### Goal 2c Increase access to affordable housing in privately owned units.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Families on Section 8 waiting list (000)	123	123	121	*	*	123	120
★Utilization rate for Section 8 vouchers (%)	93.9%	91.2%	88.1%	97.0%	97.0%	89.0%	87.0%
★Section 8 Occupied Units (vouchers)	91,892	88,529	86,167	87,000	87,000	87,841	86,402
Annual Section 8 inspections	84.4%	89.8%	88.9%	*	*	92.7%	78.0%
Annual Section 8 recertifications	91.2%	92.9%	96.7%	*	*	95.6%	98.0%
Applicants placed through Section 8 vouchers	933	384	892	*	*	147	501

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

### Goal 2d Develop new mixed-use, mixed-income housing and resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Apartments (000)	179	179	178	*	*	178	178
Number of developments	334	334	328	*	*	328	328
Number of buildings	2,585	2,563	2,553	*	*	2,553	2,551

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 3 Engage residents and connect them to best-in-class social services.

### Goal 3a

Connect all residents to critical services in their communities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Residents approved for the Emergency Transfer Program	937	808	815	*	*	314	366
★Emergency Transfer Program disposition time (days)	54.25	45.91	48.17	45.00	45.00	55.48	48.19
★Initial social service tenant contacts conducted within five days of referral (%)	64%	68%	80%	76%	76%	78%	87%
Referrals to supportive social services rendered to senior residents	96,548	84,987	70,824	*	*	34,502	20,496
Senior centers	37	33	32	*	*	32	15
Utilization of senior centers (%) ages 60+	133.5%	143.0%	145.0%	85.0%	85.0%	149.0%	113.0%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### Goal 3b

Increase employment opportunities among NYCHA residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Resident job placements	1,567	874	1,084	1,593	1,593	405	952
Job training programs - ratio of job placements to program graduates (current period)	91%	73%	69%	*	*	NA	NA
Youth placed in jobs through youth employment programs	607	918	918	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	150,619	154,339	187,871	*	*	49,644	50,405
Letters responded to in 14 days (%)	74.0%	80.3%	79.0%	*	*	81.3%	87.1%
E-mails responded to in 14 days (%)	85.8%	87.1%	88.3%	*	*	86.4%	95.1%
Average wait time to speak with a customer service agent (minutes)	16	19	15	*	*	21	15
CORE facility rating	83	94	93	*	*	NA	NA
Calls answered in 30 seconds (%)	65.0%	68.0%	72.0%	*	*	70.0%	57.0%
Number of agency customers surveyed for overall customer satisfaction	21,354	27,660	33,843	*	*	NA	NA
Customers rating service good or better (%) (As applicable)	66.0%	70.0%	68.2%	71.0%	71.0%	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$3,348.8	\$3,318.4	\$3,154.3	\$3,213.9	\$3,213.9	\$3,379.9	\$1,044.0	\$1,030.2
Revenues (\$000,000)	\$2,932.4	\$3,076.8	\$3,260.8	\$3,115.7	\$3,115.7	\$3,319.9	\$1,045.5	\$1,107.0
Personnel	11,579	11,449	11,399	11,221	11,369	11,265	11,420	11,415
Overtime paid (\$000,000)	\$95.3	\$106.6	\$64.9	\$74.6	\$74.6	\$67.5	\$21.5	\$24.4
Capital commitments (\$000,000)	\$30.6	\$23.4	\$37.4	\$563.0	\$463.2	\$148.7	\$28.0	\$105.6

<sup>1</sup>January 2016 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYCHA's services and goals have been revised to reflect the NextGeneration NYCHA goals from the report released in May 2015. Two indicators on rent collection and rent delinquency have been added to goal 1a.
- Fiscal 2016 targets were revised for the indicators 'Average time to prepare vacant apartments (days)' and 'Average turnaround days for vacant apartments.'
- NYCHA revised the calculation method for the indicator 'Crime Rate Year To Date' and reports on a fiscal year basis. Previously reported data has been revised to reflect the new method.
- Previously reported 4-month Fiscal 2015 data for the indicator 'Resident job placements' has been revised from 403 to 405.
- On June 30, 2015, NYCHA closed the remaining NYCHA-operated community centers. On July 1, 2015, the Department of Youth and Community Development resumed operations at those community center sites. Indicators related to community center attendance and utilization will no longer be reported in this chapter.

## ADDITIONAL RESOURCES

For additional information go to:

- NextGeneration NYCHA plan: <http://www1.nyc.gov/site/nycha/about/nextgen-nycha.page>
- Fact Sheet: <http://www.nyc.gov/html/nycha/html/about/factsheet.shtml>

For more information on the agency, please visit: [www.nyc.gov/nycha](http://www.nyc.gov/nycha).





# LANDMARKS PRESERVATION COMMISSION

Meenakshi Srinivasan, Commissioner/Chair



## WHAT WE DO

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,351 individual landmarks and more than 34,000 properties in 114 historic districts and 23 extensions to existing historic districts. The Commission reviews applications to alter landmark structures, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law.

## FOCUS ON EQUITY

LPC focuses on equitable and inclusive service delivery through its education and outreach efforts in communities across all five boroughs. These efforts include holding community meetings to inform diverse stakeholders—including residents, property owners, business owners, and community boards—about the landmark designation process and its regulatory impact. The Commission is also implementing multi-lingual education campaigns to serve those same audiences. The agency works with applicants from all backgrounds including homeowners, commercial property owners and small businesses, retail tenants, developers, institutions and City agencies to provide technical advice and expedite applications related to improvements and alterations to landmark properties. An agency grant program provides funding to low-income applicants to assist with building repairs. LPC seeks to preserve historic resources that represent a diversity of cultures, historical periods, and neighborhoods to tell the story of the development of New York City.

## OUR SERVICES AND GOALS

### **SERVICE 1 Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.**

- Goal 1a Identify and designate as landmarks, eligible individual buildings, interiors, scenic landmarks and historic districts.
- Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.
- Goal 1c Increase compliance with landmark regulations.
- Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

## HOW WE PERFORMED

- In the first four months of Fiscal 2016, the Commission designated one historic district extension in the Mount Morris section of Manhattan which included 276 buildings, and prioritized the research for another 800 buildings in a district in the Bedford-Stuyvesant section of Brooklyn that was scheduled for a designation vote in December 2015.
- Along with a reorganization of the Commission’s designation schedule and redistribution of its research staff workload towards designating two historic districts, the launch of a large initiative to address the Commission’s backlog of calendared properties contributed to the decrease in the number of individual designations during the Fiscal 2016 four-month period. As a result of this initiative, which included holding four special public hearings and making more than 15,000 pages of research material available online, the Commission expects the number of designations to increase for remainder of Fiscal 2016.
- The number of actions taken on permit applications received at LPC decreased by 27 percent to 4,737 in the first four months of Fiscal 2016, from 6,447 in the comparable period of Fiscal 2015. In the Fiscal 2015 four-month period, the Commission conducted an efficiency initiative to clear its large backlog of inactive permit applications, many of which were then withdrawn or resolved promptly, inflating the total for actions taken during that earlier period.
- Staff reorganization by LPC resulted in improved performance in its processing times for permits and certificates related to construction or modification affecting landmarked structures. The percentage of Expedited Certificates of No Effect issued within two days increased to 98 percent, from 84 percent in the first four months of the previous year. The percentage of Certificates of No Effect issued within ten days rose to 94 percent from 91 percent.

### SERVICE 1 Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Individual landmarks and historic districts designated	20	11	15	20	20	4	1
★ - Total number of buildings designated	1,408	324	2,013	*	*	4	276

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Work permit applications received	11,886	13,235	13,273	*	*	4,797	4,643
★ Actions taken on work permit applications received	11,767	13,176	15,446	*	*	6,447	4,737
Certificates of No Effect issued within 10 days (%)	87%	94%	91%	85%	85%	91%	94%
Expedited Certificates of No Effect issued within two days (%)	100%	97%	90%	100%	100%	84%	98%
Permits for minor work issued within 10 days (%)	83%	91%	92%	*	*	93%	93%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## Goal 1c

Increase compliance with landmark regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Number of complaints received	815	875	772	*	*	285	286
Investigations completed	806	783	755	*	*	259	327
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	1,030	993	1,014	*	*	359	392
Violations admitted to or upheld at the Environmental Control Board (%)	87%	97%	98%	*	*	97%	99%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## Goal 1d

Evaluate potential impacts to archaeological resources in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Archaeology applications received	242	284	308	*	*	106	106
Archaeology applications reviewed within 10 days (%)	96%	98%	97%	85%	85%	97%	99%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Letters responded to in 14 days (%)	88%	94%	85%	*	*	87%	74%
E-mails responded to in 14 days (%)	99%	100%	100%	*	*	100%	99%

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$4.5	\$4.7	\$4.8	\$5.7	\$5.8	\$6.1	\$1.6	\$1.8
Revenues (\$000,000)	\$5.4	\$6.4	\$6.9	\$4.0	\$4.0	\$4.0	\$2.4	\$2.6
Personnel	64	64	71	73	74	74	61	72
Overtime paid (\$000)	\$1	\$0	\$1	\$7	\$7	\$7	\$0	\$0

<sup>1</sup>January 2016 Financial Plan

<sup>2</sup>Expenditures include all funds

"NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

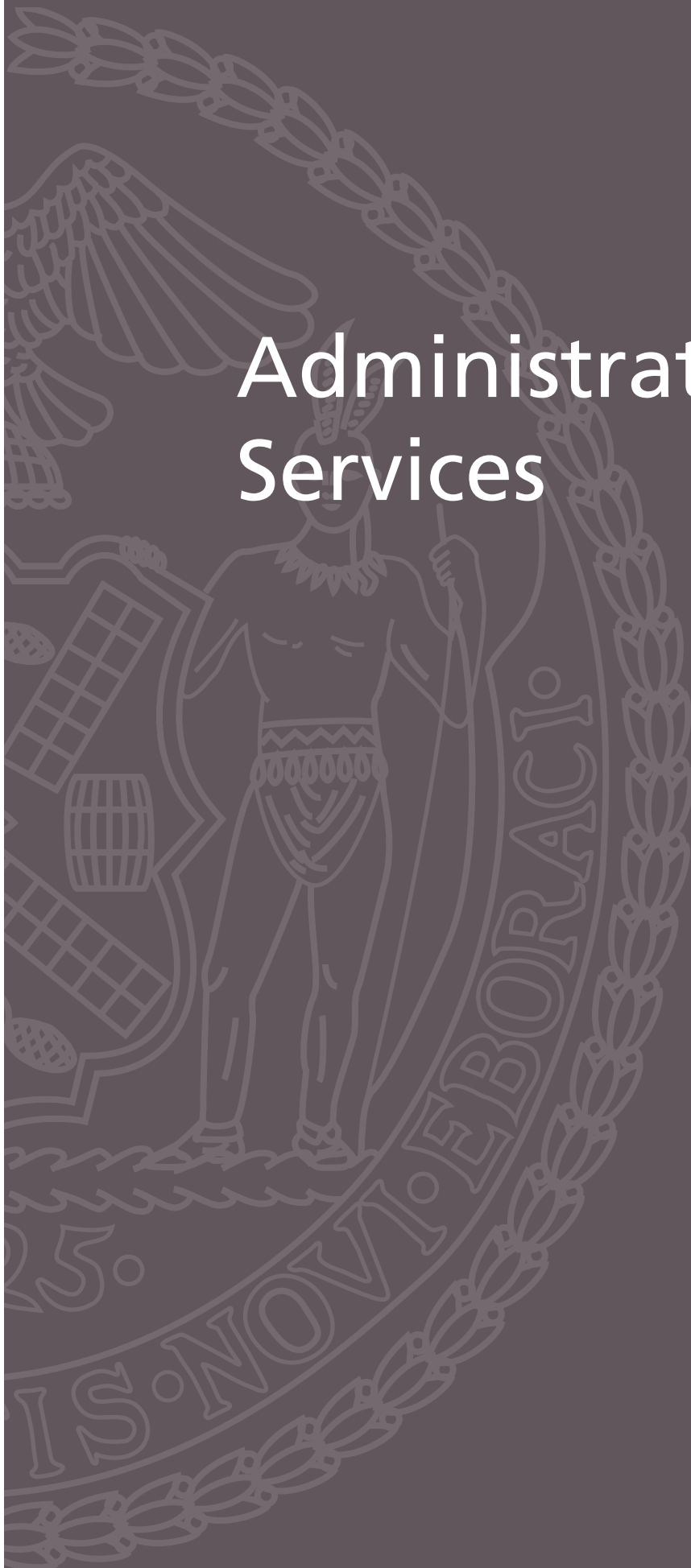
## ADDITIONAL RESOURCES

For additional information, go to:

- Press Releases (information on landmark approvals):  
<http://www.nyc.gov/html/lpc/html/about/newsroom.shtml>

For more information on the agency, please visit: [www.nyc.gov/landmarks](http://www.nyc.gov/landmarks).

# Administrative Services



# Administrative Services



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# DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Lisette Camilo, Commissioner



## WHAT WE DO

The Department of Citywide Administrative Services (DCAS) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public. DCAS supports City agencies' workforce needs in recruiting, hiring and training City employees; establishes and enforces uniform procedures to ensure equal employment opportunity for employees and job candidates; provides overall facilities management, including security, maintenance and construction services for tenants in 55 public buildings; purchases, sells and leases non-residential real property; purchases a wide range of goods and services; inspects and distributes supplies and equipment; disposes of all surplus and obsolete goods; manages City agency fleets and the City's overall compliance with fleet purchasing laws and environmental goals; establishes utility accounts, reviews and pays bills that serve 80 agencies and more than 4,000 buildings; and oversees energy efficiency and renewable energy projects throughout City facilities in support of the City's emission reduction goals.

## FOCUS ON EQUITY

DCAS works to ensure diverse and inclusive hiring, contracting and employment practices to create broader opportunities for individuals and businesses to participate in and lead City government. In the first four months of Fiscal 2016 DCAS trained 2,307 employees in existing and emerging topics: *Everybody Matters*, *Disability Etiquette*, *Understanding Unconscious Bias*, *Structured Interviewing* and *Straight Talk - LGBTQ Community at Work*. To include Minority and Women-Owned Business Enterprises (M/WBE) in all contracting and business opportunities and expand the vendor pool available to City agencies, DCAS created and continues to maintain a database of M/WBE vendors offering goods and services that other City agencies can use to support their operations.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Help City agencies fulfill their workforce needs.**

- Goal 1a Increase the public's access to information about employment opportunities in City government.
- Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.
- Goal 1c Ensure timely administration of civil service exams.
- Goal 1d Provide a wide range of training opportunities.

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### **SERVICE 2 Manage and operate City-owned office buildings.**

- Goal 2a Improve cleanliness and maintenance ratings for DCAS-managed facilities.
- Goal 2b Meet timeliness standards for maintenance service requests and repair work.
- Goal 2c Consolidate and reduce City office space.

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### **SERVICE 3 Manage the City's surplus real and personal property.**

- Goal 3a Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

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### **SERVICE 4 Procure goods and select services for City agencies.**

- Goal 4a Maximize competition in the procurement process.
- Goal 4b Use citywide buying power to achieve best value for goods and services purchased.

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### **SERVICE 5 Manage energy use by City agencies.**

- Goal 5a Assure that energy purchases are cost-effective.
- Goal 5b Reduce the City's energy-related carbon footprint.

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### **SERVICE 6 Manage the City's fleet and fuel resources.**

- Goal 6a Reduce fuel use and emissions.
- Goal 6b Optimize fleet resources to meet agency needs.

## HOW WE PERFORMED

- During the first four months of Fiscal 2016 applications for open competitive civil service exams decreased 82 percent compared to the same period of Fiscal 2015. The decrease in applications is primarily due to the sanitation worker exam in Fiscal 2015, which resulted in over 90,000 applications received.
- Civil service exams continued to be administered on schedule during the first four months of Fiscal 2016. The number of exams offered increased five percent compared to the same period of Fiscal 2015.
- The median time from exam administration to exam results increased 70 percent during the reporting period due, in part, to the workload that resulted from administering the sanitation worker exam.
- During the first four months of Fiscal 2016 DCAS saw a six percent rise in the number of City employees attending training sessions due to an increase in programming, as well as from training offered through the Corruption Prevention Awareness eLearning training module.
- Due to a rent pre-payment of approximately \$4 million that was received in July 2014 (Fiscal 2015) that a tenant elected to pay earlier than scheduled, lease revenue decreased 16 percent during the reporting period.
- DCAS held the first public real estate auction during this administration on October 28, 2015. The high bids for properties offered at this auction totaled \$12,990,000 in potential revenue for the City.
- Revenue generated from the sale of surplus goods decreased 33 percent during the reporting period as fewer high-value goods were available for auction.
- During the first four months of Fiscal 2016 the average number of bidders per bid for DCAS contracts dropped to 2.7, falling below the target for the fiscal year and the four-month average for Fiscal 2015. This drop is attributed to a significant number of procurements for items such as heavy equipment and trucks, genuine repair parts (GRP) contracts and brand-specific purchases required to maintain the City's equipment and vehicles. Generally, brand-specific purchases, which require preapproval by the City's Chief Procurement Officer, must meet specific performance standards identified by the user agency or are required for compatibility with other equipment. An example of a brand-specific purchase includes patient transfer equipment identified by the Fire Department. While competition for brand-specific and GRP items between the manufacturer and their authorized distributor occurs, it is not unusual for a manufacturer to bid directly or for only a single distributor to be present in the region, therefore resulting in a single bid response.
- As DCAS increased other City agencies' ability to buy goods online and directly from vendors' catalogs, the DCAS Central Storehouse has been transitioning its business model to optimize its inventory, focusing on high-volume and essential goods, a leading practice in warehouse management. During the reporting period the Storehouse decreased on-hand stock by 15 percent while growing its overall sales volume.
- Citywide collisions involving City vehicles decreased five percent during the reporting period, even as the citywide fleet grew by four percent.

## SERVICE 1 Help City agencies fulfill their workforce needs.

**Goal 1a** Increase the public's access to information about employment opportunities in City government.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Applications received for open competitive civil service exams	75,825	74,700	184,849	*	*	124,274	21,774

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction



**Goal 1b**

Ensure a competitive and diverse candidate pool for City employment opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ New hires - White (%)	26.0%	23.2%	23.9%	*	*	28.7%	28.7%
★ New hires - Black (%)	38.5%	38.8%	40.8%	*	*	41.2%	38.0%
★ New hires - Hispanic (%)	19.2%	19.4%	19.8%	*	*	20.2%	22.2%
★ New hires - Asian/Pacific Islander (%)	6.2%	6.7%	7.0%	*	*	7.3%	8.6%
★ New hires - Native American (%)	0.4%	0.4%	0.4%	*	*	0.4%	0.4%
New hires - Unspecified (%)	9.7%	11.6%	7.9%	*	*	2.2%	2.1%
★ New hires - Male (%)	55.5%	57.1%	53.6%	*	*	51.3%	57.8%
★ New hires - Female (%)	44.5%	42.8%	46.4%	*	*	48.7%	42.2%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 1c**

Ensure timely administration of civil service exams.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Exams administered on schedule (%)	100%	100%	100%	100%	100%	100%	100%
★ Median time from exam administration to exam results completion (days)	NA	251	209	*	*	183	310

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 1d**

Provide a wide range of training opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Average rating for professional development training sessions (%)	88%	88%	88%	88%	88%	87%	91%
★ City employees attending training sessions	17,085	20,252	25,989	25,000	25,000	7,548	8,053

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**SERVICE 2 Manage and operate City-owned office buildings.**

**Goal 2a**

Improve cleanliness and maintenance ratings for DCAS-managed facilities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Average building cleanliness and condition rating for DCAS-managed office buildings (%)	69%	70%	69%	70%	70%	NA	NA
CORE customer experience rating of facilities (0-100)	90	96	94	89	90	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 2b** Meet timeliness standards for maintenance service requests and repair work.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average time to complete in-house trade shop work orders (days)	8.2	4.3	4.2	7.0	7.0	4.3	3.6
★In-house trade shop work orders completed within 30 days (%)	64%	69%	70%	75%	75%	68%	72%

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

**Goal 2c** Consolidate and reduce City office space.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average square feet of office space per employee	280	262	261	280	280	NA	NA
Vacant desks (%)	15%	13%	14%	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**SERVICE 3 Manage the City's surplus real and personal property.**

**Goal 3a** Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Lease revenue generated (\$000)	\$69,602	\$64,979	\$55,484	\$42,077	\$42,077	\$19,645	\$16,506
★Revenue generated from the sale of surplus goods (\$000)	\$9,765	\$9,559	\$10,515	\$10,193	\$6,893	\$4,913	\$3,269
★ - Revenue generated from auto auctions (\$000)	\$7,785	\$7,617	\$6,254	\$7,992	\$4,692	\$2,366	\$2,931
Real estate auction bids received (\$000)	NA	\$17,500	NA	*	*	NA	\$12,990

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**SERVICE 4 Procure goods and select services for City agencies.**

**Goal 4a** Maximize competition in the procurement process.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average number of bidders per bid	3.0	3.3	3.4	3.4	3.4	3.6	2.7

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 4b**

Use citywide buying power to achieve best value for goods and services purchased.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Value of goods and services purchased (\$000,000)	\$1,118.0	\$1,191.3	\$1,168.6	*	*	\$412.6	\$722.6
- Value of Central Storehouse inventory (\$000)	\$24,500	\$24,000	\$23,370	*	*	\$10,000	\$8,500

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

**SERVICE 5 Manage energy use by City agencies.**

**Goal 5a**

Assure that energy purchases are cost-effective.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Total energy purchased (British Thermal Units) (trillions)	27.5	28.9	29.5	*	*	NA	NA
- Electricity purchased (kilowatt hours) (billions)	4.2	4.3	4.3	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

**Goal 5b**

Reduce the City's energy-related carbon footprint.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Estimated annual avoided energy cost from energy projects (\$000,000)	\$1.84	\$2.19	\$9.92	\$0.40	\$0.39	NA	NA
★ Estimated reduction in greenhouse gas emissions from energy projects (metric tons)	4,115	6,621	24,279	837	857	NA	NA
Energy retrofit/conservation projects completed	27	21	13	*	*	NA	NA
Energy Efficiency Reports (EER) completed	87	70	145	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

**SERVICE 6 Manage the City's fleet and fuel resources.**

**Goal 6a**

Reduce fuel use and emissions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	41%	57%	57%	55%	55%	57%	60%
- Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	41%	56%	66%	60%	60%	59%	71%
Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	94%	99%	98%	95%	95%	NA	NA
- Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	94%	99%	96%	95%	95%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

**Goal 6b** Optimize fleet resources to meet agency needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Fleet in-service rate citywide (%)	91%	90%	90%	90%	90%	90%	91%
- Fleet in-service rate for DCAS-managed fleet (%)	98%	98%	98%	97%	97%	91%	99%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Collisions involving City vehicles citywide	NA	5,886	5,726	*	*	1,739	1,645
- Collisions involving City vehicles in the DCAS-managed fleet	NA	402	449	*	*	153	144
Workplace injuries reported	64	38	57	*	*	12	16
Accidents involving the public in DCAS-managed properties	17	18	18	*	*	7	9
Average cost of training per employee (\$)	\$225	\$215	\$163	*	*	NA	NA
Average cost of cleaning per square foot (\$)	\$2.8	\$2.9	\$2.9	*	*	NA	NA

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Letters responded to in 14 days (%)	77%	54%	50%	*	*	58%	64%
E-mails responded to in 14 days (%)	89%	80%	74%	*	*	80%	73%
Completed requests for interpretation	0	0	0	*	*	NA	NA
Average wait time to speak with a customer service agent (minutes)	1:15	1:09	1:00	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$1,177.6	\$1,201.7	\$1,157.8	\$1,183.2	\$1,238.2	\$1,188.8	\$935.7	\$903.3
Revenues (\$000,000)	\$113.3	\$346.3	\$166.6	\$60.2	\$93.4	\$60.9	\$32.8	\$27.6
Personnel	2,068	2,077	2,105	2,316	2,434	2,415	2,060	2,090
Overtime paid (\$000,000)	\$16.4	\$17.5	\$18.6	\$16.1	\$16.1	\$16.2	\$5.0	\$6.1
Capital commitments (\$000,000)	\$190.0	\$144.0	\$98.8	\$292.3	\$359.7	\$230.1	\$29.6	\$41.6
Work Experience Program (WEP) participants assigned	930	771	705	*	*	*	881	803

<sup>1</sup>January 2016 Financial Plan <sup>2</sup>Expenditures include all funds "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Lisette Camilo was appointed Commissioner of DCAS in January 2016, succeeding Stacey Cumberbatch who was Commissioner during the July through October reporting period.
- As announced in the Fiscal 2015 Mayor's Management Report (MMR), the indicator 'Median time from exam administration to exam results completion (days)' replaces the indicator 'Median time from exam administration to list establishment (days)'. This new indicator measures the median number of days from the administration of a civil service exam to the time when the exam results are sent to candidates and City agencies, measuring a portion of the process that DCAS can impact most. The elapsed time between exam results completion and official list establishment is, in many instances, at the hiring agencies' discretion. Appointments cannot be made until a list has been officially established and certified to hiring agencies.
- DCAS reconciled four-month Fiscal 2015 data for 'City employees attending training sessions' from 7,282 to 7,548, Fiscal 2015 from 25,973 to 25,989, Fiscal 2014 from 20,052 to 20,252 and Fiscal 2013 from 17,057 to 17,085 to reflect updated data.
- DCAS revised Fiscal 2016 targets for 'Revenue generated from the sale of surplus goods' from \$6.893 million to \$10.193 million and '- Revenue generated from auto auctions' from \$4.692 million to \$7.992 million.
- As announced in the Fiscal 2015 MMR, DCAS removed the following indicator from this report: 'Average time to process a purchase order (days)'.
- As a result of contract amendments in negotiation that are aimed at achieving additional large-scale energy conservation projects, the completion dates for some projects that were slated for Fiscal 2016 have been moved to Fiscal 2017. This update in completion dates resulted in the revision of Fiscal 2016 targets for 'Estimated annual avoided energy cost from energy projects' from \$0.67 million to \$0.40 million and 'Estimated reduction in greenhouse gas emissions from energy projects' from 1,247 metric tons to 837 metric tons. Targets for Fiscal 2017 have been set at \$0.39 million for 'Estimated annual avoided energy cost from energy projects' and 857 metric tons for 'Estimated reduction in greenhouse gas emissions from energy projects.'
- DCAS reconciled four-month Fiscal 2015 data for '- Collisions involving City vehicles in the DCAS-managed fleet' due to agencies providing DCAS with updated records on collisions.
- Beginning with the Fiscal 2016 Mayor's Management Report, the agency resources indicator 'Work Experience Program (WEP) participants assigned' will be replaced with 'Work Experience Program (WEP) Enrollment' to better reflect actual program participation.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/dcas](http://www.nyc.gov/dcas).



# DEPARTMENT OF RECORDS & INFORMATION SERVICES

Pauline Toole, Commissioner



## WHAT WE DO

The mission of the Department of Records and Information Services is to foster civic life by preserving and providing access to the historical and contemporary records of New York City government, to ensure that City records are properly maintained following professional archival and record management practices and to make materials available to diverse communities both online and in person at the Municipal Library, Archives and Visitor Center.

Through its website, the Department provides electronic access to nearly one million historical photographs and an expanding number of reports and publications issued by City government agencies. The Archives and Library staff currently respond to more than 76,000 requests annually, and provide the public and City agencies access to approximately 221,000 cubic feet of historically valuable City records and photographs, and a unique collection of more than 365,000 books, official government reports, studies and other publications.

The Municipal Records Management Division develops and enforces the City's record management policies, operates records storage facilities in two locations with a combined capacity of 738,000 cubic feet, and provides records management services to 50 City agencies, ten courts, and the five district attorneys' offices. Records services include scheduling, off-site storage and retrieval, and overall guidance on management of records in all media.

## FOCUS ON EQUITY

The Department of Records and Information Services is expanding access to City government history and including groups and stories largely underrepresented in that history. The Department is moving beyond traditional approaches to accession and cataloging, in addition to making documents available online that provide a more comprehensive history of City government. Using social media, community-based exhibits and multi-lingual communications, the Department is bringing primary source material to new audiences throughout the world, with a special focus on attracting and informing a more diverse demographic.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Provide the public and City agencies with access to public records and publications.**

- Goal 1a Increase the volume and availability of public records and publications.
- Goal 1b Promptly respond to requests for information.

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### **SERVICE 2 Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.**

- Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.
- Goal 2b Promptly transfer eligible agency records to off-site storage.
- Goal 2c Dispose of all records according to their scheduled retention period.

## HOW WE PERFORMED

- The 2.9 million records preserved and digitized in the first four months of Fiscal 2016 was more than one-third less than the 4.6 million items digitized in the first four months of Fiscal 2015. However, the digitization of the Municipal Archives' 9.5 million historical vital records collection that began in Fiscal 2015 is continuing, and the capital project to install new data storage servers is nearing its completion early in the second half of Fiscal 2016. The Department expects that by the end of Fiscal 2016 the annual quantity digitized should approach or reach the amount for Fiscal 2015.
- The quantity of government documents and reports added to the Library website portal decreased 27 percent to 2,019 for the first four months of Fiscal 2016, compared to 2,775 during the same period of Fiscal 2015. During the Fiscal 2015 four-month period, Library staff was undertaking a project to identify and obtain from agencies reports and publications that needed to be available to the public via the Library portal. This resulted in an increase in the volume of reports added to the portal, while the volume of additions to the portal returned to a more routine level in the Fiscal 2016 four-month period.
- During the first four months of Fiscal 2016, the Department's average time to respond to requests for copies of vital records improved to 8.5 days, significantly better than the 23.1 days during the first four months of Fiscal 2015 and below the 12-day annual target for this service. The related percentage of vital record requests responded to within 12 business days also improved to 83 percent in the first four months of Fiscal 2016, from 8 percent in the same period of Fiscal 2015. The improved performance in this area was due largely to the 19 percent decrease in the volume of vital records requests to 15,273 in the first four months of Fiscal 2016, compared to 18,902 during the same period of Fiscal 2015. A planned acquisition of additional vital records beginning in the second half of Fiscal 2016 will likely result in a subsequent increase in the volume of requests for copies.
- The Department had a 25 percent increase, to 21.7 days, in its average response time to requests for copies of historical photographs in the first four months of Fiscal 2016, from 17.3 days in the same period a year earlier. This reflected the 49 percent increase in requests for copies of historical photographs, to 2,196 in the Fiscal 2016 four-month period, from 1,472 in the same period of Fiscal 2015. The impact of this additional volume was also affected by temporary diversion of staff to other duties; the Department expects this response time to stabilize at improved levels over the remainder of the fiscal year.
- The Department's average time to retrieve client agencies' records from the off-site storage facility increased to 1.5 days from request in the first four months of Fiscal 2016, compared to 0.8 days in the same period of Fiscal 2015, but still within its annual target of two days from request. Staff medical problems diminished their capacity to perform this service during this period. The Department has hired temporary replacement staff and expects this and related performance levels to improve over the rest of Fiscal 2016.
- In the first four months of Fiscal 2016, the Department disposed of 921 cubic feet of records from the Municipal Records Center, a decrease of 66 percent compared to the 2,695 cubic feet of such disposals in the same period of Fiscal 2015. In the second half of Fiscal 2016, the Department will launch an initiative to dispose of a backlog of agency records that have exceeded their mandated retention periods. By the end of the year, the quantity disposed will exceed the volume reported during prior periods. The quantity of inactive records transferred into the Municipal Records Center also decreased 68 percent to 1,099 cubic feet in the Fiscal 2016 four-month period, compared to the same period the previous year. The Department expects its focus on disposal will result in continued decreases in inactive records transferred for the rest of Fiscal 2016.



## SERVICE 1 Provide the public and City agencies with access to public records and publications.

**Goal 1a** Increase the volume and availability of public records and publications.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Records preserved and digitized	121,955	101,033	10,651,475	260,000	260,000	4,648,575	2,872,363
Number of library items available	352,000	358,825	363,997	*	*	361,100	365,468
Publications and reports acquired	7,205	7,547	7,113	*	*	2,775	2,019
Records accessioned in Municipal Archives (cubic ft.)	14,834	3,920	2,738	*	*	498	133
Walk-in and program attendees at the Visitor Center	2,063	1,508	1,318	*	*	402	354
Percent of required agency reports submitted to the Municipal Library publications portal	NA	NA	NA	100%	100%	NA	96%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 1b** Promptly respond to requests for information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Vital record requests responded to within 12 business days (%)	69%	49%	17%	60%	60%	8%	83%
★ Average response time to vital record requests (days)	10.4	14.0	21.4	12.0	12.0	23.1	8.5
★ Average response time to historical photo requests (days)	14.1	9.0	17.2	15.0	15.0	17.3	21.7

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 2 Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.

**Goal 2a** Retrieve records promptly from off-site facilities upon record owner's request.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Average response time to agency requests for inactive records (days)	1.2	1.0	0.9	2.0	2.0	0.8	1.5
Requests for stored records processed within 48 hours (%)	92.0%	98.0%	100.0%	*	*	100.0%	87.0%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 2b** Promptly transfer eligible agency records to off-site storage.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Warehouse capacity available for new accessions (%)	7%	4%	5%	*	*	5%	11%
Records transferred into Municipal Records Center (cubic ft. )	47,250	20,509	27,837	*	*	3,440	1,099

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 2c** Dispose of all records according to their scheduled retention period.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Average time between records disposal eligibility and application sent to Law Department (months)	0.6	0.6	0.5	2.0	2.0	0.5	NA
★Average time for Law Department to approve records disposal application (months)	2.4	1.6	0.8	3.0	3.0	1.0	3.8
Records disposed from Municipal Records Center (cubic ft. )	18,097	11,282	15,262	*	*	2,695	921

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕↑ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Letters responded to in 14 days (%)	92%	92%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
CORE facility rating	93	93	91	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$5.5	\$5.6	\$6.3	\$6.5	\$8.3	\$7.4	\$2.5	\$3.1
Revenues (\$000,000)	\$0.7	\$0.9	\$1.2	\$1.0	\$1.1	\$0.8	\$0.4	\$0.3
Personnel	49	51	53	49	60	56	49	53
Overtime paid (\$000)	\$84	\$26	\$23	\$0	\$0	\$0	\$3	\$0

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department has introduced a new indicator, 'Percent of required agency reports submitted to the Municipal Library publications portal', to measure its ongoing performance in achieving agency compliance with Section 1133 of the City Charter. This requires City agencies to post all relevant publications to the Department's website, which has more than 12,000 items currently accessible to the public. The Municipal Library has determined that City agencies published 80 reports in the first four months of Fiscal 2016 required to be made available on the website. Of that total, 77 reports, or 96 percent, were submitted to the portal. The Department has set a goal of 100 percent compliance.

## ADDITIONAL RESOURCES

For more information on the agency, please visit: [www.nyc.gov/records](http://www.nyc.gov/records).

# DEPARTMENT OF FINANCE

Jacques Jiha, Commissioner



## WHAT WE DO

The Department of Finance (DOF) has a broad range of responsibilities including collecting nearly \$35 billion annually in revenue for the City and valuing more than one million properties worth a total of more than \$1 trillion. The Department of Finance also records property-related documents, administers property tax exemption and abatement programs, adjudicates parking tickets, administers the City's network of bank accounts, manages the City's cash flows and administers the City's business and excise taxes.

In addition, DOF provides administrative support to the City's Banking Commission, which recommends interest rates for late payments of property taxes and approves bank and trust companies to hold City funds.

Through the Office of the Sheriff, DOF enforces court mandates, orders, warrants of arrest, property seizures, and conducts investigations of deed fraud, the sale of illegal and untaxed tobacco products, and the sale of synthetic cannabinoids.

Through the Mayor's Office of Pensions and Investments, DOF advises the Administration on the management of the City's five pension systems.

## FOCUS ON EQUITY

The Department of Finance (DOF) administers the City's tax revenue laws fairly, efficiently and transparently to instill public confidence and encourage compliance, while providing exceptional customer service. Following the tenets of this mission statement, the agency has undergone a significant shift toward a more equitable and customer-centric business model, introducing a number of reforms and initiatives intended to ensure that all taxpayers, employees and stakeholders are treated fairly. Among the new services DOF has introduced is the Office of the Taxpayer Advocate (OTA), which officially opened in August 2015. The OTA is already advocating for taxpayers who have been unable to resolve problems through normal DOF channels and is identifying systemic problems that may need legislative or regulatory changes. The newly created Office of Taxpayer Services is responding to technical questions about the City's business taxes and providing guidance on the City's new corporate tax regime.

DOF has enhanced its employee training and development programs to provide increased opportunities for employees and has created the position of Chief Diversity Officer to diversify its workforce and expand business with minority and women-owned businesses. In an effort to become more accessible and transparent, the Department of Finance has reinstated its annual Taxpayer Representative and Practitioner Program (TaxRAPP), a full-day conference that provides a venue for tax practitioners to interact directly with agency staff and hear updates on tax law and administration.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Bill and collect property and other taxes.**

- Goal 1a Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.
- Goal 1b Promptly review applications for Senior Citizen and Disabled Rent Increase Exemption programs.
- Goal 1c Promptly review requests for refunds.
- Goal 1d Increase the percentage of payments made online.

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### **SERVICE 2 Bill, adjudicate, and collect on parking tickets.**

- Goal 2a Increase the proportion of parking tickets that are collected.
- Goal 2b Assure that all respondents are offered convenient options for challenging tickets.

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### **SERVICE 3 Provide public access to data.**

- Goal 3a Increase the percentage of property tax documents that are available online.

## HOW WE PERFORMED

- While initial SCRIE application volume normalized after the unprecedented spike resulting from the July 2014 increase in income eligibility, targeted outreach, process improvements and staff training also contributed to significantly improved processing times for both initial and renewal applications. Processing times for initial and renewal SCRIE applications decreased by more than half, from 14 days to 5.8 days for initial applications and from 11.9 days to 5.2 days for renewals.
- The Department of Finance received and adjudicated fewer parking summonses compared to the same four-month period in Fiscal 2015. The number of parking ticket hearings conducted decreased by 13.9 percent from approximately 386,800 to nearly 333,200, with decreases occurring in all three hearing types. The hiring of additional administrative law judges, in conjunction with the lower demand for hearings, helped to reduce the average turnaround times for decisions. The largest decline, four days, or 44 percent, was seen in hearings by web, followed by a 2.7 day improvement, or 27 percent, for hearings by mail. Average turnaround times for in-person hearings were faster by four minutes. In all cases, average turnaround times were better than their respective targets.
- DOF continued to improve the customer experience through enhancements in its public-facing interactions. The Fiscal 2015 introduction of mobile wallet payments, combined with existing trends, increased customers' overall use of electronic payments from to 68.4 percent (34.6 percent ACH/EFT and 33.8 percent credit card) from 62.1 percent for the same period last year (25.7 percent ACH/EFT and 36.4 percent credit card).
- Due, in part, to a 16 percent decrease in visits, in-person customer wait times at Business Centers decreased nearly 67 percent, to an average of only 4 minutes.

### SERVICE 1 Bill and collect property and other taxes.

**Goal 1a** Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Property taxes billed that are paid (%)	97.5%	98.6%	98.5%	97.0%	97.0%	NA	NA
- Paid on time (%)	94.8%	95.0%	95.3%	*	*	94.4%	94.8%
Average turnaround time for audits (days)	632	677	479	*	*	526	512
Increase in tax liability as a result of audits (%)	13.6%	16.0%	18.3%	*	*	31.5%	29.9%
Originally noticed properties sold in lien sale (%)	20%	21%	16%	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 1b** Promptly review applications for Senior Citizen and Disabled Rent Increase Exemption programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	7,094	8,272	15,713	*	*	8,141	2,991
★ Average time to process initial SCRIE applications (days)	17.3	4.4	7.7	10.0	10.0	14.0	5.8
SCRIE renewal applications received	22,670	21,239	23,321	*	*	8,287	8,665
★ Average time to process renewal SCRIE applications (days)	13.4	9.6	8.9	10.0	10.0	11.9	5.2
Disability Rent Increase Exemption (DRIE) - Initial applications received	NA	NA	NA	*	*	NA	962
Average time to process initial DRIE applications (days)	NA	NA	NA	10.0	10.0	NA	11.0
DRIE renewal applications received	NA	NA	NA	*	*	NA	1,861
Average time to process renewal DRIE applications (days)	NA	NA	NA	10.0	10.0	NA	8.9

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 1c** Promptly review requests for refunds.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Average time to issue a property tax refund (days)	27	37	24	28	28	22	29
★ Average time to issue a business tax refund (days)	30	29	31	32	32	29	20

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 1d** Increase the percentage of payments made online.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Payment method (%) - Electronic (ACH/EFT)	45.9%	32.9%	31.6%	35.0%	35.0%	25.7%	34.6%
- Credit card	20.1%	28.2%	33.4%	*	*	36.4%	33.8%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**SERVICE 2 Bill, adjudicate, and collect on parking tickets.**

**Goal 2a** Increase the proportion of parking tickets that are collected.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Tickets paid before penalty assessed (%)	51.5%	53.1%	55.3%	*	*	52.0%	54.0%
★ Parking tickets issued that are paid within 90 days (%)	63.5%	63.2%	65.8%	65.0%	65.0%	64.5%	65.6%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 2b** Assure that all respondents are offered convenient options for challenging tickets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Parking ticket hearings - Total	901,026	1,104,940	1,041,841	*	*	386,792	333,178
★ Average turnaround time for in-person parking ticket hearings (minutes)	19	25	19	25	25	20	16
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	3.8	7.0	6.5	8.5	8.5	9.0	5.0
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	4.2	10.3	8.3	14.0	14.0	10.0	7.3
Parking ticket appeals reviewed	36,094	41,405	55,036	*	*	22,844	17,445
Parking ticket appeals granted a reversal (%)	9.9%	12.8%	14.0%	*	*	15.0%	13.0%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

## SERVICE 3 Provide public access to data.

### Goal 3a

Increase the percentage of property tax documents that are available online.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Current property tax documents available online (%)	100%	100%	100%	100%	100%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Total revenue collected (\$000,000)	\$30,113	\$32,223	\$34,757	*	*	NA	NA
- Property taxes collected (\$000,000)	\$18,742	\$19,920	\$21,471	*	*	NA	NA
- Business taxes collected (\$000,000)	\$7,407	\$7,490	\$7,910	*	*	NA	NA
- Property transfer taxes collected (\$000,000)	\$1,810	\$2,500	\$2,909	*	*	NA	NA
- Parking summons revenue (\$000,000)	\$509	\$588	\$658	*	*	NA	NA
- Audit and enforcement revenue collected (\$000,000)	\$1,009	\$932	\$1,114	*	*	NA	NA
- Other revenue (\$000,000)	\$636	\$780	\$695	*	*	NA	NA

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
E-mails responded to in 14 days (%)	85%	86%	83%	85%	85%	83%	78%
Letters responded to in 14 days (%)	91%	79%	90%	85%	85%	91%	91%
Completed customer requests for interpretation	3,254	4,353	4,466	*	*	1,498	1,636
Average customer in-person wait time (minutes)	7	17	9	12	12	13	4
CORE customer experience rating (0-100)	86	92	93	90	90	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$222.3	\$240.3	\$251.8	\$266.0	\$272.2	\$270.2	\$112.8	\$128.3
Revenues (\$000,000)	\$652.1	\$743.8	\$803.9	\$705.0	\$712.0	\$730.2	\$281.8	\$273.2
Personnel	1,802	1,870	1,916	2,114	2,180	2,176	1,866	1,930
Overtime paid (\$000)	\$1,240	\$1,545	\$1,709	\$1,356	\$1,356	\$1,356	\$405	\$624

<sup>1</sup>January 2016 Financial Plan

<sup>2</sup>Expenditures include all funds

"NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Beginning with the Fiscal 2016 Preliminary Mayor’s Management Report MMR, the Department of Finance will report performance data on the New York City Disability Rent Increase Exemption (DRIE) program, which freezes the rent of disabled New Yorkers who meet income eligibility and other criteria. The DRIE indicators are in line with those established for SCRIE. Similarly, DOF established performance targets for processing times of initial and renewal DRIE applications of 10 days, mirroring established SCRIE targets.

## ADDITIONAL RESOURCES

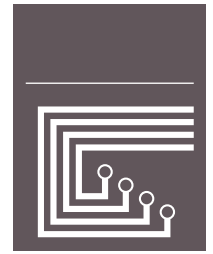
For additional information on items referenced in the narrative, go to:

- NYC Rent Freeze Program:  
[www.nyc.gov/rentfreeze](http://www.nyc.gov/rentfreeze)

For more information on the agency, please visit: [www.nyc.gov/dof](http://www.nyc.gov/dof).







## WHAT WE DO

The Department of Information Technology and Telecommunications (DoITT) is the City's Information Technology (IT) utility, ensuring the sustained, efficient delivery of IT services, infrastructure, and telecommunications services. DoITT establishes the strategic direction for citywide IT operations, security policies and standards; procures citywide IT services; provides project management, application development, quality assurance and support services; maintains NYC.gov and Geographic Information Systems (GIS); operates the City's state-of-the-art data center, the Citywide Radio Network (CRN), the dedicated wireless network (NYCWIn), the wired network (CityNet), the Citywide Service Desk and various telecommunications systems; and administers telecommunications franchise contracts providing fiber, cable television, Wi-Fi hotspots and mobile telecom equipment installed on City property and streets. The agency also manages large interagency technology projects. For example, DoITT manages the Emergency Communications Transformation Program, involving the implementation of required technology for two fully redundant call answering centers in the City's 911 emergency communications system.

## FOCUS ON EQUITY

DoITT works to expand broadband access citywide with a focus on traditionally underserved areas via a range of programs. DoITT will begin implementing the LinkNYC network to provide free, up to gigabit-speed Wi-Fi access for New Yorkers in neighborhoods across the City, and offer free domestic calling, including 911 and 311. Approximately 500 Links or network access points will be implemented across the City in Fiscal 2016. LinkNYC is expected to generate at least \$500 million for the City over its first 12 years, providing additional revenue for more broadband initiatives aimed at bridging the digital divide. In Fiscal 2016 the City announced a \$10 million investment to bring free, high-speed broadband service to over 16,000 New Yorkers living in public housing developments in Queens, Brooklyn and the Bronx. DoITT administers NYC Connected Communities, a program that provides \$3.7 million per year to a range of City partners to increase public access to broadband, computer literacy and job readiness training in low-income communities. DoITT also coordinates Open Data for All, the City's plan to make public data more usable and accessible to all New Yorkers, regardless of technical background. DoITT maintains [nyc.gov](http://nyc.gov), the City's official website, which is easily accessed by desktop computer, smartphone or tablet and is available in approximately 90 languages.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Deliver City IT services including hardware, software and technical support.**

- Goal 1a Provide quality service delivery and performance monitoring for DoITT-managed systems.
- Goal 1b Resolve all citywide service desk requests and incident tickets within targeted levels.
- Goal 1c Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.
- Goal 1d Ensure effective management of the City's telecommunications service.

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### **SERVICE 2 Support sharing and management of citywide data and information.**

- Goal 2a Increase the public's use of City government information through NYC.gov.
- Goal 2b Increase the number of publicly available data sets.

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### **SERVICE 3 Regulate franchised cable services.**

- Goal 3a Ensure customer complaints are resolved in a timely manner.

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### **SERVICE 4 Regulate provisioning of public telecommunication services on City streets.**

- Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

## HOW WE PERFORMED

- During the first four months of Fiscal 2016 DoITT maintained an average uptime of its key systems of 99.93 percent, identical to the first four months of Fiscal 2015. Downtime consisted of minor operational outages spread throughout the period. DoITT continues to actively identify and update servers, especially those that support key systems.
- During the reporting period DoITT heightened its focus on resolving urgent incidents as quickly as possible, reducing the time to resolve by 67 percent. A 111 percent increase in the number of high-priority incidents resolved during the first four months of Fiscal 2016 affected time to resolve high, medium and low incidents. Despite an increase from an overall average of 1.2 to 1.5 days, DoITT continued to exceed its three-day target to resolve all incidents.
- DoITT-led citywide projects completed on time increased eight percentage points during the first four months of Fiscal 2016 compared to the same period of Fiscal 2015. DoITT reviewed common delays within different phases of its project management workflow and adjusted resources to address problem areas. Additionally, the increased use of the Agile methodology, which consists of greater collaboration among key stakeholders and project team members, has improved the number of projects completed on time.
- While the number of telecommunications service incidents received by DoITT decreased by 43 percent, the average time to resolve these incidents increased to 10.2 days. The subset of incidents that were dependent on the vendor to resolve took, on average, almost seven days longer as several notable vendor-operated telecommunications cable failures occurred in early Fiscal 2016. DoITT will continue efforts to migrate City employees to the more resilient Voice over Internet Protocol (VoIP) telecommunications service.
- By the end of the first four months of Fiscal 2016 DoITT had published 1,396 datasets, 85 more than its original Fiscal 2016 target of 1,311. Accordingly, DoITT has increased its Fiscal 2016 target to 1,460 data sets. Notable datasets released during the first four months of Fiscal 2016 include Pre-K for All facility locations and seat availability and Taxi and Limousine Commission medallion (yellow) taxi trips. DoITT continues to work closely with agencies citywide to ensure compliance with the annual NYC Open Data Plan, automating as many datasets as possible.
- DoITT received 20 percent fewer cable television complaints in the first four months of Fiscal 2016 compared to the same period in Fiscal 2015. All of the 385 complaints received during the first four months of Fiscal 2016 were resolved within 30 days. Additionally, the average time to resolve complaints decreased from 13 to 12 days.
- As DoITT moves forward with plans to decommission public pay telephones on City streets and roll out the LinkNYC initiative, the number of pay phones inspected and violations issued continued to decrease. LinkNYC deployment began in December 2015 and approximately 500 Links or network access points will be implemented across the City in Fiscal 2016. The LinkNYC network will provide free Wi-Fi access and offer free domestic calling, including 911 and 311. DoITT plans to introduce a new LinkNYC indicator in future Mayor's Management Reports.

## SERVICE 1 Deliver City IT services including hardware, software and technical support.

**Goal 1a** Provide quality service delivery and performance monitoring for DoITT-managed systems.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Average uptime of key systems (mainframe, UNIX, Wintel) (%)	99.83%	99.72%	99.36%	99.99%	99.99%	99.93%	99.93%
Average utilization of shared City agencies mainframe system (%)	79.6%	79.7%	72.3%	*	*	79.2%	59.1%
Average utilization of mainframe system used by the Department of Education and DoITT (%)	46.5%	49.2%	57.6%	*	*	52.6%	55.9%
Uptime of NYC.gov (%)	99.99%	99.93%	99.99%	99.99%	99.99%	100.00%	100.00%
Uptime of NYCWiN (%)	99.99%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
Uptime of 800 MHz network (%)	99.99%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
Uptime of Citywide Radio Network (%)	99.99%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
800 MHz network transmissions (000)	2,866.0	3,621.7	2,935.7	*	*	869.3	1,071.8

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ shows desired direction

**Goal 1b** Resolve all citywide service desk requests and incident tickets within targeted levels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Service incidents	219,685	188,745	197,166	*	*	71,276	75,237
★ Average time to resolve all service incidents (days)	1.8	1.2	1.3	3.0	3.0	1.2	1.5
Average time to resolve service incidents - Urgent (days)	0.8	0.7	0.7	0.1	0.1	0.9	0.3
Average time to resolve service incidents - High (days)	1.4	0.5	0.4	0.2	0.2	0.3	0.7
Average time to resolve service incidents - Medium (days)	1.4	1.0	1.0	3.0	3.0	0.9	1.2
Average time to resolve service incidents - Low (days)	1.9	1.5	1.8	6.0	6.0	1.5	2.2

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 1c** Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Projects on schedule (%)	75%	85%	87%	75%	75%	91%	87%
★ Projects completed on time (%)	NA	NA	75%	↑	↑	68%	76%
Active projects	NA	NA	34	*	*	NA	33

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 1d** Ensure effective management of the City's telecommunications service.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Service incidents - Telecommunications repair	5,634	3,909	2,628	*	*	1,244	703
Average time to resolve telecommunications incidents (days)	10.2	4.6	4.6	*	*	4.7	10.2
★ Uptime of telecommunications network (Voice over Internet Protocol) (%)	99.97%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**SERVICE 2** Support sharing and management of citywide data and information.

**Goal 2a** Increase the public's use of City government information through NYC.gov.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
NYC.gov page views (000)	386,668	789,791	1,048,341	635,710	635,710	467,718	NA
★ NYC.gov web page views (000)	NA	NA	NA	↑	↑	NA	91,060.9
NYC.gov unique visitors (average monthly) (000)	3,774	3,778	3,772	*	*	3,868	3,988

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↕ ↑ shows desired direction

**Goal 2b** Increase the number of publicly available data sets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Data sets available for download on NYC.gov/OpenData	1,139	1,273	1,369	1,460	1,506	1,276	1,396

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### SERVICE 3 Regulate franchised cable services.

**Goal 3a** Ensure customer complaints are resolved in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Cable complaints resolved within 30 days (%)	99.3%	99.4%	99.8%	98.0%	98.0%	99.7%	100.0%
Average time to resolve all cable complaints (days)	13	14	13	*	*	13	12

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

### SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

**Goal 4a** Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Inspected phones deemed operable (%)	61%	65%	63%	75%	75%	49%	62%
Inspected phones passing scorecard appearance standards (%)	98%	97%	98%	95%	95%	99%	99%
Pay phone inspections conducted	9,286	9,491	10,571	*	*	4,119	3,415
Violations admitted to or upheld at the Environmental Control Board (%)	69%	69%	72%	*	*	69%	59%

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Citywide IT professional services contracts in use by agencies (%)	46%	57%	37%	*	*	NA	NA
Agencies' task orders using citywide IT professional services contracts	810	1,071	747	*	*	200	185

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

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Letters responded to in 14 days (%)	97%	99%	91%	*	*	86%	100%
E-mails responded to in 14 days (%)	96%	97%	95%	*	*	95%	100%

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Response to 311 Service Requests (SRs)							
Percent meeting time to close – cable complaint - service (15 days)	96	97	96	*	*	97	95
Percent meeting time to close – cable complaint - billing (30 days)	99	100	100	*	*	99	100
Percent meeting time to close – cable complaint - miscellaneous (30 days)	99	100	100	*	*	100	100
Percent meeting time to close – public payphone complaint - lost coin (44 days)	64	97	90	*	*	86	100
Percent meeting time to close – public payphone complaint - damaged telephone (30 days)	44	77	74	*	*	82	75

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

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$431.6	\$467.5	\$491.7	\$553.1	\$684.6	\$589.9	\$253.6	\$260.6
Revenues (\$000,000)	\$162.4	\$168.2	\$174.1	\$165.6	\$165.7	\$168.6	\$56.3	\$46.7
Personnel	1,130	1,163	1,257	1,670	1,761	1,751	1,161	1,283
Overtime paid (\$000)	\$998	\$777	\$867	\$517	\$517	\$517	\$171	\$318
<sup>1</sup> January 2016 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

# NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As announced in the Fiscal 2015 Mayor’s Management Report the Department removed the three ‘service catalog’ indicators from this report.
- DoITT replaced ‘NYC.gov page views (000)’ with ‘NYC.gov web page views (000).’ The former indicator does not provide the best measure of incoming web traffic, as the metric counted the number of document pages viewed including PDF, Word, Excel and others, in addition to counting web pages. In its place, the new indicator measures only the number of web page views that the City’s website receives.
- The Department adjusted the Fiscal 2016 and Fiscal 2017 targets for ‘Data sets available for download on NYC.gov/ OpenData.’

## ADDITIONAL RESOURCES

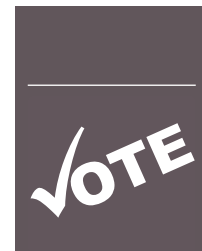
For additional information go to:

- NYC.gov:  
<http://www.nyc.gov/>
- Open Data portal:  
<https://nycopendata.socrata.com/>

For more information on the agency, please visit: [www.nyc.gov/doitt](http://www.nyc.gov/doitt).

# BOARD OF ELECTIONS

Michael J. Ryan, Executive Director



## WHAT WE DO

The Board of Elections of the City of New York (the Board) is an administrative body of ten commissioners, two from each borough upon recommendation by both political parties and then appointed by the City Council for a term of four years. The commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State election law for the following:

Voter registration, outreach and processing; maintenance and updating of voter records; processing and verification of candidate petitions/documents; campaign finance disclosures of candidates and campaign committees; recruiting, training and assigning the various election day officers to conduct elections; operation of poll site locations; maintenance, repair, setup and deployment of the Election Day operation equipment; ensuring each voter their right to vote at the polls or by absentee ballot; canvassing and certification of the vote; voter education, notification and dissemination of election information; and preparation of maps of various political subdivisions.

## FOCUS ON EQUITY

The Board of Elections in the City of New York is an administrative body established by the New York State Constitution comprised of ten commissioners (two per borough, a Republican and a Democrat). The Board's mission is to provide independent access to the voter franchise to all eligible voters in the City of New York. The Board is committed to providing meaningful access to over 1,200 poll sites throughout the city. The Board works closely with all interested stakeholders, including various executive and legislative bodies, as well as advocacy groups. The Board works diligently to ensure that all poll locations are compliant with the requirements of the Americans with Disabilities act and federal limited English proficiency standards to ensure that all eligible voters receive the materials and assistance required to independently participate in the voting process.

## HOW WE PERFORMED

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Voter turnout - general election (000)	2,467	1,102	1,042	*	*	NA	NA
Voter Registration forms processed	345,834	254,404	145,809	*	*	NA	NA
Total registered voters (000)	4,640	4,610	4,568	*	*	NA	NA
Total active voters (000)	4,225	4,276	4,160	*	*	NA	NA
Eligible voters registered (%)	NA	NA	NA	*	*	NA	NA
Poll worker attendance on Election Day (%)	95.6%	87.5%	84.8%	*	*	NA	NA
Voter complaints regarding poll workers	434	422	446	*	*	NA	NA
Voter complaints regarding poll workers - service	146	253	213	*	*	NA	NA
Voter complaints regarding poll workers - procedure	288	169	233	*	*	NA	NA
Voting equipment replacement rate - ballot scanners (%)	3.2%	0.4%	0.4%	*	*	NA	NA
Voting equipment replacement rate - ballot marking devices (%)	5.6%	0.9%	2.3%	*	*	NA	NA
Election results reporting timeliness (hours)	NA	NA	NA	*	*	NA	NA
Precision of unofficial election results (%)	1.0%	1.8%	2.1%	*	*	NA	NA
Interpreters deployed on election day	1,917	1,908	2,051	*	*	NA	NA
Interpreters deployed on election day - Bronx	156	138	148	*	*	NA	NA
Interpreters deployed on election day - Brooklyn	511	530	539	*	*	NA	NA
Interpreters deployed on election day - Queens	836	832	924	*	*	NA	NA
Interpreters deployed on election day - Manhattan	374	366	394	*	*	NA	NA
Interpreters deployed on election day - Staten Island	40	42	46	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report \* No Target ↓↑ shows desired direction

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 <sup>1</sup>	FY17 <sup>1</sup>	FY15	FY16
Expenditures (\$000,000) <sup>2</sup>	\$107.5	\$116.2	\$106.8	\$140.3	\$142.4	\$88.4	\$42.5	\$36.2
Revenues (\$000)	\$67	\$74	\$41	\$116	\$116	\$116	\$19	\$16
Personnel	669	624	638	1,555	1,555	1,037	779	641
Overtime paid (\$000,000)	\$4.9	\$6.5	\$4.9	\$2.3	\$2.3	\$2.3	\$2.4	\$1.9

<sup>1</sup>January 2016 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Total active voters (000)' was added to this report. Previously reported Fiscal 2013 data for the indicator 'Total registered voters (000)' was corrected.

## ADDITIONAL RESOURCES

For additional information go to:

- Annual reports:  
<http://vote.nyc.ny.us/html/forms/reports.shtml>

For more information on the agency, please visit: [www.vote.nyc.ny.us](http://www.vote.nyc.ny.us).





# Appendix



# USER'S GUIDE

**WHAT WE DO** – A summary of agency activities, facilities and resources.

**FOCUS ON EQUITY** – Articulates how each agency works to promote fair delivery and quality of services among and across groups of people and places, supporting the goals of equity, equality and opportunity for all New York City residents.

**OUR SERVICES AND GOALS** – The agency's major areas of responsibility for delivering services to New Yorkers and the steps it takes to provide those services.

**HOW WE PERFORMED** – Highlights describing how the agency has performed in delivering its services for the first four months of the fiscal year.

**PERFORMANCE INDICATORS** – Measures of agency performance, organized by goal, including three full years of data and the first four months of the prior and current fiscal years.

**CRITICAL INDICATOR ICON** – A star (★) designates indicators that are considered critical to agency performance. These are the indicators that appear on the Citywide Performance Reporting website.

**TARGET** – Desired levels of performance for the current fiscal year and the next fiscal year. Targets can be numeric or directional. Numeric targets can set an expected level of performance, a maximum level not to be exceeded, or a minimum level to be met. Directional targets are represented by up or down arrows. An asterisk means no numeric or directional target was set.

**AGENCY-WIDE MANAGEMENT** – Indicators that apply to broad aspects of management within an agency rather than a single goal.

**AGENCY CUSTOMER SERVICE** – Statistics on how well an agency provides services to its customers via phone, e-mail, letters, and walk-in centers. For 12 agencies that handle 311 Customer Service Center service requests, a table shows performance for five key service request types.

**AGENCY RESOURCES** – Overview of the financial and workforce resources used by an agency over the past three fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

**NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS** – Describes changes to an agency's data.

**ADDITIONAL RESOURCES** – Provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

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\*Non-Mayoral Agencies

This report was produced by the Mayor's Office of Operations' Performance Management Team in collaboration with the City agencies presented within.

#### CONTRIBUTORS

Shariful Bhuiya  
Tina Chiu  
Elvita Dominique  
Henry Hecht  
Guenevere Knowles  
René Mercado  
Stephen Narloch  
Norma Ponce  
Dan Steinberg  
Marlon Willie

Cover Design: Toby Allan



**NYC**<sup>TM</sup>

[www.nyc.gov/mmr](http://www.nyc.gov/mmr)