



MAYOR'S MANAGEMENT REPORT

September 2013
City of New York

Cover: Rendering of the Proposed Newtown Creek Local Storm Surge Barrier, Brooklyn/Queens Waterfront

Rendering Courtesy of the Special Initiative for Rebuilding and Resiliency; Beyer Blinder Belle LLP; Cooper, Robertson & Partners; WXY Studio; Piranha; design team.

Newtown Creek was the source of extensive flooding during Hurricane Sandy, carrying storm surge miles inland. In *A Stronger, More Resilient New York*, Mayor Michael R. Bloomberg's comprehensive plan to strengthen our city's infrastructure and protect our communities against severe weather, the Mayor outlined new measures to make Newtown Creek more resilient in the years ahead. The City, through the Office of Long-Term Planning and Sustainability (OLTPS), will partner with the US Army Corps of Engineers to develop and construct a storm surge barrier and associated levees at the mouth of Newtown Creek. In the event of another storm, such a barrier will help protect the inland areas and neighboring communities. As Newtown Creek is a Superfund site, OLTPS will work with the Environmental Protection Agency and other partners to ensure the initiative's long-term success. The entire project is expected to be completed by 2020. For more information, please visit nyc.gov or call 311.



MAYOR'S MANAGEMENT REPORT FISCAL 2013

City of New York

Michael R. Bloomberg, Mayor

Caswell Holloway

Deputy Mayor for Operations

Elizabeth Weinstein

Director, Mayor's Office of Operations

September 2013



TABLE OF CONTENTS

Introduction	i
How is New York City Government Doing?	v
Agencies Working Together:	
Hurricane Sandy Recovery	xix
Building a Stronger, More Resilient New York	xxi
Implementing PlaNYC	xxiii
Young Men's Initiative	xxv
Breaking the Cycle of Poverty	xxvii
Age-Friendly NYC	xxix
 PUBLIC SAFETY AND LEGAL AFFAIRS	
New York City Police Department.....	3
Fire Department.....	9
Office of Emergency Management	15
Department of Correction	19
Department of Probation.....	25
Civilian Complaint Review Board.....	29
Law Department	33
Department of Investigation.....	37
City Commission on Human Rights	41
Office of Administrative Trials and Hearings	45
Business Integrity Commission.....	49
 QUALITY OF LIFE	
Department of Sanitation	55
Department of Parks & Recreation	61
Department of Cultural Affairs.....	67
Landmarks Preservation Commission	71

HEALTH AND HUMAN SERVICES

Department of Health and Mental Hygiene.....	77
Office of Chief Medical Examiner	85
Health and Hospitals Corporation.....	89
Human Resources Administration	93
Administration for Children’s Services	101
Department of Homeless Services	109
Department for the Aging.....	115

EDUCATION

Department of Education	121
School Construction Authority.....	129
Department of Youth and Community Development.....	133

INFRASTRUCTURE AND SUSTAINABILITY

Department of Environmental Protection.....	141
Department of Transportation	149
Department of Housing Preservation and Development	157
Department of Buildings	163
New York City Housing Authority	169
Department of City Planning	175
Department of Design and Construction.....	179

ECONOMY

New York City Economic Development Corporation.....	185
Department of Small Business Services.....	189
Department of Consumer Affairs.....	195

ADMINISTRATIVE SERVICES

Department of Citywide Administrative Services	203
Department of Records and Information Services.....	211
Department of Finance	215
Department of Information Technology and Telecommunications	219
311 Customer Service Center.....	225
Taxi and Limousine Commission	227

NON-MAYORAL AGENCIES

Public Libraries	235
City University of New York.....	239
Board of Elections.....	241

MMR User’s Guide.....	243
------------------------------	------------



INTRODUCTION

MAYOR'S MANAGEMENT REPORT (MMR)

As mandated by Section 12 of the New York City Charter, the Mayor reports to the public and the City Council twice yearly on the performance of municipal agencies in delivering services. This annual Mayor's Management Report (MMR) covers the twelve-month fiscal year period, from July through June. The Preliminary Mayor's Management Report (PMMR) covers performance for the first four months of the fiscal year, from July through October. The Charter provisions governing the submission of the MMR can be viewed on the Mayor's Office of Operations' website at NYC.gov. The MMR and the PMMR cover the operations of City agencies that report directly to the Mayor. Additionally three non-Mayoral agencies are included at the rear of the report. A total of 44 agencies and organizations are included. Activities that have direct impact on New Yorkers - including the provision of support services to other agencies - are the focus of the report.

The report is organized by agency around a set of services, listed at the beginning of each agency chapter. Within service areas, goals articulate the agencies aspirations. The services and goals were developed through collaboration between the Mayor's 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 -

1. In the MMR the most recent five full fiscal years of data are presented. 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.
2. A star designation (★) showing which indicators are deemed critical.
3. Numeric targets for the current and subsequent year, if appropriate, allow for the comparison of actual performance against these projected levels of service. Targets are initially set in the PMMR based on the City's preliminary budget and are later updated in the MMR, if necessary, based on the adopted budget or revised performance expectations.
4. The newly added Desired Direction column shows whether the indicator is meant to go up or down or if it is neutral, meaning the indicator is listed for information purposes but does not measure performance.
5. A 5-year trend assessment in the MMR showing whether the indicator is trending up, downward or is neutral, meaning no trend exists. This assessment is based on a computer-generated trend line. For more information, see the User's Guide in the back of this report.

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

Each agency chapter also contains information regarding direct customer service including timeliness in responding to service requests made through the City's 311 Customer Service Center and in its contacts with citizens.

Finally, each agency chapter includes a "Noteworthy Changes, Additions or Deletions" section where important changes are noted including updates and corrections to information presented in earlier PMMR/MMRs.

The MMR also contains two sections which were at the beginning of the MMR added in Fiscal 2012: 1) “How Is New York City Government Doing?” which assesses longer term trends for indicators of high interest to New Yorkers and 2) “Agencies Working Together” which highlights City initiatives harnessing the energies of many different agencies to tackle problems that do not reside within the province of a particular agency.

A User’s Guide, found at the end of this report, describes each component of the PMMR and MMR.

The MMR is now available in a web version as well as in the form of a book. The web version contains significantly more indicators, known as Tier 2, that supplement the measures contained in the book version. The web version can be viewed at www.nyc.gov/mmr.

Since publication of the Fiscal 2012 MMR, nine additional improvements were made:

1. Performance narratives now focus on goal attainment;
2. Agency must comment on customer service statistics;
3. A new performance section in the data tables shows desired direction and the five year trend side-by-side;
4. Three new chapters in Agencies Working Together focus on the City’s sustainability plan, the City’s response to Hurricane Sandy and the City’s more comprehensive approach to supporting its seniors;
5. Indicators regarding violations (written and tribunal results); business customer service; vehicle and worker accidents and fleet were added; and
6. New agency-by-agency comparative tables show paid absences and violations;
7. Customer service indicators were distilled to four core measures: calls answered in 30 seconds (%); e-mails responded to in 14 days (%); letters responded to in 14 days (%); and, where applicable, average customer wait time;
8. Links to specific agency websites containing performance information are included.

Three additional types of MMR related information are available through the www.nyc.gov/mmr website:

1. Definitions of each agency performance measure including the data source;
2. Additional tables showing information of interest across agencies including workforce absence rates, violations written, violations resolved, fleet vehicle usage, inquiries to the 311 Customer Service Center and budgetary units of appropriation; and
3. Archived copies of both MMRs and PMMRs back to Fiscal 1997.

ADDITIONAL CITY GOVERNMENT PERFORMANCE DATA

[Agency Performance Reporting](#) – Citywide Performance Reporting (CPR) is an interactive dashboard including data on critical indicators from the same City agencies and covered organizations that are represented in the MMR but updated more frequently. This website also provides opportunities to map many MMR indicators at the community level, disaggregated by local service district (community board, police precinct, or school district) by clicking on “Performance Mapping Report.”

[Quality-of-Life Street Conditions](#) – Since October 2007, inspectors of the Mayor’s Street Condition Observation Unit (SCOUT) have surveyed all City streets on regular basis to record quality-of-life conditions on streets and sidewalks. The NYC*SCOUT web application provides street maps down to the neighborhood level showing the location of conditions identified by SCOUT such as potholes and catch basin defects, and allows users to track the progress of repairs for specific problem conditions.

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

[311 Service Requests](#) - Review selected 311 service requests, including the time to respond to each request by borough, community board, City Council District, and zip code.

[NYC Open Data](#) – Provides performance statistics with detail beyond that included in CPR Agency Performance Reporting and the MMR. This catalog supplies access to a repository of government-produced, machine-readable data sets from numerous City agencies and organizations.

[NYC Service Performance Tracker](#) – With this tool users can track the performance of major volunteer and civic engagement initiatives managed by NYC Service, launched in spring 2009 to facilitate New York City’s capacity to inaugurate a new era of service.



HOW IS NEW YORK CITY GOVERNMENT DOING?

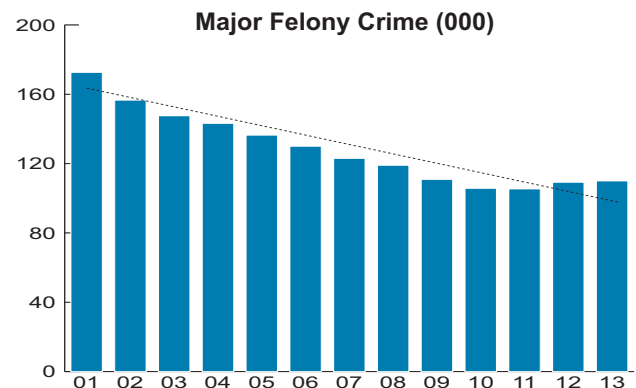
KEY INDICATOR TRENDS DURING THE BLOOMBERG ADMINISTRATION

The Mayor's Management Report provides detailed information to the public on more than 1,400 indicators. This section of the report offers a snapshot of trends occurring during the Bloomberg Administration for issues of high interest to New York City residents. Fiscal 2001, covering July 2000 – June 2001 and the last full year of the Giuliani Administration, is used, whenever possible, as the starting point for comparison.

PUBLIC SAFETY AND LEGAL AFFAIRS

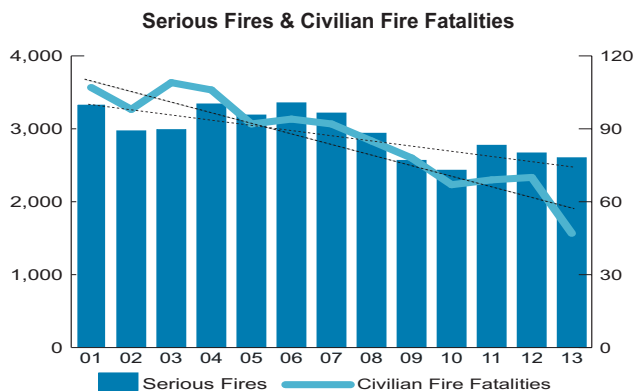
Major Crime

In the short-term major felony crime rose 0.7 percent in Fiscal 2013 from 109,299 in Fiscal 2012 to 110,099 in Fiscal 2013 and four percent comparing Fiscal 2011 to Fiscal 2012. However, the number of major felony crimes decreased by approximately 36 percent compared to Fiscal 2001 while murder decreased 42 percent. Forcible rape, felonious assault, felony crimes in housing developments and felony crimes in the transit system are trending upward over the mid-term. For more information see page 3.



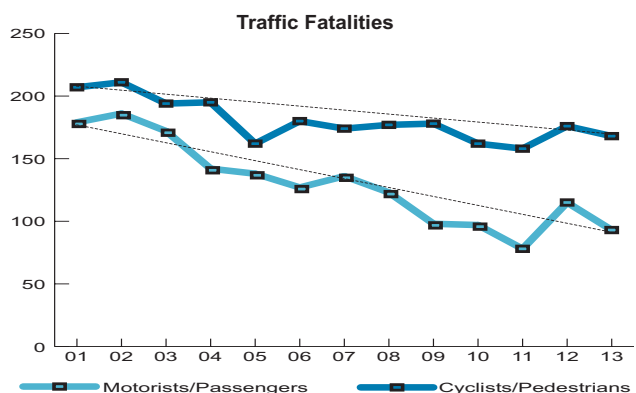
Fire Fatalities

Civilian fire fatalities fell dramatically in Fiscal 2013 from 70 in Fiscal 2012 to 47 in Fiscal 2013, a 33 percent drop. Fire fatalities have fallen steadily during the Administration. In Fiscal 2001, 107 people perished in New York City fires compared to 47 in Fiscal 2013, a 56 percent reduction. The number of serious fires has also decreased significantly over the past 12 years from 3,337 in Fiscal 2001 to 2,603 in Fiscal 2013, a 22 percent reduction. For more information, see page 9. (N.B. These data do not include lives lost in the attack on the World Trade Center in September 2001.)



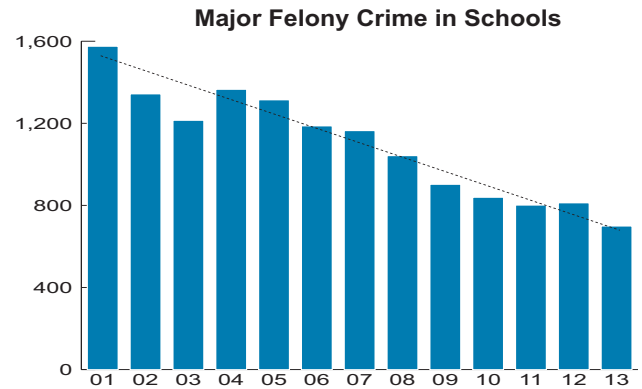
Traffic Fatalities

Traffic fatalities for both motorists/passengers and bicyclists/pedestrians fell in Fiscal 2013, 19 percent and five percent respectively. Despite significant increases in Fiscal 2012, motorist/passenger fatalities were 48 percent lower in Fiscal 2013 compared to Fiscal 2001, while bicyclist/pedestrian fatalities were 19 percent lower over the same period. For more information, see pages 3 and 149.



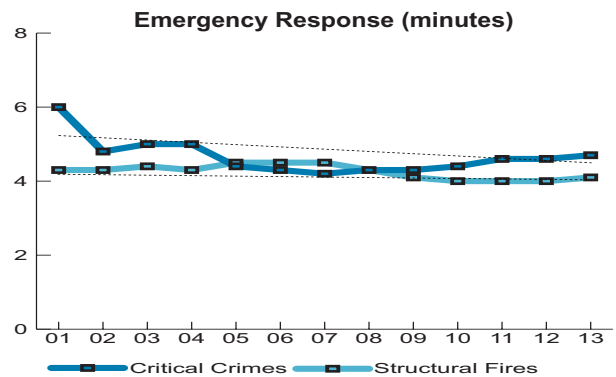
Crime in Schools

Major felony crime in the City's public schools fell 14 percent in Fiscal 2013, continuing a downward trend established early in the Administration. Since Fiscal 2001, major felony crime in schools has fallen by 56 percent with the only significant increase occurring in Fiscal 2004. Other school safety crimes are down 20 percent in Fiscal 2013 compared to Fiscal 2012 and 47 percent over the past 12 years. For more information, see pages 3 and 121.



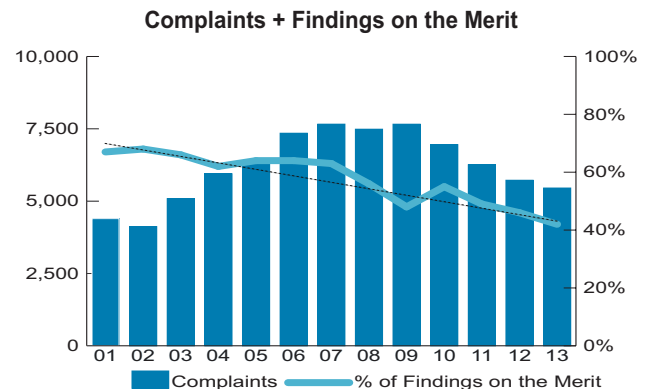
Emergency Response

Fire Department average response time to structural fires increased by six seconds between Fiscal 2012 and 2013 and, despite falling 24 seconds over the mid-term, is 12 seconds slower than the Fiscal 2001 level. Police response to the most serious crimes in progress, called critical, also increased by six seconds, on average, compared to Fiscal 2012 and has increased by 24 seconds compared to Fiscal 2008, but, over the long-term, critical crime response time was one minute and 18 seconds faster in Fiscal 2013 than in Fiscal 2001. In Fiscal 2013 new "end-to-end" response time metrics were introduced that include call segments now available due to technological enhancements. For more information, see pages 3 and 9.



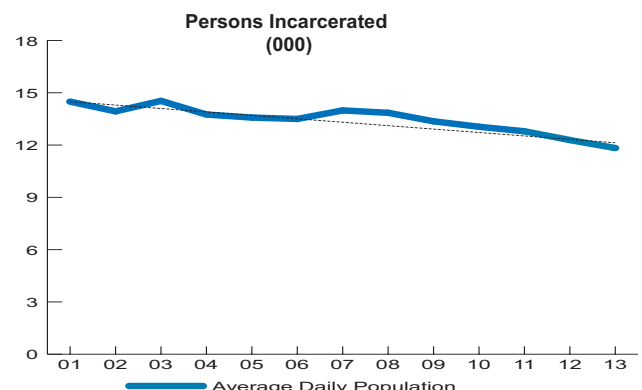
Complaints of Police Misconduct

Complaints of police misconduct made to the Civilian Complaint Review Board fell nearly five percent in Fiscal 2013. After peaking in Fiscal 2009, complaints against police have fallen by 29 percent since then. However, over the long-term, complaints were 24 percent higher in Fiscal 2013 than in Fiscal 2001. The percent of allegations with findings on the merits has fallen fairly steadily throughout the Administration, from 67 percent in Fiscal 2001 to 42 percent in Fiscal 2013, a 25 percentage point reduction. For more information, see page 29.



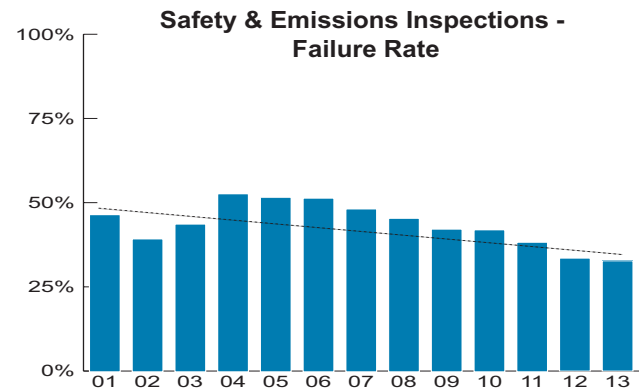
Incarceration

The average number of persons incarcerated on any given day fell from 12,287 inmates in Fiscal 2012 to 11,827 in Fiscal 2013, nearly a four percent reduction. With two exceptions, Fiscal 2003 and Fiscal 2007, the average daily population (ADP) of inmates in City jails has fallen approximately 2.8 percent per year on average. Over the long-term, the ADP is down 18 percent from the Fiscal 2001 level of 14,490. For more information, see page 19.



Taxi Safety

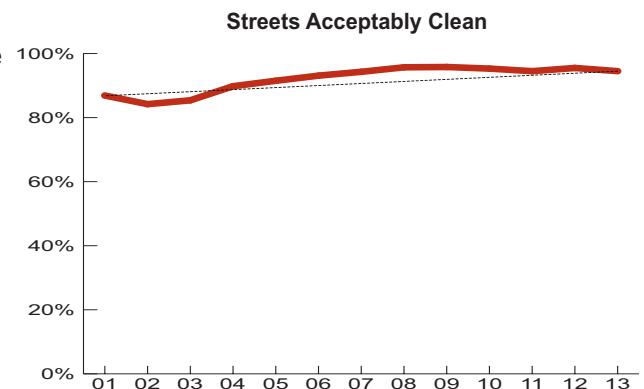
The steady decline in the percent of medallion taxis failing initial safety and emissions tests slowed in Fiscal 2013 after falling by almost five percentage points in the prior fiscal year. At 33 percent, the Fiscal 2013 failure rate is the lowest in the past 12 years declining from a high of 53 percent in Fiscal 2004. For more information, see page 227.



QUALITY OF LIFE

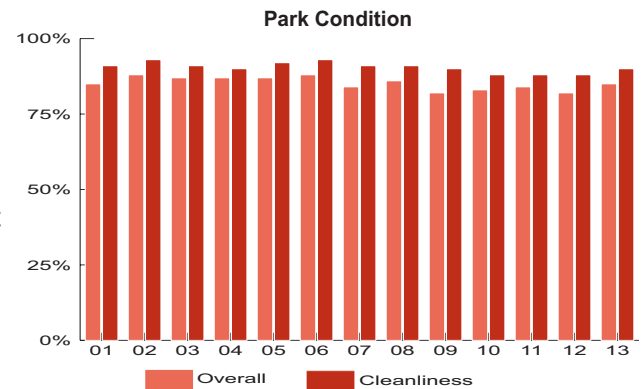
Street Cleanliness

The percent of streets rated acceptably clean fell by one percentage point to 94.5 percent in Fiscal 2013 based on monthly assessments of 6,000 randomly chosen blocks. The percent of acceptably clean streets has risen approximately eight percentage points compared to Fiscal 2001 with all of the gains occurring before Fiscal 2009. For more information, see page 55.



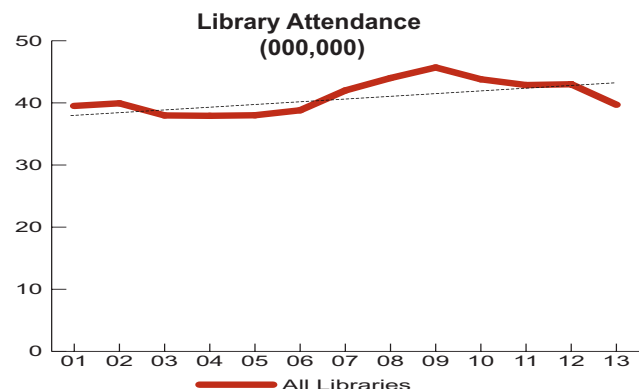
Park Condition

Through an internal rating program, the Department of Parks and Recreation assesses the overall condition and cleanliness of all city parks. Both overall condition and cleanliness improved in Fiscal 2013 compared to Fiscal 2012 breaking out of what appeared to be a slow, steady decline. At 90 percent the Fiscal 2013 park cleanliness rating was just one percentage point short of the highest level recorded in the past 12 years. For more information, see page 61.



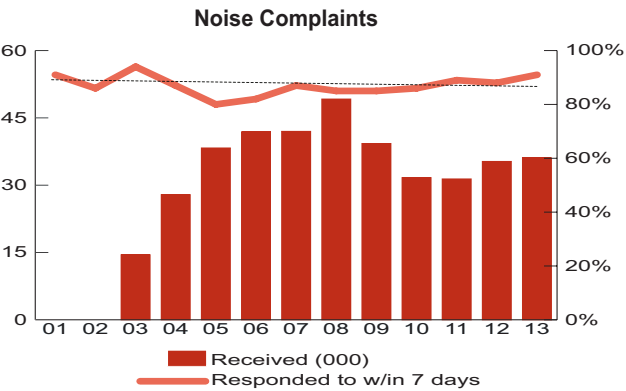
Public Library Attendance

In Fiscal 2013 New York City public libraries, citywide, logged 39.7 million visitors, a 7.6 percent drop compared to Fiscal 2012. Over the mid-term library attendance has fallen by 13 percent since its peak in Fiscal 2009. However, over the long-term, attendance is up by 4.5 percent compared to Fiscal 2001. The distribution of attendees has varied by library system, with Brooklyn and New York experiencing significant increases, while Queens' attendance fell by 26 percent since Fiscal 2002. For more information on the City's three library systems, see page 235.



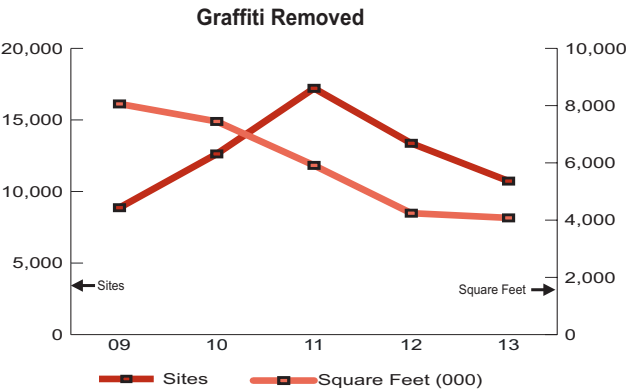
Noise

Noise complaints to the Department of Environmental Protection increased by two percent in Fiscal 2013 compared to Fiscal 2012, from 35,363 to 36,130. Over the mid-term, noise complaints had dropped significantly from a high in Fiscal 2008 of 49,200 before rising over the past two years. Over the long-term, no trend is evident. The Department reports that since Fiscal 2006 more than 85 percent of these complaints were responded to within seven days. For more information, see page 141.



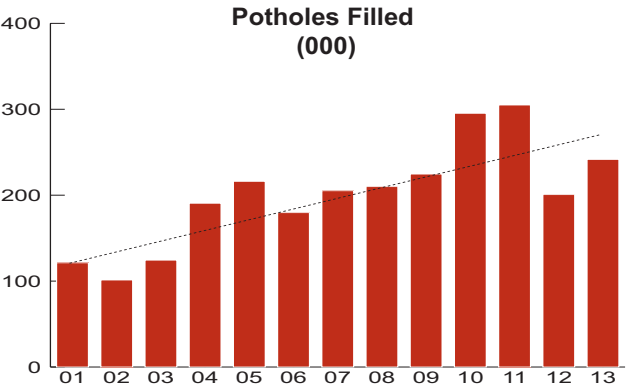
Graffiti

Beginning in Fiscal 2011, operational responsibility for graffiti clean-up moved from the Department of Sanitation to the Economic Development Corporation. Square feet of graffiti cleaned leveled off in Fiscal 2013 at just over four million square feet after steadily dropping since Fiscal 2009. The number of sites cleaned went down for the second year but is still higher than the Fiscal 2009 amount. For more information, see page 185.



Potholes

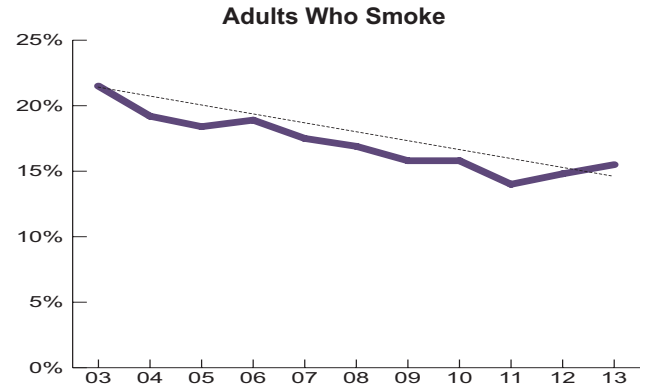
The number of potholes in local streets repaired by the Department of Transportation increased in Fiscal 2013 by over 40,000 to 241,572, due primarily to damage caused by Hurricane Sandy. This was the third highest number of potholes repaired during the past 12 years. On average, the Department has repaired over 200,000 potholes per year since Fiscal 2001 with a strong upward trend influenced by very high years in Fiscal 2010 and 2011. For more information, see page 149.



HEALTH & HUMAN SERVICES

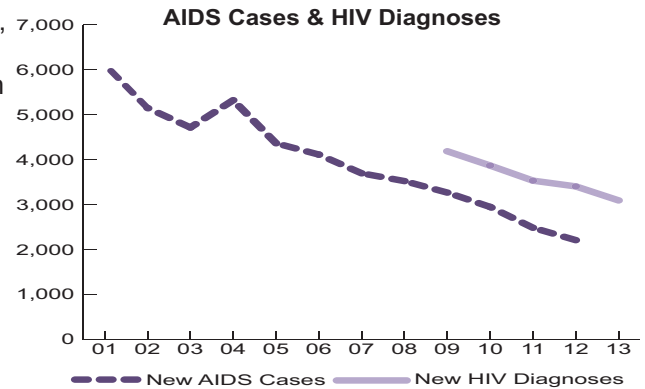
Smoking

The percent of adults who smoke increased for the second year in a row in Fiscal 2013, from 14.0 percent in Fiscal 2011 to 15.5 percent in Fiscal 2013. Over the mid-term the Fiscal 2013 rate is not statistically different from the Fiscal 2009 rate but is 30 percent lower than in Fiscal 2003. According to the Centers for Disease Control, 19 percent of adults in the U.S. were smokers in 2011 compared to 14 percent of New Yorkers. For more information, see page 77. (Data is calendar year but reported as fiscal year.)



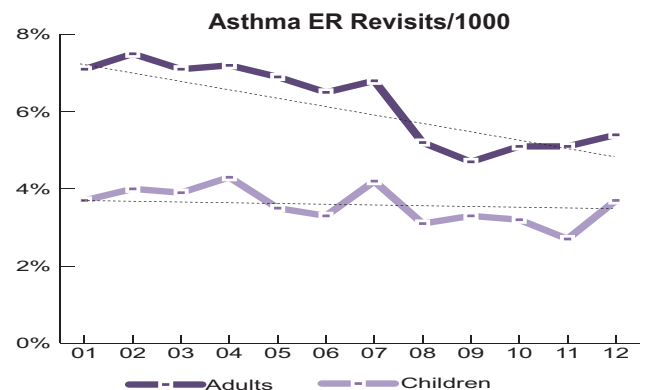
HIV/AIDS

The Health Department has discontinued reporting new AIDS cases, the dotted line on the graph. Instead, it tracks new HIV diagnoses which is more in line with the Department's prevention mission. Both AIDS cases and new HIV diagnoses have fallen steadily in recent years with HIV diagnoses falling from 4,186 in Fiscal 2009 to 3,092 in Fiscal 2013, a 26 percent reduction. Over the long-term, new AIDS cases were down 64 percent between Fiscal 2001 and 2012. For more information, see page 77.



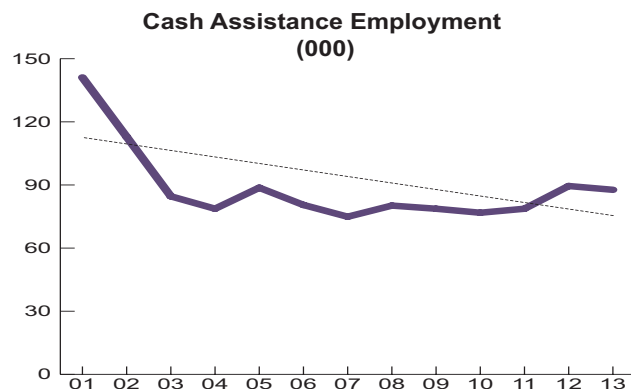
Asthma

After significant reductions between Fiscal 2007 and Fiscal 2009, the rate of asthma revisits to emergency rooms has inched upward in recent years. Since Fiscal 2001 the rate of adult asthma revisits has decreased by 24 percent while pediatric revisits returned to the Fiscal 2001 level. Despite these increases both continue to trend downward. (Fiscal 2013 data was unavailable at the time of publication.) For more information, see page 89.



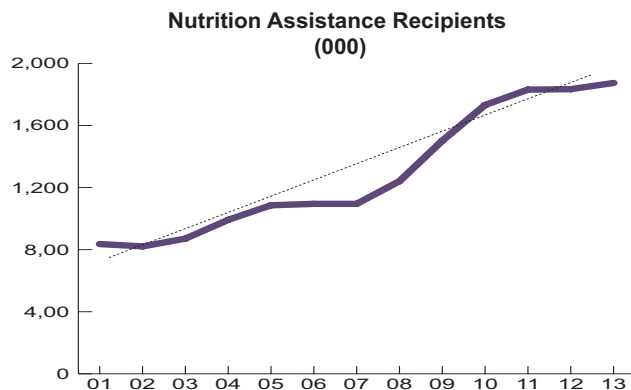
Cash Assistance Employment

In Fiscal 2013 the Human Resources Administration (HRA) placed more than 87,000 cash assistance recipients into jobs, 4.7 percent lower than in Fiscal 2012. Over the mid-term placement numbers have improved but the long-term trend for this indicator is downward, largely influenced by the relatively high placements in Fiscal 2001. For more information, see page 93.



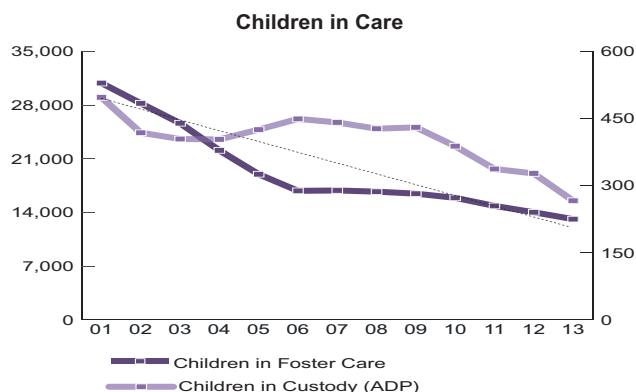
Nutritional Assistance

In Fiscal 2013 over 1.8 million New Yorkers received nutritional assistance from HRA. Formerly known as the Food Stamp Program, the Supplemental Nutrition Assistance Program (SNAP) has increased enrollment every year since Fiscal 2003. The number of recipients in Fiscal 2013 is 124 percent higher than the number in Fiscal 2001. For more information, see page 93.



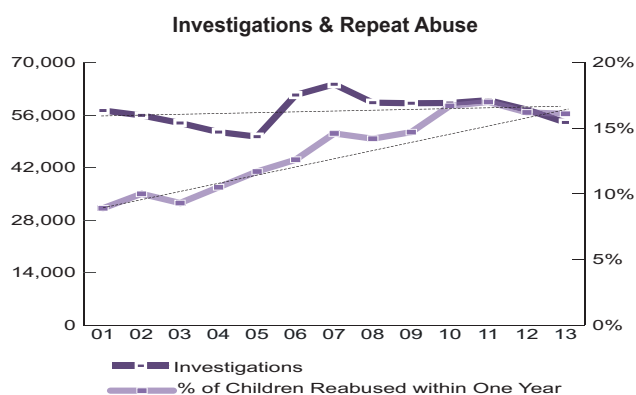
Children in Care

The average number of children in foster care fell by over six percent between Fiscal 2012 and Fiscal 2013 continuing a steep downward trend that has continued throughout the Administration, with the number of children in foster care in Fiscal 2013 a full 60 percent lower than the number in Fiscal 2001. Average daily population of children in custody has also fallen sharply in recent years, falling from a high of 449 in Fiscal 2006 to 266 last year, a reduction of 41 percent. These substantial reductions are reflections of the City's aggressive efforts to place children in settings more conducive to positive life outcomes for them. For more information, see page 101.



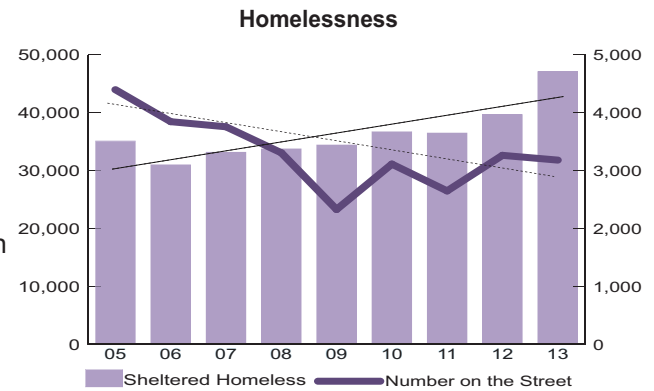
Child Abuse

The number of child abuse investigations has fallen over the short-term but increased between by Fiscal 2005 and Fiscal 2008. Over the long-term the trend is flat averaging approximately 56,000 per year. The percent of children experiencing reabuse within one year of a substantiated case decreased for the second year in a row in Fiscal 2013 falling from 16.2 to 16.1 percent. Despite a few stable periods, this indicator has increased consistently over the reporting period with recent rates over 80 percent higher than the Fiscal 2001 rate. For more information, see page 101.



Homelessness

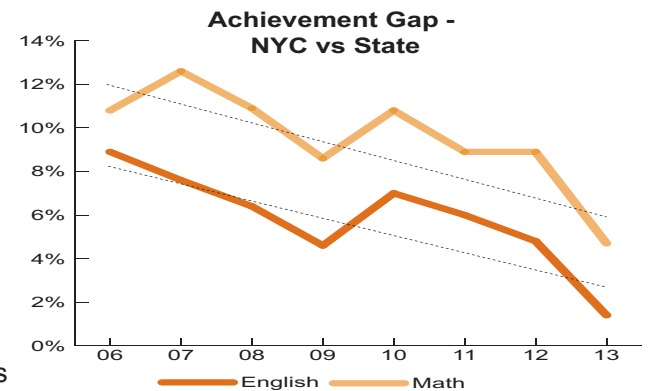
The Homeless Outreach Population Estimate (HOPE), a yearly census conducted by the Department of Homeless Services and its partners, found 3,180 homeless people on the street the night the census was conducted in January 2013, a four percent reduction compared to Fiscal 2012. Since Fiscal 2009, the population estimates have been up and down but relatively constant on average. In the long-term the estimate of those living on the street in 2013 is 28 percent lower than the baseline established in 2005. By contrast the sheltered homeless population has risen in the short-term, from an average of 39,673 in FY2012 to 47,084 in FY2013, and by 34% since Fiscal 2005. For more information, see page 109.



EDUCATION

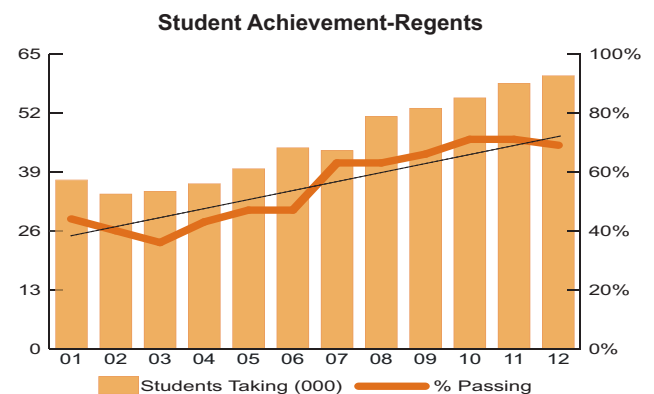
Student Achievement: English and Math

As part of New York City public schools' work to prepare students for future opportunities, students were challenged by the new Common Core standards. These learning standards describe what all students need to know and be able to do to graduate from high school ready for college and careers. For the first time in spring 2013, the 3rd-to-8th-grade State tests assessed the skills students are learning based on the Common Core standards. This year's results form the baseline for student progress going forward highlighting opportunities for improvement in the coming school year. Impressively, New York City students have closed the gap in performance compared to New York State, overall, despite the City's greater proportion of higher need students. Since 2006, the NYC-NYS gap in English proficiency decreased by 57% and in math decreased by 84%. For more information, see page 121.



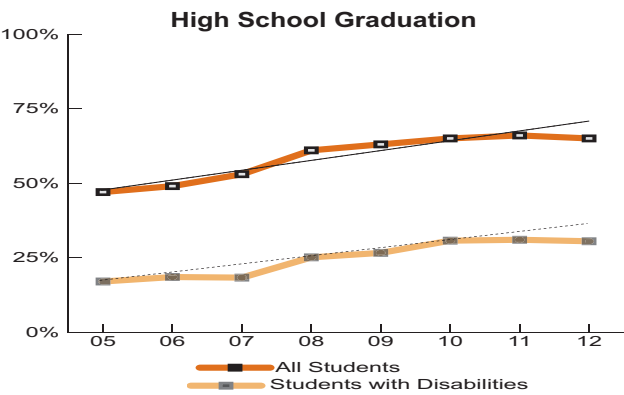
Student Achievement: Regents

In 2012, 57 percent more students passed the State Regents exam than in 2001 and the number of students passing increased from 16,300 in 2001 to 41,500 in 2012, a 152 percent increase. In 2012, the number of regents exams taken increased over the year before, and the passing rate declined nearly two percentage points to 68.7. The number of students sitting for the exam has increased steadily since 2002 due to increased graduation requirements. In 2012 the number of students taking the exam was 62 percent higher than in 2001. For more information, see page 121.



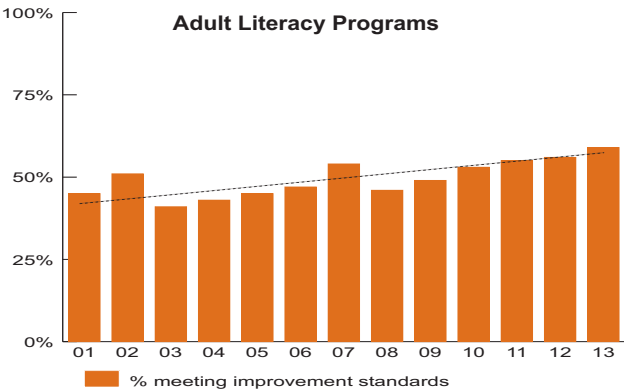
Students Graduating

The percent of all students and students with disabilities graduating in four years declined slightly in 2012, by less than one percent, due to an increase in the standards for graduation. Graduation rates have increased significantly since 2005, when New York State began reporting graduation rates. Compared to 2005, graduation rates have increased 39 percent for all students and 78 percent for students with disabilities. Black and Hispanic students also made significant gains during the reporting period – from 40% to 60% for Black students and 37% to 50% for Hispanic students. For more information, see page 121.



Adult Literacy

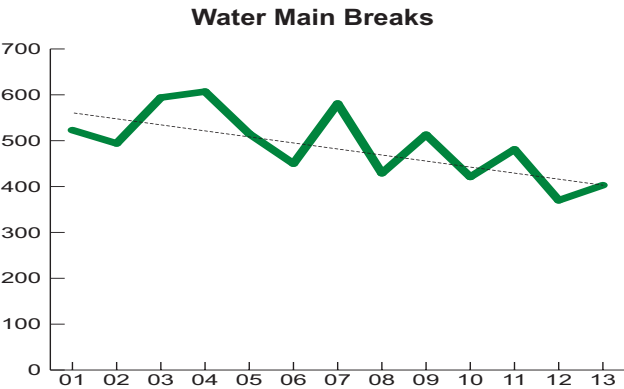
The Department of Youth and Community Development's adult literacy programs provided services to nearly 120,000 New Yorkers since Fiscal 2001. The percent improving in literacy skills as a result of the literacy programs increased from 45 percent in Fiscal 2001 to 59 percent in Fiscal 2013. The percent of participants demonstrating progress as determined by federal standards has increased steadily over the period from Fiscal 2003 through Fiscal 2013. The number of program participants has varied over the long-term from over 12,000 participants in Fiscal 2004 to fewer than 5,000 in Fiscal 2013. For more information, see page 133.



INFRASTRUCTURE & SUSTAINABILITY

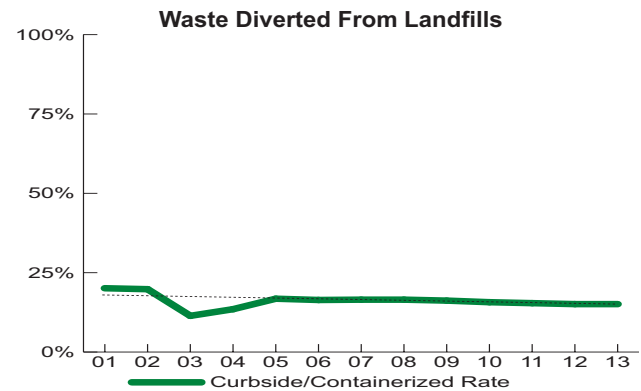
Drinking Water Supply

A key indicator of a robust and sustainable water supply system is the quality of its water mains. Between Fiscal 2012 and Fiscal 2013, the Department of Environmental Protection saw a slight uptick in water main breaks. Over the mid- and long-term the number of breaks per year has trended downward. The number of breaks in Fiscal 2013 was 23 percent lower than in Fiscal 2001. For more information, see page 141.



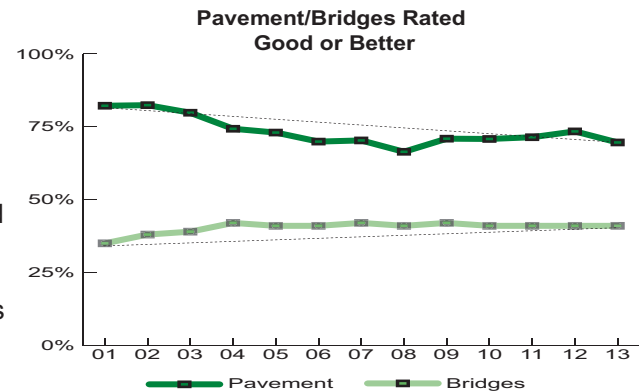
Recycling

The curbside and containerized recycling diversion rate held steady in Fiscal 2013 at 15.1 percent. This is the first year since Fiscal 2009 that the rate has not fallen. However the current rate is five percentage points lower than in Fiscal 2001 when the rate was 20.1 percent. The rate has fallen slowly over the entire reporting period. The City's goal is to achieve a curbside and containerized recycling diversion rate of 25 percent by 2020. For more information, see page 55.



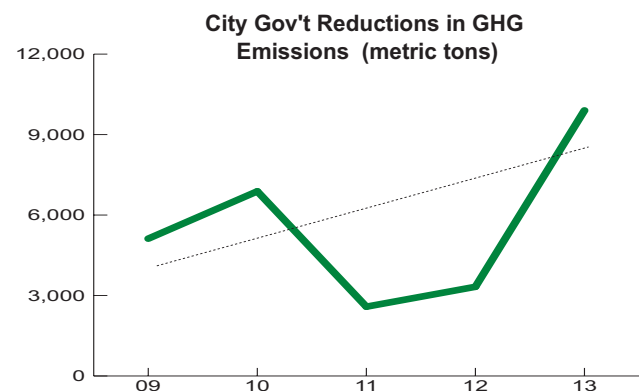
Street and Bridge Condition

The percent of street pavement rated good or better fell by five percent between Fiscal 2012 and 2013 from 73.4 percent to 69.6 percent, as a result of damage caused by Hurricane Sandy. Over the mid-term, ratings have improved after a dip in Fiscal 2008. Over the long-term, 15 percent fewer streets were rated good or better in 2013 than in 2001. Bridge condition – those rated good or very good – has changed little during the mid-term, moving in the range of 41 – 42 percent between Fiscal 2004 and Fiscal 2013 after significant improvement between Fiscal 2001 and 2004. The percent of bridges in good or better condition was 17 percent higher in Fiscal 2013 than Fiscal 2003. For more information, see page 149.



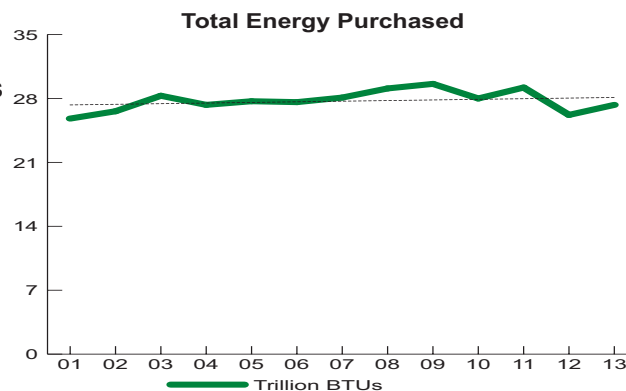
City Government GHG Emission Reduction

The City, through PlaNYC, set a goal of reducing total citywide greenhouse gas (GHG) emissions by 30 percent by the year 2030 relative to a 2005 base year, while pledging that City government would accelerate its own GHG reductions to achieve a 30 percent reduction by 2017. City efforts to reduce emissions through energy efficiency retrofits and more efficient lighting in City buildings (among other initiatives) began in Fiscal 2009. In Fiscal 2013 GHG reductions achieved from these investments were 8,306 metric tons of carbon dioxide equivalent (CO₂e), a nearly 150 percent increase over the emissions reductions achieved in Fiscal 2012, reaching the ambitious target of 7,500 metric tons of CO₂e reduced per year. For more information, see page 203 and the [2013 PlaNYC Progress Report](#).



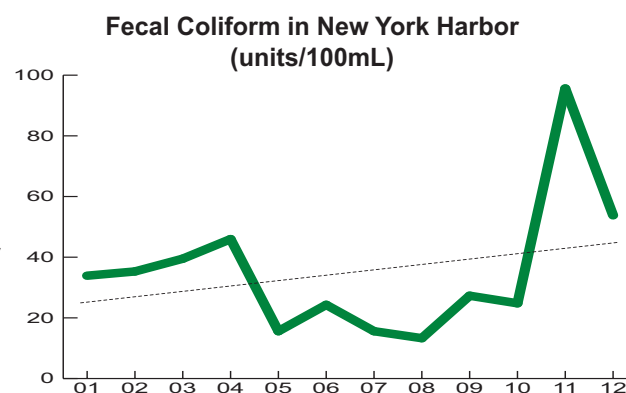
City Government Energy Use

After achieving the lowest utility energy purchases (electricity, natural gas, and steam) in ten years, energy use from these sources increased four percent in Fiscal 2013, primarily due to colder winter weather according to the Department of Citywide Administrative Services. In the mid-term, energy purchases have fallen sharply since Fiscal 2009 after increasing between Fiscal 2001 and 2002. Over the long-term purchases are trending upward. For more information, see page 203.



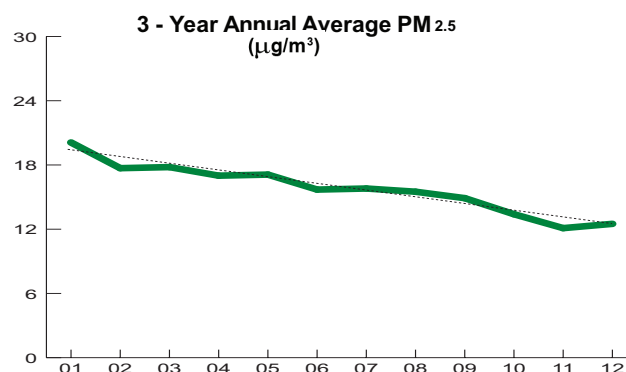
Waterway Cleanliness

In 2011 and 2012, fecal coliform concentrations were higher than average, primarily due to extreme weather events, including Hurricanes Irene and Sandy. An expanded network of monitoring sites was also a contributing factor. Despite these short-term increases, levels remain far below the bathing standard for a fecal coliform count of 200 cells per 100mL (3.3 ounces) which the City has achieved every year since 1990. (A “count” refers to the number of colony-forming units per 100 mL sample.) City government is engaged in numerous efforts to reduce New York City’s contribution to this indicator. For more information, see [2013 PlaNYC Progress Report](#).



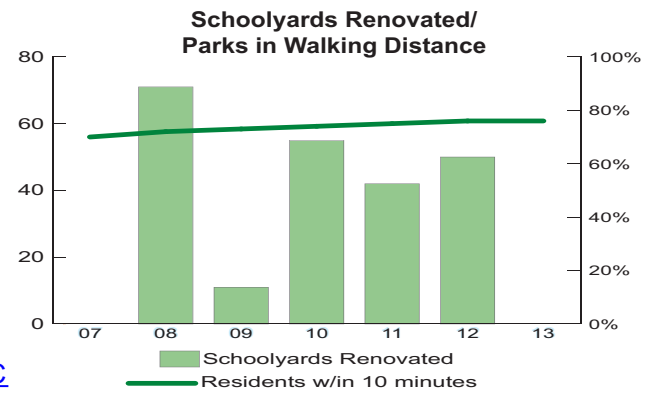
Air Quality

Since the beginning of the Bloomberg Administration, New York City has steadily improved its ranking for air quality based on airborne fine particulate matter (PM_{2.5}) compared to the other eight largest U.S. cities. In 2002, New York City ranked 7th overall. In 2012, the most recent year available, the City’s ranking improved to 4th due to a 38 percent reduction in average PM_{2.5} levels since 2002. Successful implementation of numerous PlaNYC initiatives have led to cleaner air, including phasing-out heavy heating oil, promoting cleaner power, and reducing emissions from buses and City fleets. Later this fall, the Department of Health will issue a comprehensive report on the City’s air quality. For more information, see [2013 PlaNYC Progress Report](#).



Proximity to Parks

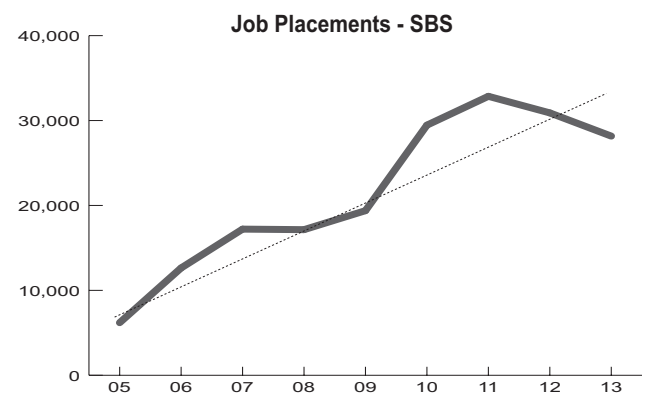
Access to parks is a hallmark of a sustainable city. In 2007 the City's PlaNYC set a goal that every resident would live within a ten-minute walk of a park by the year 2030. The City, supported by partners like conservancies and business improvement districts, is advancing toward that goal in part by renovating and re-purposing public spaces through initiatives like the Public Plaza Program and schoolyards-to-playground conversions. This chart shows that 229 schoolyards were repurposed in the past five years under PlaNYC. The percent of New Yorkers within a 10-minute walk of a park is estimated to have increased from 70 percent in 2007 to 76 percent today. For more information, see page 61 and [2013 PlaNYC Progress Report](#).



ECONOMY

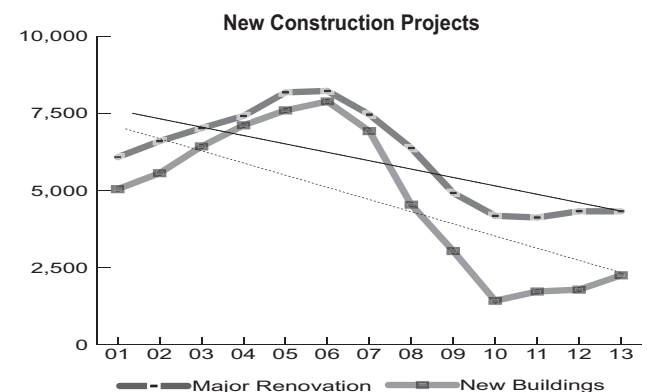
Job Placement

In Fiscal 2013 system wide job placements (and promotions) through the Department of Small Business Services' (SBS) Workforce 1 program decreased by nine percent from 30,900 to 28,166. According to SBS, the decrease is due to slow vendor uptake of new guidelines for counting placements. This was the second consecutive drop in an otherwise steady increase since Fiscal 2005 when data was first reported. For more information, see page 189.



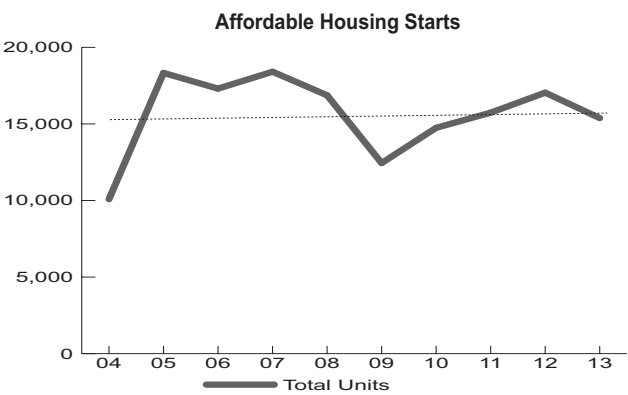
Construction

New building jobs filed with the Department of Buildings increased for the third year in a row, up nearly sixty percent since Fiscal 2010. Major renovation jobs are also up by a more modest four percent. After falling sharply for four years in a row between Fiscal 2006 and Fiscal 2010, these upturns in jobs filed are significant improvements. However jobs files were, respectively, 55 percent (new) and 29 percent (renovation) lower than Fiscal 2001. For more information, see page 163.



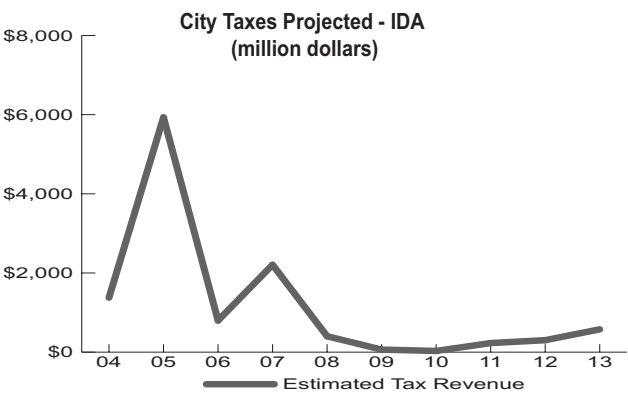
Affordable Housing

According to data from the US Census Bureau, 43 percent of New York City renters pay more than 35 percent of their income on housing, about average for the ten largest US cities. To help relieve this burden, since Fiscal 2004, the Department of Housing Preservation and Development has started, on average, 15,000 affordable units per year under its New Housing Marketplace Plan, completing 136,631 units, or 83 percent of its NHMP overall goal. For more information, see page 157.



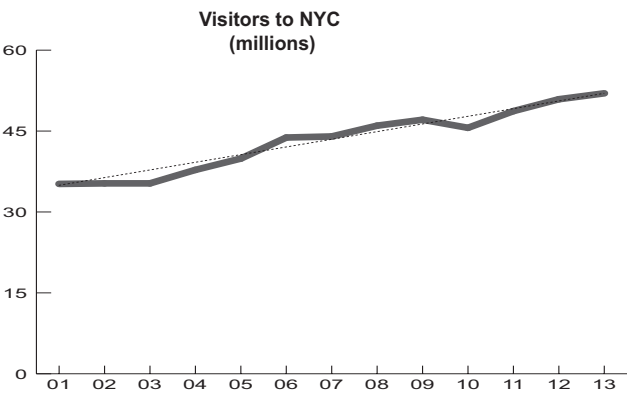
Tax Revenues

(Industrial Development Agency-Related)
The upturn in projected taxes reported by the Industrial Development Authority (IDA) in Fiscal 2012 continued this year with a projected 91 percent increase over last year. Over the mid-term, Fiscal 2008 through Fiscal 2013, projected tax revenues have been relatively low, running at an average of \$267 million per year. Over the long-term, tax revenues peaked at \$5.9 billion in Fiscal 2005, before dropping to \$799 million in Fiscal 2006. For more information, see page 215.



Visitors to New York City

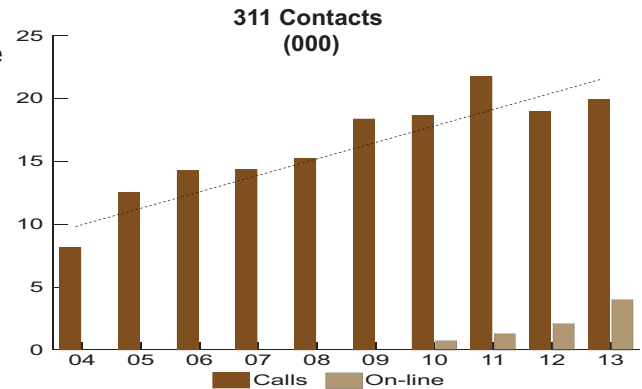
The number of visitors to New York City established a record in Fiscal 2013 topping 52 million according to the Economic Development Corporation. Despite the global financial crisis, the number of visitors fell by a very small percentage over the mid-term and has demonstrated robust growth over the long-term. While this is not an indicator that City government strongly influences, it is an important economic and quality-of-life measure.



ADMINISTRATIVE SERVICES

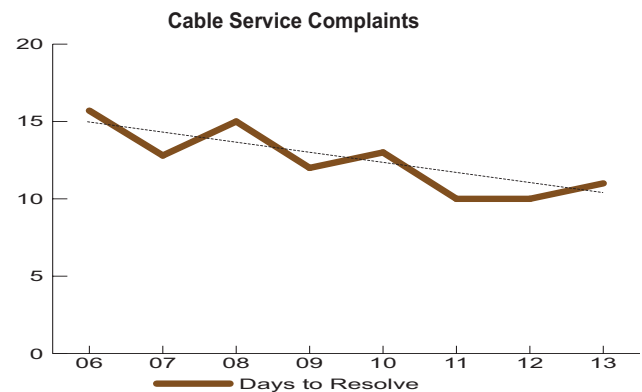
311 Customer Service

Since its inception in March 2003, calls to the 311 Customer Service Center increased steadily through Fiscal 2011, peaking at 21.7 million. In Fiscal 2012 call volume fell for the first time but began tracking upward, again, in Fiscal 2013 reaching 19.9 million. On-line site visits, which have been tracked since Fiscal 2010, reached almost four million in Fiscal 2013. The nearly 24 million combined calls and on-line contacts is the largest volume in the Service Center's history. For more information, see page 225.



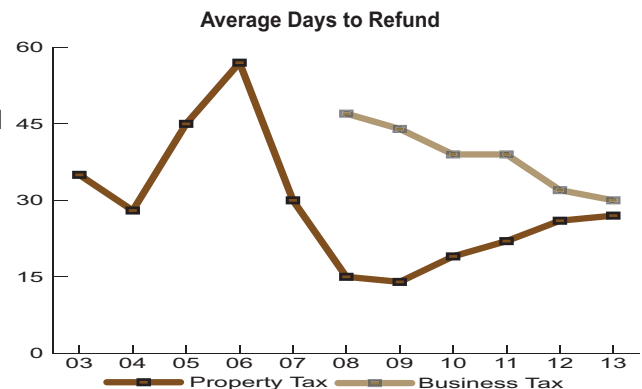
Cable Complaint Resolution

The Department of Information Technology and Telecommunications, which handles cable service complaints, experienced an uptick in Fiscal 2013 when the average number of days to resolve a service complaint increased from 10 to 11 days compared to Fiscal 2012. Over the mid-term the rate has fallen slightly since Fiscal 2009. Over the long-term the time to resolve is trending downward. For more information, see page 211.



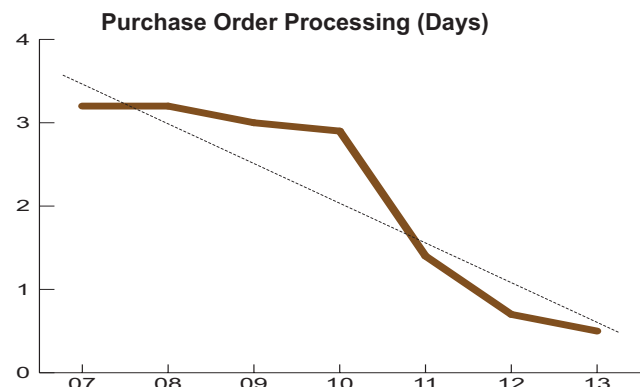
Tax Refund Timeliness

After peaking in Fiscal 2006 at 57 days, average days to send out a property tax refund fell strongly through Fiscal 2009 then increased over the past four years. Conversely, since reporting began in Fiscal 2008, days-to-refund for business tax has fallen from 47 to 30 days or 36 percent. In Fiscal 2013, the response times for both types of taxes were nearly equal. For more information, see page 215.



Purchase Order Processing Time

Between Fiscal 2012 and 2013, the average time for the Department of Citywide Administrative Services to process a purchase order dropped 20 percent from 0.7 days to 0.5 days continuing a steep downward trend that began in Fiscal 2010. Between Fiscal 2007, the first year this indicator was tracked, and Fiscal 2010, processing time fell just nine percent. Since an online direct order system was launched in Fiscal 2010, time to process a purchase order has fallen 83 percent. For more information, see page 203.





AGENCIES WORKING TOGETHER:

HURRICANE SANDY RECOVERY

Partner agencies & offices



DEP



DHS



DOB



DOHMH



DOT



DSNY



EDC



FDNY



HHC



HPD



HRA



NYCHA



NYPD



SBS

- Housing Recovery Office
- Office of Long-Term and Sustainability
- Office of Management and Budget
- Mayor's Fund

Hurricane Sandy was unlike any coastal storm to hit New York City in modern memory. Forty-four New Yorkers lost their lives and thousands were displaced due the widespread damage Sandy caused throughout the five boroughs. The City responded with one of the largest mobilizations of resources and personnel in its history. In the wake of the storm, the City launched innovative new recovery efforts to get help where the need was greatest, including close collaboration with not-for-profit partners, volunteers, and thousands of City employees.

Sandy impacted nearly every City agency, damaging facilities, displacing staff, and disrupting the delivery of agency services. At the same time that agencies worked quickly to restore business-as-usual services, many mounted significant operations to serve those the storm hit hardest. A full accounting of these efforts is available in the Hurricane Sandy After Action [Report](#). Below is a brief summary of City efforts following the storm, including new housing and business recovery services that are helping thousands of New Yorkers.

Immediate Recovery Services

The Department of Homeless Services (DHS) managed 75 evacuation shelters throughout the five boroughs, serving approximately 6,800 people who sought shelter for periods ranging from one or two days to several weeks.

The Human Resource Administration (HRA) operated seven restoration centers delivering a half a million pounds of food. HRA offered additional Special Nutrition Assistance Program (SNAP) benefits to existing SNAP clients and other low-income New Yorkers with greater purchasing flexibility, totaling more than \$72 million to households impacted by the storm.

Vulnerable populations were identified through door-to-door canvassing of more than 175,000 homes by the Department of Health and Mental Hygiene (DOHMH) and a system was implemented by DOHMH to track 1,700 nursing-home and adult-care-facilities patients evacuated to special medical needs shelters. Additionally, senior centers were converted to warming centers and mental health counseling was provided through teams deployed by DOHMH.

The City's Health and Hospitals Corporation (HHC) helped to staff Special Medical Needs Shelters with medical professions and administrative staff. The City's Health and Hospitals Corporation helped to staff Special Medical Needs Shelters with medical professionals and administrative staff. HHC staff members were also involved in efforts to restore damaged facilities to proper conditions and ensure that good care was provided to patients transferred from affected facilities, including the evacuation of more than 700 patients from Bellevue Hospital Center and 200 patients from Coney Island Hospital.

The Office of Emergency Management staffed incident-specific taskforces and managed the Emergency Operations Center, including a Logistics Center to deploy resources throughout the city including generators, bottled water, and other essential needs.

Hurricane Sandy generated an estimated 700,000 tons of storm debris, including construction and demolition debris, sand, concrete, and more than 27,000 tons of wood debris from nearly 20,000 downed trees and limbs. Working through the Debris Removal Task Force, the Department of Sanitation, Parks Department, Fire Department, Police Department and other agencies cleared this debris from streets, sidewalks and storm-damaged property throughout the city.

The City's Department of Environmental Protection (DEP) and the Department of Transportation pumped out many of their own facilities, including wastewater treatment plants, and worked closely with the United States Army Corps of Engineers and the Navy to pump out the Battery Park Underpass and the West Street Underpass. Preparations leading up to the storm, including

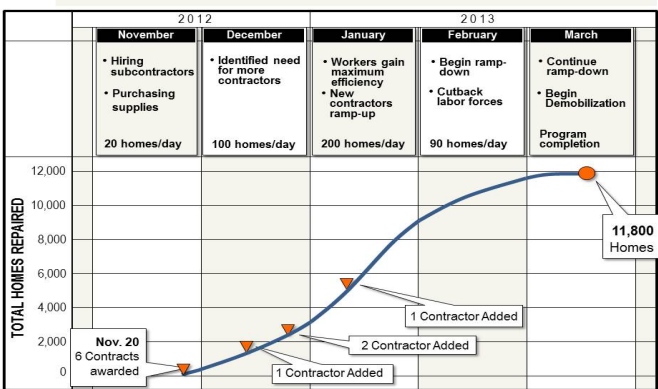
shutting down the subway system to move trains and equipment to higher ground and placing sandbags at vulnerable assets, allowed the City’s transportation and wastewater systems to endure the storm with far less damage than otherwise would have been the case.

The Department of Buildings (DOB) conducted damage tens of thousands of assessments of residential and commercial buildings in inundated areas. DOB used these assessments to conduct extensive outreach to homeowners, architects, and contractors to prepare for repairs.

Housing Recovery Programs

In November 2012, Mayor Bloomberg created the Office of Housing Recovery Operations (HRO) to rebuild and improve Sandy-damaged properties and help New Yorkers return to permanent, sustainable housing. HRO worked with DEP, the Department of Housing Preservation and Development, New York City Housing Authority, DHS, the Mayor’s Fund, DOHMH and several other agencies on this and other unprecedented initiatives, including the NYC Rapid Repairs program. NYC Rapid Repairs was the first program of its kind to restore heat, power, and hot water to private homes at no cost to homeowners. The City completed repairs in more than 20,000 housing units in less than five months, allowing New Yorkers to return to their homes in communities hardest hit by the storm. Additionally, the City created a hotel program that provided temporary shelter for approximately 1,300 households; and the Mayor’s Fund worked with HRO on a mold remediation program that facilitated mold treatment in more than 1,400 homes.

To build on these successes, the City launched NYC Build it Back in June 2013 to assist homeowners, renters and landlords in the five boroughs return to permanent housing and rebuild stronger and more sustainably than before the storm. As of September 1, 2013, more than 16,500 individuals registered for the program and more than 5,000 of those registered completed their first intake interview. HRO will report on target goals for FY2014 for single and multi-family homes repaired and reconstructed, among other performance indicators, in the forthcoming PMMR.



Business Recovery Programs

The City launched four business programs with federal Community Development Block Grant – Disaster Recovery (CDBG-DR) funding. Led by the Economic Development Corporation and the Department of Small Business Services, these programs address physical damage, economic losses, and long-term resiliency needs of impacted and vulnerable businesses and neighborhoods.

The Business Loan and Grant Program provides low-interest loans and matching grants for working capital and movable equipment to businesses impacted by the storm. The program is expected to assist at least 750 businesses. To date in Fiscal Year 2014, 138 businesses received application guidance on for the program.

The Neighborhood Game Changer Investment Competition identifies and funds transformational investment opportunities for long-term economic growth in areas severely impacted by Sandy. Among its goals, the program will leverage funds to attract private investment; expand the customer base for local businesses; and create jobs, particularly for low and moderate-income individuals and families. The City issued a request for proposals for investment opportunities and expects submissions in the fall.

The City also developed two programs to improve the resiliency of businesses, buildings, and critical networks. The Business Resiliency Investment Program provides incentives for physical investments to fortify against severe weather. The program is expected to launch in 2014 and will fund improvements for more than 13 million square feet of commercial space. Additionally, the Infrastructure and Building Resiliency Technologies Competition, which is expected to launch in the fall, will identify and deploy promising resiliency technologies to aid impacted and at-risk businesses and networks.



AGENCIES WORKING TOGETHER:

BUILDING A STRONGER, MORE RESILIENT NEW YORK

Partner agencies & offices



DCAS



DCP



DDC



DEP



DHS



DOB



DOE



DOHMH



DoITT



DOT



DPR



DSNY



EDC



HPD



OEM



SBS



TLC

- Housing Recovery Office
- Office of Environmental Remediation
- Office of Long-Term and Sustainability
- Office of Management and Budget

In December 2012, Mayor Bloomberg convened a team to address how to rebuild damaged areas in the wake of Hurricane Sandy and to protect New York City's buildings and businesses, critical infrastructure, and residents from the impacts and future risks of climate change. The resulting plan, *A Stronger, More Resilient New York*, presents more than 250 initiatives to protect the city's 520 miles of coastline; retrofit existing buildings in the floodplain and strengthen new construction standards; harden city infrastructure and maintain operation of critical services; and ensure the health and well being of New Yorkers.

A Stronger, More Resilient New York builds on PlaNYC's commitment to high-impact, cost-effective strategies grounded in rigorous analysis. Recognizing that this plan requires dedicated resources and focus, Mayor Bloomberg appointed a director of resiliency within the Office of Long Term Planning and Sustainability to coordinate City efforts and oversee implementation of the plan.

Seeking to replicate the early success of PlaNYC, *A Stronger, More Resilient New York* committed to an ambitious first year agenda that is already well underway, including:

- Completion of emergency beach nourishment projects led by the Parks Department and US Army Corps of Engineers (USACE);
- Launch of housing and business recovery programs led by the Housing Recovery Office (HRO) and the Department of Small Business Services;
- Repair and hardening of critical City infrastructure operated by the Departments of Transportation, Environmental Protection, Sanitation, Information Technology and Telecommunications, and others;
- Develop an aggressive Federal agenda to (among other things) make changes to the National Flood Insurance Program to ensure that this protection remains affordable and feasible for urban coastal neighborhoods in cooperation with the Department of Buildings (DOB) and the Department of City Planning (DCP);
- Create an outreach and awareness campaign about the revised FEMA flood maps, flood insurance compliance, and building-retrofit options;
- Launch a building resiliency incentive program for properties in the 100-year floodplain facing increased flood risk;
- Enact building- and zoning-code changes to facilitate investment in flood-resilient retrofits and new construction, led by OLTPS, DOB and DCP;
- Launch an emergency fueling equipment and generator procurement program for critical fleets, led by the Department of Citywide Administrative Services (DCAS); and
- Establish plans to storm harden and increase the resilience of critical power infrastructure, led by OLTPS in coordination with Con Edison and the New York State Public Service Commission.

As work continues to implement *A Stronger, More Resilient New York*, the City will report on the following performance indicators, among others.

Protecting the coastline and buildings

- Percent of buildings with reduced risk due to coastal protection projects.
- Percent of residential and non-residential buildings, and square footage, implementing Core Flood Resiliency Measures.
- Percent of residences in 100-year floodplain purchasing flood insurance.

Strengthening critical infrastructure

- Percent of electric generation capacity in the 500-year floodplain able to remain online after a 500-year flood.
- Percent of electric distribution assets at or above their loading limits during peak demand periods caused by heat waves.
- Percent of critical telecommunications facilities implementing Core Flood Resiliency Measures.

Ensuring health and wellbeing

- Percent of hospital beds in 500-year floodplain meeting resiliency standards.
- Percent of beds in nursing homes and adult care facilities in 100-year floodplain meeting resiliency standards.
- Percent of grocery stores able to withstand a major power outage and still provide basic food supply.



AGENCIES WORKING TOGETHER: IMPLEMENTING PlaNYC

Partner agencies & offices



DCAS



DCP



DDC



DEP



DHS



DOB



DOE



DOHMH



DoITT



DOT



DPR



DSNY



EDC



HPD



OEM



SBS



TLC

- Housing Recovery Office
- Office of Environmental Remediation
- Office of Long-Term and Sustainability
- Office of Management and Budget

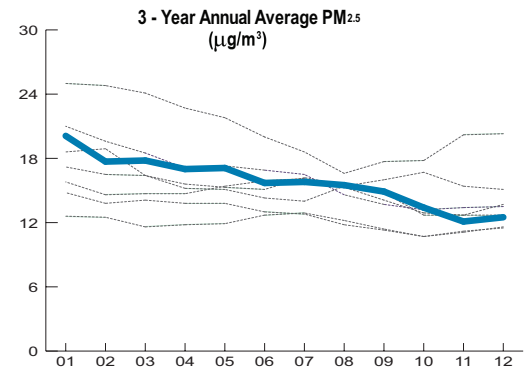
Released in 2007 and updated in 2011, PlaNYC is an ambitious agenda to prepare the city for one million additional residents, strengthen the economy, combat climate change, and enhance quality of life for all New Yorkers. Over a dozen City agencies work together with the Mayor's Office of Long-Term Planning and Sustainability (OLTPS) to implement PlaNYC and advance towards the vision of a greener, greater New York.

PlaNYC created ten overarching goals and 132 initiatives to make the City more sustainable and livable. These goals include: making our air quality the cleanest of any major U.S. city; ensuring that all New Yorkers live within a ten minute walk of a park; diverting 75% of our solid waste from landfills; and reducing our greenhouse gas emissions (GHG) by 30% before 2030. Within the first year of releasing PlaNYC, City agencies began over 90% of the initiatives. Today, New Yorkers can see results in a number of ways from significantly cleaner air, to new parks and public spaces, to more housing and transit options.

Cities around the world look to PlaNYC as the model for urban sustainability policy due to its grounding in the best available science and rigorous data analysis; its focus on high-impact and low-cost solutions; its accountability to the public through detailed annual reporting and frequent policy publications; and its extensive engagement with the private and not-for-profit sectors as well as community groups. For more information on PlaNYC, click here to see the [2013 PlaNYC Progress Report](#) and see below for key sustainability indicators.

Air Quality

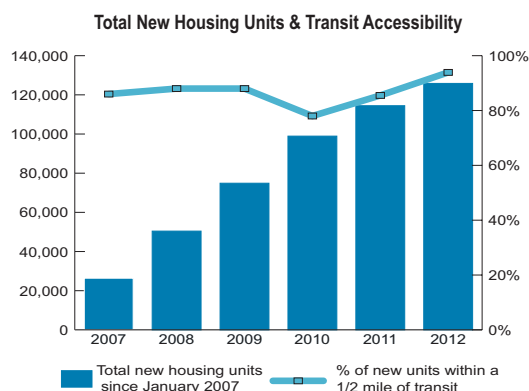
New York City has steadily moved up in the ranks in its quest to achieve the cleanest air of any major US City. The Department of Health's Community Air Survey (NYCCAS)—launched in 2008—generated the most rigorous assessment of ground level air quality ever produced highlighting the need to address major pollution sources such as heavy heating oil and traffic congestion. In 2011, the Department of Environmental Protection issued regulations to phase out heavy oil; the Department of Buildings simplified permitting requirements for fuel conversions; and the Mayor's Office launched the NYC Clean Heat program to accelerate the transition to the cleanest fuels. Since then, over 2,700 buildings have converted to cleaner fuels. The Department of Citywide Administrative Services has also played a leading role in reducing air pollution by fostering power plant modernization, reducing energy use in City buildings, and making the City's fleet the greenest in the country. City agencies currently operate over 5,000 hybrid vehicles and 7,500 trucks fueled by biodiesel. Due to these and other efforts, New York City's air quality has improved at a faster rate than the other seven largest US cities (shown above).



Housing, Neighborhoods and Transit

New York City's population will grow to almost nine million people by 2030. PlaNYC set out to make neighborhoods more livable and transit accessible, undertake rezonings to promote growth while preserving local character, and develop new housing on vacant and rehabilitated land. Under the leadership of the Department of Housing Preservation and Development, the City has created or preserved more than 145,000 units of housing since 2007, including 15,000 units in 2012 alone. The Department of City Planning has fostered denser development in transit-accessible areas through many of its 55 rezonings since 2007, and in 2012, nearly 95% of new building permits were located within ½ mile of transit. The Department of Transportation has enhanced mobility by installing over 300 miles of bike lanes, launching the Citi Bike program, and creating Select Bus Service in all five boroughs.

In 2013, the New York City Economic Development Corporation broke ground on the largest new affordable housing development since the 1970s at Hunter's Point South along the Queens Waterfront. Finally, the Office of Environmental Remediation has fostered 8.3 million square feet of development on previously contaminated properties and enrolled nearly 100 projects that will generate almost \$3 billion in new investment.

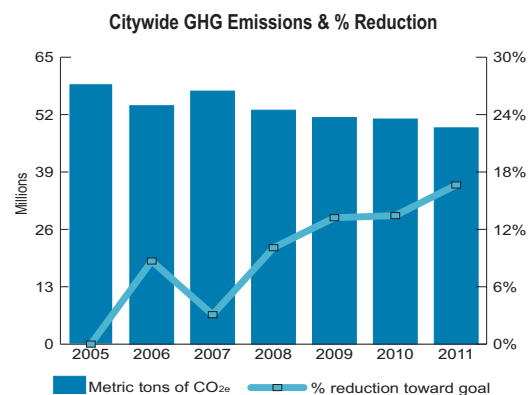


Parks, Open Space and Green Infrastructure

As New York City's population grows, access to quality parks and open space will become ever more critical, so PlaNYC set the goal of ensuring that all New Yorkers live within a 10-minute walk to a park. Since 2007, the Department of Parks and Recreation (DPR) developed over 300 acres of new parkland, and, in collaboration with the Department of Education, transformed 229 schoolyards into playgrounds and created 50 new gardens at public schools. The New York City Housing Authority created an additional 129 community gardens. As a result, nearly half a million more New Yorkers live within a 10-minute walk of a park than in 2007—over 76% of the population. The Parks Department has also worked with the Departments of Transportation and Environmental Protection to plant more than 750,000 trees and assist in the implementation of the City's \$1.2 billion program to reduce combined sewer overflows through green infrastructure.

Energy and Greenhouse Gas Emissions

PlaNYC set an ambitious goal to reduce the city's greenhouse gas (GHG) emissions by 30% below 2005 levels before 2030 while making its energy system cleaner and more reliable. Dozens of City agencies have contributed to GHG reductions through reducing energy use in buildings, eliminating fugitive emissions at landfills and wastewater treatment plants, retrofitting streetlights with LED technologies, and employing renewable energy. New Yorkers are becoming more efficient users of energy, as total consumption has remained essentially flat since 2005, despite significant increases in the city's population, built square footage, and economy. The city's electric grid is 30% cleaner today than in 2005, due to the favorable economics of natural gas that have encouraged power plant operators to switch from more polluting heavy oil, as well as the modernization of in-city power plants. The City supported



the siting of two new interstate natural gas pipelines from New Jersey—the first in decades—which will provide critically needed new supply to facilitate conversions from heavy heating oil. Finally, the City provided targeted incentives and technical assistance that has helped increase solar capacity more than ten-fold since 2007 to over 14 megawatts today. As a result of these efforts, the City has progressed towards its 30% GHG reduction goal at an unexpectedly rapid pace. As of September of 2012, the City reduced its GHG emissions 16% since 2007, surpassing the halfway point to the 30% goal. The forthcoming 2013 Inventory of New York City Greenhouse Gas Emissions will document even greater reductions toward this goal.



AGENCIES WORKING TOGETHER:

YOUNG MEN'S INITIATIVE

Partner agencies & offices



ACS



CUNY



DCAS



DOC



DOE



DOHMH



DOP



DYCD



EDC



HHC



HRA



Libraries



NYCHA



SBS

- Center for Economic Opportunity
- Center for Innovation through Data Intelligence
- Office of the Criminal Justice Coordinator
- NYC Service
- Office of Human Capital Development

New York City's Young Men's Initiative (YMI) is the nation's most comprehensive effort to tackle the disparities that slow the advancement of Black and Latino young men. YMI improves outcomes for young men by increasing opportunity, access, and engagement through policy changes and innovative programming in four areas: Education, Employment, Health, and Justice. YMI has launched over 45 programs and policies across nearly 20 City agencies and is managed by a three-part team: the Young Men's Initiative provides overall project direction; the Center for Economic Opportunity oversees program implementation and evaluation; and the Center for Innovation through Data Intelligence leads data collection and analysis.

To monitor overall trends, YMI identified citywide indicators in the four key areas described below. These indicators track rates per 1,000 as well as disparity rates that compare the rates per 1,000 of Asian, Black, and Latino young men to those of white young men providing context for the YMI. More information about the citywide trends can be [found here](#).

Education

YMI works to continue to reduce the achievement gap focusing on a variety of critical education outcomes. School-based efforts include advancing reforms in discipline strategies, special education, and school accountability. With private support, the 40 schools participating in the Expanded Success Initiative continue to pilot strategies to increase career and college readiness among Black and Latino boys. YMI programs are also linking students with mentors and helping low-level readers gain literacy skills. See data table on next page.

Employment

The City is connecting more young men to employment and reducing barriers they experience in obtaining work. Jobs-Plus, the largest investment in the YMI employment portfolio, connects public housing residents to employment and supports for work. In addition, YMI has expanded internship opportunities for youth and continues to encourage youth to obtain official identification, which helps remove barriers to employment. See data table on next page.

Health

YMI's portfolio includes a range of policy and practice changes that improve access to health services for teens, ensures comprehensive sexual education, helps support young parents, and reduces gun violence in high-crime neighborhoods. A major effort to help support young families is NYC Dads: The Mayor's Fatherhood Initiative which works to build awareness among City agencies to make services more "father friendly". See data table on next page.

Justice

YMI is advocating for reforms and practice changes to the justice system to ensure that interventions help young people prepare for life success. YMI has funded expansions of programs that help court-involved young people become more civically engaged and connect them to mentors and has supported the City in engaging communities as active partners. Through juvenile justice reform, New York City youth placed in upstate non-secure facilities were brought back to the City as a means of providing stronger oversight for their educational, mental health, substance abuse and other service needs. These young people are also now able to remain closer to their families while they receive the services and support they require. See data table on next page.

YOUNG MEN'S INITIATIVE: SELECTED PERFORMANCE INDICATORS	Actual		Target	
	FY12	FY13	FY13	FY14
EDUCATION				
Expanded Success Initiative (DOE) - Launched Summer 2012				
Black and Latino students enrolled	NA	3,260	4,000	4,000
Schools participating in initiative	NA	40	NA	NA
IMPACT Peer Mentoring for Young Adult Literacy (CUNY) - Launched 1/2012				
Program participants	260	603	400	270
Took the GED	83	208	180	133
Passed the GED	58	140	135	107
Enrolled in college (of those who passed the GED)	16	NA*	90	NA
*Due to lag in college enrollment, FY13 participants will not show data until FY14.				
Note: FY14 Targets decrease due to new level of funding and new GED test standards.				
Young Adult Literacy Program/CEPS (DYCD/Public Libraries/DOP) - Launched 7/2008, YMI Expansion 10/2011				
Program participants	750	848	NA	NA
Percent of participants who gained one or more grade levels in literacy	55%	54%	65%	65%
Percent of participants who gained one or more grade levels in numeracy	46%	47%	65%	65%
EMPLOYMENT				
Jobs-Plus (HRA/NYCHA/CUNY) - Launched 10/2009, YMI Expansion 3/2013				
Program participants	423	1,270	NA	NA
Placed in jobs	173	225	271	1,421
Retained in job at 3 months	90	73	157	824
Note: Providers are currently working with FY13 clients on reaching these retention outcomes. Outcomes are expected to increase.				
Young Adult Internship Program (DYCD) - Launched 11/2007, YMI Expansion began 8/2011				
Program participants	1,570	1,829	1,830	1,825
Percent of participants who completed internship	84%	85%	75%	75%
Percent of participants placed in employment or education	51%	51%	70%	70%
HEALTH				
Fatherhood Academy (CUNY) - Launched 3/2012				
Program participants	36	77	40	80
Percent of participants who received job placements	44%	30%	35%	35%
Percent of participants who earned a GED	28%	30%	15%	15%
Number receiving a college acceptance	7	6	NA	NA
JUSTICE				
Arches (DOP) - Launched 7/2012				
New enrollees	NA	589	840	840
New participants receiving one-on-one mentoring	NA	219	NA	NA
Percent of participants who completed program*	NA	11%	65%	65%
*Program implementation and service delivery was delayed due to the effects of Hurricane Sandy. Students are on target to complete in FY14.				
Justice Community (DOP) - Launched 1/2012				
New enrollees	153	228	252	252
Percent of participants placed in employment or education program	8%	26%	50%	50%
NYC Justice Corps (CUNY) - Launched 9/2008, YMI Expansion in 2012				
New enrollees	217	332	255	255
Completed community benefit project	145	202	128	177
Placed in jobs	55	15	31	75
Note: Since expansion sites opened in FY13, only one cohort has begun job placement services. Placement is expected to increase.				
Justice Scholars (DOP) - Launched 1/2012				
New enrollees	142	243	272	272
Percent of participants who gained one or more grade levels in literacy	16%	14%	50%	50%
Earned GED or diploma	9	33	NA	NA



AGENCIES WORKING TOGETHER:

BREAKING THE CYCLE OF POVERTY

Partner agencies & offices



ACS



CUNY



DFTA



DCP



DCA



DOC



DOE



DOF



DOHMH



DHS



HPD



DOITT



DPR



DOP



SBS



DYCD



HHC



HRA



LAW



Libraries



NYCHA

- New York City Council
- Mayor's Fund to Advance New York City
- Mayor's Office

New York City's fight against poverty is led by the Center for Economic Opportunity (CEO) through collaboration with City agencies. CEO's mission is a unique one within New York City government: to partner with agencies to pilot new anti-poverty initiatives, conduct rigorous evaluation, replicate what works, and eliminate programs that fail to demonstrate results. Through CEO, agencies have built capacity to better serve thousands of low-income New Yorkers in: youth development, justice, asset development, employment, and health.

The national economy began to contract sharply in early 2008 with a fall in employment and earnings and an increase in poverty. Policymakers took active steps to blunt the rise of the poverty rate by expanding benefits and tax credit programs, like the Earned Income Tax Credit (EITC). Because CEO's programs target key populations affected by poverty, CEO estimates that without this initiative, the CEO poverty rate would have increased from 21.3 percent to 23.6 percent in 2011.

NYC Poverty Rate	2006	2007	2008	2009	2010	2011
US Government	17.9	16.8	16.8	17.3	18.8	19.3
CEO	19.8	19.8	19.0	19.7	20.9	21.3

Since 2006, in partnership with over 20 City agencies and 200 community-based providers, CEO has developed, implemented, and evaluated more than 60 programs across New York City and in seven other cities nationwide. Agency partners administer programs that have served over 500,000 participants, broadened the reach and impact of employment programs to place over 31,000 New Yorkers in jobs, and increased the availability and take-up of tax credits with over \$100 million received to date. CEO's proven programs have expanded through the Social Innovation Fund and the Young Men's Initiative.

Youth Development – Six years of operating and testing innovative programming for youth have shown that the most successful approaches have a customized mix of education, employment, and participant supports. CEO continues to bring together agencies such as DYCD, DOP, CUNY, HHC, and HRA for cross-agency collaboration and continuous improvement of these programs.

Justice – Justice programs utilize strategies that mitigate the negative impact of involvement in the justice system, address underlying causes for risky behaviors, and provide education and job training. Programs like Employment Works (SBS/DOP) and NYC Justice Corps (CUNY) help participants find jobs leading to secure employment and work to reduce recidivism.

Asset Development – Asset building can be a critical step in achieving financial stability for individuals and families living in poverty. When programs demonstrate success in combating poverty, CEO works with agencies to expand and replicate programs for greater impact. SaveUSA is an example of a tax-time saving program that has been expanded and replicated both locally and nationally under a federal Social Innovation Fund grant.

Employment – Stable employment and career advancement provide clear pathways out of poverty. CEO's sector-focused programs and place-based initiatives have already proven successful. A new partnership with the Human Resources Administration (HRA) and the Office of Financial Empowerment (OFE) has launched a demonstration project simulating an expansion of the successful EITC benefit that will test the impact of more generous tax incentives on employment and earnings for low-income workers without dependent children.

Health – Agency partners are working to improve health in low-income communities through a variety of programs that improve access to health services, promote the availability of healthy foods, and prevent teen pregnancy.

See below for examples of performance data. Full descriptions and data for over 40 current programs are available [here](#).

INITIATIVE PERFORMANCE INDICATORS	Actual		Target	
	FY12	FY13	FY13	FY14
YOUTH DEVELOPMENT				
CUNY ASAP (CUNY) Launched in 9/2007				
New Enrollees	462	1510	1500	1800
Cohort 3 (Spring 2010) Three-Year Graduation Rate	NA	48%	50%	NA
Cohort 5 (Fall 2011) One-Year Retention Rate	84%	NA	NA	NA
Young Adult Internship Program (DYCD) - Launched in 11/2007, YMI Expansion began 8/2011				
Number of Enrollees	1,570	1,829	1830	1825
Completed Internship	84%	85%	75%	75%
Placed in Employment or Education	51%	51%	70%	70%
JUSTICE				
NYC Justice Corps (CUNY) - Launched in 9/2008, YMI Expansion in 8/2012				
Number of Enrollees	217	332	255	255
Completed Community Benefit Project	145	202	128	177
Number of Job Placements*	55	15	31	75
Employment Works (SBS) Launched in 8/2008				
Program Participants	1,101	1,278	NA	NA
Job Placements	744	738	800	900
Retained at 6 Months*	12%	17%	65%	65%
Note: There is no Program Participant goal; however providers are encouraged to engage three candidates for each job placement.				
ASSET DEVELOPMENT				
Earned Income Tax Credit Mailing (DOF) Launched in 1/2007				
	Tax Year 2008	Tax Year 2009		
Households Entitled to the Credit	5,645	6,239	NA	NA
Average Amount Claimed by Household Estimated	\$818	\$976	NA	NA
Financial Empowerment Centers (DCA/OFE) Launched in 6/2008				
New Enrollees	5,882	6,117	5,100	5,100
Counseling Sessions	11,100	10,662	12,650	12,650
Total Debt Reduced Since Program Inception in 2009 (in millions)	\$7.05	\$12.41	NA	NA
EMPLOYMENT				
Jobs-Plus (HRA/NYCHA/CUNY) Launched in 10/2009, YMI Expansion 3/2013o				
Number of Enrollees	423	1,270	NA	NA
Placed in Jobs	173	225	271	1421
Retained in Job at 3 Months*	90	73	157	824
Sector-Focused Career Centers (SBS) Launched in 6/2008o				
New Enrollees	10,619	7,123	NA	NA
Job Placements or Promotions	2,365	3,010	3433	3150
HEALTH				
School-Based Health Centers (DOHMH) Launched in 9/2007				
Program Participants	9,146	7,508	NA	NA
Enrollees Utilizing the Clinics	4,897	5,504	NA	NA
Total Clinic Visits	22,499	26,324	NA	NA
Shop Healthy NYC (DOHMH) Launched in 1/2012				
Number of Retail Food Stores Promoting Healthy Foods (Percentage is of Stores Approached)	146	170	NA	NA
Number of Community Members Who Attended a Training	107	532	400	400
* Clients reach Job Retention outcomes months after a job placement. Providers are currently working with FY13 clients on reaching these outcomes. Outcomes are expected to increase.				
o Program underwent expansion or vendor changes in FY13. These changes are reflected in the chart by reduced goals or lower outcomes.				



AGENCIES WORKING TOGETHER:

AGE-FRIENDLY NYC

Partner agencies & offices



DCA



DCLA



DPCP



DFTA



DOE



DOF



DOHMH



DOT



DPR



HPD



NYPD



OEM



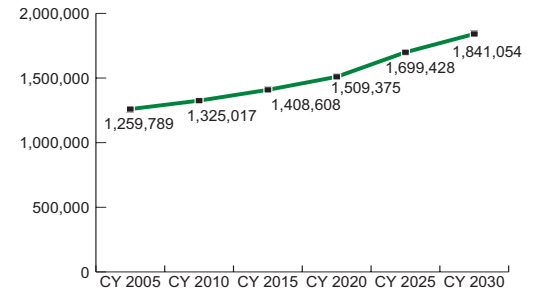
TLC

- New York City Council
- Mayor's Office

In 2007, the World Health Organization (WHO) announced its “Global Age-friendly Cities” initiative challenging urban centers around the world to better respond to the needs of their senior populations. With New York City’s population expected to increase by 47 percent between 2005 and 2030, the City responded to this call to action by launching Age-friendly NYC, which supports the City’s residents in their homes and communities as they age.

Age-friendly NYC includes 59 initiatives in four key areas: community & civic participation, housing, public spaces & transportation, and health & social services. The initiative is a collaboration between the Office of the Mayor, the New York City Council, and the New York Academy of Medicine. The Office of the Deputy Mayor for Health and Human Services and the Department for the Aging (DFTA) coordinate with partner agencies and offices to track the progress and success of the age-friendly initiatives.

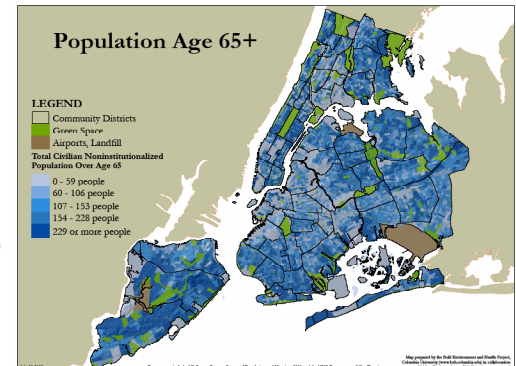
Growth projection: New Yorkers Aged 60+



Community & Civic Participation

Currently, 39 percent of New Yorkers age 75+ live alone, and 17 percent age 45+ are at risk for social isolation. In order to enhance social inclusion and civic participation for older New Yorkers, City programs and services are linking older New Yorkers to social activities in their communities.

TimeBanksNYC: TimeBanksNYC encourages social connectedness between older New Yorkers and their surrounding communities. It is an online registry where New Yorkers can sign up to assist older adults with errands and other tasks; likewise, older adults can offer their time and talents to the larger community. Exchanges include teaching drawing classes, language tutoring, and cooking meals. Since launching in 2009, TimeBanksNYC has registered almost 2,000 members.



Seniors Partnering with Artists Citywide (SPARC):

SPARC places artists-in-residence at the City’s senior centers to better connect seniors with creative opportunities. Developed by DFTA, DCLA, and the City’s five local arts councils as a pilot program in 2009, SPARC launched in 2012. Program goals encourage seniors to get involved in an artistic endeavor and achieve mastery of a new form of artistic expression. Currently, there are 50 artists in residence at 48 senior centers.

Housing

As they age, older New Yorkers often face difficult challenges to continue living in their homes and communities. The City is working to provide access to the support services and social opportunities that are essential for successful aging-in-place.

Support of NORCs: NYC is home to the nation’s first naturally occurring retirement community (NORC). A NORC is a community, comprised of a mixture of privately- and publicly-owned housing, where older residents are a substantial proportion of the households. With \$5.6 million in funding, the City provides inter-disciplinary programs called Supportive Services Programs to the 28 NORCs in NYC. These programs include transportation and shopping services, social activities and connections to community and government resources, health promotion activities, and assistance with health care management.

Public Spaces & Transportation

As New Yorkers age, navigating the City can become increasingly difficult. By modifying public spaces and transportation, the City is making interacting with their surroundings in a safe and positive way easier for older New Yorkers.

Safe Streets for Seniors: DOT is addressing street and traffic conditions in 25 areas identified as high-need for senior pedestrians. Typical improvements include: extending pedestrian crossing times at crosswalks, adding countdown clocks, altering curbs and sidewalks, restricting vehicle turns, and narrowing roadways. DOT has also added pedestrian safety islands and shortened crossings on wide streets. In addition, benches have been added at new bus shelters and other locations around the City enhancing safety and comfort by providing older New Yorkers with more public spaces to rest.

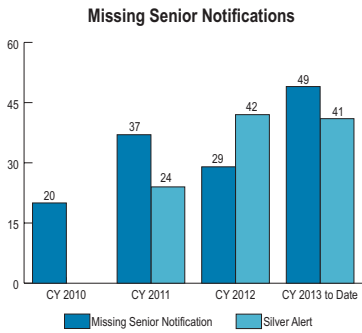
Health & Social Services

Currently, over 60 percent of older New Yorkers are overweight, more than one-half have high blood pressure, and 23 percent suffer from diabetes. The City is working to improve the health outcomes of its senior population by supporting vulnerable seniors and encouraging older New Yorkers to live healthier lives.

Innovative Senior Centers: Throughout 2012 and 2013, the City transformed 10 senior centers into “Innovative Senior Centers” (ISCs). In addition to providing traditional services, these centers provide enhanced programming to more people: wellness programs, health care services, arts and cultural programs and new technological and volunteer opportunities. ISCs will work with individual center members to obtain baseline health information upon enrollment and will measure critical health outcomes over time.

Silver Alert: A partnership between DFTA, NYPD, and the City Council helped create legislation for Silver Alert, which aids police in the search for missing older persons with dementia. When a senior with a cognitive impairment is reported missing and deemed to be in imminent danger, NYPD initiates a protocol through which a wide audience is notified allowing the public to assist NYPD in searching for the missing senior.

Market Ride: A partnership between DFTA and the Department of Education, Market Ride uses school buses during off hours to take seniors to supermarkets and farmers’ markets that have a greater array of fruits and vegetables than their smaller, neighborhood stores – especially in neighborhoods considered food deserts. School buses are also used to take senior center members to recreational facilities, museums, Broadway shows, and a host of other venues.



Age-Friendly NYC: Selected Performance Measures		Actual	Target
		FY13	FY14
COMMUNITY AND CIVIC PARTICIPATION			
TimeBanksNYC			
Number of Hours of Exchanges		38,000	*
Members		595	*
Number of Service Exchanges		3,560	*
Support of NORCs			
Annual number of NORC residents benefitting from NORC services		9,510	*
PUBLIC SPACES AND TRANSPORTATION			
Safe Streets for Seniors			
Number of Age-friendly Benches		536	*
-Number of New Bus Shelters with Benches		173	*
HEALTH AND SOCIAL SERVICES			
Innovative Senior Centers			
Attendance		NA	*
Number of Meals Served		343,598	*
Silver Alert			
Missing senior alerts		49	*
Silver alerts		41	*
Market Ride			
Number of Seniors Participating		1,336	*

PUBLIC SAFETY AND LEGAL AFFAIRS



New York City Police Department



Fire Department



Office of Emergency Management



Department of Correction



Department of Probation



Civilian Complaint Review Board



Law Department



Department of Investigation



City Commission on Human Rights



Office of Administrative Trials and Hearings



Business Integrity Commission



NEW YORK CITY POLICE DEPARTMENT

Raymond W. Kelly, Commissioner

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.

Our Services and Goals

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

- Goal 1a: Reduce the incidence of crime.
- Goal 1b: Prevent terrorist attacks.
- Goal 1c: Respond to police emergencies quickly.
- Goal 1d: Improve police/community relations.

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

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

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

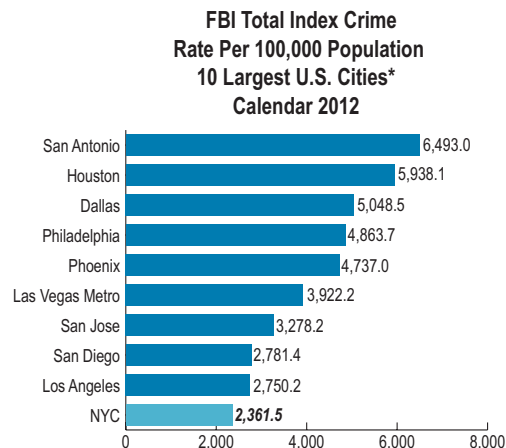
- Goal 3a: Reduce the incidence of quality-of-life violations.

How We Performed in Fiscal 2013

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

Goal 1a: Reduce the incidence of crime.

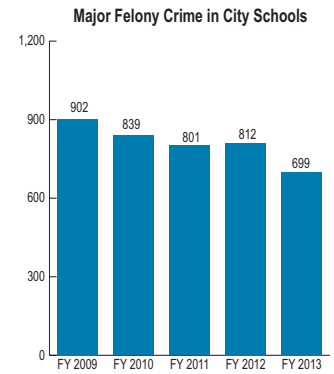
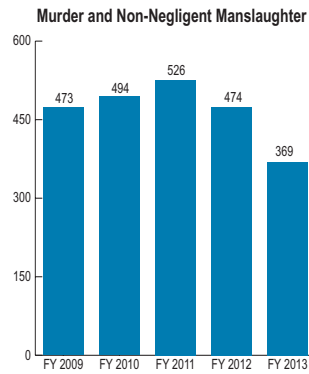
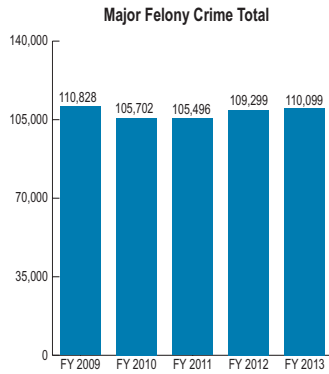
The Department, through anti-crime strategies informed by analysis, such as Operation Impact, strives to further the reductions in crime that have occurred over the past decade. Based on FBI total index crime statistics for Calendar 2012, New York City remains the safest large city with the lowest rate of crime per capita among the 10 largest U.S. cities as defined by the FBI. Major felony crime increased by less than one percent during Fiscal 2013 compared to Fiscal 2012. Forcible rape, felonious assault and grand larceny increased, while murder, robbery, burglary, and grand larceny auto decreased compared to Fiscal 2012. Murder and non-negligent manslaughter decreased 22 percent in Fiscal 2013 compared to Fiscal 2012. The 5 year trend is also down for murder and grand larceny auto. Major felony crime in the City's public schools decreased 14 percent during Fiscal 2013. Four categories of school felony crime decreased, while murder and burglary remained unchanged. The 5 year trend for major felony crime in schools is also down.



**Excludes Chicago because reporting methods differ from FBI standards.*

Includes the entire Las Vegas metropolitan area.

Source: Calendar 2012 FBI Uniform Crime Report (preliminary report).



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Major felony crime	110,828	105,702	105,496	109,299	110,099	*	↓	Down	Neutral
★ - Murder and non-negligent manslaughter	473	494	526	474	369	*	↓	Down	Down
★ - Forcible rape	762	860	1,138	1,098	1,198	*	↓	Down	Up
★ - Robbery	20,641	18,794	19,495	20,291	19,319	*	↓	Down	Neutral
★ - Felonious assault	16,112	16,906	17,743	18,762	19,616	*	↓	Down	Up
★ - Burglary	19,584	19,617	18,423	19,162	18,360	*	↓	Down	Neutral
★ - Grand larceny	41,468	38,295	38,193	40,642	43,622	*	↓	Down	Neutral
★ - Grand larceny auto	11,788	10,736	9,647	8,870	7,615	*	↓	Down	Down
★ Major felony crime in housing developments	4,275	4,090	4,406	4,771	5,018	*	↓	Down	Up
★ Major felony crime in transit system	2,196	2,060	2,321	2,741	2,535	*	↓	Down	Up
Crime related to domestic violence - Murder	NA	68	85	75	71	*	*	Down	NA
- Rape	NA	351	502	535	464	*	*	Down	NA
- Felonious assault	NA	4,777	5,870	6,781	7,420	*	*	Down	NA
★ School safety - Major felony crime	902	839	801	812	699	*	↓	Down	Down
- Murder	0	1	0	0	0	*	*	Down	Down
- Rape	5	2	6	5	4	*	*	Down	Neutral
- Robbery	146	147	131	148	106	*	*	Down	Down
- Burglary	104	81	86	81	81	*	*	Down	Down
- Felonious assault	231	240	269	250	200	*	*	Down	Neutral
- Grand larceny	414	361	307	326	305	*	*	Down	Down
- Grand larceny auto	2	7	2	2	3	*	*	Down	Down
School safety - Other criminal categories	3,559	3,302	3,089	3,295	2,626	*	*	Down	Down
- Other incidents	5,843	5,354	5,119	5,365	4,350	*	*	Down	Down
Gang motivated incidents	335	228	303	310	264	*	*	Neutral	Neutral
Gun arrests	6,355	6,097	5,881	5,835	5,581	*	*	Neutral	Down
Major felony crime arrests	NA	NA	NA	NA	40,258	*	*	Neutral	NA
Narcotics arrests	107,294	106,655	106,840	99,344	81,737	*	*	Neutral	Down
Juvenile arrests for major felonies	4,207	4,028	3,767	3,450	3,016	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

Goal 1b: Prevent terrorist attacks.

The Department continues to make strides in the prevention and detection of terrorist acts through the continuance of in-depth training for specialized units and first responders, as well as maintaining strong working relationships with other government agencies on the local, state and federal level.

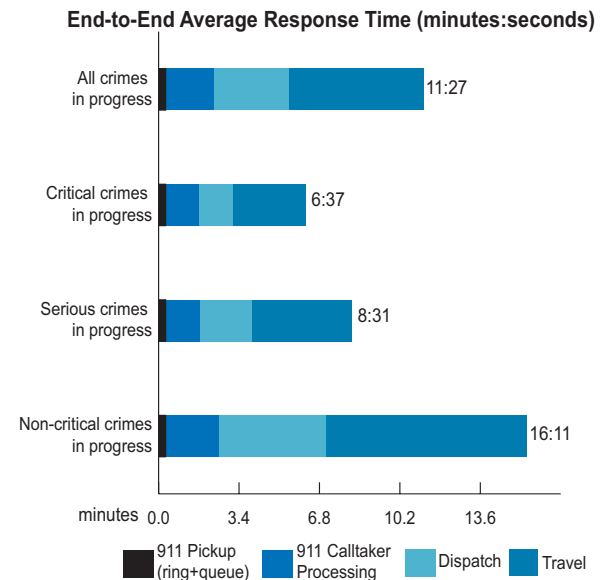
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Counterterrorism training (hrs) - Uniformed members	286,478	239,131	209,081	336,552	259,761	*	*	Neutral	Neutral
- Non-members	77,139	80,940	80,527	74,236	66,186	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1c: Respond to police emergencies quickly.

For the first time, the Mayor's Management Report presents "end-to-end" average response time that incorporates every segment of a 911 call. The Mayor's Office of Data Analytics, working with the Office of Citywide Emergency Communications, NYPD, FDNY, and the City's technology partners, developed a way to identify for the first time the total length of a 911 call from the instant a caller finishes dialing 911 to the time when the first emergency responders arrive on scene. Each segment of a 911 call is shown in the accompanying end-to-end average response time chart.

The Mayor's Management Report will continue to present historical average response time to crimes in progress calculated by NYPD for the dispatch and travel portions of the response.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
End-to-end average response time to all crimes in progress (minutes:seconds)	NA	NA	NA	NA	11:27	*	*	Down	NA
End-to-end average response time to critical crimes in progress (minutes:seconds)	NA	NA	NA	NA	6:37	*	*	Down	NA
End-to-end average response time to serious crimes in progress (minutes:seconds)	NA	NA	NA	NA	8:31	*	*	Down	NA
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	NA	NA	NA	NA	16:11	*	*	Down	NA
★ Average response time to all crimes in progress (dispatch and travel time only) (minutes)	7.3	7.5	8.4	9.1	9.0	*	↕	Down	Up
- Critical	4.3	4.4	4.6	4.6	4.7	*	*	Down	Neutral
- Serious	5.7	5.8	6.2	6.5	6.5	*	*	Down	Up
- Non-critical	12.3	12.1	12.9	13.3	13.2	*	*	Down	Up
Crime in progress calls	NA	NA	NA	NA	419,826	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1d: Improve police/community relations.

The Department conducts Courtesy, Professionalism and Respect (CPR) tests by randomly selecting uniformed and civilian personnel who are not told they are being tested to gauge their demeanor and helpfulness during interactions with the public. The Department conducted 8,414 CPR tests during Fiscal 2013. More than 99 percent of the CPR tests conducted yielded “acceptable” results, with “below standard” accounting for less than 1 percent.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	7,958	8,150	8,379	8,268	8,414	*	*	Neutral	Neutral
- Exceptionally good	11	8	4	5	6	*	*	Up	Down
- Acceptable	7,909	8,099	8,335	8,232	8,371	*	*	Neutral	Neutral
- Below standard	38	43	40	31	37	*	*	Down	Down
Total civilian complaints against members of the service	7,661	6,954	6,259	5,724	5,455	*	*	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

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

Great emphasis is placed on promoting safety on roadways for pedestrians, bicyclists and motorists alike. Toward that end, NYPD will continue to refine its traffic safety programs generally and its collision investigation programs specifically. During Fiscal 2013 traffic fatalities decreased. Summonses for moving violations decreased by 2 percent compared to Fiscal 2012.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Traffic fatalities (motorists/passengers)	98	97	78	115	93	*	↕	Down	Neutral
★ Traffic fatalities (bicyclists/pedestrians)	178	162	158	176	168	*	↕	Down	Neutral
Driving while intoxicated (DWI) related fatalities	26	20	10	18	21	*	*	Down	Down
DWI arrests	NA	NA	NA	NA	8,723	*	*	Neutral	NA
Total moving violation summonses (000)	1,226	1,262	1,189	1,015	999	*	*	Neutral	Down
- Summonses for hazardous violations	889,776	903,746	843,171	706,250	684,012	*	*	Neutral	Down
- Summonses for prohibited use of cellular phones	211,658	231,345	197,746	153,671	148,276	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

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

The Department continues to utilize available resources such as reports of quality-of-life complaints made through the 311 Customer Service Center to more effectively identify, track and target problem locations or recurring conditions that affect the quality of life of residents. Doing so allows residents and visitors to more fully enjoy the City's residential, commercial and recreational spaces. The issuance of quality-of-life summonses decreased 8 percent in Fiscal 2013, with summonses for unreasonable noise decreasing 2 percent.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Quality-of-life summonses	544,213	556,637	538,024	497,656	458,397	*	*	Neutral	Down
- Unreasonable noise summonses	13,660	17,056	14,030	14,302	14,044	*	*	Neutral	Neutral
- Graffiti summonses	NA	NA	NA	NA	44	*	*	Neutral	NA
Graffiti arrests	NA	NA	NA	NA	3,502	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Cases commenced against the City in state and federal court	NA	NA	3,197	3,628	3,997	*	*	Neutral	NA
Payout (\$000)	\$117,692	\$128,842	\$166,616	\$131,666	\$120,676	*	*	Down	Neutral
Collisions involving City vehicles (per 100,000 miles)	NA	NA	NA	NA	5.3	*	*	Down	NA
Workplace injuries reported (uniform and civilian)	NA	NA	NA	NA	8,420	*	*	Down	NA
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	NA	63%	62%	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ⇕ shows desired direction

Agency Customer Service

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Calls answered in 30 seconds (%)	100	99	100	100	99	100	99	Neutral
Completed customer requests for interpretation	NA	259,696	258,830	258,018	264,803	NA	NA	NA
CORE customer experience rating (0-100)	NA	70	86	89	86	89	86	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to action (close) – Blocked Driveway - No Access (0.3 days)	94	94	94	92	91	92	91	Neutral
Percent meeting time to action (close) – Commercial Noise (0.3 days)	96	97	96	95	94	95	94	Neutral
Percent meeting time to action (close) – Noise - Street/Sidewalk (0.3 days)	96	97	96	95	94	95	94	Neutral
Percent meeting time to action (close) – Residential Noise - Banging/Pounding (0.3 days)	94	94	94	92	91	92	91	Neutral
Percent meeting time to action (close) – Residential Noise - Loud Music/Party (0.3 days)	95	96	95	94	93	94	93	Neutral

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$4,469.2	\$4,666.9	\$4,804.8	\$4,867.9	\$4,930.5	\$4,953.3	\$4,756.9	Neutral
Revenues (\$000,000)	\$104.8	\$100.2	\$100.0	\$100.3	\$95.1	\$97.2	\$105.7	Neutral
Personnel (uniformed)	35,641	34,636	33,777	34,510	34,804	34,483	34,483	Neutral
Personnel (civilian)	16,663	16,079	15,894	15,815	15,745	15,832	15,655	Neutral
Overtime paid (\$000,000)	\$504.6	\$538.4	\$549.5	\$604.8	\$614.3	\$580.5	\$493.8	Up
Capital commitments (\$000,000)	\$146.1	\$805.5	\$80.1	\$62.7	\$89.9	\$296.2	\$271.1	Down
Work Experience Program (WEP) participants assigned	167	247	231	168	254	*	*	Up

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

- The following indicators were added to this report: 'end-to-end average response time to all crimes in progress (minutes:seconds),' 'end-to-end average response time to critical crimes in progress (minutes:seconds),' 'end-to-end average response time to serious crimes in progress (minutes:seconds),' 'end-to-end average response time to non-critical crimes in progress (minutes:seconds),' 'collisions involving City vehicles (per 100,000 miles),' 'workplace injuries reported (uniform and civilian)' and 'violations admitted to or upheld at the Environmental Control Board (%)'.

For additional agency performance statistics, please visit:

- Crime Prevention/Crime Statistics (reports updated regularly):
http://www.nyc.gov/html/nypd/html/crime_prevention/crime_statistics.shtml

For more information on the agency, please visit: www.nyc.gov/nypd.



FIRE DEPARTMENT

Salvatore J. Cassano, Commissioner

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 about 275,000 fire and non-fire related emergencies and over 1.3 million medical emergencies each year, and maintains approximately 250 firehouses and ambulance stations.

Our Services and Goals

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

Goal 1a: Reduce the risk of fire incidents.

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

Goal 1c: Minimize damage to persons and property.

Service 2: Respond to medical emergencies.

Goal 2a: Promptly respond to medical emergencies.

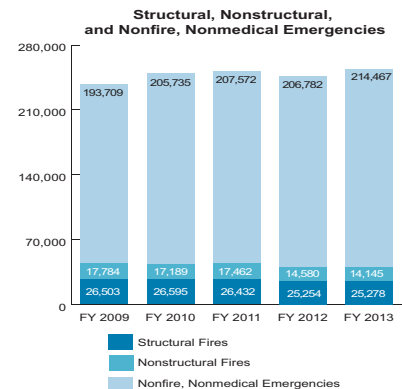
Goal 2b: Provide high quality emergency care.

How We Performed in Fiscal 2013

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

Goal 1a: Reduce the risk of fire incidents.

FDNY reduces the risk of fire incidents through its inspection, education and investigation programs. The number of structural fires remained virtually unchanged in Fiscal 2013 compared with Fiscal 2012. Structural fires per 100,000 people also remained steady in Fiscal 2013. Non-structural fires decreased three percent compared to Fiscal 2012. The 5 year trend for non-structural fires is also down.



Two separate and distinct inspection programs, one carried out by FDNY civilian inspectors, the other carried out by firefighters and fire officers, are critical to the Department's fire risk reduction strategy. Completed inspections performed by civilian fire prevention inspectors who visit sites to ensure compliance with the fire code exceeded the target for Fiscal 2013 by 3 percent. The 5 year trend for completed fire prevention inspections is up.

The Department's fire risk reduction efforts also include regularly scheduled time for firefighters and fire officers to inspect buildings within designated areas. The new risk-based inspection system represents the first phase of FDNY's enterprise solution, or the Coordinated Building Inspection Data Analysis System (CBIDAS), for targeting and tracking safety inspections. In March 2013 the Department introduced a new computerized application for fire operations that shifted the building inspection strategy from a cyclical, paper-based inspection program to an automated, flexible approach based on a building risk score model. A building's fire risk is estimated based on correlating historical fire patterns with 13 identified factors including building location, type of space use and structural characteristics. A high-risk building might lack a sprinkler system, have a history of previous fires or fire-related injuries, or have been constructed under an earlier version of the fire code. New inspection indicators that are included in this report, and that will replace 'field force inspection' indicators, are 'completed risk-based inspections performed by uniformed personnel' and 'completed mandatory inspections performed by uniformed personnel.' Firefighters and fire officers

conducted 13,142 risk-based inspections and 10,835 mandatory inspections during the period April through June 2013. Full year data for these new measures will be reported at the close of Fiscal 2014. The next phase of CBIDAS involves the design and development of a new system for fire prevention to track permits, inspections and enforcement actions. FDNY anticipates initiating the design of this system during Fiscal 2014.

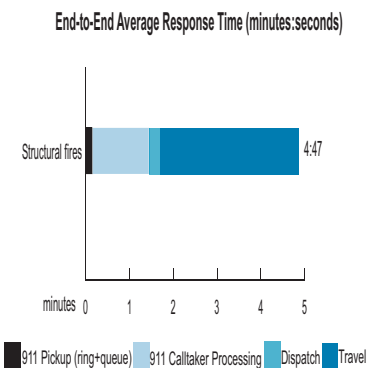
FDNY marshals reduce the risk of fire incidents by investigating the causes and origins of fires and other fire-related offenses. Investigations increased six percent compared to Fiscal 2012, the highest number of investigations in the past five years. The 5 year trend for investigations is also up. At the beginning of Fiscal 2013, the Department leveraged grant funding to increase investigations into non-structural fires, burn injuries and automobile fires. Arson fires were nine percent lower compared to Fiscal 2012. The 5 year trend for arson is down.

Educating the public in fire safety is critical to reducing fire risk. The Department's fire safety education unit gives presentations in schools, nursing homes, and community organizations. Fire companies also educate the public at street fairs and other community events. Visitors to FDNY's Fire Zone at Rockefeller Center learn fire safety by engaging in hands-on fire safety exhibits. Fire safety education presentations decreased seven percent in Fiscal 2013 due to cancellations related to Hurricane Sandy and a decrease in scheduling events at locations that were closed due to storm damage. The Department is on track to increase its presentations given during the remainder of Fiscal 2014. The 5 year trend for presentations is up.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Structural fires	26,503	26,595	26,432	25,254	25,278	*	24,426	Down	Neutral
Structural fires per 100,000 people	NA	NA	NA	306	307	*	*	Down	NA
★ Non-structural fires	17,784	17,189	17,462	14,580	14,145	*	13,291	Down	Down
Completed inspections performed by civilian fire prevention personnel	167,844	164,395	173,695	189,768	184,749	180,000	185,000	Up	Up
Violation orders issued	17,878	NA	NA	38,482	40,946	*	*	Neutral	NA
Violation orders corrected	6,723	NA	NA	30,781	30,377	*	*	Neutral	NA
Violation orders corrected (%)	NA	NA	NA	80%	74%	*	*	Up	NA
Summonses issued	2,214	1,535	2,153	1,245	1,268	*	*	Neutral	Down
★ Hazard complaints resolved within 1 day (%)	68%	70%	61%	57%	65%	*	65%	Up	Down
Completed risk-based inspections performed by uniformed personnel	NA	NA	NA	NA	NA	*	*	Neutral	NA
Completed mandatory inspections performed by uniformed personnel	NA	NA	NA	NA	NA	*	*	Neutral	NA
Field force inspections	61,732	57,719	49,876	49,624	NA	*	*	Up	NA
- Commercial buildings	26,599	23,335	22,175	21,157	NA	*	*	Up	NA
- Residential buildings	35,133	34,384	27,701	28,467	NA	*	*	Up	NA
Investigations	6,118	6,339	6,525	6,636	7,028	*	*	Up	Up
Arson fires	2,252	2,166	2,073	2,008	1,831	*	*	Down	Down
Fire safety education presentations	8,055	5,952	8,007	8,776	8,184	*	*	Neutral	Up

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

For the first time, the City is able to present a consistent, cross-agency measure of response time that incorporates every segment of a 911 call including the time it takes for the NYPD call taker to conference in the FDNY dispatcher. The Mayor's Office of Data Analytics, working with the Office of Citywide Emergency Communications, NYPD, FDNY, and the City's technology partners, developed a way to identify this "end-to-end" response time, or the total length of a 911 call from the instant a caller finishes dialing 911 to the time when the first emergency responders arrive on scene. Each portion of the response to 911 calls for structural fires is shown in the accompanying end-to-end average response time chart.



The Mayor's Management Report will continue to present average response time calculated by FDNY for the dispatch and travel portions of the response, starting from the point when the FDNY dispatcher joins the call. Response time to incidents that do not go through 911, such as private fire alarms, are not included in end-to-end time, but are included in FDNY-calculated dispatch plus travel time.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
End-to-end average response time to structural fires (minutes:seconds)	NA	NA	NA	NA	4:47	*	*	Down	NA
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:05	3:59	4:03	4:01	4:06	4:06	4:06	Down	Neutral
Average response time to all fire unit emergencies (FDNY dispatch and travel time only) (minutes:seconds)	4:32	4:33	4:40	4:35	4:46	*	4:37	Down	Neutral
Total fire unit runs	991,721	1,009,620	1,004,594	971,947	983,615	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1c: Minimize damage to persons and property.

FDNY's inspections, investigations, fire safety education and quick response have contributed to decreased serious fires, injuries and loss of life. Serious fires per 1,000 structural fires decreased 3 percent in Fiscal 2013. However, the 5 year trend for serious fires is up. The percent of serious fires reaching second alarm or higher increased by one percentage point in Fiscal 2013. During Fiscal 2013 civilian fire fatalities per 100,000 people decreased to 0.6. In Fiscal 2013 civilian fire fatalities decreased 33 percent compared to Fiscal 2012 and were lower than in any fiscal year during the past 10 fiscal years. In Calendar 2012 the City saw the lowest number of civilian fire fatalities since 1916.

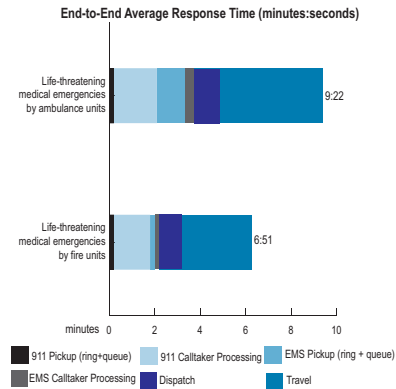
The Department's firefighter injury reduction program focuses on reducing burns and other injuries, as well as preventing accidents involving FDNY vehicles, by instilling safety messages throughout its ranks, starting with safety education in probationary firefighter school and continuing with presentations given by chiefs during annual company medical tests and education day. In addition, senior fire personnel give safety presentations at two firehouses per day so that every firehouse is visited at least four times a year. Firefighter injuries decreased 14 percent in Fiscal 2013, the third year in a row for which these injuries decreased. Firefighter burns increased 18 percent compared to Fiscal 2012, but were lower than in fiscal years 2009 through 2011. The 5 year trends for burns, firefighter injuries and vehicle accidents are all down.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Serious fires per 1,000 structural fires	97	92	105	106	103	*	104	Down	Up
★ Serious fires reaching second alarm or higher (%)	NA	NA	NA	6%	7%	*	6%	Down	NA
★ Civilian fire fatalities	78	67	69	70	47	*	↕	Down	Down
Civilian fire fatalities per 100,000 people	1.0	0.8	0.9	0.9	0.6	*	*	Down	Down
★ Firefighter burns	252	240	302	198	233	*	↕	Down	Down
Firefighter burns (in quarters)	NA	NA	30	12	8	*	*	Down	NA
Firefighter burns (sustained outside quarters)	NA	NA	272	186	225	*	*	Down	NA
★ Firefighter injuries	10,607	10,914	11,210	10,738	9,273	*	↕	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 2: Respond to medical emergencies.
Goal 2a: Promptly respond to medical emergencies.

As mentioned above, for the first time the City is able to present a consistent, cross-agency measure of response time that incorporates every segment of a 911 call from the instant a caller finishes dialing 911 to the time when the first emergency responders arrive on the scene. The Mayor’s Management Report now presents this “end-to-end” average response time that includes the time it takes for the NYPD call taker to conference in the FDNY emergency medical dispatcher. Each portion of the response to a 911 call for a life-threatening medical emergency (cardiac arrest, choking, unconsciousness, difficulty breathing, major burns or trauma) is shown in the accompanying end-to-end average response time chart. The Mayor’s Management Report will continue to present average response time calculated by FDNY for the dispatch and travel portions of the response to life-threatening medical emergencies.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
End-to-end average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)	NA	NA	NA	NA	9:22	*	*	Down	NA
End-to-end average response time to life-threatening medical emergencies by fire units (minutes:seconds)	NA	NA	NA	NA	6:51	*	*	Down	NA
★ Average response time to life-threatening medical emergencies by ambulance units (FDNY dispatch and travel time only) (minutes:seconds)	6:40	6:41	7:00	6:25	6:45	6:35	6:35	Down	Neutral
★ Average response time to life-threatening medical emergencies by fire units (FDNY dispatch and travel time only) (minutes:seconds)	4:14	4:17	4:20	4:11	4:16	4:20	4:20	Down	Neutral
★ Combined response time to life-threatening medical emergencies by ambulance & fire units (FDNY dispatch and travel time only) (minutes:seconds)	5:45	5:47	6:05	5:32	5:47	5:41	5:41	Down	Neutral
Total emergency medical incidents (ambulance units)	1,224,743	1,236,819	1,263,345	1,277,985	1,310,770	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ⬇ ⬆ ⬇ shows desired direction

Goal 2b: Provide high quality emergency care.

The Department strives to offer quality emergency health care in addition to quick response. Cardiac arrest resuscitations are performed by ambulance units and fire units. In Fiscal 2013 FDNY responded to 23,538 cardiac arrest incidents. Approximately 20 percent of cardiac arrest patients were revived by FDNY. Of these successful resuscitations, 45 percent were witnessed. A witnessed cardiac arrest occurs when someone is with the patient who can call for help, and possibly perform cardiopulmonary resuscitation (CPR), often resulting in better outcomes. The Cardiac Registry to Enhance Survival (CARES), established in 2004 by the Centers for Disease Control in collaboration with the Department of Emergency Medicine at the Emory University School of Medicine, [reports](#) a cardiac arrest resuscitation rate of 26.3 percent nationwide for 2005 through 2010 cumulatively, and a rate of 45 percent for witnessed cardiac arrest resuscitations.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Cardiac arrest incidents	23,744	23,155	24,187	23,759	23,538	*	*	Neutral	Neutral
★ Cardiac arrest patients revived (%)	NA	NA	NA	NA	20%	*	⬆	Up	NA
★ - Witnessed cardiac arrest patients revived (%)	NA	NA	NA	NA	45%	*	⬆	Up	NA
Average cost of ambulance tour per day (\$)	\$1,608	\$1,733	\$1,731	\$1,799	\$1,809	*	*	Neutral	Up
Average ambulance tours per day (total 911 system)	933	945	956	989	993	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ⬇ ⬆ ⬇ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Apparatus accidents (fire unit)	538	521	543	439	447	*	*	Down	Down
Ambulance accidents	693	633	690	699	793	*	*	Down	Up
Fire workplace injuries reported (uniform and civilian)	NA	NA	NA	10,275	8,447	*	*	Down	NA
EMS workplace injuries reported	NA	NA	NA	1,456	1,313	*	*	Down	NA
Average annual cost of an engine company (\$000,000)	\$5.9	\$6.6	\$6.6	\$6.7	\$6.7	*	*	Neutral	Up
Average annual cost of a ladder company (\$000,000)	\$6.9	\$7.7	\$8.0	\$8.4	\$8.4	*	*	Neutral	Up
Average time from inspection request until inspection (days) - Fire alarm inspections	NA	NA	34	32	32	*	*	Down	NA
Average time from inspection request until inspection (days) - Rangehood inspections	NA	NA	1	5	5	*	*	Down	NA
Average time from inspection request until inspection (days) - Fire suppression system inspections	NA	NA	0	0	0	*	*	Down	NA
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	NA	92%	91%	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Agency Customer Service

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	NA	78	70	79	85	79	78	NA
Letters responded to in 14 days (%)	NA	74	80	100	66	100	77	NA
Average customer in-person wait time (minutes)	25	14	11	15	12	15	12	Down
Completed customer requests for interpretation	NA	2,871	2,737	2,563	2,891	NA	NA	NA
CORE customer experience rating (0-100)	NA	77	91	76	96	76	76	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$1,592.7	\$1,670.0	\$1,733.6	\$1,757.2	\$1,923.7	\$1,899.6	\$1,771.7	Up
Revenues (\$000,000)	\$77.0	\$78.7	\$82.0	\$89.1	\$90.3	\$99.5	\$89.0	Up
Personnel (uniformed)	11,459	11,080	10,646	10,260	10,180	10,282	10,787	Down
Personnel (civilian)	4,771	4,890	5,106	5,144	5,332	4,987	5,004	Up
Overtime paid (\$000,000)	\$169.4	\$196.9	\$235.8	\$266.6	\$353.1	\$346.6	\$306.5	Up
Capital commitments (\$000,000)	\$71.0	\$135.6	\$94.4	\$87.4	\$157.0	\$287.6	\$77.8	Up
Work Experience Program (WEP) participants assigned	49	16	23	3	1	*	*	Down

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators: 'completed risk-based inspections performed by uniformed personnel,' 'completed mandatory inspections performed by uniformed personnel,' 'end-to-end average response time to structural fires (minutes:seconds),' 'end-to-end average response time to life-threatening medical emergencies by ambulance units (minutes:seconds),' 'end-to-end average response time to life-threatening medical emergencies by fire units (minutes:seconds),' 'Fire workplace injuries reported (uniform and civilian),' 'EMS workplace injuries reported,' 'average time from inspection request until inspection (days) - fire alarm Inspections,' '- rangehood inspections,' '- fire suppression system inspections,' and 'violations admitted to or upheld at the Environmental Control Board (%)'.

For additional agency performance statistics, please visit:

- 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.



OFFICE OF EMERGENCY MANAGEMENT

Joseph F. Bruno, Commissioner

What We Do

The Office of Emergency Management (OEM) 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. OEM educates residents and businesses about the need for emergency preparedness. OEM develops and updates emergency response plans for the City and makes recommendations to agencies and the administration about the City's emergency response capabilities. OEM supports the efforts of government agencies and private and not-for-profit entities in emergency planning, interagency training and exercises and business continuity planning. OEM manages the City's Emergency Operations Center, which includes the 24/7/365 Watch Command and OEM response program. As the City's primary liaison with the U.S. Department of Homeland Security for consequence management, OEM oversees the City's compliance with federal preparedness and emergency response requirements.

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 in Fiscal 2013

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

Goal 1a: Efficiently coordinate emergency response and recovery.

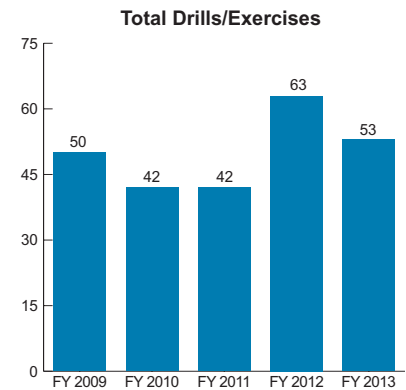
OEM continued to coordinate the City's emergency response and recovery, as defined in the [Citywide Incident Management System \(CIMS\)](#). In Fiscal 2013 OEM was actively involved with 3,443 incidents that necessitated interagency coordination. The 5 year trend for the number of incidents is up. OEM also activated the City's [Emergency Operations Center \(EOC\)](#) six times, including activations for Hurricane Sandy and winter storm Nemo. The number of EOC activations declined slightly from the eight activations during Fiscal 2012; however, it should be noted that the Hurricane Sandy EOC activation lasted for more than 4 months during Fiscal 2013.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Incidents	2,748	2,901	2,955	3,347	3,443	*	*	Neutral	Up
- Field responses	576	616	556	720	674	*	*	Neutral	Up
- Incidents monitored from Watch Command	2,172	2,285	2,399	2,627	2,769	*	*	Neutral	Up
Interagency meetings held during field responses	NA	NA	566	716	578	*	*	Neutral	NA
★ Emergency Operations Center activations	7	14	14	8	6	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

During Fiscal 2013 OEM continued to conduct [citywide preparedness exercises](#) that serve to test plans; reinforce response and management techniques; identify areas for improvement; and promote better interagency coordination and cooperation. OEM conducted 23 tabletop and simulation exercises and one full-scale/functional exercise during Fiscal 2013. These exercises included a maritime emergency exercise, with over 37 government agencies, focused on maritime evacuation plans, multi-jurisdictional coordination, and information sharing. The number of tabletop and simulation exercises nearly doubled compared to the Fiscal 2013 target of 12 exercises. However, OEM did not meet its target of four full-scale or functional exercises because Hurricane Sandy delayed OEM's radiological response and recovery exercise series. The full-scale and functional exercise components of this series will take place during Fiscal 2014.



Despite the agency's focus on the recovery from Hurricane Sandy, OEM continued to meet its commitment to emergency management training. OEM held 106 emergency management training sessions with 1,596 participants, surpassing the agency's target for the year. The 5 year trend for participants is up.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Full-scale and functional exercises/drills	9	11	6	9	1	4	4	Up	Down
★ Tabletop exercises and simulations	5	4	5	23	23	12	15	Up	Up
Participation in drills coordinated by other agencies or organizations	36	27	31	31	29	*	*	Up	Down
★ Participants at instructor-led emergency management training sessions	977	1,822	1,990	2,815	1,596	1,500	1,500	Up	Up

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

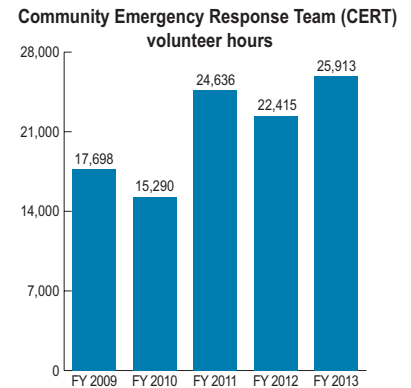
Through its [Ready New York](#) campaign, OEM continues to educate City residents on preparedness. OEM offered 35,921 emergency management and preparedness education sessions, which include Ready New York presentations, educational fairs, and preparedness in the workplace presentations. OEM's [emergency preparedness education in the workplace](#) presentations nearly doubled compared to Fiscal 2012. OEM distributed 598,256 printed Ready New York Guides and an additional 290,931 [Ready New York Guides](#) were viewed online.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Total participants at emergency preparedness education sessions	NA	37,622	25,733	32,078	35,921	*	25,000	Up	NA
Ready New York guides viewed online	77,705	154,901	272,877	891,964	290,931	*	*	Up	Up
Subscribers to Corpnet System	1,465	1,520	1,620	1,570	1,545	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2b: Increase disaster volunteerism through the Community Emergency Response Teams and Citizen Corps Council.

OEM continues to promote disaster volunteerism through the [Community Emergency Response Team \(CERT\)](#) program and [Citizen Corps Council](#). In Fiscal 2013 OEM trained 347 CERT members, an 82 percent increase from the previous year. CERT members participate in an intensive training program that raises awareness about emergencies and disasters and provides basic response skills needed for fire safety, light search and rescue, disaster medical operations, and traffic control. After graduating from the 10-week program, CERT members volunteer their time in their communities by assisting with emergency education and response. CERT volunteers donated 25,913 hours of service during Fiscal 2013, a 16 percent increase compared to Fiscal 2012. The 5 year trend for volunteer hours is up.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Community Emergency Response Team (CERT) volunteer hours	17,698	15,290	24,636	22,415	25,913	*	*	Neutral	Up
CERT members trained	469	211	230	191	347	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 2c: Collect and disseminate timely information.

OEM's response role begins with around-the-clock monitoring of conditions in the City. OEM's [Watch Command](#) tracks incidents affecting New York City 24 hours a day, seven days a week by monitoring radio frequencies used by the City's emergency responders, local and national news, weather conditions, 911 calls and other communications channels. OEM's Watch Command monitored 2,769 incidents in Fiscal 2013. The 5 year trend for monitored incidents is up. Additionally, OEM issued 1,189 [Notify NYC](#) messages to subscribers, a 31 percent increase compared to Fiscal 2012. OEM also increased its emergency communications through the use of social media during Fiscal 2013. OEM will report the average time from incident to issuing Notify NYC message in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Notify NYC messages issued	NA	NA	NA	905	1,189	*	*	Neutral	NA
★ Time from incident to issuing of Notify NYC message (minutes:seconds)	NA	NA	NA	NA	NA	*	↕	Down	NA
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter	NA	NA	NA	NA	182,895	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Agency Customer Service

OEM's response to emails and letters was faster compared to Fiscal 2012.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	NA	88	82	81	95	81	88	NA
Letters responded to in 14 days (%)	NA	100	100	97	99	97	97	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$20.0	\$27.2	\$33.8	\$23.4	\$76.4	\$76.0	\$15.3	Up
Personnel	109	110	112	111	119	125	72	Neutral
Overtime paid (\$000)	\$1,232	\$1,506	\$3,767	\$664	\$867	\$863	\$64	Down
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

None.

For more information on the agency, please visit: www.nyc.gov/oem.



DEPARTMENT OF CORRECTION

Dr. Dora B. Schriro, Commissioner

What We Do

The Department of Correction (DOC) provides for the care, custody and control of adults, persons 16 years of age and older, accused of crimes or convicted and sentenced to one year or less of incarceration. The Department operates 14 facilities, including 10 jails on Rikers Island, four borough houses of detention, one each in Brooklyn, the Bronx, Queens and Manhattan, court pens in each of the five boroughs, and two hospital prison wards, processes over 81,000 admissions and releases annually, and manages an average daily inmate population of approximately 11,800 individuals.

Our Services and Goals

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.

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.

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

- Goal 3a: Provide timely notifications to crime victims.

How We Performed in Fiscal 2013

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

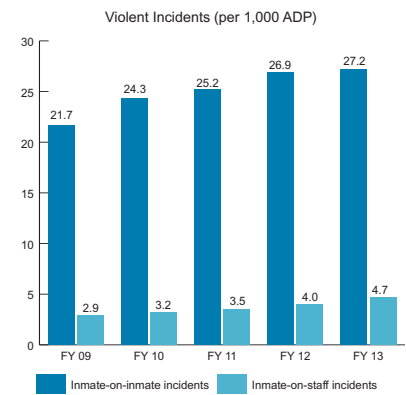
Goal 1a: Ensure the security and safety of inmates in DOC custody.

The number of persons incarcerated on any given day fell from an average of 12,287 inmates during Fiscal 2012 to 11,827 in Fiscal 2013, nearly a four percent reduction. Since Fiscal 2009, admissions declined 18 percent and the average daily population is down by 11.5 percent. During the same period, the proportion of inmates with mental illness, prior arrests and admissions, or other hard-to-manage characteristics has increased. On any given day in Fiscal 2013, 40 percent of the city's inmate population was detained on one or more violent felony charges, 77 percent had been detained one or more times and had, on average, 8.8 prior admissions to DOC. Thirty-six percent of the population had a mental health diagnosis.

The Department seeks to provide a safe and secure environment for both the inmate population and staff. It employs data-driven custody management practices, including state-of-art assessment instruments to ascertain each inmate's risks and needs to inform custody assignments and referrals to preventive programming, among other strategies. During Fiscal 2013, these methods helped to reduce the number of inmate-on-inmate incidents by 105, or 3 percent. The rate of incidents per 1,000 stayed nearly constant with an increase of 0.30 due to a slight decrease in the average daily population. The low rate

of serious injuries to inmates as a result of inmate-on-inmate incidents also remained nearly constant, increasing slightly by 0.09 from 1.33 per 1,000 ADP to 1.42.

The safety of staff is critical and the Department makes every effort to ensure that the workforce has the training and tools necessary to perform their duties in a safe and secure manner. The vast majority of inmate assaults on staff (96 percent) resulted in no injury or minor injury, which is classified as any contact that required nothing more than over-the-counter treatment to staff. The rate of serious injuries to staff as a result of inmate assaults decreased nearly 26 percent, from 0.27 per 1,000 ADP to 0.20 per 1,000 ADP, although the total number of inmate assaults on staff, physical contact that includes the throwing of objects rose by 77 incidents, or 12 percent.



The Department disciplines inmates who assault staff or otherwise violate the law while in custody and pursues their arrests and prosecution by the district attorney. Arrests of inmates for jail-based criminal misconduct increased 23 percent to 798 arrests in Fiscal 2013, up from 650 in Fiscal 2012. The most common reasons for jail-based arrests of inmates involved possession of contraband (most frequently, weapons), assaults on staff and obstruction of government administration.

Searches are a crucial tool in maintaining jail safety. The Department conducted 22,367 more searches in Fiscal 2013, a 10 percent increase from 225,501 in Fiscal 2012 to 247,868 in Fiscal 2013. The increase in searches of the physical plant reduced the number of jail-based weapons, and the use of full body imaging of at-risk inmates reduced the number of manufactured weapons (e.g., blades, razors) found. There were 2,162 weapons recovered in Fiscal 2013 versus 2,324 in Fiscal 2012, a 7 percent reduction.

There were three non-natural deaths in custody during the reporting period. There was one escape; the inmate was apprehended without incident and returned to custody.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Admissions	99,939	95,385	87,515	84,754	81,758	*	*	Neutral	Down
Average daily population	13,362	13,049	12,790	12,287	11,827	*	*	Neutral	Down
Fight/assault infractions	6,696	7,475	7,431	7,552	7,622	*	*	Down	Up
Jail-based arrests of inmates	567	526	642	650	798	*	*	Down	Up
Searches	214,605	203,403	215,038	225,501	247,868	*	*	Neutral	Up
Weapons recovered	1,295	1,213	1,901	2,324	2,162	*	*	Neutral	Up
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	21.7	24.3	25.2	26.9	27.2	*	↓	Down	Up
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	NA	NA	1.2	1.3	1.4	*	↓	Down	NA
★ Inmate assault on staff (monthly rate per 1,000 ADP)	2.9	3.2	3.5	4.0	4.7	*	↓	Down	Up
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	NA	NA	0.27	0.27	0.20	*	↓	Down	NA
★ Escapes	1	1	0	0	1	*	↓	Down	Down
★ Non-natural deaths of inmates in custody	NA	NA	NA	2	3	*	↓	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

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

It is departmental policy to use force only when necessary to maintain the safety and security of the jails. Where force is warranted, the Department seeks to use the least restrictive means possible to achieve compliance. In Fiscal 2013, 96 percent of the total 2,997 Uses of Force resulted in no injury or a minor injury- 43 percent no injury and 52 percent minor injury - to either the officer or inmate. The remaining four percent of the Uses of Force last year required treatment to either the officer or the inmate beyond over-the-counter first aid. Notably, the rate of uses of force resulting in serious injury fell 8 percent in Fiscal 2013 from 1.0 incident per 1,000 ADP to 0.92 incidents per 1,000 ADP. The rate of uses of force resulting in no injury increased 27 percent, from 7.2 per 1,000 ADP in Fiscal 2012 to 9.1 per 1,000 ADP in Fiscal 2013. The use of chemical agents to achieve compliance, which is among the least restrictive methods available, increased by 30 percent during Fiscal 2013.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	NA	NA	NA	1.00	0.92	*	↓	Down	NA
Department use of force incidents with minor injury (rate per 1,000 ADP)	NA	NA	NA	8.15	10.95	*	*	Down	NA
Department use of force incidents with no injury (rate per 1,000 ADP)	NA	NA	NA	7.20	9.11	*	*	Down	NA
Incidents and allegations of use of force	2,196	2,222	2,272	2,837	3,413	*	*	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

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

The proportion of inmates with mental health diagnoses continues to rise. In Fiscal 2013, 36 percent of DOC's average daily population had a mental health diagnosis, up from 33 percent in Fiscal 2012 and appreciably higher than the percentage a few years ago. Concern about the increasing prevalence and severity of mental illness in the city's inmate population led to the formation of the Mayor's Steering Committee on Citywide Justice and Mental Health in 2012. One of the Committee's recommendations was to establish resource hubs in each of the five boroughs to divert eligible defendants from jail to treatment in the community. Funding has been secured and a hub will open and operate in each of the five counties of the City by the end of Calendar 2013.

In a joint collaboration, DOC and the Department of Health and Mental Hygiene developed two new programs for mentally ill inmates; the Clinical Alternative to Punitive Segregation (CAPS), for seriously mentally ill inmates who incur infractions and Restricted Housing Units (RHU) for those with non-serious mental health diagnoses who incur infractions. DOC and DOHMH piloted two Restrictive Housing Units, one for adults in Fiscal 2013 and one for adolescents in Fiscal 2012. The RHU is both the place where the penalty of punitive segregation is imposed and a three-phase behavioral program is provided by clinical staff. Integral to RHU is the opportunity to earn progressively more out-of-cell time beginning the first week in the program and an early (or conditional) discharge. RHU is being expanded to serve all infractioned non-seriously mentally ill inmates.

CAPS is a therapeutic program provided in a secure setting and not a punitive placement. The length of time that a seriously mentally ill inmate remains in the unit is based upon their need for individualized treatment provided by mental health professionals. DOC has secured funding from the US Department of Justice's National Institute of Corrections to evaluate the efficacy of its reforms.

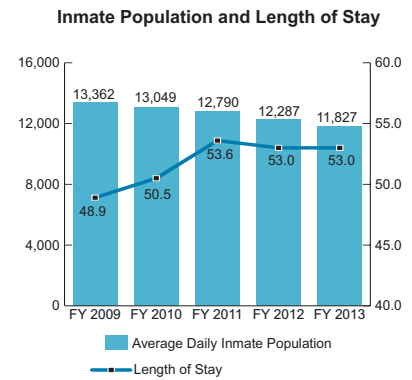
Clinic waiting times increased from 28 to 35 minutes, a 25 percent increase. The increase in waiting times is in part due to a change in policy regarding how inmates are produced to clinics to address safety concerns associated with unescorted movement. Inmates are now escorted in groups to the clinics, rather than allowed to walk to the clinic individually and unescorted. Waiting times overall increased because there are more people in the waiting room at one time, rather than spread out over the course of a day. DOC continues to monitor this trend with the goal of balancing appropriate waiting times with facility security.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Inmates with a mental health diagnosis (% ADP)	27.0%	29.0%	32.0%	34.0%	37.0%	*	*	Neutral	Up
Inmate health clinic visits	92,558	86,130	79,385	83,914	75,664	*	*	Neutral	Down
★ - Average clinic waiting time (minutes)	23	30	29	28	35	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

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

Slightly more than 3 percent of jail cells were unavailable during Fiscal 2013, up from 1.8 percent in Fiscal 2012, due to an increase in preventive and emergency work orders during Fiscal 2013. As DOC's facilities continue to age, DOC reorganized its support services and facility maintenance operations, to centralize the monitoring of outstanding work orders and the deployment of tradespersons to effect repairs more rapidly department-wide.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Jail-cells unavailable (short-term repair) (%)	0.8%	0.9%	1.2%	1.8%	3.1%	1.0%	1.0%	Down	Up
★ Population as percent of capacity (%)	93%	93%	94%	92%	89%	96%	96%	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

In addition to providing safe and secure detention for inmates, the Department is also responsible for transporting inmates to court in a safe and timely fashion. The Department delivered 94.9 percent of on-trial inmates to court on time in Fiscal 2013, down slightly from 96.9 percent in Fiscal 2012 and slightly below its target. The primary reason for the decrease was a 7 percent year-over-year decline in on-time production to Staten Island Courts. The Transportation Division has implemented a citywide improvement plan for Fiscal 2014 that is expected to improve on-time court production significantly.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ On-trial inmates delivered to court on time (%)	99.6%	99.7%	97.5%	96.9%	94.9%	95.0%	95.0%	Up	Neutral

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

The Department continues its work to reduce recidivism. During Fiscal 2013, DOC introduced the Individualized Correction Achievement Network (I-CAN). I-CAN is a jail-based community reentry program for both pre-trial and sentenced inmates with the highest risk for readmission to the city jails. The Department awarded performance-based contracts to community-based providers to ready the population for their release from jail to the community by connecting them to employment, education and substance abuse and mental health services consistent with their assessed need for intervention and risk of readmission while incarcerated. Since its implementation in February 2013, I-CAN has enrolled 818 individuals. The program is currently offered in 7 jails with full system-wide rollout during Fiscal 2014. I-CAN is expected to reduce recidivism by 10 percent.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
I-CAN Referrals	NA	NA	NA	NA	1,420	*	*	Neutral	NA
★ I-CAN Enrollments	NA	NA	NA	NA	634	*	*	Neutral	NA
I-CAN Workshops	NA	NA	NA	NA	333	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2b: Reduce idleness by increasing inmate participation in mandated and other programs, services and activities.

The Department added several initiatives geared toward reducing idleness while also providing skill-building programming, especially for the adolescent population. The Department and its partners implemented the Adolescent Behavioral Learning Experience (ABLE) program department-wide, which provides Moral Reconciliation Therapy (MRT) programming to all adolescent inmates in order to develop better jail-based behaviors and reduce recidivism. The ABLE initiative is funded by a first-of-its-kind Social Impact Bond as a part of the Mayor's Young Men's Initiative (YMI). In Fiscal 2013, approximately 1,500 adolescents were served by ABLE. Efforts to enhance educational outcomes for the adolescents have also been put in place jointly with the Department of Education. The East River Academy, the DOE school on Rikers Island, awarded 74 Regents diplomas last year, the most in the school's history.

Other approaches to adolescent management include reassigning youth who had been in large dormitories to smaller cell housing units; adding correction officers and captains to enhance housing area supervision and designated a deputy warden, ombudsperson, and integrity control officer to augment oversight. In support of education programs for the adolescent population, DOC established an earlier evening curfew to ensure that adolescents are well-rested for school and issued uniforms to be worn by all youth. An incentive system encourages youth to participate in education activities and, includes the designation of school as a work assignment, qualifying adolescents to work and earn wages. These reforms, along with the ABLE initiative, contributed to a 15 percent reduction in inmate-on-inmate fights in Fiscal 2013. Additional idleness reduction efforts include participation in skill-building activities, including workforce development programming, literacy and adult education opportunities, horticulture and farm training and other vocational training opportunities. On any given day in Fiscal 2013, approximately 1,275 inmates (10.8 percent) participated in skill-building activities, up slightly from Fiscal 2012.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Average daily number of inmates in vocational skills training programs	188	193	161	148	204	*	*	Up	Neutral
Average daily attendance in school programs	833	814	782	713	693	*	*	Neutral	Down
★ Inmates participating in skills-building activities/discharge planning (%)	NA	NA	10.0%	10.0%	10.9%	*	10.0%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

Goal 3a: Provide timely notifications to crime victims.

Victim Identification and Notification Everyday (VINE) registrations declined by more than 7 percent from Fiscal 2012 to Fiscal 2013, in part due to reductions in both inmate admissions and the average daily population. VINE confirmed notifications increased by 3 percent to 17,396 from Fiscal 2012 to Fiscal 2013.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Victim Identification Notification Everyday (VINE) system registrations	8,020	32,308	20,558	16,111	14,929	*	*	Up	Neutral
VINE confirmed notifications	7,007	24,553	32,604	16,925	17,396	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Accidents involving city vehicles	NA	NA	NA	69	60	*	*	Down	NA
Workplace injuries reported	NA	NA	NA	NA	2,545	*	*	Down	NA
Accidents involving inmates	NA	NA	NA	38	43	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Agency Customer Service

DOC continued to respond to e-mail correspondence in a timely fashion, while the proportion of written correspondence responded to in 14 days declined by eight percentage points.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
E-mails responded to in 14 days (%)	NA	98	94	100	99.9	100	100	NA
Letters responded to in 14 days (%)	NA	85	76	91	82.6	95	95	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$1,010.2	\$1,012.0	\$1,045.1	\$1,078.8	\$1,091.9	\$1,069.7	\$1,065.1	Neutral
Revenues (\$000,000)	\$21.3	\$23.1	\$22.8	\$24.4	\$22.1	\$22.9	\$23.7	Neutral
Personnel (uniformed)	9,068	8,772	8,456	8,540	8,991	8,962	8,869	Neutral
Personnel (civilian)	1,485	1,444	1,423	1,459	1,394	1,633	1,611	Neutral
Overtime paid (\$000,000)	\$98.8	\$97.4	\$113.8	\$144.7	\$102.6	\$77.3	\$74.6	Up
Capital commitments (\$000,000)	\$40.3	\$67.5	\$69.0	\$95.4	\$101.4	\$461.1	\$691.8	Up

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Individualized Correction Achievement Network (I-CAN) is a jail-based community reentry program tailored towards inmates with the highest risk for readmission to the city jails. This initiative is the successor to DOC's Riker's Island Discharge Enhancement (RIDE) program, and serves both detained and sentenced populations. The Department replaced its RIDE community re-entry indicators with new I-CAN indicators to correspond with this program change, including the new critical indicator 'I-CAN enrollments'.
- The Department added the following indicators: 'Accidents involving City vehicles,' 'Workplace injuries reported' and 'Accidents involving inmates.'

For additional agency performance statistics, please visit:

- Select annual indicators:
http://www.nyc.gov/html/doc/html/stats/doc_stats.shtml

For more information on the agency, please visit: www.nyc.gov/doc.



DEPARTMENT OF PROBATION

Vincent N. Schiraldi, 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, and expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health services, family engagement, and civic participation. The Department supplies information and recommendations to the courts in both adult and juvenile cases to help inform sentencing and disposition decisions. Presentence investigations are provided to the courts on convicted adults and adjudicated youthful offenders to aid in sentencing. Investigations and recommendations reports are prepared for the Family Court to aid in decision-making on delinquency, family offense, custody, child support, visitation, adoption, and guardianship cases. The Department provides intake services and investigations for more than 25,000 adults and 13,000 juveniles per year, and supervises approximately 24,000 adults and 1,800 juveniles on any given day.

Our Services and Goals

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.

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

Service 2: Assist all probationers in minimizing contact with the criminal and juvenile justice systems.

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

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

How We Performed in Fiscal 2013

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.

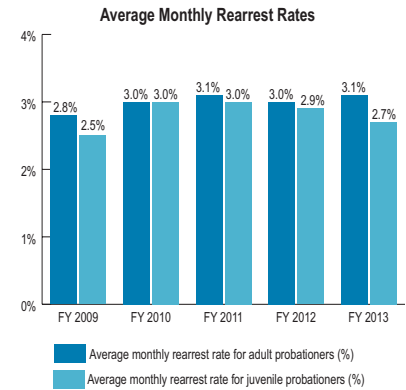
Since DOP began reporting probation violation rates in Fiscal 2010, the rate for adults has fallen 44 percent and is unchanged for juveniles. According to the New York State Division of Criminal Justice Services, in 2012 DOP's adult probationer annual violation rate was 72 percent lower than the combined rate for all other counties in the state. The average monthly violation rate for adult probationers remained unchanged at 0.9 percent in Fiscal 2013. The average monthly violation rate for juveniles was 2.7 percent in Fiscal 2013, compared to 2.8 percent in Fiscal 2012. DOP continues to utilize a graduated response protocol in both adult and juvenile operations to intervene before misconduct is referred to court, and more proactively reaches out to probationers in jeopardy of a violation.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Average monthly violation rate for adult probationers (%)	NA	1.6%	1.0%	0.9%	0.9%	*	*	Neutral	NA
★ Average monthly violation rate for juvenile probationers (%)	NA	2.7%	2.1%	2.8%	2.7%	2.4%	2.4%	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

DOP continues to focus its resources on individuals at highest risk of re-offending in both adult and juvenile operations. The average monthly re-arrest rate for adult probationers in Fiscal 2013 was 3.1 percent, compared to a rate of 3.0 percent in Fiscal 2012. When viewed as a percent of all NYPD arrests, adult re-arrests increased to 2.8 percent, compared to 2.6 percent in Fiscal 2012. The Department's policy of granting early discharges for qualified low-risk offenders resulted in a larger percent of high-risk clients on the adult supervision caseload in Fiscal 2013. The juvenile probationer re-arrest rate was 2.7 percent in Fiscal 2013, compared to 2.9 percent in Fiscal 2012. Juvenile re-arrests as a percent of NYPD arrests decreased to 0.2 percent, compared to 0.3 percent in Fiscal 2012. While adult and juvenile rearrests rates were above their Fiscal 2013 targets, the 5-year adult and juvenile trends are stable.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Adult probationer rearrest rate (monthly average) (%)	2.8%	3.0%	3.1%	3.0%	3.1%	3.0%	3.0%	Down	Neutral
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	2.7%	2.7%	2.6%	2.6%	2.8%	2.6%	2.6%	Down	Neutral
★ Juvenile probationer rearrest rate (monthly average) (%)	2.5%	3.0%	3.0%	2.9%	2.7%	2.6%	2.6%	Down	Neutral
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.2%	0.3%	0.3%	0.3%	0.2%	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 2: Assist all probationers in minimizing contact with the criminal and juvenile justice systems.

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

Adult probationers who comply with both supervision and programmatic objectives and remain arrest-free can be recommended for early discharge. Individuals who are denied an early discharge must complete the full probation term imposed by a local court during sentencing. During Fiscal 2013, the early discharge rate for adult probationers was 12 percent, compared to 17 percent in Fiscal 2012. The decline was caused by a reduction in the number of eligible probationers due to an increased focus on discharging qualified candidates during Fiscal 2011 and 2012.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Adult probationer early discharge rate (%)	NA	6%	19%	17%	12%	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

DOP works with arrested youths, their families, crime victims, local courts and the police to avoid formal court proceedings whenever appropriate in a process called adjustment. Adjusting a case at intake provides youths with services and support, and prevents them from having a criminal record if the adjustment is completed successfully. The overall juvenile intake adjustment rate was 34 percent in Fiscal 2013, compared to 37 percent in Fiscal 2012. The Department introduced a new method of monitoring youths opened for adjustment in Fiscal 2013, which allows for more detailed tracking of adjustments based on risk level, so that DOP can focus diversion efforts on youths who are more likely to complete the

adjustment process successfully. In Fiscal 2013, the breakdown of youths enrolled in intake adjustment services by risk level was as follows: 47 percent for low-risk, 16 percent for medium-risk, and 8 percent for high-risk. The Department continues to work with local courts and service providers to identify high risk youth who can be safely served in intensive community programming and supervision rather than being sent to state placement facilities, thereby keeping families and local support systems intact. The number of youths served by the Enhanced Supervision Program declined by 16 percent to 977, compared to 1,158 in Fiscal 2012. The overall number of juveniles supervised Citywide declined by 13 percent during the fiscal year. The Department began using a structured decision-making tool in Fiscal 2013 to aid probation officers in making sentencing recommendations based on a youth's risk level and needs, which could impact the number of recommendations to the Enhanced Supervision Program relative to past referral activity. The average daily enrollment in Esperanza, the City's first home-based alternative to placement program, was 90 youths, compared to 85 during Fiscal 2012.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Youth participating in Esperanza	67	79	77	85	90	*	*	Neutral	Up
Total probationers supervised in Enhanced Supervision Program (ESP)	1,197	1,290	1,287	1,158	977	*	*	Down	Down
★ Juvenile delinquency cases eligible for adjustment (%)	NA	27.4%	40.0%	37.0%	34.0%	37.0%	37.0%	Up	NA
- low-risk (%)	NA	NA	NA	NA	47.0%	*	*	Up	NA
- medium-risk (%)	NA	NA	NA	NA	16.0%	*	*	Neutral	NA
- high-risk (%)	NA	NA	NA	NA	8.0%	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

The Department continued to respond to all correspondence in a timely fashion during Fiscal 2013.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	82	92	100	100	100	100	100	Up
Letters responded to in 14 days (%)	100	100	100	100	97	100	100	Neutral
Completed customer requests for interpretation	5,900	20,835	19,393	18,764	16,505	NA	NA	Up

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$82.1	\$83.0	\$81.9	\$79.7	\$83.7	\$85.0	\$83.3	Neutral
Revenues (\$000)	\$4	\$3	\$198	\$266	\$268	\$1,021	\$1,021	NA
Personnel	1,149	1,169	1,024	976	952	1,019	1,002	Down
Overtime paid (\$000)	\$369	\$246	\$156	\$184	\$562	\$562	\$534	Up

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department introduced a new performance measure for juvenile intake adjustments in the Fiscal 2013 Mayor's Management Report. This indicator records youths enrolled in adjustment services by risk (low-, medium-, and high-risk). This new measure supplements the existing juvenile intake adjustment eligibility performance indicator Juvenile Delinquency Cases Eligible for Adjustment (%). The new indicator set will be reported as follows:

Juvenile Delinquency Cases Eligible for Adjustment (%)

Overall

Low-Risk

Medium-Risk

High-Risk

For more information on the agency, please visit: www.nyc.gov/dop.



CIVILIAN COMPLAINT REVIEW BOARD

Tracy Catapano-Fox, Executive Director

What We Do

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

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 in Fiscal 2013

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

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

Starting in Fiscal 2013 CCRB implemented a new set of procedures and time-related benchmarks to improve the timeliness of case processing and achieve higher quality and consistency among its investigative teams. However, Hurricane Sandy severely affected these initiatives due to a three month-long displacement from regular office space and the inability to access computer records for more than 60 days. As a result of this disruption, CCRB has not met its goal to improve the quality and timeliness of investigations in Fiscal 2013.

The average number of days to complete all full investigations increased from 293 in Fiscal 2012 to 386 days in Fiscal 2013, 32 percent slower than the target of 280 days. Adjusting for the 60-day storm-related delay, the average completion time was 326 days in Fiscal 2013, or 16 percent above the target. The time to complete substantiated investigations also increased from an average of 384 days in Fiscal 2012 to 438 days in Fiscal 2013. CCRB saw a notable rise in the age of substantiated cases aged 15 months or older in Fiscal 2013, which increased 24 percentage points to 55 percent of all substantiated cases, compared to the target of 10 percent. During Fiscal 2013 the number of substantiated cases in which the statute of limitations expired increased to 10 percent. Here again, the effect of Sandy is substantial. Of the 28 substantiated cases that passed the statute of limitations, 23 expired during the storm-related disruption of normal operations.

After a full resumption of operations at CCRB's offices in February 2013, the agency continued to implement new procedures aimed at improving timeliness and intends to improve outcomes during Fiscal 2014. Two factors are noteworthy. First, although the average case closure per investigator decreased by 7 percent from 68 to 63 cases in Fiscal 2013, these declines in productivity do not adjust for the two months of limited activity during Sandy. When the two months of disrupted operations are removed, individual productivity increased 11 percent, from 5.6 to 6.3 cases per investigator per month. Second, the size of CCRB's open docket increased slightly, by less than 1 percent, from 2,793 in Fiscal 2012 to 2,809 cases in Fiscal 2013, decreasing from a high of 4,345 in November 2012 right after Hurricane Sandy. Despite the disruption, the average age of the open docket increased by only 2 percent, from 144 days in Fiscal 2012 to 147 days in Fiscal 2013.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Total civilian complaints against uniformed members of the New York City Police Department	7,661	6,954	6,259	5,724	5,455	*	*	Neutral	Down
Average age of open docket (days)	NA	NA	NA	NA	147	*	*	Down	NA
★ Average time to complete a full investigation (days)	343	327	282	293	386	280	280	Down	Neutral
★ Full investigations as a percentage of total cases closed (%)	31%	36%	30%	31%	32%	*	40%	Up	Neutral
Cases closed	7,148	8,269	6,149	5,637	5,514	*	*	Neutral	Down
★ Closed allegations with findings on the merits (%)	48%	55%	49%	46%	42%	*	55%	Up	Down
★ Average time to complete a substantiated investigation (days)	NA	NA	NA	384	438	*	310	Down	NA
★ Substantiated cases in which the statute of limitations expired (%)	NA	3%	0%	1%	10%	*	0%	Down	NA
★ Officers disciplined (excluding pending and filed cases) (%)	56%	74%	74%	83%	62%	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

In Fiscal 2013 CCRB did not meet its goal to increase the use of mediation to resolve complaints. As a result of the agency's displacement after Hurricane Sandy, cases were not transferred to mediation for two months and many sessions scheduled before the hurricane could not be re-scheduled. Cases referred to mediation decreased from 576 in Fiscal 2012 to 468 in Fiscal 2013, or 19 percent. After adjusting for the two months without operations, the average number of cases referred declined from 48 to 47 per month. Similarly, the number of cases with mutual agreement to mediate decreased from 315 to 244, or 23 percent. After adjusting for Sandy, the number of cases with mutual agreement declined from 26 to 24 per month. Finally, the number of cases successfully mediated decreased from 112 to 61, or 46 percent. After adjusting for the storm, the average number of cases mediated declined from 9 to 6 per month. Civilians who participated in mediation sessions reported satisfaction with the process in 97 percent of completed mediations.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Cases with mutual agreement to mediate	182	250	417	315	244	*	*	Up	Up
Officers who accepted mediation (%)	NA	NA	NA	NA	79%	*	*	Up	NA
Civilians who accepted mediation (%)	NA	NA	NA	NA	57%	*	*	Up	NA
Cases successfully mediated	128	144	147	112	61	*	*	Up	Down
★ Average mediation case completion time (days)	158	174	179	181	284	150	150	Down	Up
★ Mediation satisfaction rate (%)	NA	NA	NA	NA	97%	*	94%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

CCRB's response to emails and letters was delayed due to a three month-long displacement from regular office space as a result of Hurricane Sandy.

Performance Statistics	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	100	96	98	93	79	93	93	Down
Letters responded to in 14 days (%)	100	NA	89	76	70	76	80	NA
Completed customer requests for interpretation	224	207	474	843	525	NA	NA	Up
CORE customer experience rating (0-100)	NA	74	81	69	81	69	81	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$11.3	\$10.1	\$9.6	\$8.7	\$11.6	\$11.4	\$11.9	Neutral
Personnel	178	138	135	124	162	175	174	Down
Overtime paid (\$000)	\$232	\$146	\$157	\$168	\$3	\$0	\$0	Down

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

- At the close of Fiscal 2013 Joan M. Thompson was succeeded by Tracy Catapano-Fox as executive director.

For additional agency performance statistics, please visit:

- Monthly statistics:
<http://www.nyc.gov/html/ccrb/html/news/news.shtml>

For more information on the agency, please visit: www.nyc.gov/ccrb.



LAW DEPARTMENT

Michael Cardozo, Corporation Counsel

What We Do

The Law Department is the attorney for the City, City agencies and certain non-City agencies and pension boards, and manages litigation and other legal matters involving the City and its interests. The Law Department is responsible for more than 80,000 legal matters, and provides legal advice to all City agencies.

Our Services and Goals

Service 1: Represent the government in litigation and other legal matters involving the City's interests.

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

Service 2: Prosecute juvenile delinquency cases in Family Court.

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

Service 3: Establish and enforce child support orders in interstate cases.

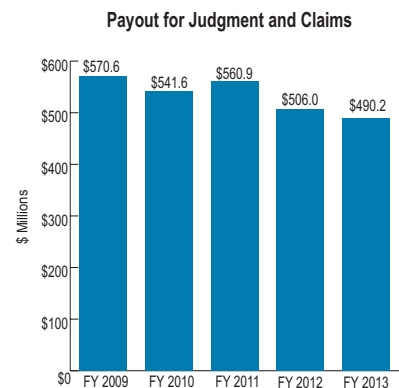
- Goal 3a: Increase the percentage of out-of-state families that receive child support.

How We Performed in Fiscal 2013

Service 1: Represent the government in litigation and other legal matters involving the City's interests.

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

While the Department does not have direct control over the number of claims or legal actions brought against the City, it attempts to limit the City's exposure by working with City agencies to make assessments of possible liability and advise agencies on minimizing risk. The Department also assesses new cases to determine their suitability for early settlement and moves aggressively to dismiss those cases that are without merit. Combined, these actions appear to have had the desired effect of reducing the citywide payout for judgments and claims. The payout decreased three percent compared to Fiscal 2012 and the 5 year trend is also down. Total cases commenced against the City are down compared to Fiscal 2012; however, cases commenced in state court are up.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Total citywide payout for judgments and claims (\$000)	\$570,581	\$541,595	\$560,852	\$506,048	\$490,175	*	↕	Down	Down
★ Total cases commenced against the City	NA	8,941	9,030	9,695	9,528	*	*	Neutral	NA
- Cases commenced against the City in state court	6,337	6,901	6,838	7,682	7,745	*	*	Neutral	Up
- Cases commenced against the City in federal court	NA	2,040	2,192	2,013	1,781	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

The City continues its efforts to settle appropriate cases as early as possible, as this has proven to be cost-effective and allows the Department to focus its resources on other cases, particularly more complex or higher-exposure cases. While the pending caseload in state court increased approximately five percent compared to Fiscal 2012, due in part to claims filed as a result of Hurricane Irene, as well as an increase in cases filed regarding alleged police actions, the Department has moved aggressively in filing affirmative motions to dismiss cases without merit. The Department's aggressive motion practice as well as efforts to be awarded legal costs where appropriate, not only conserves City resources, but may also deter potential plaintiffs from bringing similar cases.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Cases pending in state court	17,791	17,085	16,707	17,020	17,884	17,800	17,800	Down	Neutral
- Cases pending on trial calendar	NA	NA	NA	NA	2,256	*	*	Neutral	NA
Affirmative motions to dismiss or for summary judgment	NA	NA	NA	NA	1,798	*	*	Neutral	NA
★ Win rate on affirmative motions (%)	NA	NA	NA	NA	72%	*	↑	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

As discussed above, the City assesses new cases to determine their suitability for early settlement and moves aggressively to dismiss those cases that are without merit. In Fiscal 2013, 1,711 cases were pending against the City in federal court. The Department sought and won 264 federal court dismissals or discontinuances in Fiscal 2013, the first full year with available data. The number of cases commenced in federal court decreased approximately 12 percent compared to Fiscal 2012.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Cases pending in federal court	NA	NA	NA	NA	1,711	*	↕	Down	NA
Dismissals or discontinuances	NA	NA	NA	NA	264	*	*	Up	NA

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

The Department diverts select low-level cases from Family Court, referring juveniles between the ages of seven and 15 who have been arrested to community-based programs that provide services designed to prevent them from committing future criminal acts. The Department monitors the use of these services to ensure that juveniles are referred to appropriate programs, as well as whether or not juveniles are returned to court within the following year. In Fiscal 2013, the first full year with available data, 90 percent of referred juveniles did not have a new case within the next year.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Juveniles successfully referred to a diversion program with no new delinquency referral within 1 year (%)	NA	NA	NA	NA	90%	*	↑	Up	NA
Referred cases filed for prosecution (%)	59%	55%	55%	55%	56%	55%	55%	Neutral	Neutral
Juvenile conviction rate (%)	71%	72%	71%	73%	73%	70%	70%	Neutral	Neutral
Crime victims assessed for community-based services (%)	34%	34%	46%	44%	36%	35%	35%	Up	Up

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

Pursuant to a cooperative agreement with the Human Resources Administration, Office of Child Support Enforcement, the Department appears in Family Court on behalf of out-of-state custodial parents who seek to establish paternity and obtain, modify, or enforce a child support order from a New York City resident. In these cases, the local child support agency in the county where the custodial parent lives refers the case to the Law Department. Establishing and enforcing existing child support orders brings financial support from both parents to their families. In order to achieve the goals of establishing and enforcing support, the Department instituted early case review and established guidelines for processing these cases, as well as for collecting and recording the data associated with the cases. In Fiscal 2013, with data available from October 2012 through June 2013, 95 percent of enforcement cases were filed within 60 days.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Filing of enforcement referrals within 60 days of referral (%)	NA	NA	NA	NA	95%	*	*	Up	NA
★ Families entitled to a support order that get a support order (%)	NA	NA	NA	NA	65%	*	↑	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Agency Customer Service

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend	
Customer Experience									
E-mails responded to in 14 days (%)	NA	100	100	100	100	100	100	NA	
Letters responded to in 14 days (%)	97	100	100	100	100	100	100	Neutral	
Completed customer requests for interpretation	NA	750	772	763	705	NA	NA	NA	

Agency Resources

Resource Indicators	Actual					Plan ¹			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend	
Expenditures (\$000,000) ²	\$132.2	\$139.8	\$135.0	\$137.4	\$146.9	\$148.2	\$147.4	Neutral	
Revenues (\$000,000)	\$42.8	\$32.7	\$43.4	\$27.6	\$38.8	\$34.8	\$21.5	Down	
Personnel	1,430	1,382	1,307	1,399	1,445	1,440	1,432	Neutral	
Overtime paid (\$000)	\$1,153	\$1,134	\$763	\$969	\$61	\$61	\$1	Down	
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report									

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators related to its goal to reduce the City's caseload in federal court: 'cases pending in federal court' and 'dismissals or discontinuances.'

For additional agency performance statistics, please visit:

- Annual reports:
<http://www.nyc.gov/html/law/html/reports/reports.shtml>

For more information on the agency, please visit: www.nyc.gov/law.



DEPARTMENT OF INVESTIGATION

Rose Gill Hearn, Commissioner

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 more than 200 City boards and commissions. The Department studies City agencies' vulnerabilities to determine if corrective action is necessary and recommends actions to prevent criminal misconduct and waste.

Our Services and Goals

Service 1: Investigate possible corruption, fraud, waste and unethical conduct in City government.

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

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

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

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

How We Performed in Fiscal 2013

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.

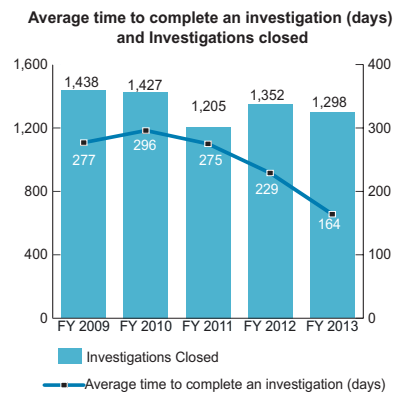
During Fiscal 2013 DOI continued to promote and maintain the integrity and efficiency of City agencies, employees, vendors and recipients of City funds. While the overall 5 year trend for complaints received by the Department is down, the number of complaints received in Fiscal 2013 increased slightly compared to Fiscal 2012. DOI's commitment to cure operational vulnerabilities and deficiencies in City agencies led to a 49 percent increase in the number of policy and procedure recommendations issued to City agencies, with 72 percent of those recommendations adopted by the agencies during the fiscal year. Contributing to the substantial increase in recommendations was an initiative to update the [New York City Marshals Handbook of Regulations](#), which specifies policies and best practices. The number of corruption prevention and whistleblower lectures conducted by the agency increased 28 percent, exceeding targeted projections for the fiscal year due to the Department's robust corruption lecture program that educates and ensures that employees, contractors and those agencies under major investigations remain cognizant of corruption vulnerabilities. Similarly, the Department's continual focus on vendor integrity led to a 40 percent increase in the number of integrity monitoring agreements in Fiscal 2013. While the percentage of VENDEX checks of companies doing business with the City completed within 30 days decreased due to an agency disruption in VENDEX operations caused by Hurricane Sandy, performance remained high at 93 percent, slightly less than the target of 95 percent.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Complaints	14,594	13,825	13,639	12,595	12,644	*	*	Neutral	Down
★ Written policy and procedure recommendations to City agencies	460	357	310	374	557	*	300	Neutral	Up
Written policy and procedure recommendations implemented by City agencies (%)	NA	NA	NA	NA	72%	*	75%	Neutral	NA
★ Corruption prevention and whistleblower lectures conducted	546	625	446	478	611	300	400	Up	Neutral
Integrity monitoring agreements	7	5	12	15	21	*	*	Neutral	Up
VENDEX checks completed within 30 days (%)	NA	60%	98%	98%	93%	95%	95%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

DOI continued to improve the impact and effectiveness of its investigations in a timely manner with performance in most areas exceeding Fiscal 2012 levels. Prioritizing the expeditious disposition of cases during the reporting period, DOI decreased the average time to complete an investigation by 28 percent while closing approximately the same number of cases. The 5 year trend for the average time is also down. The number of referrals for civil and administrative action decreased by 7 percent and referrals for criminal prosecution increased by 5 percent compared to Fiscal 2012 due to enhanced efficiency in completing criminal investigations. Hitting an all-time high, arrests resulting from investigations increased by 4 percent during Fiscal 2013. The 5 year trend for arrests is also up. The Department credits the increase to the targeting of systemic corruption vulnerabilities and effective use of investigative resources. Financial recoveries to the City ordered/agreed decreased by 93 percent and recoveries collected decreased by 99 percent compared to Fiscal 2012. It should be noted that in Fiscal 2012 financial recoveries reported was historically high as a result of a large settlement agreement stemming from the CityTime investigation. The 5 year trend for financial recoveries is up.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Average time to complete an investigation (days)	277	296	275	229	164	*	180	Down	Down
★ Referrals for civil and administrative action	1,867	1,876	1,100	1,334	1,235	*	1,000	Neutral	Down
★ Referrals for criminal prosecution	630	753	1,017	1,000	1,053	*	750	Neutral	Up
★ Arrests resulting from DOI investigations	731	822	790	808	840	*	*	Neutral	Up
★ Financial recoveries to the City ordered/agreed (\$000)	\$16,184	\$18,087	\$20,986	\$523,356	\$38,428	*	\$18,000	Up	Up
★ Financial recoveries to the City collected (\$000)	\$6,634	\$8,538	\$9,974	\$477,784	\$6,041	*	\$10,000	Up	Up

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

Background investigations and fingerprint checks conducted in a timely manner both improved in Fiscal 2013. The average time to complete a background investigation decreased 15 percent due to the Background unit's focus on completing its oldest cases. The 5 year trend for the average time to complete a background investigation is also down. Similarly, the percentage of background investigations closed within six months increased by 7 percentage points to 59 percent in Fiscal 2013, slightly below the target of 60 percent. Continuing its downward trend, the average time to notify agencies of prospective childcare, home care and family care workers with criminal records was one day in Fiscal 2013, well below the target of four days. The average time to notify agencies of arrest notifications for current childcare, home care and family care workers increased to two days due to the effects of Hurricane Sandy which temporarily deactivated the Department's system used for sending out notifications. Additionally, the State Division of Criminal Justice Services experienced a shutdown of its operations on two occasions that resulted in a backlog of notifications received by the Department.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Average time to complete a background investigation (days)	310	451	370	313	266	*	300	Down	Down
★ Background investigations closed within six months (%)	60%	53%	60%	52%	59%	60%	60%	Up	Neutral
★ 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)	4	4	2	1	1	4	2	Down	Down
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)	NA	NA	2	1	2	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Agency Customer Service

During each of the past five fiscal years DOI has responded to all e-mails and letters within the target of 14 days.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
E-mails responded to in 14 days (%)	100	100	100	100	100	100	100	Neutral
Letters responded to in 14 days (%)	100	100	100	100	100	100	100	Neutral
Average customer in-person wait time (minutes)	3	3	3	3	3	3	3	Neutral
Completed customer requests for interpretation	33	54	65	37	38	NA	NA	Neutral
CORE customer experience rating (0-100)	NA	80	83	95	93	90	90	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$24.2	\$22.7	\$21.7	\$21.3	\$39.4	\$32.8	\$21.9	Up
Revenues (\$000,000)	\$3.1	\$4.5	\$7.3	\$4.6	\$3.1	\$3.8	\$3.8	Neutral
Personnel	234	217	197	192	199	232	228	Down
Overtime paid (\$000)	\$20	\$34	\$104	\$37	\$103	\$89	\$46	Up

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department revised Fiscal 2012 values for 'current investigations,' 'investigations closed,' 'written policy and procedure recommendations to City agencies,' 'referrals for civil and administrative action,' 'referrals for criminal prosecution,' 'arrests resulting from DOI investigations,' 'average time to complete an investigation (days),' '-significant investigations' and '-routine investigations' to reflect updated data.
- DOI added the indicator 'written policy and procedure recommendations implemented by City agencies (%)' to measure formal written recommendations to cure operational vulnerabilities that have been adopted by City agencies.

For more information on the agency, please visit: www.nyc.gov/doi.



CITY COMMISSION ON HUMAN RIGHTS

Patricia L. Gatling, Commissioner/Chair

What We Do

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

Our Services and Goals

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

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

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

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

How We Performed in Fiscal 2013

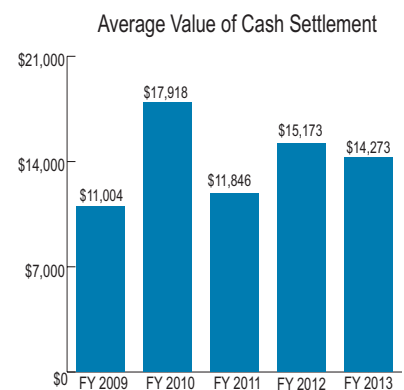
Service 1: Enforce the City's Human Rights Law.

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

Due to a significant increase in the number of cases filed at CCHR in Fiscal 2013, and an ongoing effort to resolve older cases, the average age of complaint pending at the Commission decreased 21 days to 314 days at the end of Fiscal 2013, to 335 days at the end of Fiscal 2012. Eighty percent of the cases pending at the Commission were less than one year old in Fiscal 2013, compared to 76 percent at the for Fiscal 2012.

Despite the challenges of Hurricane Sandy, which caused the closure of the Commission's main office in Manhattan for over two months and the relocation of its staff to other borough offices throughout the City, CCHR filed 522 cases in Fiscal 2013, an increase of 56 percent from the 335 it filed in Fiscal 2012. The Commission closed 480 cases in FY 2013, nine percent more than the 440 cases closed the previous year.

The percent of cases that the Commission closed by settlement was 20 percent in FY 2013, a reduction from 26 percent in Fiscal 2012, at the end of a five year downward trend. A reflective increase was achieved in cases with a probable cause determination, which increased to 12 percent in Fiscal 2013 from 5 percent in 2012. Specifically, in Fiscal 2013 the Commission referred those 59 cases, which did not settle, to OATH in Fiscal 2013, compared to 23 cases the previous year.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Cases successfully mediated	12	9	5	11	5	*	*	Up	Down
Pre-complaint resolutions	216	210	182	190	163	*	*	Up	Down
★ Cases filed	435	410	444	335	522	*	*	Neutral	Neutral
★ Cases closed	649	441	462	440	480	*	*	Neutral	Down
- Cases closed (%) - no probable cause determination	39%	35%	44%	45%	43%	*	*	Neutral	Up
★ - Cases closed (%) - probable cause determination	13%	8%	13%	5%	12%	*	*	Neutral	Down
- Cases closed (%) - administrative cause	23%	25%	25%	24%	25%	*	*	Neutral	Neutral
★ - Cases closed (%) - settlement	25%	32%	18%	26%	20%	*	23%	Up	Down
Cases referred to the Office of Administrative Trials and Hearings	72	37	59	23	59	*	*	Neutral	Down
★ Average value of cash settlement for complainant (\$)	\$11,004	\$17,918	\$11,846	\$15,173	\$14,273	*	*	Neutral	Up
Modifications for accessibility for handicapped	192	173	187	193	156	*	*	Neutral	Down
★ Average age of complaint caseload (days)	318	315	306	335	314	*	330	Down	Neutral
Caseload	402	438	524	474	583	550	550	Neutral	Up
Cases pending by age - less than one year	324	353	438	358	467	400	400	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

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

By emphasizing direct contact at community events attended by members of the immigrant population and community job fairs attended by job seekers, the Commission achieved a 30 percent increase in community-based technical assistance in Fiscal 2013, to 22,357. CCHR also met its targets for community and school-based workshops and training sessions, although Fiscal 2013 figures declined slightly due to the dislocation of many Commission staff, as well as target organizations and schools, for several months after the Sandy storm.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Conferences, workshops and training sessions	1,002	1,108	1,206	1,217	1,114	1,000	1,000	Up	Up
Community-based technical assistance	13,563	17,574	17,055	17,297	22,537	13,000	13,000	Up	Up
School-based training sessions conducted	327	370	327	401	392	325	325	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

CCHR continued to respond to all of its e-mails and letters within 14 days in Fiscal 2013, meeting the targets for the year. It also maintained its average customer in-person waiting time at 10 minutes for Fiscal 2013.

Performance Statistics	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend	
Customer Experience									
E-mails responded to in 14 days (%)	100	100	100	100	100	100	100	Neutral	
Letters responded to in 14 days (%)	100	100	100	100	100	100	100	Neutral	
Average customer in-person wait time (minutes)	15	15	10	10	10	10	10	Down	
Completed customer requests for interpretation	NA	1,200	1,235	1,425	1,515	NA	NA	NA	
CORE customer experience rating (0-100)	NA	89	84	85	94	85	90	NA	

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$7.1	\$6.9	\$6.1	\$6.0	\$6.6	\$6.5	\$6.3	Down
Personnel	80	72	70	62	61	66	67	Down
Overtime paid (\$000)	\$21	\$14	\$20	\$18	\$11	\$11	\$11	Down
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

None.

For more information on the agency, please visit: www.nyc.gov/cchr.



OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Suzanne A. Beddoe, Commissioner & Chief Administrative Law Judge

What We Do

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

Our Services and Goals

Service 1: Adjudicate the City's administrative matters.

Goal 1a: Hear cases promptly and issue timely decisions at the OATH Tribunal.

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

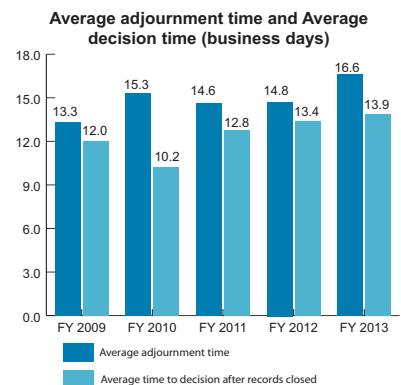
Goal 2a: Hear cases promptly and issue timely decisions at the Environmental Control Board (ECB), the OATH Health Tribunal and the OATH Taxi & Limousine Tribunal.

How We Performed in Fiscal 2013

Service 1: Adjudicate the City's administrative matters.

Goal 1a: Hear cases promptly and issue timely decisions at the OATH Tribunal.

The OATH Tribunal met its targets in Fiscal 2013 despite the 16 percent increase in cases filed before the tribunal and the varying levels of complexity of the cases that were either new or increased in volume. The negligible increase to 13.9 days in the average time it takes the OATH Tribunal to issue decisions after having the record closed, from 13.4 days the previous year, was due in part to the shift in the sources and types of cases filed at the tribunal. This shift included the acceptance of cases from the Business Integrity Commission; Loft Board cases complicated by recent changes to the Loft Law and Loft Board rules; and an increase in the number of discrimination cases filed at the tribunal.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Average time for OATH to issue decisions after records closed (business days)	12.0	10.2	12.8	13.4	13.9	25.0	25.0	Down	Up
OATH cases with decisions issued within 45 business days (%)	90%	95%	96%	98%	98%	*	*	Up	Neutral
OATH facts and conclusions adopted by agencies (%)	98%	99%	99%	98%	99%	96%	96%	Up	Neutral
★ Average adjournment time at OATH (business days)	13.3	15.3	14.6	14.8	16.6	20.0	20.0	Down	Up
OATH settlement rate (%)	53%	50%	51%	59%	59%	55%	55%	Neutral	Up
Cases filed at OATH	3,472	2,921	2,611	2,027	2,358	*	*	Neutral	Down
Cases closed (total)	3,128	2,910	2,588	2,001	2,326	*	*	Neutral	Down
Cases processed per ALJ (total)	237.5	207.7	188.7	179.3	183.0	*	*	Up	Down

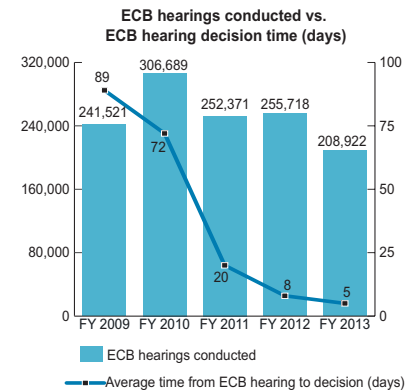
★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

Goal 2a: Hear cases promptly and issue timely decisions at the Environmental Control Board (ECB), the OATH Health Tribunal and the OATH Taxi & Limousine Tribunal.

In Fiscal 2013, the Environmental Control Board reduced its average time from hearing assignment to decision to 5 days, below the target and 38 percent shorter than in Fiscal 2012. ECB has moved toward its goal of providing prompt hearings by reducing its annual average time from hearing to decision by 94 percent since Fiscal 2009, when it was 89 days.

The number of Notices of Violation (NOVs) received by ECB from the City's enforcement agencies decreased 18 percent in Fiscal 2013, compared to Fiscal 2012. The number of hearings conducted by ECB also declined by 18 percent. From Fiscal 2009 to Fiscal 2013, the number of NOVs received annually by ECB declined by 34 percent, but the number of hearings it conducted annually decreased by only 13 percent.



In Fiscal 2013, the number of adjournments at the OATH Health Tribunal decreased by 77 percent, from 10,875 in Fiscal 2012 to 2,510, due to better trained Hearing Examiners who properly evaluate requests for adjournments. As a result, fewer respondents are inconvenienced by having to return to the tribunal to have their hearing on another day. Out of the total number of hearings at this tribunal, adjournments were 7 percent in Fiscal 2013, compared to 17 percent in Fiscal 2012.

In Fiscal 2013, the OATH Health Tribunal reduced by 75 percent from Fiscal 2012 the time from when it receives a request for a reschedule or an adjournment, to when a new hearing date is scheduled and the respondent is notified. Since OATH took over the Health Tribunal's operations in July 2011, the average time it takes it to reschedule a case has decreased from 120 days in Fiscal 2012 to 30 days in Fiscal 2013.

In Fiscal 2013, the average turnaround time for Appeals cases - the time from when an appeal is received to when a decision is rendered - improved at each OATH administrative law tribunal when compared to the previous fiscal year. The Appeals Unit at ECB reduced its turnaround time from 130 to 107 days (an 18 percent decrease) and the OATH Health Tribunal Appeals Unit decreased its time to issue decisions from 90 to 50 days (a 44 percent decrease). After eliminating more than 3,000 backlogged appeal decisions that were inherited from TLC at the start of Fiscal 2012, the average turnaround time for the OATH Taxi Tribunal Appeals Unit was reduced to 28 days in Fiscal 2013. Each of these tribunals continues to benefit from restructured administrative teams and the expertise gained under OATH management.

In February 2013, the OATH Taxi & Limousine Tribunal replaced the paper-based case tracking system in use when OATH took over the tribunal's operations in July 2011. OATH developed a new electronic case management system, based on established best practices, that streamlines the Taxi Tribunal's business processes and data management and improves its overall operations and service.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Notices of Violation (NOV) received by ECB Tribunal	704,680	694,273	562,418	563,477	464,666	*	*	Neutral	Down
ECB Tribunal hearings conducted	241,521	306,689	252,371	255,718	208,922	*	*	Neutral	Down
★ Average time from ECB Tribunal hearing assignment to decision (days)	89	72	20	8	5	*	20	Down	Down
ECB Tribunal cases with decisions issued within 45 business days of hearing assignment (%)		NA	NA	NA	99.7%	*	*	Up	NA
★ ECB Tribunal decisions rendered	187,475	204,192	178,872	172,409	141,371	*	*	Neutral	Down
Dockets received by Health Tribunal	NA	NA	NA	NA	41,772	*	*	Neutral	NA
Health Tribunal hearings conducted	NA	NA	NA	NA	36,187	*	*	Neutral	NA
★ Health Tribunal decisions rendered	NA	NA	NA	NA	23,787	*	*	Neutral	NA
Summonses received by Taxi Tribunal	NA	NA	NA	NA	NA	*	*	Neutral	NA
Taxi Tribunal hearings conducted	NA	NA	NA	NA	NA	*	*	Neutral	NA
★ Taxi Tribunal decisions rendered	NA	NA	NA	NA	NA	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

OATH responded to all letters within 14 days in Fiscal 2013, exceeding the previous year's level and the Fiscal 2013 target. It also increased the number of requests for interpretation completed by 18 percent in Fiscal 2013. OATH increased its CORE customer experience rating to 90 in Fiscal 2013.

Performance Indicators	Actual					Target		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Customer Experience								
Letters responded to in 14 days (%)	NA	NA	83	98	100	95	95	NA
Completed customer requests for interpretation	1,011	6,864	8,104	7,423	8,734	NA	NA	Up
CORE customer experience rating (0-100)	NA	84	86	87	90	87	90	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$16.2	\$24.0	\$23.3	\$30.5	\$34.6	\$34.6	\$35.0	Up
Revenues (\$000,000)	\$0.0	\$0.0	\$87.2	\$159.8	\$135.5	\$138.0	\$147.2	NA
Personnel	295	279	270	372	368	446	451	Up
Overtime paid (\$000)	\$86	\$33	\$29	\$0	\$124	\$124	\$40	Up

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- Hearing data:
http://www.nyc.gov/html/oath/downloads/pdf/oath_stats/OATH.pdf
- Health Tribunal data:
http://www.nyc.gov/html/oath/downloads/pdf/health_trib_stats/Health.pdf
- Taxi & Limousine Tribunal data:
http://www.nyc.gov/html/oath/downloads/pdf/tlc_trib_stats/Taxi.pdf
- Environmental Control Board data:
http://www.nyc.gov/html/ecb/downloads/pdf/ecb_trib_stats/ECB.pdf

For more information on the agency, please visit: www.nyc.gov/oath.



BUSINESS INTEGRITY COMMISSION

Shari C. Hyman, 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 criminal behavior. BIC protects New York City consumers by ensuring that businesses in certain industries and markets act in an honest way. By fostering an open marketplace, BIC ensures that businesses in those industries and markets are protected from unfair competition. BIC also has the authority to regulate the shipboard gambling industry.

Our Services and Goals

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.

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 in Fiscal 2013

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.

One of the Commission's core missions is to ensure a level playing field and nurture a competitive marketplace for the commercial waste hauling industry. Thus, it is critical that the agency minimizes unlicensed activity and protect the interests of those that play by the rules. In Fiscal 2013, BIC issued 245 violations to unlicensed or unregistered waste haulers, 10 percent fewer than the 271 issued the previous year, and it issued 1,144 total violations to commercial waste haulers, 29 percent less than the 1,601 issued in Fiscal 2012. However, the agency increased by 27 percent the number of waste hauling background investigations completed in Fiscal 2013, to 1,267, which contributed to an increase in overall denials issued to waste hauling firms. A denial, which prevents a waste hauling operator from working in the City because it fails to meet the integrity standards set by BIC, is a direct signal to bad actors that there is zero tolerance for criminal behavior in this field.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Violations issued to private waste haulers	1,290	1,672	1,280	1,601	1,145	*	*	Neutral	Neutral
★ Violations issued - Other (not licensees or registrants)	482	996	581	271	245	*	*	Neutral	Down
Waste hauling background investigations completed	1,244	1,289	1,088	998	1,267	*	*	Up	Neutral
★ Total waste hauling applications denied (%)	4.0%	3.7%	3.6%	3.6%	3.9%	*	*	Neutral	Neutral
Waste hauling complaints received	495	1,218	592	594	534	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

BIC has made strides to improve customer service and provide more timely processing of waste hauling licensing and registration for applicants with sound business records. As a result of improvements to BIC internal review procedures, data management and assignment protocols, Fiscal 2013 average processing times for both licenses and registrations were decreased from Fiscal 2012 to levels significantly under their targets. Overall waste hauling license processing was 22 percent faster in Fiscal 2013, and overall registration processing was reduced 11 percent, as each closed well below its Fiscal 2013 target.

Additionally, the total number of waste hauler applications pending at the end of Fiscal 2013 was reduced 21 percent from Fiscal 2012, as pending figures for both new and renewal applications decreased. BIC expects to maintain its internal commitment to reduce overall pending volumes and surpass the Fiscal 2014 target. While the volume of pending applications was reduced, the age of the remaining ones increased 18 percent, as they include a higher concentration of complex and involved applications. In Fiscal 2013, BIC also better defined its long-term investigation caseload and reduced cases in that category; transferring some of them to pending status contributed to the increase in average age there.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Average time to approve waste hauling licenses (days)	142	184	155	175	136	190	190	Down	Neutral
★ Average time to approve waste hauling registrations (days)	122	127	99	112	100	120	120	Down	Down
★ Average age of pending waste hauling applications (days)	123	167	167	168	198	190	190	Down	Up
★ Waste hauling applications pending	628	336	363	419	331	*	300	Down	Down
Waste hauling licenses approved	83	133	95	103	146	*	*	Up	Up
Waste hauling registrations approved	641	943	860	747	960	*	*	Up	Up

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

The number of violations BIC issued to wholesale market businesses decreased 59 percent in Fiscal 2013 to 134, the lowest in a five year downward trend. BIC engaged in large-scale investigations in the public markets in Fiscal 2013, and conducted the agency's first two nuisance abatement actions in the Hunts Point Adjacent Area. These were directed at two unregistered businesses and resulted in denials.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Violations issued at public wholesale markets	378	417	345	323	134	*	*	Neutral	Down
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	NA	93.8%	88.5%	*	*	Up	NA
★ Public wholesale market applications denied (%)	1.7%	2.2%	1.9%	2.2%	3.0%	*	*	Neutral	Up
Public wholesale market background investigations completed	170	265	397	726	593	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

As mentioned above, BIC has made improving customer service a key executive priority. In Fiscal 2013, BIC approved a total of 85 public wholesale market business registrations, 70 percent more than in Fiscal 2012, while reducing the average approval processing time by 32 percent, to 151 days. While the volume of wholesale market business applications is considerably less than the volume for trade waste hauler applications, the ability to process increased output while reducing processing time is noteworthy. The average age of pending wholesale markets applications for Fiscal 2013 was consistent with that for Fiscal 2012.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Average time to approve public wholesale market registrations (days)	226	226	221	221	151	250	200	Down	Down
Average age of pending public wholesale market applications (days)	397	159	267	243	246	*	*	Down	Down
Public wholesale market registrations approved	56	114	80	50	85	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Agency Customer Service

BIC maintained its average customer in-person waiting time at 3 minutes for Fiscal 2013, meeting its target for the year. It also continued to respond to all of its e-mails and letters within 14 days in Fiscal 2013.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	94	100	100	100	100	100	100	Neutral
Letters responded to in 14 days (%)	98	75	100	100	100	100	100	Up
Average customer in-person wait time (minutes)	9	13	4	3	3	3	3	Down
Completed customer requests for interpretation	NA	50	27	218	109	NA	NA	NA
CORE customer experience rating (0-100)	NA	98	98	100	95	100	100	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$6.3	\$6.9	\$6.9	\$6.8	\$7.4	\$7.4	\$7.1	Up
Revenues (\$000,000)	\$2.9	\$5.5	\$6.8	\$5.8	\$7.1	\$6.3	\$6.4	Up
Personnel	65	75	72	72	72	82	82	Neutral
Overtime paid (\$000)	\$77	\$45	\$70	\$57	\$31	\$31	\$24	Down
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

None.

For more information on the agency, please visit: www.nyc.gov/bic.

QUALITY OF LIFE



Department of Sanitation



Department of Parks & Recreation



Department of Cultural Affairs



Landmarks Preservation Commission



DEPARTMENT OF SANITATION

John Doherty, Commissioner

What We Do

The Department of Sanitation (DSNY) promotes a healthy environment through the efficient management of solid waste and the development of environmentally sound long-range planning for handling refuse, including recyclables. The Department operates 59 district garages and manages a fleet of 2,022 rear-loading collection trucks, 450 mechanical brooms and 365 salt/sand spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets and removes debris from vacant lots as well as abandoned vehicles from City streets.

Our Services and Goals

Service 1: Clean streets, sidewalks and vacant lots.

Goal 1a: Increase street and sidewalk cleanliness.

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

Service 2: Collect and dispose of refuse.

Goal 2a: Improve efficiency of refuse handling.

Service 3: Recycle refuse.

Goal 3a: Increase the percentage of waste recycled.

Service 4: Clear snow and ice from City streets and roadways.

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

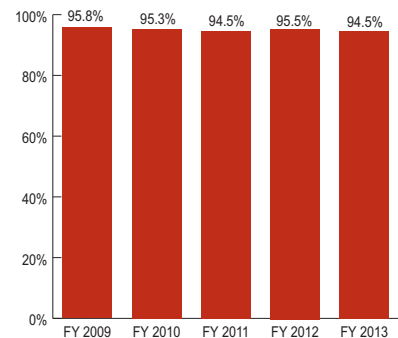
How We Performed in Fiscal 2013

Service 1: Clean streets, sidewalks and vacant lots.

Goal 1a: Increase street and sidewalk cleanliness.

A cleaner environment is essential to maintaining and improving the quality of life in the City. In an attempt to improve the Department's ability to address the potential barriers to cleaner communities, DSNY implemented a citywide initiative known as the neighborhood intensive clean-up effort (NICE), which is designed to help each of the 59 sanitation district superintendents identify and combat litter conditions in their district, as well as communicate with community leaders and other City agencies. In Fiscal 2013 DSNY achieved a citywide average street cleanliness rating of 94 percent. This was achieved despite the effects of Hurricane Sandy and a more active snow season compared to Fiscal 2012. The 5 year trend for streets rated filthy is down. DSNY achieved a citywide average sidewalk cleanliness rating of 96 percent, a slight decrease from Fiscal 2012. Enforcement of cleanliness violations was affected by Hurricane Sandy.

Streets Rated Acceptably Clean (%)



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Streets rated acceptably clean (%)	95.8%	95.3%	94.5%	95.5%	94.5%	92.0%	92.0%	Up	Neutral
Streets rated filthy (%)	0.2%	0.4%	0.3%	0.2%	0.2%	*	*	Neutral	Down
★ Sidewalks rated acceptably clean (%)	97.3%	97.2%	96.7%	96.3%	96.1%	*	97.0%	Up	Neutral
Sidewalks rated filthy (%)	0.2%	0.2%	0.3%	0.3%	0.4%	*	*	Neutral	Up
Violations issued for dirty sidewalks	NA	NA	NA	35,407	28,690	*	*	Neutral	NA
Violations issued for illegal posting	30,797	66,917	41,286	30,512	16,182	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

The Department continues to strive to improve the cleanliness of the City by clearing vacant lots. DSNY cleans vacant City-owned lots and the surrounding perimeter, removing garbage, bulk refuse and weeds. The Department also continues to address privately-owned, fenced and locked lots that are dirty. DSNY can apply for a warrant that when signed by a judge allows cleaning personnel to enter and clean a privately-owned lot that harbors rodents. Due to the significant impact of Hurricane Sandy and a more active snow season, the number of vacant lots cleaned declined compared to Fiscal 2012. Despite these challenges, DSNY still managed to clean more vacant lots than were requested. The 5 year trend for lot cleaning is down.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Vacant lot cleaning requests	NA	NA	NA	NA	3,056	*	*	Neutral	NA
★ Lots cleaned citywide	4,608	4,519	4,233	4,544	3,607	*	4,500	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 2: Collect and dispose of refuse.

Goal 2a: Improve efficiency of refuse handling.

The Department provides regularly scheduled refuse collection services for every residential household, public school, public building and many large institutions in the City. Collection occurs either two or three times a week depending upon population density. The tons of refuse collected per truck declined slightly to 9.9 tons in Fiscal 2013. Regular refuse collection operations were severely affected by Hurricane Sandy as the Department prioritized debris removal in stricken areas for more than six months of the fiscal year. As a result, trucks dumped on shift decreased and missed refuse collections increased compared to Fiscal 2012.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Tons of refuse disposed (000)	3,306.7	3,308.4	3,261.2	3,269.5	3,262.8	3,413.0	3,281.0	Neutral	Neutral
★ Refuse tons per truck-shift	9.9	10.1	10.0	10.0	9.9	10.7	10.7	Up	Neutral
★ Trucks dumped on shift (%)	52.1%	50.4%	45.9%	48.1%	47.2%	*	46.8%	Up	Neutral
Tons per day disposed	10,986	10,991	10,835	10,826	10,876	11,327	10,864	Neutral	Neutral
Average outage rate for all collection trucks (%)	NA	NA	NA	17%	19%	*	*	Down	NA
Missed refuse collections (%)	0.1%	0.3%	1.8%	0.1%	1.1%	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 3: Recycle refuse.**Goal 3a: Increase the percentage of waste recycled.**

The primary goal of the Department's recycling operations is to reduce the amount of trash in the waste stream. The Department's recycling operation consists of several programs including curbside collection, containerized collection, leaf, tree and yard waste, tire disposal, public space recycling and chlorofluorocarbon (CFC) recovery. The curbside and containerized recycling programs involve the collection of two separate groups of recyclables: paper collection and metal, glass and plastic collection. In Fiscal 2013 the Department announced that all rigid plastics would be recycled, with mandatory recycling of rigid plastics beginning in Fiscal 2014. The curbside and containerized recycling diversion rate remained unchanged at 15.1 percent in Fiscal 2013. Recycling tons collected per truck were also unchanged at 5.1, despite the suspension of recycling collection during the first few weeks following Hurricane Sandy. Recycling summonses issued decreased as a result. The 5 year trend for summons issuance is also down. DSNY began a curbside pilot program to collect residential organics in a section of Staten Island in Fiscal 2013. Based on initial results, DSNY expects to expand this to several more areas of the City in Fiscal 2014. The Department also implemented an organics recycling collection program at various schools which will be expanded during Fiscal 2014. The additional tonnage diverted through these new recycling programs, including all rigid plastics, should increase recycling diversion in Fiscal 2014.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Curbside and containerized recycling diversion rate (%)	16.2%	15.7%	15.4%	15.1%	15.1%	*	18.0%	Up	Neutral
Curbside and containerized recycled tons (000)	NA	NA	554.4	541.9	539.2	*	*	Neutral	NA
★ Recycled tons per day	5,394	3,779	3,944	2,065	NA	*	2,270	Up	NA
★ Recycling tons per truck-shift	5.6	5.5	5.2	5.1	5.1	6.2	6.2	Up	Neutral
Missed recycling collections (%)	0.0%	0.0%	1.3%	0.0%	3.3%	*	*	Neutral	NA
Recycling trucks dumped on shift (%)	27.6%	28.4%	25.6%	29.7%	29.2%	*	*	Up	Neutral
Recycling summonses issued	159,927	122,010	65,578	75,216	65,017	*	*	Neutral	Down

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

When forecasts and conditions warrant, approximately 6,000 Department employees are activated to clear snow and ice. Special 12-hour shifts are initiated, resulting in approximately 2,000 workers assigned to snow equipment each shift. The Department's 365 salt spreaders can hold up to 16 tons of salt of each. The Department's 29 snow melters can melt 60 tons of snow an hour at a rate of 240 gallons per minute. The Department also has seven "mega-melters" that can melt 130 tons of snow per hour and 520 gallons per minute. In Fiscal 2013 it snowed 24 inches, an increase of 17 inches from the previous year. To successfully clear snow and ice from City streets DSNY used over 183,000 tons of salt and spent over \$16 million in overtime in Fiscal 2013.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Snowfall (total inches)	25.8	52.5	61.5	6.8	24.0	*	*	Neutral	Down
Salt used (tons)	295,572	270,010	353,769	59,274	183,597	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Cases commenced against the City in state and federal court	NA	NA	421	573	309	*	*	Neutral	NA
Payout (\$000)	\$25,524	\$34,296	\$24,405	\$31,763	\$26,944	*	*	Down	Neutral
Private transfer station permits	60	59	59	60	59	*	*	Neutral	Neutral
Private transfer station inspections performed	5,810	6,303	5,168	4,967	5,047	*	*	Neutral	Down
Health and administrative code violations issued	310,498	339,723	284,136	259,220	194,892	*	*	Neutral	Down
Total ECB violations issued	470,425	461,733	349,714	334,436	259,909	*	*	Neutral	Down
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	NA	84%	84%	*	*	Neutral	NA
Refuse collection cost per ton (\$)	\$228	\$241	\$261	\$251	NA	*	*	Neutral	NA
Refuse cost per ton (fully loaded) (\$)	\$376	\$392	\$413	\$394	NA	*	*	Neutral	NA
Disposal cost per ton (\$)	\$148	\$151	\$152	\$143	NA	*	*	Neutral	NA
Recycling cost per ton (fully loaded) (\$)	\$540	\$575	\$642	\$657	NA	*	*	Neutral	NA
Recycling collection cost per ton (\$)	\$516	\$548	\$615	\$629	NA	*	*	Neutral	NA
Paper recycling revenue per ton (\$)	\$20	\$10	\$12	\$25	\$11	*	*	Neutral	Neutral
Removal cost per inch of snow (\$)	NA	NA	NA	\$4,300	\$1,602	*	*	Neutral	NA
Accidents involving City vehicles	NA	NA	NA	1,580	1,801	*	*	Down	NA
Workplace injuries reported (uniform and civilian)	NA	NA	NA	NA	1,572	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕↗ shows desired direction

Agency Customer Service

DSNY's responses to e-mails, letters and complaints about illegal postering were slower due to the effects of Hurricane Sandy.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	NA	84	83	75	69	75	70	NA
Letters responded to in 14 days (%)	NA	68	71	65	52	65	55	NA
Completed customer requests for interpretation	NA	2	2	5	NA	NA	NA	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to action (close) – Dirty Conditions - Illegal Postering (7 days)	92	93	95	95	71	95	80	Down
Percent meeting time to action (close) – Literature Request - Blue Recycling Decals (7 days)	100	100	100	100	100	100	100	Neutral
Percent meeting time to action (close) – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	100	100	100	100	Neutral
Percent meeting time to action (close)– Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	99	97	94	96	95	96	95	Neutral

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$1,258.2	\$1,301.2	\$1,408.4	\$1,281.2	\$1,404.1	\$1,476.0	\$1,429.5	Neutral
Revenues (\$000,000)	\$28.4	\$19.0	\$17.6	\$22.5	\$17.8	\$17.3	\$19.2	Down
Personnel (uniformed)	7,612	7,227	6,954	6,991	7,121	7,181	7,311	Neutral
Personnel (civilian)	2,111	2,127	2,068	2,007	1,976	2,149	2,236	Neutral
Overtime paid (\$000,000)	\$52.0	\$77.3	\$119.5	\$55.0	\$111.3	\$125.3	\$80.9	Up
Capital commitments (\$000,000)	\$171.0	\$502.9	\$319.9	\$221.9	\$400.0	\$845.4	\$537.1	Up
Work Experience Program (WEP) participants assigned	1,171	1,852	1,727	830	1,346	*	*	Down
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators: 'accidents involving City vehicles' and 'workplace injuries reported.'

For additional agency performance statistics, please visit:

- Scorecard – monthly street and sidewalk cleanliness ratings:
http://www.nyc.gov/html/ops/html/data/street_scorecard.shtml
- Annual reports:
http://www.nyc.gov/html/dsny/html/Pub_Info/pub_info.shtml

For more information on the agency, please visit: www.nyc.gov/dsny.



DEPARTMENT OF PARKS & RECREATION

Veronica M. White, Commissioner

What We Do

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres, including more than 1,900 parks, nearly 1,000 playgrounds, approximately 650,000 street trees and two million park trees. DPR facilities range from community and recreation centers to golf courses and swimming pools throughout the five boroughs. Through its capital program, DPR constructs and restores the City's infrastructure by developing and improving its parks, playgrounds, pools, and recreational facilities.

Our Services and Goals

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.

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.

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

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

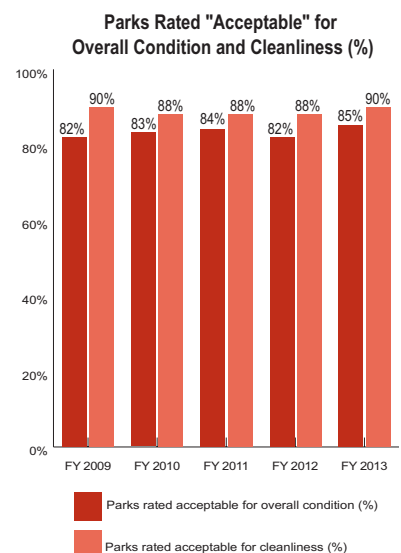
- Goal 4a: Increase public attendance at educational programs, recreation centers and other venues.
- Goal 4b: Increase volunteer activity at City programs and events.

How We Performed in Fiscal 2013

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

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

Based on the results of the Department's comprehensive inspection program, acceptability ratings for overall condition and cleanliness improved from last year and both indicators met their performance targets this year – 85 percent for overall condition and 90 percent for cleanliness. Ratings were better for both small and large parks. At 93 percent, ratings for two of the more prominent park features, play equipment and safety surfaces, remained above target. Play equipment ratings, in particular, have gradually increased over the last five years as expanded staff training has led to quicker identification and correction of problems. Recreation centers were clean and in good condition, as determined by an internal inspection program, and the Department met or exceeded performance targets for the corresponding indicators.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Parks rated acceptable for overall condition (%)	82%	83%	84%	82%	85%	85%	85%	Up	Neutral
- Overall condition of small parks and playgrounds (%)	80%	81%	83%	79%	83%	*	*	Up	Neutral
- Overall condition of large parks (%)	66%	67%	70%	69%	74%	*	*	Up	Up
- Overall condition of greenstreets (%)	97%	96%	96%	96%	96%	*	*	Up	Neutral
★ Parks rated acceptable for cleanliness (%)	90%	88%	88%	88%	90%	90%	90%	Up	Neutral
- Cleanliness of small parks and playgrounds (%)	90%	88%	88%	87%	89%	*	*	Up	Neutral
- Cleanliness of large parks (%)	77%	76%	75%	77%	84%	*	*	Up	Neutral
- Cleanliness of greenstreets (%)	98%	98%	97%	97%	98%	*	*	Up	Neutral
★ Play equipment rated acceptable (%)	88%	91%	91%	92%	93%	90%	95%	Up	Neutral
★ Safety surfaces rated acceptable (%)	93%	94%	92%	92%	93%	90%	95%	Up	Neutral
★ Comfort stations in service (in season only) (%)	90%	94%	92%	93%	94%	90%	95%	Up	Neutral
★ Spray showers in service (in season only) (%)	95%	94%	91%	97%	92%	*	95%	Up	Neutral
★ Drinking fountains in service (in season only) (%)	94%	94%	93%	93%	95%	*	95%	Up	Neutral
★ Recreation centers rated acceptable for cleanliness (%)	NA	96%	94%	100%	100%	*	93%	Up	NA
★ Recreation centers rated acceptable for overall condition (%)	NA	88%	87%	87%	85%	*	85%	Up	NA
Monuments receiving annual maintenance (%)	71%	69%	67%	75%	63%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1b: Provide an overall quality park experience.

Reports of major felony crime in the City's 30 largest parks, excluding Central Park, increased by 23 percent in Fiscal 2013. Providing all patrons – young and old – with a quality experience when they use the City's parks and facilities remains a high priority for the Department. In addition to its own resources – Parks Enforcement Patrol (PEP) officers – the Department benefits from an ongoing partnership with the Police Department (NYPD), including regular communication between borough commissioners and their NYPD counterparts about incidents and crime prevention strategies.

PEP officers are primarily responsible for enforcing quality of life laws and park rules and regulations, helping to provide park visitors with a pleasant and safe experience. Overall summons issuance declined by 25 percent this year, continuing on a downward trend that began in Fiscal 2010 when, due to a change in management responsibility at the new major league stadiums, PEP officers no longer provided coverage at stadium parking lots. Additionally, in Fiscal 2013, a large number of officers were temporarily reassigned to Hurricane Sandy operations.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Major felonies in 30 largest parks (excludes Central Park) - Crimes against persons	78	97	113	93	127	*	↕	Down	Up
★ - Crimes against property	127	118	113	136	155	*	↕	Down	Up
Summonses issued	22,145	17,264	17,071	15,795	11,809	*	*	Neutral	Down
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	NA	79.8%	81.1%	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

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

Additional funding for pruning operations was made available during the year, allowing the Department to expand its efforts to care for publicly-owned trees. Nearly 47,000 street trees were pruned under the block pruning program, exceeding the original Fiscal 2013 target by 73 percent.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Street trees pruned - Block program	79,658	29,782	30,776	29,497	46,697	27,000	50,000	Up	Down
- Annual pruning goal completed (%)	123%	149%	114%	109%	173%	*	*	Up	Up
- Trees pruned as a percent of pruning eligible trees	16%	6%	6%	6%	10%	*	*	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2b: Resolve tree-related emergencies promptly.

The Department has consistently met its commitment to remove dead trees reported by the public within 30 days at least 90 percent of the time, but missed its 95 percent performance goal for the third consecutive year largely due to severe weather events in each of these years. In Fiscal 2013 an increase in the number of emergency service requests caused by the hurricane and related operational issues led to longer response times in the three months immediately following Sandy. Since then, response times have returned to optimal levels. Principally as a result of the damage caused by the hurricane, the number of trees removed increased by 41 percent.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Public service requests received - Forestry	75,509	95,547	85,257	77,072	67,391	*	*	Neutral	Down
★ Average time to close - Tree emergency service requests (days)	NA	NA	NA	NA	10.4	*	↕	Down	NA
- Down trees	NA	NA	NA	NA	8.3	*	*	Down	NA
- Hanging tree limbs	NA	NA	NA	NA	13.2	*	*	Down	NA
- Down tree limbs	NA	NA	NA	NA	11.9	*	*	Down	NA
Trees removed	11,378	13,216	14,117	16,248	22,920	*	*	Neutral	Up
- Street trees removed (in response to service request)	7,261	8,161	8,935	8,688	9,765	*	*	Neutral	Up
★ - Removed within 30 days of service request (%)	98%	99%	93%	94%	91%	95%	95%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

Under the MillionTreesNYC initiative, the number of trees in the City has grown by over 750,000 since 2007, when the initiative was launched. This year Parks planted over 91,000 trees and non-Parks groups planted nearly 37,000 trees – both exceeded their respective annual targets.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ MillionTreesNYC - Trees planted - Parks	120,765	107,751	100,453	81,360	91,458	70,000	70,000	Up	Down
- Trees planted - Other	35,756	31,403	26,194	33,180	36,716	30,000	30,000	Neutral	Neutral

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

Through its capital program the Department builds and restores its many diverse facilities, including parks, playgrounds and recreation centers. In Fiscal 2013 the Department completed 123 projects, exceeding its annual goal. The percent of projects completed on time reached a five-year high at 76 percent, reflecting improvements to the design and procurement processes. However, the percent of projects completed within budget continued to trend downward.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Capital projects completed	140	150	165	132	123	120	110	Neutral	Down
★ Capital projects completed on time or early (%)	67%	61%	56%	49%	76%	80%	80%	Up	Neutral
Capital projects completed within budget (%)	86%	89%	85%	80%	77%	85%	85%	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ⇅ shows desired direction

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

Parks continues to move closer to the 2030 PlaNYC goal of assuring that New Yorkers have easy access to a park. The Department opened more parks under the schoolyards to playgrounds program, in addition to Travers Park in Queens.

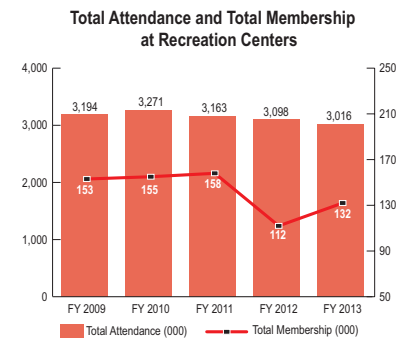
Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
New Yorkers living within 1/4 mile of a park (%)	NA	73.0%	74.0%	75.6%	76.4%	*	*	Up	NA

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

Through its citywide network of centers and programs, DPR offers a wide range of individual and group exercise, recreational and educational services. Despite the temporary closing of centers due to Hurricane Sandy, year-end recreation center membership was 18 percent higher than last year, mostly due to a 28 percent increase in youth memberships; adult memberships also increased, growing by more than eight percent. Recreation center attendance by youth rose by more than one-third to approximately 737,000 while overall member attendance was slightly lower. Attendance at non-recreation center programs topped 528,000. The 88 percent increase is largely due to expanded youth and adult fitness programming.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Recreation center memberships - Total	153,039	155,268	158,215	111,747	131,824	*	↕	Up	Down
★ Recreation center attendance	3,193,646	3,271,198	3,163,028	3,098,257	3,016,412	*	↕	Up	Neutral
★ Attendance at outdoor Olympic and intermediate pools (calendar year)	1,826,326	1,727,436	1,728,318	1,725,257	1,450,145	*	*	Neutral	Down
Attendance at historic house museums	741,449	795,916	797,259	834,208	677,493	*	*	Up	Neutral
Attendance at skating rinks	576,656	603,529	527,313	528,511	530,299	*	*	Up	Down
Attendance at non-recreation center programs	NA	158,586	375,549	282,041	528,980	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ⇅ shows desired direction

Goal 4b: Increase volunteer activity at City programs and events.

Attendance at volunteer events was 31 percent higher this year, attributed to the outpouring of support for Hurricane Sandy clean-up projects. Just days after the storm, volunteers were recruited from across the City and even from out of state to help with the clean-up effort. Between early November and mid December, over 2,000 volunteers assisted with storm relief projects. The Department also continued to promote tree stewardship, engaging volunteers with hands-on tree care workshops.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Parks with an affiliated volunteer group (%)	58%	58%	60%	63%	63%	*	*	Up	Up
Volunteer turnout	19,755	20,672	30,711	28,783	37,754	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency-wide Management

Total tort payouts in Fiscal 2013 increased by 37 percent, mostly due to an unusually high settlement for a case which accounted for roughly half of this year's payout.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Cases commenced against the City in state and federal court	NA	NA	285	301	270	*	*	Neutral	NA
Payout (\$000)	\$9,723	\$16,734	\$16,248	\$17,708	\$24,342	*	*	Down	Up
Accidents involving City vehicles	NA	NA	462	390	442	*	*	Down	NA
Workplace injuries reported	NA	NA	353	344	358	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

Due to fewer available staff as well as the limitations of the correspondence system, the percent of e-mails and letters responded to within 14 days decreased this year to 45 percent and 37 percent, respectively. Additional staffing has been provided to improve performance. Response to 311 service requests improved, with the Department meeting its performance goals for responding to service requests within established timeframes for four out of five categories and barely missing the 93 percent target for responding to service requests regarding overgrown trees/branches hitting a building.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	NA	76	57	58	45	58	60	NA
Letters responded to in 14 days (%)	NA	60	55	54	37	54	60	NA
Completed customer requests for interpretation	NA	52	39	57	45	NA	NA	NA
CORE customer experience rating (0-100)	NA	80	85	86	89	86	85	NA
Respondents who rate parks acceptable for overall condition (%) (calendar year)	NA	NA	88	86	84	86	85	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to (first) action – Damaged Tree - Branch or Limb Has Fallen Down (8 days)	94	94	97	94	94	94	95	Neutral
Percent meeting time to (first) action – Dead Tree - Dead/Dying Tree (7 days)	87	87	94	87	87	87	90	Neutral
Percent meeting time to (first) action – New Tree Request - For One Address (180 days)	94	94	87	80	98	80	90	Neutral
Percent meeting time to (first) action – Overgrown Tree/Branches - Hitting Building (30 days)	95	95	96	93	92	93	95	Neutral
Percent meeting time to (first) action – Root/ Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	93	93	92	74	82	74	85	Down

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$379.6	\$382.7	\$393.7	\$361.3	\$450.7	\$451.0	\$380.4	Up
Revenues (\$000,000)	\$110.2	\$59.0	\$63.9	\$63.4	\$63.1	\$85.9	\$77.6	Down
Personnel (Total FT and FTE)	7,395	7,242	6,364	5,598	6,983	6,506	6,491	Down
Full-time personnel	3,760	3,581	3,354	3,095	3,448	3,632	3,762	Down
Full-time equivalent (FTE) personnel	3,635	3,661	3,010	2,503	3,535	2,874	2,729	Down
- Parks Opportunity Program (POP) participants ³	2,203	2,053	1,742	1,405	1,640	1,734	1,751	Down
Overtime paid (\$000,000)	\$6.9	\$6.7	\$7.5	\$8.7	\$10.2	\$3.7	\$3.6	Up
Capital commitments (\$000,000)	\$550.6	\$542.1	\$395.9	\$290.4	\$529.5	\$1,383.2	\$457.1	Down
Work Experience Program (WEP) participants assigned	542	59	87	787	688	*	*	Up
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report ³ 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

- The Department added four indicators that report on the time to close service requests regarding down trees, hanging tree limbs and down tree limbs as well as the overall average time to close all three types of requests. It also added the indicators 'Violations admitted to or upheld at the Environmental Control Board (%)', 'Accidents involving City vehicles' and 'Workplace injuries.'
- The indicator 'Pruning completed within established cycle (%)' was renamed 'Trees pruned as a percent of pruning eligible trees' and the indicator 'Park volunteers,' for which data reporting had not yet begun, was replaced with 'Volunteer turnout.'
- The Department replaced the indicator 'Recreation center memberships issued' and its subsets with indicators that report on the number of active memberships at the end of the reporting period.
- Fiscal 2012 data for the number of property crimes committed in the 30 largest parks was corrected to 136 from 134 and historical data for the two metrics that report on the number of trees planted as part of MillionTreesNYC was updated.
- Fiscal 2014 preliminary targets for several indicators were updated to reflect more current projections.

For additional agency performance statistics, please visit:

- New York City parks inspection program results:
<http://www.nycgovparks.org/park-features/parks-inspection-program>

For more information on the agency, please visit: www.nyc.gov/dpr.



DEPARTMENT OF CULTURAL AFFAIRS

Kate D. Levin, Commissioner

What We Do

The Department of Cultural Affairs (DCLA) provides financial support and technical assistance to the City's cultural community, including the 33 City-owned cultural institutions comprising the Cultural Institutions Group (CIG) and more than 1,100 other not-for-profit organizations serving constituencies in all neighborhoods of the City. DCLA also provides donated materials for arts programs offered by the public schools and cultural and social service groups, and commissions works of public art at City-funded construction projects throughout the five boroughs.

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 in Fiscal 2013

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.

Over the last five years, the Department of Cultural Affairs has made substantive strides in managing expense payments to the City's non-profit cultural institutions due, in large part, to the implementation of an automated grants management tracking system in Fiscal 2009 as well as the standardization of pre-qualification requirements. Equally significant, organizations receiving Cultural Development Fund (CDF) grants have benefitted from an online application and reporting process.

After experiencing temporary increases following the implementation of the new grants management system, payment processing times have trended downward and stabilized. In Fiscal 2013 DCLA issued initial and final CDF grant payments in an average of 6 and 4 days, respectively, on par with the prior year. Additionally, all operating support payments to the City's Cultural Institutions Group (CIG) were made within the 5-day performance standard.

In total, the Department awarded more than \$139 million in financial support to the cultural community, awarding \$103.3 million in operating support to the organizations of the CIG, \$30.9 million to 888 program organizations, and continued to manage the Cultural After School Adventures (CASA) program, awarding a total of \$5.1 million to 93 organizations.

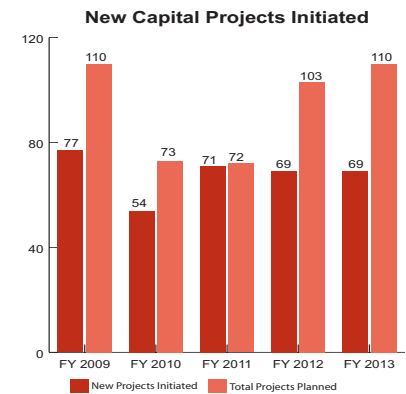
Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★ Average days to issue initial Cultural Development Fund CDF) payments after complying with all City requirements	6	9	7	6	6	*	7	Down	Down
★ Average days to issue final CDF payments	6	10	4	4	4	*	5	Down	Down
Total financial support provided to qualifying organizations (\$000,000)	NA	\$141.7	\$137.2	\$140.3	\$139.3	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

Through its capital program the Department supports construction and renovation at eligible cultural institutions throughout the five boroughs. Since 2009 the Department has enhanced access to City capital funding through information workshops and implementation of an online submission process for capital funding requests.

In Fiscal 2013 the percent of new capital projects initiated declined to 63 percent, slightly behind a performance expectation of 66 percent, due to the redirection of resources by organizations impacted by Hurricane Sandy. In total, 69 out of 110 planned projects were authorized to proceed compared to 69 of 103 last year. DCLA-funded capital projects completed during the reporting year included restoration of skylights and cupolas and the construction of the canopy for the Staten Island Children's Museum; construction of a state-of-the-art 299 seat community theater for the Brooklyn Academy of Music; renovation of the lobby, façade and public areas at the Public Theater in Manhattan; and renovation of the Wildlife Conservation Society's health center and restoration of the historic Wave Hill House Public Garden, both in the Bronx.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Capital projects authorized to proceed	NA	54	71	69	69	*	*	Neutral	NA
★ Capital projects initiated (%)	70%	74%	99%	67%	63%	66%	66%	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

Over the last five years the Materials for the Arts (MFTA) program has automated its online donations system and expanded its outreach to the arts and cultural community, advancing the goals and success of the program. In Fiscal 2013 MFTA program transactions reached a five-year high at 5,653, enabling almost 1,890 arts organizations, eligible schools, nonprofit organizations and government agencies to access donated equipment and materials for reuse in arts programs. Member organizations who utilized MFTA's resources included groups such as the Brooklyn Arts Exchange, the Hudson Guild Theater, the Center Against Domestic Violence, the Bronx Children's Museum, Flux Factory and Illuminar Productions. A temporary suspension in warehouse operations in the wake of Hurricane Sandy likely impacted donations, but both the number of expected donors and the value of donations remained close to or above annual goals. A number of groups impacted by Sandy were able to utilize MFTA resources to restore their damaged facilities and gather much needed supplies. One in particular was White Wave, a dance organization in DUMBO that was able to outfit a flooded dressing room with furniture and supplies from MFTA. Finally, DCLA also worked in collaboration with the American Institute for Conservation Community Emergency Response Team to establish the Cultural Recovery Center in Sunset Park, Brooklyn, which operation was outfitted with supplies from MFTA.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Schools, nonprofits and City/State agencies served by Materials for the Arts (MFTA)	NA	NA	1,851	1,901	1,884	*	*	Up	NA
★ MFTA transactions	5,593	5,534	5,276	5,550	5,653	5,300	5,300	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

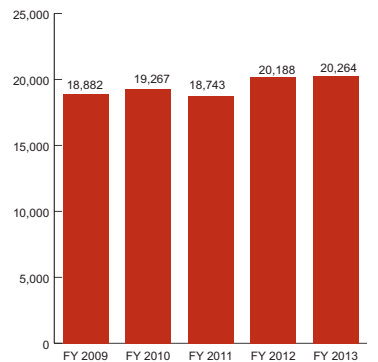
Service 2: Promote public appreciation of non-profit arts and culture.

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

In Fiscal 2013 DCLA's cultural events calendar provided the public with information on 6,445 arts and cultural programs for hundreds of cultural organizations around the City.

Approximately 20.3 million New Yorkers and other visitors attended the City-owned museums, performing arts centers, botanical gardens, zoos and historical sites that comprise the CIG. In addition to increased attendance, the percent of visitors who took advantage of free admissions programs at the CIG increased to 22 percent from 15 percent four years ago.

Visitors to Cultural Institutions Group (000)



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Events listed on NYCulture Calendar	NA	6,631	6,120	6,425	6,445	*	*	Up	NA
Total visitors to the Cultural Institutions Group (000)	18,882	19,267	18,743	20,188	20,264	*	*	Up	Neutral
- Visitors using free admission and/or tickets (%)	15%	16%	16%	21%	22%	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Agency Customer Service

In Fiscal 2013 DCLA responded to 86 percent of e-mails within 14 days of receipt, slightly lower than last year's average. The percent of letters responded to within 14 days of receipt increased from 61 percent last year to 87 percent this year. There was a decline in the number of customer service inquiries via letter this year.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	NA	NA	NA	88	86	88	88	NA
Letters responded to in 14 days (%)	NA	NA	NA	61	87	61	61	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$151.4	\$142.9	\$144.1	\$147.7	\$152.0	\$154.3	\$156.8	Neutral
Personnel	65	59	56	57	59	62	59	Neutral
Overtime paid (\$000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Neutral
Capital commitments (\$000,000)	\$429.8	\$337.8	\$161.3	\$134.7	\$170.5	\$718.2	\$129.2	Down

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

None.

For more information on the agency, please visit: www.nyc.gov/dcla.



LANDMARKS PRESERVATION COMMISSION

Robert B. Tierney, Chair

What We Do

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,332 individual landmarks and more than 30,000 properties in 109 historic districts and 20 extensions to existing historic districts. The Agency reviews applications to alter landmark structures, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law.

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 Fiscal 2013

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

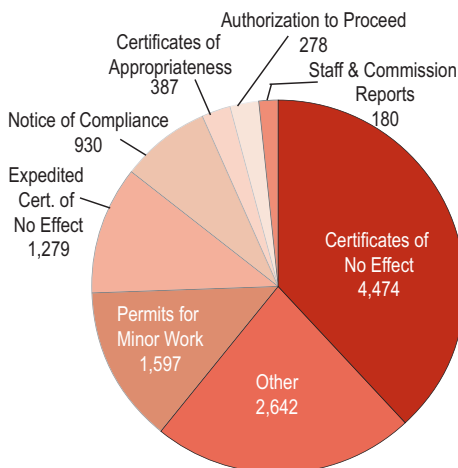
Goal 1a: Identify and designate as landmarks eligible individual buildings, interiors, scenic landmarks and historic districts.

Continuing its efforts to extend landmark protection in all five boroughs, the Commission designated 1,408 buildings in Fiscal 2013, including 17 individual landmarks, the East Village/Lower East Side and West End-Collegiate Extension Historic Districts in Manhattan, and the Bedford Stuyvesant/Expanded Stuyvesant Heights Historic District in Brooklyn. These designations represent a 35 percent increase in the number of buildings protected as compared to the previous fiscal year. The designation of larger historic districts was the main reason for this increase. The agency met its target for designations in Fiscal 2013, although the total number of actual designations decreased from Fiscal 2012.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Individual landmarks and historic districts designated	40	40	40	36	20	20	20	Neutral	Down
★ - Total number of buildings designated	998	598	1,528	1,040	1,408	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Actions Taken - Fiscal 2013



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

The percentage of permits issued within target times increased in Fiscal 2013, as issuance time decreased with the continuing success of the agency's FasTrack permit processing service. With this system, completed permit applications for work that does not require review by the full Commission and that conform to specific FasTrack guidelines can be processed within 10 days. The instructions and checklists in the Permit Application Guide that LPC published and distributed in Fiscal 2013 contributed to the filing of more complete applications and the reduction in delays caused typically in the past by requests for additional information from applicants.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Work permit applications received	8,929	9,358	10,753	11,823	11,886	*	*	Neutral	Up
★ Actions taken on work permit applications received	9,107	9,274	11,738	11,238	11,767	*	*	Neutral	Up
Certificates of No Effect issued within 10 days (%)	92%	86%	85%	80%	87%	85%	85%	Up	Neutral
Expedited Certificates of No Effect issued within two days (%)	100%	100%	100%	92%	100%	100%	100%	Up	Neutral
Permits for minor work issued within 10 days (%)	90%	85%	81%	81%	83%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ⇅ shows desired direction

Goal 1c: Increase compliance with landmark regulations.

LPC's enforcement performance was consistent with Fiscal 2012. Sixty percent of investigations resulted in enforcement action. The number of warning letters issued, which decreased by eight percent in Fiscal 2013, is complaint-driven and determined by the amount of illegal work found as a result of those complaints.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Number of complaints received	846	1,057	725	670	815	*	*	Down	Down
Investigations completed	1,215	1,165	927	796	806	*	*	Neutral	Down
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	1,324	1,610	1,111	1,100	1,030	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ⇅ shows desired direction

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

The archaeology unit at the Landmarks Preservation Commission reviews subsurface work subject to environmental review regulations and the Landmarks Law. LPC received 242 archaeology applications in Fiscal 2013, 14 percent fewer than in Fiscal 2012, and it reviewed 96 percent of archaeology applications within 10 days for the fifth consecutive year.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Archaeology applications received	328	298	273	283	242	*	*	Neutral	Down
Archaeology applications reviewed within 10 days (%)	96%	96%	96%	96%	96%	85%	85%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ⇅ shows desired direction

Agency Customer Service

LPC exceeded or met its Fiscal 2012 levels and Fiscal 2013 targets for responding to e-mails and letters within 14 days.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	100	100	100	98	99	98	98	Neutral
Letters responded to in 14 days (%)	NA	100	87	88	88	88	88	NA
Completed customer requests for interpretation	NA	1	1	0	1	NA	NA	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$4.6	\$4.6	\$4.5	\$4.3	\$4.7	\$5.0	\$5.0	Neutral
Revenues (\$000,000)	\$2.5	\$1.3	\$2.4	\$4.7	\$5.4	\$3.4	\$3.8	Up
Personnel	62	60	53	58	64	73	73	Neutral
Overtime paid (\$000)	\$0	\$4	\$6	\$6	\$7	\$7	\$7	Up
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- Press Releases (information on landmark approvals):
http://www.nyc.gov/html/lpc/html/about/press_releases.shtml

For more information on the agency, please visit: www.nyc.gov/landmarks.

HEALTH AND HUMAN SERVICES



Department of Health and Mental Hygiene
Office of Chief Medical Examiner



Health and Hospitals Corporation



Human Resources Administration



Administration for Children's Services



Department of Homeless Services



Department for the Aging



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Thomas A. Farley, Commissioner

What We Do

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the physical and mental health of all New Yorkers. It does much of its work indirectly, by providing information and recommendations to other policy-makers, health care providers, and New Yorkers in general, who in turn take actions to promote health, but it also provides direct health services and enforces health regulations. DOHMH makes reducing deaths from chronic diseases such as heart disease and cancer a priority by reducing smoking, unhealthy diet, and other risk factors. The Department contracts for mental health services, developmental disability services, and alcohol and substance abuse treatment services. DOHMH works with health care providers to improve the use of preventive health services, including immunizations, and works with both health care providers and nonprofit organizations to prevent and treat HIV infection. The Department oversees the City's Early Intervention Program for infants and toddlers with developmental delays. DOHMH's community-based services include: three District Public Health Offices; four tuberculosis clinics; eight STD clinics; health services at more than 1,200 public school sites; and health and mental health services in the City's correctional facilities. DOHMH also issues birth and death certificates; works to create a healthier and safer environment by conducting inspections of restaurants, day care centers, and other entities; and protects public safety through immediate response to emergent public health threats.

Our Services and Goals

Service 1: Detect and control infectious diseases.

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

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

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

Service 3: Promote a safe environment.

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

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

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

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

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

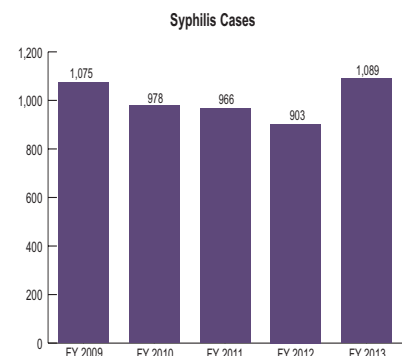
How We Performed in Fiscal 2013

Service 1: Detect and control infectious diseases.

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

The Department continues to provide free condoms, promote HIV testing and conduct multimedia campaigns to raise awareness and prevent infection. Based upon preliminary data, the Department is projecting a decrease in the number of new HIV cases for Calendar 2012 compared with Calendar 2011.

The Department continues to monitor reports of syphilis infection and works to prevent disease transmission, including notifying, testing, and treating the partners of individuals diagnosed with syphilis. While syphilis cases have declined for the past several years, the preliminary Fiscal 2013 number of reported



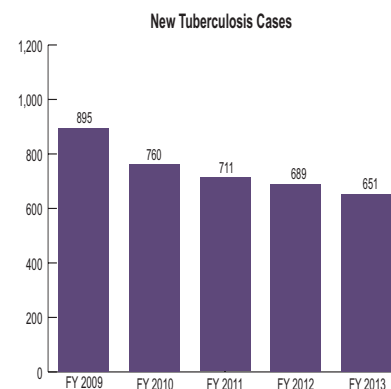
cases increased 21 percent from Fiscal 2012. This increase is caused by ongoing risky sexual behavior among some men who have sex with men.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Male condoms distributed (000)	41,838	36,838	36,309	36,108	37,506	36,400	37,000	Neutral	Neutral
★ New HIV diagnoses (CY Preliminary)	4,186	3,868	3,532	3,404	3,092	*	↓	Down	Down
★ Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)	NA	NA	NA	NA	87.2%	85.0%	85.0%	Neutral	NA
★ Syphilis cases	1,075	978	966	903	1,089	*	↓	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

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

The Department continues to administer the City's Vaccine for Children program and maintain the Citywide Immunization Registry. In Fiscal 2013, more than 70 percent of children aged 19-35 months were up-to-date in receiving immunizations. While these rates were adjusted upwards for this and previous fiscal years to reflect the 2010 census results, the trend shows great improvement. During Fiscal 2012, the required immunization regimen was broadened to maintain consistency with the National Immunization Survey and the national Healthy People 2020 goals. The downward trend in new tuberculosis cases continued during Fiscal 2013, as 651 new cases were reported compared to 689 in Fiscal 2012.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ New tuberculosis cases (CY)	895	760	711	689	651	*	↓	Down	Down
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	56.6%	52.6%	62.3%	67.4%	61.8%	65.0%	65.0%	Up	Up
★ Children aged 19-35 months with up-to-date immunizations (%)	50.0%	57.6%	64.2%	66.4%	70.1%	65.0%	73.0%	Up	Up
★ Children in the public schools who are in compliance with required immunizations (%)	98.8%	98.8%	98.8%	99.1%	99.1%	99.0%	99.0%	Up	Neutral

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

Ongoing tobacco control efforts include anti-tobacco educational campaigns and offering nicotine replacement therapies to smokers. The adult smoking rate in New York City was 15.5 percent in Calendar 2012, compared to 14.8 percent in Calendar 2011; these rates are not statistically different from one another. From Calendar 2010 to Calendar 2012, there was an increase in the non-daily smoking rate.

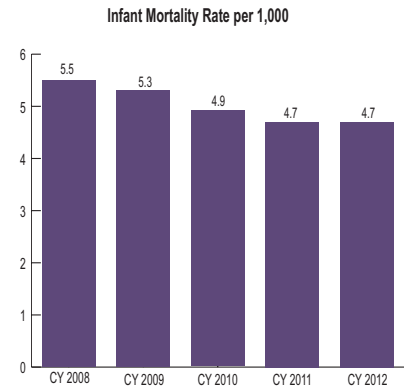
The Department continues to pursue obesity prevention initiatives, including public education campaigns that warn consumers about the health risks to sugary drinks and promote NYC food standards that require healthier beverage options across meals and beverages served by city agencies. The Shop Healthy program encourages healthier beverage choices in retailers. These initiatives contributed to the decline in the proportion of adults who consume an average of one or more sugar-sweetened beverages per day, which has declined 4.4 percentage points from Calendar 2008 to Calendar 2012.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Adults who smoke %(CY)	15.8%	15.8%	14.0%	14.8%	15.5%	14.2%	14.5%	Down	Neutral
Adults who are obese (%)	22.6%	23.3%	23.4%	23.7%	24.2%	23.2%	23.2%	Down	Neutral
Adults who consume an average of one or more sugar-sweetened beverages per day %(CY)	32.6%	31.6%	30.3%	29.9%	28.2%	28.2%	26.4%	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2b: Improve preventive health care.

Measures of preventive health care have generally improved over time, although a higher proportion of adults report being without a regular doctor. Asthma hospitalization rates have been fairly stable for several years, though some year-to-year fluctuations are expected due to factors such as differences in respiratory virus infection rates and severity, weather, air quality, and hospital admitting practices. The hospitalization rate for asthma among children ages 0-14 decreased from 5.1 in Calendar 2010 to 4.9 in Calendar 2011. The proportion of adults receiving a colonoscopy in the past ten years improved nearly three percentage points from Calendar 2008 to Calendar 2012. The infant mortality rate remained at 4.7 per 1,000 live births in Calendar 2012, the lowest rate recorded in over 100 years of measurement.



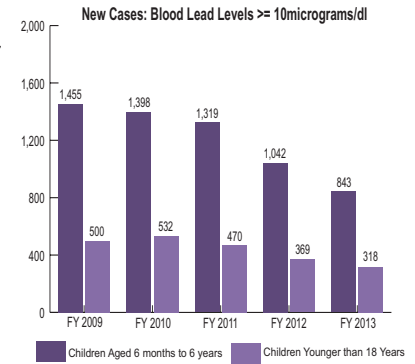
Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Adult New Yorkers without a regular doctor %(CY)	15.6%	18.1%	16.7%	16.9%	18.3%	*	*	Down	Up
Adults, aged 50+, who received a colonoscopy in the past ten years %(CY)	65.6%	66.0%	67.5%	68.6%	68.5%	73.0%	73.0%	Up	Neutral
★ Hospitalization rate for asthma among children ages 0-14 (per 1,000 children)(CY)	5.6	6.0	5.1	4.9	NA	4.7	4.7	Down	NA
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health, and dental)	838,467	817,012	803,871	877,270	858,172	*	*	Neutral	Neutral
★ Infant mortality rate (per 1,000 live births)(CY)	5.5	5.3	4.9	4.7	4.7	4.7	4.4	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 3: Promote a safe environment.

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

The Department's lead poisoning prevention activities and efforts to reduce lead environmental hazards citywide continue to pay off. New cases among children younger than six with blood lead levels greater than or equal to 10 micrograms per deciliter decreased by 19 percent from Fiscal 2012 to Fiscal 2013.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Childhood blood lead levels - new cases among children younger than six with blood lead levels greater than or equal to 10 micrograms per deciliter	1,455	1,398	1,319	1,042	843	*	↓	Down	Down
Day care initial site inspections	15,989	20,280	21,610	22,219	23,024	*	*	Neutral	Up
★ Child care inspections that do not require a compliance inspection (%)	NA	68.0%	72.0%	70.0%	63.0%	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

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

With nearly 100 percent of all licensed restaurants inspected annually, restaurant compliance with food safety regulations improved for the third consecutive year. Of restaurants inspected, 87 percent earned an 'A' grade in Fiscal 2013.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Restaurants inspected (%)	99.1%	99.7%	99.8%	99.4%	99.6%	100.0%	100.0%	Up	Neutral
★ Restaurants scoring an 'A' grade (%)	NA	NA	81.7%	85.6%	87.0%	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

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

In Fiscal 2012, large areas of the Bronx and Queens were evaluated using a rapid inspection system for baseline conditions, which led to higher than typical initial inspection numbers that year. In Fiscal 2013 complaints citywide were up slightly, resulting in more resources dedicated to resource-intensive complaint-based initial inspections. The effects of Hurricane Sandy disrupted service for several weeks, as inspectors were deployed to flooded areas to do area surveys of conditions and provide support to recovering communities. These surveys were not counted as inspections. Staff vacancies also contributed to the decline in initial inspections during Fiscal 2013. The number of dog licenses issued decreased 10 percent in Fiscal 13 to 83,000, attributable to the disruption in sales activities due to Hurricane Sandy.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Initial pest control inspections (000)	99	85	114	124	95	*	*	Neutral	Up
Initial inspections with active rat signs (ARS) (%)	13.1%	15.1%	9.8%	11.0%	11.0%	*	*	Down	Down
★ Compliance inspections found to be rat free (%)	40.8%	43.5%	47.1%	51.0%	51.0%	*	*	Neutral	Up
Dog licenses issued (000)	101	99	98	93	83	105	105	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 4: Prevent and address mental illness, developmental delays and disabilities, and substance abuse.
Goal 4a: Reduce the adverse health consequences of substance abuse.

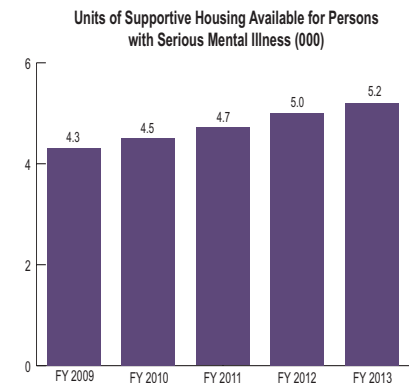
The Department continues its work to prevent unhealthy substance use and overdose on a number of fronts, including increasing access to treatment for substance abuse, promoting judicious prescribing of opioids, and promoting the availability of naloxone, an antidote to opioid overdose. The completion rate for the Department's 'A Road Not Taken' program increased by almost 10 percent over last year. The number of unintentional drug poisoning deaths in Calendar 2012 increased 11 percent from Calendar 2011 to 725. The Health Department is investigating potential contributing drugs and other factors. The three percent decline in the number of new buprenorphine patients from Calendar 2011 to 2012 may be due to changes in methodology of data collection and reporting.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
NYC jail inmates who complete 45-day substance use program ('A Road Not Taken')	NA	NA	NA	579	635	450	450	Neutral	NA
New buprenorphine patients (CY)	6,733	7,006	7,757	9,913	9,635	8,000	8,000	Neutral	Up
★ Deaths from unintentional drug overdose (CY)	631	587	555	651	725	*	↕	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

The number of supportive housing units available to persons with serious mental illness increased for the fifth consecutive year in Fiscal 2013. The increase reflects the ongoing development of new housing units produced under the New York/New York III agreement.

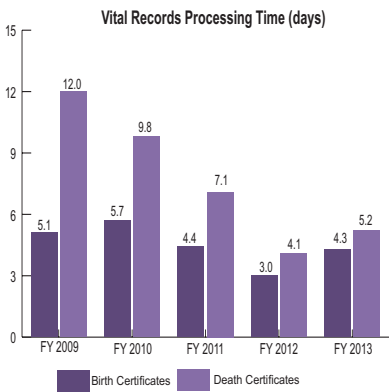


Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Individuals in the assisted outpatient mental health treatment program	1,274	1,344	1,315	1,245	1,289	*	*	Neutral	Neutral
Units of supportive housing available to persons with serious mental illness (000)	4.3	4.5	4.7	5.0	5.2	5.3	5.4	Up	Up
New children receiving services from the Early Intervention Program (000)	16.9	17.0	15.4	13.8	13.8	*	*	Neutral	Down
Calls to LifeNet (000)	94.5	97.2	92.9	85.8	92.0	*	*	Neutral	Neutral

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

Processing delays driven by high customer volume and short-term staffing shortages early in the year affected the Department’s responsiveness to vital records requests. The average response time to requests for birth certificates increased from 3 days in Fiscal 2012 to 4.3 days in Fiscal 2013. Likewise, the average response time to death certificate requests increased from 4.1 days in Fiscal 2012 to 5.2 days in Fiscal 2013. Overall, response trends continue to improve and Fiscal 2013 performance was better than targeted levels.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★Average response time for birth certificates by mail/online (days)	5.1	5.7	4.4	3.0	4.3	5.0	5.0	Down	Down
★Average response time for death certificates by mail/online (days)	12.0	9.8	7.1	4.1	5.2	8.0	5.0	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ⬇ ⬆ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Workplace injuries reported	NA	NA	NA	NA	145	*	*	Down	NA
Accidents involving City vehicles	NA	NA	NA	NA	23	*	*	Down	NA
All summonses issued	NA	NA	NA	77,949	67,203	*	*	Neutral	NA
Violations admitted to or upheld at ECB (%)	NA	NA	NA	70.1%	64.4%	*	*	Neutral	NA

Agency Customer Service

Hurricane Sandy impacted DOHMH's operations in November and December. The storm, coupled with a fourfold increase in the number of mosquito- and animal-related letters received in Fiscal 2013, resulted in a decline in the percent of letters the Department responded to within 14 days, from 31 percent to 21 percent. After the storm, DOHMH implemented a streamlined correspondence tracking system that is improving the Department's response rate. Trends in customer wait times by telephone and in-person show long-term improvement and are approaching, or better than, targeted levels. Responsiveness to 311 service requests remained stable or improved in Fiscal 2013, with performance levels bettering established targets for the top five service request types.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	NA	76	63	39	42	70	70	NA
Letters responded to in 14 days (%)	NA	43	28	31	21	40	40	NA
Calls answered in 30 seconds (%)	86	83	35	65	69	70	70	Down
Average customer in-person wait time (minutes)	18	38	17	12	11	10	10	Down
Completed customer requests for interpretation	3,283	14,357	12,256	10,278	10,664	NA	NA	Up
CORE customer experience rating (0-100)	NA	85	86	81	90	85	85	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to action – Food Establishment (14 days)	NA	90	87	94	97	90	90	NA
Percent meeting time to action – Food poisoning (3 days)	92	93	94	96	96	90	90	Neutral
Percent meeting time to action – Indoor Air Quality (14 days)	85	96	98	99	97	95	95	Up
Percent meeting time to action – Smoking (14 days)	NA	86	72	77	81	70	70	NA
Percent meeting time to action – Rodent (14 days)	NA	71	64	72	74	70	70	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$1,646.3	\$1,619.9	\$1,564.3	\$1,508.6	\$1,620.8	\$1,607.7	\$1,312.9	Neutral
Revenues (\$000,000)	\$65.3	\$69.2	\$79.0	\$36.8	\$34.2	\$35.3	\$34.2	Down
Personnel	6,073	5,578	5,270	5,179	5,070	5,812	5,209	Down
Overtime paid (\$000,000)	\$6.2	\$7.8	\$5.4	\$5.7	\$4.4	\$4.0	\$4.1	Down
Capital commitments (\$000,000)	\$51.1	\$50.5	\$138.9	\$25.5	\$7.0	\$408.3	\$108.7	Down
Human services contract budget (\$000,000)	\$947.8	\$934.4	\$900.9	\$836.3	\$903.3	\$896.6	\$687.4	Neutral
Work Experience Program (WEP) participants assigned	188	293	38	113	94	*	*	Down

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

Noteworthy Changes, Additions or Deletions

- Starting at the end of Calendar 2012, the required immunization regimen includes 4 doses of pneumococcal conjugate vaccine (PCV) to maintain consistency with the National Immunization Survey and goals of Healthy People 2020.
- The Department revised its calculation method for the indicator 'Hospitalization rate for asthma among children ages 0-14 (per 1,000 children) (CY)' using NYC DOHMH population estimates, modified from US Census Bureau intercensal population estimates, 2000-2012. This indicator is available for calendar years only; Calendar 2012 data is not yet available.
- The Department is adjusting its calculation method to better reflect actual work load for the 'Average response time for death certificates by mail/online (days)' indicator. Data using the new calculation method, which will include all methods of requesting death certificate in the response time calculation, will be reported in the Fiscal 2014 Preliminary Mayor's Management Report.
- The Department added the following indicators: 'All summonses issued,' 'Violations admitted to or upheld at the Environmental Control Board (%)', 'Workplace injuries reported' and 'Accidents involving City vehicles.'

For additional agency performance statistics, please visit:

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

For more information on the agency, please visit: www.nyc.gov/dohmh.



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

OFFICE OF CHIEF MEDICAL EXAMINER

Barbara Sampson, M.D., Acting Chief Medical Examiner

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.

Our Services and Goals

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.

Service 2: Provide mortuary services to the City.

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

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.

Service 4: Provide DNA services to the City for forensic purposes.

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

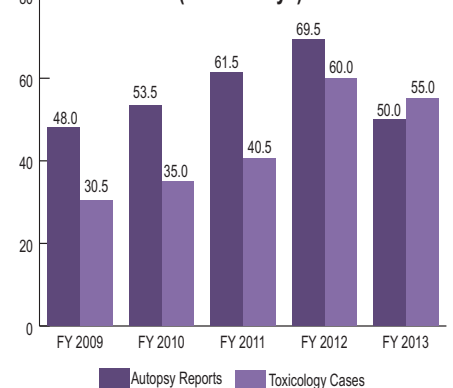
How We Performed in Fiscal 2013

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.

In Fiscal 2013, the median time for scene arrivals by medicolegal investigators (MLIs) was 1.9 hours, up slightly from Fiscal 2012, when the median arrival time was 1.8 hours. Although Fiscal 2013 ended a five year upward trend, this indicator has remained relatively stable considering loss of personnel during the period.

Autopsy Report and Toxicology Case Completion (median days)



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.6	1.6	1.7	1.8	1.9	*	1.7	Down	Up
Deaths reported	25,558	26,105	26,503	25,941	27,265	*	*	Neutral	Neutral
Cases where Chief Medical Examiner takes jurisdiction	6,818	7,135	7,114	7,152	7,095	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ⬆ ⬇ shows desired direction

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

While the number of autopsies that OCME performs annually has held steady at about 5,000, in Fiscal 2013 a 28 percent improvement from Fiscal 2012 occurred in the median time to complete autopsy reports, after three consecutive years of increased time required for completion.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Median time to complete autopsy reports (days)	48.0	53.5	61.5	69.5	50.0	51.0	51.0	Down	Up
★ Median time to complete toxicology cases (days)	30.5	35.0	40.5	60.0	55.0	28.0	28.0	Down	Up
Median time to complete toxicology DUI (driving under the influence) cases (days)	13.5	13.0	16.0	15.0	14.0	10.0	10.0	Down	Neutral
Median time to complete toxicology sexual assault cases (days)	17.5	17.0	21.0	30.5	27.0	17.0	17.0	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ⬆ ⬇ shows desired direction

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

The number of cremation requests increased to 14,036 in Fiscal 2013, an increase of seven percent. The median time to process cremation requests rose to 2.1 hours, an increase of more than 60 percent from Fiscal 2012.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Median time to process cremation requests (hours)	0.9	1.2	1.2	1.3	2.1	1.5	1.5	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ⬆ ⬇ 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.

In Fiscal 2013, OCME achieved a 22 percent reduction in the time required to remove decedents from non-hospital death scenes after investigation. Despite the five year upward trend in this indicator, the reduction in Fiscal 2013 brought it back to the level of Fiscal 2010 and was the second lowest over the five year span.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Number of decedents' remains transported and stored by OCME	9,366	9,620	9,714	9,558	7,803	*	*	Neutral	Down
Median time to remove decedents from scene (non-hospital) after investigation (hours)	0.6	0.7	0.9	0.9	0.7	*	*	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ⬆ ⬇ 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.

While no mass fatality events occurred in the City in Fiscal 2013, OCME performed the Phase IV sifting operations of its ongoing human remains recovery project at the World Trade Center site. These operations resulted in the recovery of an additional 89 remains from the disaster site in Fiscal 2013.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Remains recovered following a disaster or mass fatality incident (cumulative)	21,745	21,813	21,818	21,818	21,906	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 3b: Identify victims of disasters and return their remains to families in a timely manner.

OCME succeeded in identifying an additional 615 remains in Fiscal 2013, through retesting with increasingly advanced techniques, and three new victim identifications were made of remains from the 9/11 WTC attacks in Fiscal 2013.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Remains identified following a disaster (cumulative)	12,762	12,770	12,810	13,024	13,639	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 4: Provide DNA services to the City for forensic purposes.

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

This is the area in which performance was most concerning for OCME, as staff attrition alone cannot account for the rise in turnaround time for the completion of all types of DNA cases. Overall, the median time for OCME to complete analysis of a DNA case rose from three months to nearly five months in Fiscal 2013, the most pronounced increase in a five year upward trend. In mid-fiscal year, OCME changed its management team for DNA. It put in place a new, highly skilled director of the forensics division who is an expert in management and forensic science to bring about significant improvements in Fiscal 2014.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Median days to complete analysis of a DNA case	89.8	76.0	83.0	88.0	138.0	75.0	75.0	Down	Up
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	97.0	112.0	114.0	111.0	161.0	90.0	90.0	Down	Up
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	17.5	19.0	27.0	46.0	89.0	50.0	50.0	Down	Up
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	70.5	58.0	65.0	68.0	139.0	70.0	70.0	Down	Up
DNA matches with profiles in database	1,264	1,264	1,629	1,791	1,618	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

OCME continued to respond to all e-mails received, and nearly all the letters, within 14 days in Fiscal 2013.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	100	100	100	100	100	100	100	Neutral
Letters responded to in 14 days (%)	NA	100	100	100	98	100	100	NA
Completed customer requests for interpretation	24	125	469	404	164	NA	NA	Up

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$65.9	\$65.6	\$62.6	\$60.9	\$73.4	\$73.3	\$56.8	Neutral
Revenues (\$000)	\$6	\$2	\$39	\$92	\$67	\$503	\$503	NA
Personnel	652	652	606	582	583	654	636	Down
Overtime paid (\$000,000)	\$1.4	\$1.8	\$1.9	\$2.5	\$2.8	\$2.3	\$1.8	Up
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- With the retirement of long-time Chief Medical Examiner Dr. Charles S. Hirsch in February 2013, Dr. Barbara Sampson was appointed acting chief medical examiner. Up until her recent appointment, Dr. Sampson served as first deputy chief medical examiner, and has been with the agency for 15 years.

For more information on the agency, please visit: www.nyc.gov/ocme.



HEALTH AND HOSPITALS CORPORATION

Alan D. Aviles, President

What We Do

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

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: Improve access to outpatient services.

Goal 1b: Expand enrollment in insurance programs.

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

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

How We Performed in Fiscal 2013

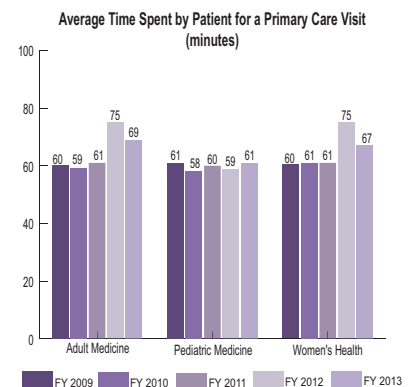
Service 1: Provide medical, mental health and substance abuse services to New York City residents regardless of their ability to pay.

Goal 1a: Improve access to outpatient services.

Both Bellevue and Coney Island hospitals were closed or offered only limited services for approximately three months after Hurricane Sandy, which affected these facilities' capacity to serve patients. As a result, the percent of prenatal patients retained in care decreased from Fiscal 2012 to Fiscal 2013. In Fiscal 2012, Bellevue Hospital Center and Coney Island Hospital had 9,338 and 8,085 outpatient prenatal visits, respectively, which decreased to 7,572 visits at Bellevue and 3,445 visits at Coney Island Hospital in Fiscal 2013.

Storm-related capacity reductions negatively affected HIV services, particularly at Coney Island Hospital, and staffing vacancies also limited some facilities' capacity to serve HIV patients. 84.3 percent of HIV patients were retained in care in Fiscal 2013, dropping from 87.4 percent in Fiscal 2012. Although the corporate-wide percentage decreased over the past two years, HIV patients retained in care in Fiscal 2013 is well above the target of 80 percent.

Cycle times for primary care visits were mixed by category: The average time for a primary care clinic visit for adult medicine and women's health improved in Fiscal 2013 while the average time for a pediatric medicine clinic visit increased slightly. The average cycle time for an adult medicine primary care visit decreased from 75 minutes in Fiscal 2012 to 69 minutes in Fiscal 2013 and the cycle time for women's health visits decreased from 75 minutes to 67 minutes. To address higher cycle times, HHC began a system-wide effort to improve outpatient access in February 2013, and is currently performing an in-depth analysis at three pilot sites (Harlem, Kings, and Gouverneur Diagnostic & Treatment Center). HHC has implemented trial workflow changes in each of 17 clinics across pilot sites and is monitoring cycle times regularly. HHC is identifying the root causes for primary care visit cycle time increases and is reviewing the effects of staffing levels, fulfillment of optimal care team roles and responsibilities, and scheduling practices on performance.

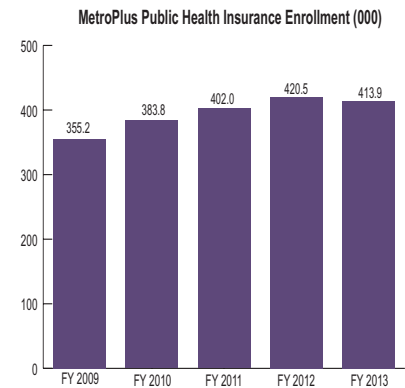


Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Prenatal patients retained in care through delivery (%)	89.2%	86.5%	86.4%	85.8%	83.0%	90.0%	90.0%	Up	Neutral
★ HIV patients retained in care (%)	NA	87.1%	87.4%	87.4%	84.3%	80.0%	85.0%	Up	NA
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine	60.0	59.0	61.0	75.0	69.0	60.0	60.0	Down	Up
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine	61.0	58.0	60.0	59.0	61.0	60.0	60.0	Down	Neutral
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health	60.0	61.0	61.0	75.0	67.0	60.0	60.0	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1b: Expand enrollment in insurance programs.

The number of uninsured patients served by HHC facilities decreased slightly during the reporting period, and coincides with the decrease in overall visits at the facilities impacted by Hurricane Sandy. The total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees increased from 521,434 in Fiscal 2012 to 525,804 in Fiscal 2013 and the MetroPlus enrollees for these insurance companies decreased from 420,459 to 413,893 during the same time period.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Uninsured patients served	448,705	452,576	477,957	478,731	475,627	*	↕	Down	Neutral
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	436,526	474,118	498,324	521,434	525,804	513,400	513,400	Up	Up
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	355,172	383,797	401,967	420,459	413,893	446,932	446,932	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

While all HHC facilities have individual programs that focus on women's health needs, system-wide outreach efforts such as the "Give Your Mother a Gift" campaign during the month of May have raised awareness of the importance of mammogram screenings and have contributed to the steady increase in screenings performed at HHC's facilities. The percent of eligible women aged 40-70 receiving a mammogram has steadily increased over the past few years, rising from 72 percent in Fiscal 2011 to 73 percent in Fiscal 2012 and 73.9 percent in Fiscal 2013. The percent of women screened has also been consistently above the corporate target of 70 percent.

During Fiscal 2013, the general care average length of stay increased to 5 days from 4.7 days in Fiscal 2012 because overall, general care patients admitted to HHC hospitals were sicker than in the previous year and required more care.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Two-year olds immunized (%)	97.0%	96.5%	97.0%	97.0%	97.0%	98.0%	98.0%	Up	Neutral
★Eligible women, aged 40-70, receiving a mammogram screening from HHC (%)	71.0%	72.8%	72.0%	73.0%	73.9%	70.0%	70.0%	Up	Neutral
★General care average length of stay (days)	4.6	4.6	4.6	4.7	5.0	4.7	4.7	Down	Neutral
★Net days of revenue for accounts receivable	56.3	55.5	52.3	56.4	NA	56.0	56.0	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

HHC encourages asthma patients to use primary care clinics to reduce the need for emergency care. HHC staff follow up with asthma patients and can refer them to supportive service to help reduce their reliance on the emergency room for asthma treatment. Emergency room revisits for adult and pediatric asthma patients increased in Fiscal 2013. The adult asthma re-admissions rate increased from 5.4 percent in Fiscal 2012 to nearly six percent in Fiscal 2013. The percent of adult patients discharged with a principal psychiatry diagnosis who were readmitted within 15 days decreased over the same time period.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★Emergency room revisits for adult asthma patients (%)	4.7%	5.1%	5.1%	5.4%	6.0%	5.0%	5.0%	Down	Up
★Emergency room revisits for pediatric asthma patients (%)	3.3%	3.2%	2.7%	3.7%	3.8%	3.2%	3.2%	Down	Up
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days (%)	5.2%	5.1%	4.8%	4.6%	4.0%	5.0%	5.0%	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$5,955.4	\$6,113.4	\$6,294.7	\$6,554.7	\$6,314.8	\$6,892.9	\$7,190.8	Neutral
Revenues (\$000,000)	\$6,188.8	\$6,478.7	\$6,847.9	\$7,015.2	\$6,603.2	\$6,851.6	\$6,992.4	Neutral
Personnel	40,834	39,872	38,898	38,387	37,435	38,243	37,949	Neutral
Overtime paid (\$000,000)	\$107.0	\$123.1	\$125.9	\$128.5	\$133.0	\$120.3	\$121.8	Up
Capital commitments (\$000,000)	\$229.5	\$124.4	\$147.4	\$272.7	\$305.9	\$824.2	\$508.6	Up

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

Impact of Hurricane Sandy on HHC Facilities

- Hurricane Sandy caused great damage to some of HHC's facilities, disrupted services, and displaced many staff. Staff at every HHC facility was involved in efforts to restore the damaged facilities to proper conditions and/or were pitching in to ensure that good care was provided to patients transferred from the affected facilities.
- Bellevue Hospital Center sustained massive flooding from a 14-foot surge that engulfed the loading dock and completely submerged the basement, causing failure of electrical, mechanical, air handling, water pumping and fuel pumping systems. Following the storm, more than 700 patients were safely evacuated. Limited outpatient services were restored in mid-November 2012 and full inpatient and outpatient services were restored in early February 2013.

- At Coney Island Hospital, the storm surge not only submerged the basement, but also invaded the first floor causing the evacuation of nearly 200 patients as soon as the storm subsided. Coney Island Hospital's new tower building was undamaged which allowed the facility to resume limited walk-in services just 36 hours after the storm. Full services were restored at Coney Island Hospital in mid-January 2013. Additionally, one of Coney Island Hospital's community based health clinics, which served more than 50,000 outpatient visits annually, was severely damaged and will not be restored.
- Fiscal 2013 data for the indicator 'Net days of revenue for accounts receivable' is not available in this report. It will be included in the Preliminary Fiscal 2014 Mayor's Management Report.

For more information on the agency, please visit: www.nyc.gov/hhc.



HUMAN RESOURCES ADMINISTRATION

Robert Doar, Commissioner

What We Do

The Human Resources Administration (HRA) assists individuals and families to achieve and sustain their maximum degree of self-sufficiency. HRA provides cash assistance and access to employment services at 24 Job Centers, the Family Services Call Center and its satellites, and the Special Project Center. Currently, 16 of these sites are Model Offices designed to streamline workflow and enhance access to services. Supplemental Nutrition Assistance Program (SNAP) benefits are provided at 16 home centers and two special population centers. HRA offers public health insurance at 13 Medicaid Community Model Offices. HRA provides HIV/AIDS Services Administration (HASA) support services to medically eligible individuals at 12 centers (nine of which are Model Offices) and Adult Protective Services through seven HRA borough offices and six contracted programs. HRA determines the personal care eligibility of disabled or frail Medicaid recipients through seven Community Alternative Systems Agency (CASA) offices and contracts for services with 51 vendors. Services to victims of domestic violence are offered at 52 State-licensed shelters, 15 community-based programs, 57 school-based programs, and in addition, include Department of Homeless Services (DHS), New York City Housing Authority (NYCHA) and Job Center-based services. HRA assists New York City families in obtaining child support orders and collecting child support payments at four borough and five Family Court offices.

Our Services and Goals

Service 1: Provide access to services that increase self-sufficiency, including job search, job placement, work experience, education, wellness and skills enhancement.

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

Goal 1b: Provide wellness, rehabilitation and employment (WeCARE) services to all eligible cash assistance recipients to assist them to become healthy enough to work, or, where appropriate, to obtain federal disability benefits if they are unable to work.

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

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

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

Goal 2c: Provide access to public health insurance coverage for eligible individuals and families.

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

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

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

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

How We Performed in Fiscal 2013

Service 1: Provide access to services that increase self-sufficiency, including job search, job placement, work experience, education, wellness and skills enhancement.

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

Over 87,200 job placements were made, a decline of 4.7 percent compared to the previous year. The change was primarily due to disruptions to normal services at HRA and in contract agencies as a result of Hurricane Sandy and to delays related to the transition to new employment contracts in 2013, as well as to a one-time initiative for unemployed, able-bodied adults in the SNAP program in 2012. The percent of clients who retained jobs for at least 180 days post placement increased in Fiscal 2013 and exceeded HRA's goal of 75 percent.

For the federal fiscal year ending September 2012, the City's official federal family work participation rate was 34.2 percent. Under the federal Temporary Assistance for Needy Families (TANF) rules, the statutory participation rate is 50 percent for all families, but this rate is reduced for states that achieve caseload reductions and maintain state funding for cash assistance and other TANF programs. Because New York State qualifies for the reduction credit, the City's official rate met or exceeded the actual federal requirements for New York State. In addition, the City work participation rate is higher than the most recent federal fiscal year work participation rate of 29 percent for all states according to United States Department of Health and Human Services.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Clients whom HRA helped to obtain employment (000)	78.8	75.4	78.4	91.5	87.2	*	*	Neutral	Up
★ Percent of HRA clients whom HRA helped to obtain employment compared to monthly goal (calendar year-to-date) (%)	101.4%	101.4%	96.4%	101.0%	98.2%	*	100.0%	Up	Neutral
★ Current and former cash assistance cases that retained employment income 180 days after being placed in a job (calendar year-to-date average) (%)	80.3%	80.4%	80.0%	80.8%	81.4%	75.0%	80.0%	Up	Neutral
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	NA	23.7%	*	*	Neutral	NA
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	NA	16.2%	*	*	Neutral	NA
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	32.3%	35.6%	36.2%	34.2%	NA	50.0%	34.0%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1b: Provide wellness, rehabilitation and employment (WeCARE) services to all eligible cash assistance recipients to assist them to become healthy enough to work, or, where appropriate, to obtain federal disability benefits if they are unable to work.

HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment (WeCARE) program assists cash assistance clients with barriers to employment to achieve self-sufficiency in the work force and assists those who are disabled to apply for Federal Disability Assistance. Through integrated, individualized clinical and support services, clients are assessed and those who are able to work are given immediate assistance with job search and placement, while those with medical or other conditions that require time to improve are assigned to wellness or rehabilitation programs. Those who are unable to achieve self-sufficiency and are eligible to apply for disability benefits receive assistance with applications and appeals. The number of disability awards granted during Fiscal 2013 was 3,739, a decline of 24.6 percent compared to Fiscal 2012. Although fluctuations occur year-to-year based on client characteristics, some of the decline is attributable to the transition to new contracts in Fiscal 2013.

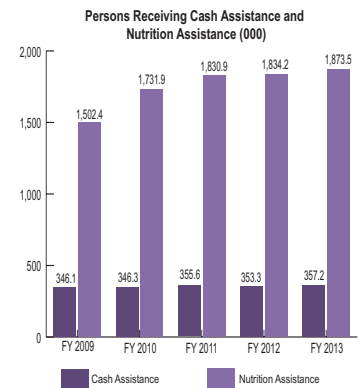
Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Total WeCARE cases	24,999	25,629	24,395	25,454	33,280	*	*	Neutral	Up
★ Number of WeCARE federal disability awards	6,419	7,128	6,305	4,957	3,739	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

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

As of June 2013, HRA provided cash assistance benefits to 357,000 individuals in 193,000 households in need of temporary assistance and emergency benefits. The overall number of persons receiving assistance remained nearly flat when compared to Fiscal 2012. The number of Safety Net recipients increased by five percent with a one percent decline in family recipients (TANF and “60-month converted” combined). While the sub-categories of federally-funded family recipients (TANF) and state and locally funded family recipients (60-month converted to SNA) are reported separately, the Fiscal 2013 recipient numbers within the two categories are not comparable to previous years due to changes in reporting methodology. The total family caseload is not affected by the change.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Persons receiving cash assistance (000)	346.1	346.3	355.6	353.3	357.2	*	*	Neutral	Neutral
Temporary Assistance for Needy Families (TANF) recipients (000)	152.6	150.6	151.9	143.9	150.8	*	*	Neutral	Neutral
60-month converted to SNA recipients (000)	88.1	87.4	84.6	88.7	79.4	*	*	Neutral	Neutral
SNA recipients (000)	105.4	108.3	119.0	120.7	126.9	*	*	Neutral	Up
★ Cash assistance caseload (000)	185.2	185.7	191.6	190.3	193.1	*	*	Neutral	Neutral
★ Cash assistance fair hearing win rate (%)	87.2%	87.9%	89.3%	90.3%	90.1%	*	92.0%	Up	Neutral
★ Cash assistance application timeliness rate (%)	88.9%	91.9%	94.4%	94.5%	93.6%	*	96.0%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

HRA streamlines the Supplemental Nutrition Assistance Program (SNAP) application process by offering multiple self-service options including mail, fax and online access outside of HRA offices. In Fiscal 2013, the number of SNAP recipients grew by 2.1 percent compared to Fiscal 2012, increasing by nearly 25 percent since Fiscal 2009. HRA placed computer banks in six SNAP centers at the end of the Fiscal 2013 and the beginning of Fiscal 2014, allowing clients to apply online at their own pace in these centers rather than waiting to see an HRA worker. This pilot program provides another self-service option and expansion is planned for additional centers in Fiscal 2014.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,502.4	1,731.9	1,830.9	1,834.2	1,873.5	*	*	Neutral	Up
- Cash assistance persons receiving SNAP benefits (000)	399.0	402.4	408.9	404.4	408.6	*	*	Neutral	Neutral
- Non-cash assistance persons receiving SNAP benefits (000)	860.1	1,071.0	1,159.1	1,159.4	1,189.0	*	*	Neutral	Up
- SSI persons receiving SNAP benefits (000)	243.3	258.4	262.9	274.4	275.9	*	*	Neutral	Up
Total SNAP households (000)	822.4	950.1	1,006.6	1,009.9	1,035.2	*	*	Neutral	Up
- Cash assistance households receiving SNAP benefits (000)	193.0	194.0	198.3	194.4	196.7	*	*	Neutral	Neutral
- Non-cash assistance households receiving SNAP benefits (000)	NA	520.6	568.4	565.3	585.7	*	*	Neutral	NA
- SSI households receiving SNAP benefits (000)	221.4	235.4	239.8	250.2	252.7	*	*	Neutral	Up
★ SNAP estimated payment error rate (%)	6.68%	6.74%	4.37%	6.10%	NA	*	6.00%	Down	NA
★ SNAP application timeliness rate (%)	93.0%	95.2%	96.8%	95.7%	94.6%	*	90.6%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2c: Provide access to public health insurance coverage for eligible individuals and families.

The five year trend of increased public health insurance coverage for eligible clients continued in Fiscal 2013. The total number of all Public Health Insurance enrollees was 2.6 percent higher in Fiscal 2013, compared to Fiscal 2012 and Medicaid-only enrollees increased by 3.4 percent over the same period.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Public health insurance enrollees (000)	2,704.9	2,843.6	2,912.7	3,006.5	3,085.6	*	*	Neutral	Up
- Public health insurance Medicaid-only enrollees (000)	1,949.2	2,088.4	2,150.9	2,241.6	2,317.8	*	*	Neutral	Up
★ Public health insurance fair hearing win rate (%)	81.7%	84.6%	88.8%	91.3%	86.1%	*	91.3%	Up	Neutral
★ Public health insurance application timeliness rate (%)	99.1%	98.9%	98.9%	99.4%	98.3%	*	99.4%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

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

HRA performs ongoing outreach efforts to help non-custodial parents understand the importance of participating in the child support program. In Fiscal 2013, approximately 9,000 participants attended more than 650 presentations, workshops and other events held by HRA Office of Child Support Enforcement staff. In Fiscal 2013, the number of new child support orders obtained increased by 20 percent, exceeding the performance of any of the previous five years. The percent of current child support obligations collected on behalf of cash assistance and non-cash assistance custodial parents increased by two percentage points in Fiscal 2013 compared to Fiscal 2012.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Total new Support Orders obtained	9,311	13,295	14,236	14,988	17,981	*	*	Up	Up
Total Child Support Cases with Active Orders (End of Period)	310,281	280,890	281,796	287,832	287,426	*	*	Up	Neutral
★ Child support cases with orders of support (%)	76.2%	70.5%	69.7%	70.1%	70.1%	73.0%	73.0%	Up	Neutral
★ Current obligations collected (%)	70.4%	69.3%	69.1%	68.5%	70.5%	69.0%	70.0%	Up	Neutral
Child support collected (\$000,000)	\$671.3	\$686.4	\$718.3	\$748.8	\$735.6	\$732.7	\$750.0	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

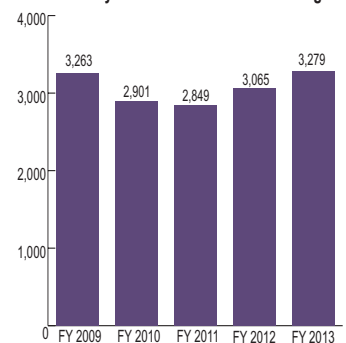
Service 4: Provide necessary and appropriate support services for eligible vulnerable, frail and/or disabled residents.

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

HRA's commitment to serve its vulnerable, frail and/or disabled clients in a timely fashion continued throughout Fiscal 2013 with performance in many areas meeting or exceeding 5-year levels. Referrals to Adult Protective Services (APS) increased by 6.1 percent compared to Fiscal 2012.

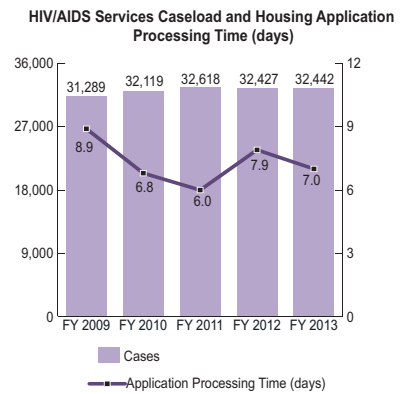
In Fiscal 2013 the average non-residential domestic violence (DV) caseload increased seven percent compared to Fiscal 2012, while the average number of families served in emergency domestic violence shelters stayed relatively constant. HRA staff work within the Department of Homeless Services' (DHS) Prevention Assistance and Temporary Housing (PATH) program to assist families applying for shelter to explore viable alternatives to the shelter system, including assistance in maintaining their current housing situation, where feasible. HRA also assists with emergency DV shelter placement when necessary. The number of families with DV shelter eligibility who were found eligible at PATH and who were placed in an HRA DV shelter decreased by 2.7 percentage points in 2013. Even with this decrease, the placement rate remains higher than any period before 2012.

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



The fluctuation in placements depends on multiple factors, including ability to place families in DV shelters due to large family size, the number of families deciding to remain in the DHS system even though they are eligible to be placed in a DV shelter, and the availability of beds.

The total number of NYC residents receiving home care services increased by 5.5 percent in Fiscal 2013 compared to Fiscal 2012. The increase is related to a change in New York State policy, which mandates that most home care clients participate in managed long-term care (MLTC). As of June 2013, 98,935 of the total 116,883 home care cases were in MLTC plans, a 96.4 percent increase when compared to the 50,383 MLTC cases in June 2012. The average number of days to initiate home attendant and housekeeper services decreased by approximately five days, or 16.9 percent due to staff efforts and supervisory monitoring. In 2013, HRA was below the State target of 30 days.



The HIV/AIDS Services Administration (HASA) caseload remained steady in 2013, with improving performance in the application review process for enhanced housing benefits. These enhanced housing benefits were issued to clients well within the state mandated 30 days, while the time to complete the application review process declined by 11.4 percent and the time required to issue ongoing enhanced benefits to eligible clients went down by 16.2 percent. This improved performance is due to a new automated housing benefit application review and issuance process, resulting in better documentation and increased accountability at all levels of supervision and review.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Adult Protective Services (APS) assessment cases	3,411	3,362	3,159	3,050	3,419	*	*	Neutral	Neutral
★ Individuals referred to an APS field office visited within three working days (%)	98.4%	98.9%	99.7%	99.7%	99.8%	85.0%	85.0%	Up	Neutral
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	96.4%	96.4%	98.4%	98.5%	98.8%	*	*	Up	Neutral
★ APS cases eligible for services	6,167	6,129	6,113	6,227	6,098	*	*	Neutral	Neutral
Total referrals received for APS	17,802	18,727	19,525	20,791	22,055	*	*	Neutral	Up
★ Families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	62.2%	70.0%	79.8%	83.5%	80.8%	*	*	Neutral	Up
Domestic violence non-residential services programs active caseload	3,263	2,901	2,849	3,065	3,279	*	*	Up	Neutral
★ Individuals and families at imminent risk diverted from becoming homeless (%)	92.2%	94.4%	90.1%	92.0%	93.9%	95.0%	95.0%	Up	Neutral
Average number of families served per day in the domestic violence shelter program	750	794	773	766	755	*	*	Neutral	Neutral
Number of domestic violence emergency beds (capacity)	2,144	2,208	2,228	2,228	2,228	*	*	Neutral	Neutral
★ Personal care services - average weekly billable hours	48.2	48.3	47.8	48.4	49.9	*	*	Neutral	Neutral
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	100.0%	100.0%	*	100.0%	Up	Neutral
★ Average days to initiate home attendant and housekeeper services for all cases	NA	NA	NA	33.1	27.5	*	30.0	Down	NA
Cases receiving home care services	83,899	85,251	88,722	99,716	116,883	*	*	Neutral	Up
New applicants for HIV/AIDS Services Administration (HASA) services	3,646	5,166	5,800	5,797	5,491	*	*	Neutral	Up
★ Individuals receiving HASA services	31,289	32,119	32,618	32,427	32,442	*	*	Neutral	Neutral
HASA clients receiving ongoing enhanced housing benefits (%)	81.1%	80.7%	81.4%	83.7%	84.3%	*	*	Neutral	Neutral
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	8.9	6.8	6.0	7.9	7.0	*	7.9	Down	Down
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	NA	17.5	16.6	17.3	14.5	*	17.3	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Agency-wide Management

Medicaid Recoveries and Cost Avoidance

In Fiscal 2013, HRA continued its efforts to increase recoveries from Medicaid provider compliance audits through a focused effort on client and provider Medicaid prescription drug fraud investigations and increased efforts to recover monies owed from collection activities such as Supplemental Needs Trusts, property and negligence liens. During Fiscal 2013, the amounts collected and costs avoided because of efforts to combat Medicaid fraud, waste and abuse increased by 14.9 percent compared to the same period in Fiscal 2012.

Cash Assistance and SNAP Collections and Cost Avoidance

Cash Assistance and SNAP collections and cost avoidance are the result of HRA efforts to secure repayments from clients who received settlements of various kinds while on assistance or who concealed income while receiving assistance. It also includes cost avoidance savings from various efforts such as fraud investigations that uncovered unreported income and resources or duplicate benefits.

Motor Vehicle Accidents

HRA has 233 vehicles in its fleet and 1,427 authorized drivers, of whom 165 have authorization for daily use of a vehicle. HRA drivers are required to submit an accident report if involved in an accident driving an agency vehicle regardless of driving frequency. The number of motor vehicle accident reports filed by HRA drivers dropped by 15 percent during Fiscal 2013 compared to Fiscal 2012. HRA began holding defensive driver classes during Fiscal 2010 in an effort to reduce accidents. These classes are geared for the drivers who drive at least once a week and these same drivers take these classes at least once every three years. HRA also has an accident review committee that meets several times per year to review accidents and individual accident history and to make corrective action recommendations. These actions include additional driver training, suspension of driving privileges, or termination of driving privileges.

Employee Injuries

HRA conducts annual workshops on workplace safety and a strong emphasis is placed on how to reduce workplace violence. For Fiscal 2013, 194 Workers' Compensation Reports were filed, nearly the same number filed during Fiscal 2012. These results show a small decrease from the 203 reports filed in Fiscal 2011 and the 210 reports filed in Fiscal 2010. Of the injury reports filed during Fiscal 2013, 32 were the result of assaults committed at HRA worksites. In order to reduce these assault-related injuries, HRA led the City's efforts to advocate strongly for State legislation to increase the penalties for assault on city workers and this legislation was enacted in August 2012.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	NA	NA	NA	\$214.3	\$246.23	*	↑	Up	NA
Cash Assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	NA	NA	NA	NA	\$351.3	*	*	Up	NA
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	NA	NA	NA	NA	\$29.6	*	*	Up	NA
Billed revenue as a percentage of budgeted revenue (%)	78.50%	78.21%	80.21%	78.30%	71.92%	*	*	Up	Neutral
Calls resolved within 48 hours to the customer service call line for vendors (%)	56.27%	58.60%	70.03%	71.30%	67.69%	*	*	Up	Up
Accidents involving city vehicles	NA	NA	43	53	46	*	*	Down	NA
Workplace injuries reported	128	210	203	195	194	*	*	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Agency Customer Service

HRA was above its 90 percent target of responding to emails within 14 days, and its response to letters within 14 days was below the 90 percent target. HRA is seeking to improve its letter response time by closely tracking responses that are soon to be overdue and revising the internal business process to eliminate logjams. HRA's ability to answer calls within 30 seconds or less remained well below the 80 percent target, but showed a nearly 12.3 percent improvement over the Fiscal 2012 call response time. During Fiscal 2013, the average wait time to speak with a customer service agent at a Model Center improved by 17 percent.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	58	83	89	93	96	90	90	Up
Letters responded to in 14 days (%)	63	73	68	76	78	90	90	Up
Calls answered in 30 seconds (%)	10	31	46	57	64	80	80	Up
Average customer in-person wait time at Model Offices (minutes)	27	40	58	58	48	60	60	Up
Completed customer requests for interpretation	324,493	703,994	914,256	732,605	1,016,101	NA	NA	Up
CORE customer experience rating (0-100)	NA	78	79	80	83	80	80	NA
Customer satisfaction rating for Public Health Insurance Program services "good" or better (%)	NA	NA	NA	NA	88	NA	NA	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$8,327.8	\$8,482.4	\$8,068.8	\$9,391.2	\$9,525.1	\$9,355.9	\$9,455.7	Up
Revenues (\$000,000)	\$27.5	\$25.8	\$26.9	\$39.8	\$47.0	\$48.7	\$43.7	Up
Personnel	14,114	14,019	13,840	13,948	13,808	14,610	14,129	Neutral
Overtime paid (\$000,000)	\$28.2	\$19.4	\$21.9	\$18.6	\$19.1	\$23.7	\$16.7	Down
Capital commitments (\$000,000)	\$11.7	\$11.4	\$23.7	\$22.7	\$14.3	\$64.7	\$143.5	Up
Human services contract budget (\$000,000)	\$584.7	\$609.2	\$599.3	\$636.6	\$678.9	\$642.9	\$613.0	Up
Work Experience Program (WEP) participants assigned	627	663	1,213	901	547	*	*	Neutral

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

Noteworthy Changes, Additions or Deletions

- HRA revised its calculation methodology for the indicator 'Clients whom HRA helped to obtain employment (000)'. The calculation is now based on the methodology used in other agency job placement reports that include new hire data and allows for consistency among these reports. This new methodology has been applied back to Fiscal 2009.
- HRA revised its calculation methodology for the indicator 'Percent of HRA clients whom HRA helped to obtain employment compared to monthly goal (calendar year-to-date) (%)'. The calculation is now based on the methodology used in other agency job placement reports and allows for consistency among these reports. This new methodology has been applied back to Fiscal 2009.
- Beginning in Fiscal 2013, the methodology for counting the WeCARE caseload changed. The WeCARE caseload now includes the following categories: participants who are concurrently in a WeCARE and substance abuse assignment, WeCARE participants who are employed and WeCARE participants who are in the fair hearing process.
- HRA revised calculation methodology for three indicators: 'TANF (000)', '60-month converted to SNA (000)', and 'SNA (000)'. Prior to June 2013, some 60-month converted cases that were changed by New York State programming directives to the Family Assistance category continued to be reported as 60-month converted cases. Beginning in

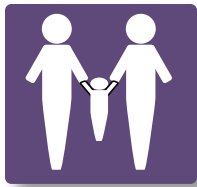
June 2013, these cases are reported correctly in the Family Assistance category. While month-to-month and year-to-year changes in total cases and total persons are not affected by the re-categorization, the change does not permit year-to-year comparisons between the two case types prior to June 2013. Fiscal 2013 overall total of 'Persons Receiving Cash Assistance (000)' remains comparable to previous years because it is not affected by the change in calculation methodology for determining the different categories of recipients.

- HRA revised the Fiscal 2014 target for the indicator 'Cash assistance family cases participating in work or work related activities per federal guidelines (official federal fiscal year-to-date average) (%)' to more closely reflect participation rates and the required rate, which is adjusted based on previous caseload declines and other factors. The Fiscal 2014 target published in the Preliminary Fiscal 2013 Mayor's Management Report used the federal statutory rate, which is higher than the required rate for New York State.
- HRA revised its training and education indicators for clients able to participate to reflect the replacement of the BEGIN Literacy programs with the Back to Work (BTW) Literacy Programs that started in January 2013. The new BTW contracts offer contextualized literacy and language services (specialized literacy programs designed specifically for different types of jobs) along with full and part-time GED programs. These programs will be counted as training/education activities. Instead of reporting on all Cash Assistance cases engaged in training and education, HRA is reporting on 'Family cases engaged in training or education in accordance with New York City guidelines (%)'. Due to the revised calculation and change of indicators, the Fiscal 2013 training and education indicator results are not comparable to previous years.
- HRA added new management indicators. 'Cash Assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)' shows, pursuant to Cash Assistance eligibility rules, the amount recovered from concealment of income and resources by clients, collections from windfalls, lawsuit settlements and liens on properties, repayment of emergency assistance, and federal reimbursement for assistance given while Social Security Disability benefit applications were pending. Also included are cost savings from various efforts such as fraud investigations, case re-budgeting for income changes, and clients receiving Cash Assistance in more than one state. 'Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)' shows the cost avoidance from client fraud through concealment of income and resources and from clients receiving SNAP benefits in more than one state. HRA also added the following indicators: 'Accidents involving City vehicles' and 'Workplace injuries reported.'

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.



ADMINISTRATION FOR CHILDREN'S SERVICES

Ronald E. Richter, Commissioner

What We Do

The Administration for Children's Services (ACS) is responsible for protecting and strengthening the City's children, youth, and families by providing quality child welfare, juvenile justice, early child care and education services. Each year, ACS conducts 54,000 investigations of abuse or neglect of New York City children and youth. For those children, youth and families involved in the child welfare system, ACS provides preventive and foster care services through contracts with nonprofit private providers. ACS also provides quality early care and education services, which prepares our youngest residents for success in school and beyond. Services are available for children from low income working families, families receiving child welfare services and for children whose parents are entering the work force from public assistance. These services are purchased from private agencies or informal private providers. In addition, ACS delivers a range of juvenile justice services to young people and their families from detention to placement, as well as intensive community-based programs that ACS employs at all stages of the juvenile justice process while always remaining focused on public safety. ACS' community-based alternatives programs help families whose youth are having behavioral problems by using evidence-based services that address family functioning.

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.

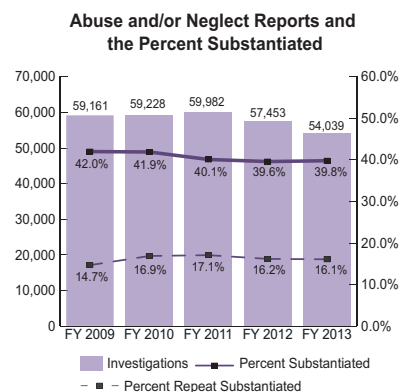
- Goal 3a: Assure that detention facilities are safe and secure.
- Goal 3b: Provide youth in detention and placement with appropriate health and mental health services.
- Goal 3c: Provide services to prevent youth from returning to the juvenile justice system.

How We Performed in Fiscal 2013

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.

ACS continues to improve its ability to respond quickly to allegations of abuse and neglect and perform thorough assessments of safety and risk. Investigations of child abuse and/or neglect declined by 5.9 percent from 57,453 in Fiscal 2012 to 54,039 in Fiscal 2013. In Fiscal 2013 92.9 percent of abuse and neglect reports were initiated within 24 hours. In December 2012, an automated system was introduced to record and report the 24-hour response rate which is more accurate and more reliable than the self-reported numbers tracked in prior years. The percent of children in substantiated investigations with repeat substantiated investigations remained stable at just over 16 percent in Fiscal years 2012 and 2013 while ACS continues to keep children safe by providing them services at home.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Number of State Central Register consolidated investigations	59,161	59,228	59,982	57,453	54,039	*	*	Neutral	Neutral
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)	97.6%	95.8%	93.5%	92.1%	92.9%	100.0%	100.0%	Up	Neutral
Substantiation rate	42.0%	41.9%	40.1%	39.6%	39.8%	*	*	Neutral	Neutral
★ Children in substantiated investigations with repeat substantiated investigations within a year (%) (preliminary)	14.7%	16.9%	17.1%	16.2%	16.1%	14.0%	14.0%	Down	Neutral
Children in complete investigations with repeat investigations within a year (%)	21.7%	23.0%	24.2%	23.8%	23.9%	*	*	Down	Neutral
★ Average child protective specialist caseload	9.3	9.1	9.4	8.7	8.2	12.0	12.0	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

The number of new families receiving preventive services through ACS contracted providers increased 3.8 percent from 10,124 in Fiscal 2012 to 10,510 in Fiscal 2013.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Families entering purchased preventive services	11,209	10,207	7,865	10,124	10,510	*	12,000	Up	Neutral

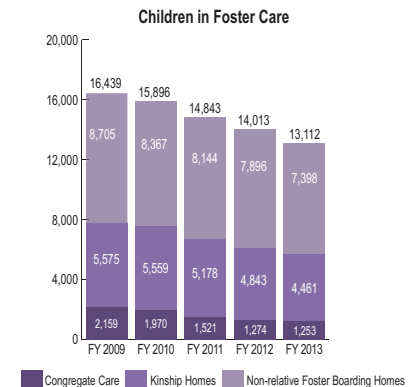
★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

Continuing the use of removals only as a last resort kept more children and youth together with their families. The number of children and youth entering foster care declined significantly from 5,698 during Fiscal 2012 to 4,779 in Fiscal 2013. This can be attributed to a stronger focus on reducing emergency removals of children when a safety plan could be put into place to avoid a removal. Additionally, in Fiscal 2012 new home based, intensive preventive services, were made available which allowed for more children and youth to remain home safely with their families. The percent of children placed in their home boroughs during this period increased 4.8 percent from 57.9 percent in Fiscal 2012 to 60.7 percent in Fiscal 2013.

ACS improved supervision of foster homes as the foster care census decreased.

The number of children in foster care which reached a peak of 16,701 in Fiscal 2008 declined 6.4 percent from 14,013 in Fiscal 2012 to 13,112 in Fiscal 2013. During this period the number of children in kinship homes and non-relative foster boarding homes declined by 7.9 percent and 6.3 percent, respectively. There was a 13.8 percent increase in the number of abuse and/or neglect reports for children in foster care from 1,902 in Fiscal 2012 to 2,165 in Fiscal 2013. This increase coincides with the implementation of a new safety and risk training program for foster care agency staff that may have resulted in increased reporting to the State Central Registry. In Fiscal 2013 31.5 percent of these reports were substantiated, a modest increase over the Fiscal 2012 rate of 31.0 percent. The uptick in the indication rate coincides with improvements in the child protective investigative practice and support within the Office of Special Investigation (OSI) who investigates foster care neglect/abuse allegations. OSI staff has access to co-located investigative consultants who are retired law enforcement personnel in addition to consultants with expertise in the disciplines of mental health and domestic violence. Credentialed alcoholism and substance abuse counselors are also available to assist OSI staff on cases involving substance misuse. The percent of children who re-entered care within a year of discharge to their family continued to decline in Fiscal 2013. After a 7.1 percent decrease from 11.2 percent in Fiscal 2011 to 10.4 percent in Fiscal 2012, it fell an additional 3.8 percent to 10.0 percent in Fiscal 2013.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Children who re-enter foster care within a year of discharge to family (%) (preliminary)	14.1%	11.0%	11.2%	10.4%	10.0%	10.0%	10.0%	Down	Down
★ Children placed in foster care in their community	32.7%	31.2%	35.1%	33.5%	32.8%	*	33.0%	Up	Neutral
★ Children in foster care (average)	16,439	15,896	14,843	14,013	13,114	*	*	Neutral	Down
- Children in foster kinship homes	5,575	5,559	5,178	4,843	4,461	*	*	Up	Down
- Children in nonrelative foster boarding homes	8,705	8,367	8,144	7,896	7,398	*	*	Down	Down
- Children in residential care	2,159	1,970	1,521	1,274	1,253	*	*	Down	Down
All children entering foster care (preliminary)	7,406	7,108	6,356	5,698	4,779	*	*	Neutral	Down
Abuse and/or neglect reports for children in foster care	1,940	2,170	2,040	1,902	2,165	*	*	Neutral	Neutral
Abuse and/or neglect reports for children in foster care that are substantiated (%)	31.8%	33.3%	34.7%	31.0%	31.5%	*	*	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

When removal is necessary, ACS makes every effort to minimize disruptions to families. The percent of children placed with relatives remained stable at 27.1 percent and the proportion of siblings who were placed together in the same foster home increased from 86.3 percent in Fiscal 2012 to 87.9 percent in Fiscal 2013.

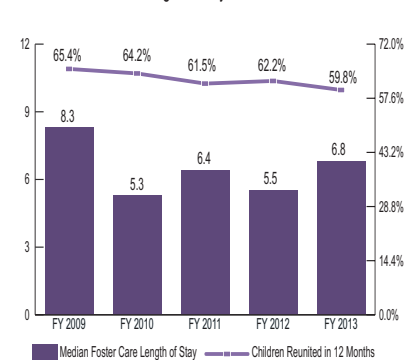
Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Siblings placed simultaneously in the same foster home (%) (preliminary)	80.9%	83.0%	85.0%	86.3%	87.9%	*	*	Up	Neutral
★ Children entering foster care who are placed with relatives (%) (preliminary)	24.5%	25.0%	27.0%	27.1%	27.1%	*	30.0%	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

The median length of stay for children entering care for the first time who are returned to their parents increased from 5.5 months in Fiscal 2012 to 6.8 months. The percent of children returned to parents within 12 months declined from 62.2 percent to 59.8 percent during this same period. Changes in the front end of the protective system have helped to prevent children from entering care who are able to safely receive services at home rather than experiencing short foster care placements. Since ACS has substantially reduced the number of children returned within 10 days of removal, consequently we remove children whose families have more intensive service needs, necessitating children stay slightly longer in care before safe reunification. The number of finalized adoptions remained stable at approximately 1,300, while the percent of children eligible for adoption who were adopted increased 17.2 percent from 77.3 percent in Fiscal 2012 to 90.6 percent in Fiscal 2013.

Foster Care Length of Stay and Reunification



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Children adopted	1,344	1,156	1,186	1,295	1,310	*	*	Up	Neutral
Median length of stay in foster care before child is adopted (months)	53.7	53.1	52.9	53.2	54.1	50.0	50.0	Down	Neutral
Median length of stay for children entering foster care for the first time who are returned to parent (months)	8.3	5.3	6.4	5.5	6.8	6.0	6.0	Down	Down
Children returned to parent(s) within 12 months (%) (preliminary)	65.4%	64.2%	61.5%	62.2%	59.8%	64.0%	64.0%	Up	Neutral
Children eligible for adoption (average)	1,839	1,780	1,697	1,675	1,446	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Children eligible for adoption who are adopted (%)	73.1%	64.9%	69.9%	77.3%	90.6%	*	90.0%	Up	Up
Average time to complete adoption (years)	3.2	3.2	3.0	3.1	3.1	3.0	3.0	Down	Neutral

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

On October 1, 2012, New York City underwent the largest transformation of its subsidized early care and education system in fifty years with the launch of EarlyLearn NYC. New providers of contracted early care and education services were brought online, while those that did not receive a contract for services were phased out. The contracted capacity for these services was 43,661; as the new program was implemented, enrollment for Fiscal 2013 was 30,096. Many parents opted to remain with providers who were being publicly funded outside of the EarlyLearn NYC system. In addition, Hurricane Sandy created disruptions across the City, causing some facilities to be shut down, while others were impacted with delays in opening. Enrollment is expected to be on par with previous fiscal years as the new portfolio of EarlyLearn NYC contractors complete the process of recruiting and enrolling eligible children. Of the 30,096 children enrolled in EarlyLearn NYC Contract programs in Fiscal 2013, on average 25,548 (85 percent) were in center-based programs and 4,549 (15 percent) were in family child care. The number of abuse and/or neglect reports in child care rose 10.9 percent from 322 in Fiscal 2012 to 357 in Fiscal 2013, but the percent of these reports that were substantiated declined 5.2 percent from 24.8 percent to 23.5 percent during this same period.

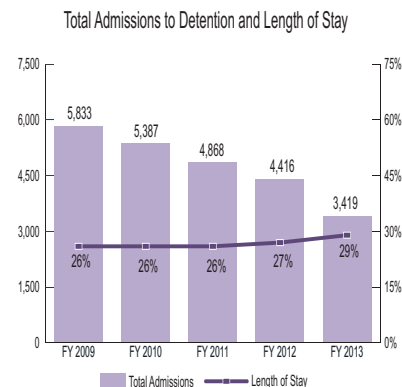
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average EarlyLearn contract enrollment	NA	48,609	48,584	45,310	30,096	*	42,130	Up	NA
★ EarlyLearn - Average center-based enrollment	NA	NA	NA	NA	25,548	*	33,530	Up	NA
★ EarlyLearn - Average family child care enrollment	NA	NA	NA	NA	4,549	*	8,600	Up	NA
★ Average EarlyLearn Utilization (%)	NA	NA	NA	NA	71.4%	100.0%	100.0%	Up	NA
★ Average EarlyLearn Utilization - Center-based (%)	NA	NA	NA	NA	76.2%	100.0%	100.0%	Up	NA
★ Average EarlyLearn Utilization - Family child care (%)	NA	NA	NA	NA	52.9%	100.0%	100.0%	Up	NA
Average child care voucher enrollment	NA	72,200	68,484	69,020	71,756	*	*	Neutral	NA
★ Average mandated children voucher enrollment	NA	NA	NA	NA	56,649	*	*	Neutral	NA
★ Average other eligible children voucher enrollment	NA	NA	NA	NA	15,107	*	*	Neutral	NA
★ Average center-based child care voucher enrollment	NA	NA	NA	NA	27,552	*	*	Neutral	NA
★ Average family child care voucher enrollment	NA	NA	NA	NA	21,503	*	*	Neutral	NA
★ Average legally exempt (informal child care) voucher enrollment	NA	NA	NA	NA	22,700	*	*	Neutral	NA
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	NA	NA	NA	NA	\$9,084	*	*	Neutral	NA
EarlyLearn - Budget per slot in contract family child care	NA	NA	NA	NA	\$9,329	*	*	Neutral	NA
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	NA	NA	NA	NA	\$14,568	*	*	Neutral	NA
Fiscal year spending per child - Center-based child care vouchers	NA	NA	NA	NA	\$8,478	*	*	Neutral	NA
Fiscal year spending per child - Family child care vouchers	NA	NA	NA	NA	\$7,385	*	*	Neutral	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	NA	NA	NA	NA	\$4,169	*	*	Neutral	NA
Abuse and/or neglect reports for children in child care	426	377	375	322	357	*	*	Neutral	Down
Abuse and/or neglect reports for children in child care that are substantiated (%)	30.1%	28.3%	29.7%	24.8%	23.5%	*	*	Down	Down

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

Since Fiscal 2009, the average daily population in detention has decreased steadily. This trend continued as the average daily population decreased 18.5 percent from 326.5 in Fiscal 2012 to 266.0 in Fiscal 2013. This decline was largely driven by a reduction in admissions which fell 22.6 percent from 4,416 in Fiscal 2012 to 3,419 in Fiscal 2013. During this period the average length of stay in detention increased by 7.4 percent from 27 days in Fiscal 2012 to 29 days in Fiscal 2013. This increase was caused by temporary practice changes to support the Close to Home Initiative and a reduction in police admissions. With the introduction of ACS' Close to Home Initiative, ACS non-secure placement facilities began accepting youth on September 1, 2012. In anticipation of this initiative and to avoid moving youth multiple times, transfers to non-secure placement of many of the longer staying youth in detention were slightly delayed last summer and fall until New York City's capacity became available. Additionally, police admissions of youth to detention decreased, resulting in a substantial decrease in the number of youth who spent one day in detention.



During Fiscal 2013 the rate of youth on youth assaults with injury declined 21.6 percent from 0.44 per 100 average daily population in Fiscal 2012 to 0.34 in Fiscal 2013. However, the youth on staff assault with injury rate rose from 0.04 to 0.06. This increase coincides with a rise in percentage of detained youth who are high risk juvenile delinquents and juvenile offenders. To reduce potentially assaultive situations among this more volatile group, staff continuously re-evaluate housing assignments, treatment and service plans, staffing assignments, and behavior management techniques to prevent youth behavior from escalating. In 2012, ACS implemented a broad new set of protocols, called Safe Crisis Management, requiring that all staff be re-trained and certified in a wide range of new behavior management techniques and emergency procedures. Furthermore, new trauma-informed assessment and interventions, new recreational, cultural and academic programming, as well as new behavioral support and case management protocols have been introduced in Fiscal 2013, helping to reduce problematic behavior among youth and to reduce injuries resulting from youth-on-youth assaults.

Improved oversight of detention facilities contributed to an increase in abuse and neglect reports and their substantiation rate. The child abuse and/or neglect allegation rate per 100 average daily population increased 21.2 percent from 0.09 in Fiscal 2012 to 0.11 in Fiscal 2013. The number of these allegations that were substantiated by the State Office of Children and Family Services (OCFS) also rose from five in Fiscal 2012 to 13 in Fiscal 2013. ACS hired additional operations managers to expand and improve day-to-day operations and to enhance quality assurance and management oversight of programming. The operations managers are charged with examining abuse/neglect allegations in greater detail, including the enhanced use of cameras and video monitoring, resulting in increased identification and increased reporting of potential incidents to OCFS for further review. In instances where abuse or neglect has been found, trauma-informed assessment and practice will enhance staff's ability to work safely and productively with our young people. Allegations of child abuse increased slightly from 0.09 in Fiscal 2012 to 0.11 in Fiscal 2013, with an increase in seven substantiated cases while the abscond rate for juveniles in non-secure settings also went up from 0.02 in Fiscal 2012 to 0.05 in Fiscal 2013.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Total admissions	5,833	5,387	4,868	4,416	3,419	*	*	Neutral	Down
★ Average daily population (ADP)	429.6	388.2	337.4	326.5	266.0	*	300.0	Neutral	Down
Secure detention - ADP	NA	244.0	210.3	188.4	150.1	*	*	Neutral	NA
Non-secure detention - ADP	NA	144.2	127.1	188.4	115.9	*	*	Neutral	NA
★ Average length of stay	26	26	26	27	29	*	*	Neutral	Up
★ Escapes from secure detention	0	1	0	0	0	0	0	Down	Down
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.04	0.02	0.02	0.02	0.05	0.02	0.02	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

★ Youth on youth assaults and altercations with injury rate (per 100 total ADP)	0.33	0.35	0.36	0.44	0.34	*	0.35	Down	Up
★ Youth on staff assault w/injury rate (per 100 total ADP)	0.03	0.02	0.03	0.04	0.06	*	0.03	Down	Up
★ Weapon recovery rate (average per 100 total ADP)	0.04	0.03	0.04	0.10	0.09	*	*	Neutral	Up
★ Narcotics recovery rate (average per 100 total ADP)	0.04	0.03	0.04	0.08	0.08	*	*	Neutral	Up
★ Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP)	0.13	0.11	0.09	0.09	0.11	*	0.09	Down	Down
Child abuse/neglect allegations cases (internal) reported by the Office of Children and Family Services (OCFS) as Substantiated	NA	22.0	13.0	5.0	13.0	*	*	Down	NA
★ Average daily cost per youth per day (\$)	\$622	\$706	\$705	\$634	\$777	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

Providing access to mental health services continues to be a priority at detention facilities. While the percent of youth in care who were referred for mental health services increased 18.6 percent from 43 percent in Fiscal 2012 to 51 percent in Fiscal 2013, the percent of youth who were referred for and received mental health services rose 5.5 percent from 55 percent in Fiscal 2012 to 58 percent in Fiscal 2013.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Residents seen within 24 hours of sick call report (%)	98%	100%	100%	100%	100%	100%	100%	Up	Neutral
★ General health care cost per youth per day (\$)	\$95	\$88	\$47	\$52	\$64	*	*	Neutral	Down
★ In-care youth who were referred for and received mental health services (%)	37%	44%	48%	55%	58%	*	*	Neutral	Up
★ In-care youth who were referred for mental health services (%)	43%	48%	44%	43%	51%	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

The proportion of youth in care with previous admissions to detention has increased each year since Fiscal 2008. This is largely due to the use of the Risk Assessment Instrument (RAI). The RAI has reduced the use of detention for low-and medium-risk youth, allowing this population of youth, of which many do not have previous stays in detention, to receive services and monitoring in the community. Accordingly, a higher proportion of high-risk youth with prior juvenile justice system involvement are in detention. Consequently, the percent of youth admitted to detention with a previous admission to detention rose slightly from 59.5 percent in Fiscal 2012 to 60.5 percent in Fiscal 2013.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Youth with previous admission(s) to detention (%)	49.4%	53.0%	54.0%	59.5%	60.5%	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Accidents involving city vehicles	NA	NA	NA	NA	NA	*	*	Down	NA
Workplace injuries reported	NA	NA	NA	NA	191	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

ACS improved its responsiveness to correspondence dramatically from Fiscal 2012 to Fiscal 2013 with a more than threefold increase in the proportion of correspondence responded to within 14 days. Last year, ACS upgraded to an Enterprise Correspondence Management System, which offered an opportunity to tighten business processes, improve documentation of the responses provided to constituents who email and write the agency, re-train staff that handle correspondence, and put a number of new quality control measures in place to ensure that constituents receive responses in a timely manner.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
E-mails responded to in 14 days (%)	10	8	45	31	96	40	96	NA
Letters responded to in 14 days (%)	15	34	46	26	92	40	95	Up
Completed customer requests for interpretation	103	53,684	43,917	61,873	66,577	NA	NA	Up

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$2,978.7	\$3,015.8	\$2,964.2	\$2,854.5	\$2,859.8	\$2,872.0	\$2,782.9	Neutral
Revenues (\$000,000)	\$4.8	\$3.1	\$2.8	\$3.8	\$3.4	\$3.4	\$3.4	Down
Personnel	7,463	6,564	6,213	6,196	6,082	6,562	6,629	Down
Overtime paid (\$000,000)	\$19.8	\$21.8	\$20.8	\$21.2	\$13.6	\$13.3	\$13.3	Down
Capital commitments (\$000,000)	\$8.6	\$6.8	\$10.1	\$13.5	\$11.1	\$101.0	\$37.7	Up
Human services contract budget (\$000,000)	\$1,629.6	\$1,716.3	\$1,614.7	\$1,568.9	\$1,656.5	\$1,663.2	\$1,533.2	Neutral
Work Experience Program (WEP) participants assigned	64	76	143	96	73	*	*	Up

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

³This table includes resources for the Administration for Children's Services and those reported in Fiscal 2009-2010 for the Department of Juvenile Justice.

Noteworthy Changes, Additions or Deletions

- Beginning in January 2013, the values for the indicator ‘Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry’ include all investigations that were initiated within 24 hours. In the past the rate only reflected cases where the investigation was initiated and contact was made.
- Beginning October 1, 2012 ACS, converted its early care and education system to a new model, EarlyLearn NYC. New performance measures have been introduced in Fiscal 2013 for this new system as outlined in Section 2a. With the exception of Average EarlyLearn Contract Enrollment, these measures are not available for prior years.
- The average daily cost per youth per day in detention increases as the census declines due to fixed costs.
- When EarlyLearn NYC began in October 2012, ACS incorporated child care and Head Start funds into a unified contracting system; new EarlyLearn fiscal measures were introduced in Fiscal 2013 to reflect this change.
- ACS added the following indicators: ‘Accidents involving City vehicles’ and ‘Workplace injuries reported.’

For additional agency performance statistics, please visit:

- Statistics:
http://www.nyc.gov/html/acs/html/statistics/statistics_links.shtml
- Monthly flash report:
http://www.nyc.gov/html/acs/downloads/pdf/Flash_July_2013.pdf

For more information on the agency, please visit: www.nyc.gov/acs.



DEPARTMENT OF HOMELESS SERVICES

Michele Ovesey, Commissioner

What We Do

The Department of Homeless Services (DHS) manages nine City-run and 229 provider-run shelter facilities, consisting of 67 adult facilities, 18 adult family facilities and 153 facilities for families with children. DHS also provides outreach services available 24 hours a day, seven days a week, as well as homeless prevention services through community-based programs known as HomeBase.

Our Services and Goals

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

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

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

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.

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

Goal 3a: Maximize exits and minimize clients' length of stay in shelters.

Goal 3b: Minimize re-entries into the shelter services system.

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

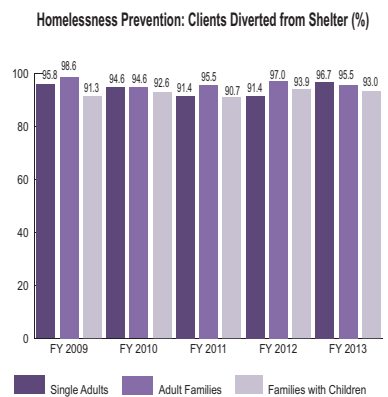
Goal 4a: Reduce the number of unsheltered homeless individuals.

How We Performed in Fiscal 2013

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

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

DHS' community-based homelessness prevention program, HomeBase, continued to exceed its prevention target for all populations by helping more than 90 percent of clients receiving prevention services to stay in their communities and avoid shelter entry. The success rate for single adults increased by about five percentage points to 97 percent between Fiscal 2012 and Fiscal 2013, while the rate for families with children remained stable near 93 percent. The rate for adult families decreased by one and a half percentage points to 95.5 percent in Fiscal 2013.



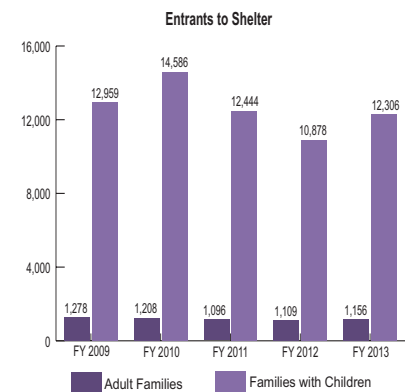
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	95.8%	94.6%	91.4%	91.4%	96.7%	70.0%	70.0%	Neutral	Neutral
★ Adult families receiving preventive services who did not enter the shelter system (%)	98.6%	94.6%	95.5%	97.0%	95.5%	70.0%	70.0%	Neutral	Neutral
★ Families with children receiving preventive services who did not enter the shelter system (%)	91.3%	92.6%	90.7%	93.9%	93.0%	70.0%	70.0%	Neutral	Neutral

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

DHS connects individuals and families in shelter to employment and mainstream benefits that will assist them in exiting shelter and moving toward independent living in the community. In Fiscal 2013, an average of 94 percent of families with children in shelter were applying for or receiving Cash Assistance. In Fiscal 2013, 6,875 employment placements for homeless individuals and families were made through HRA's East River Job Center. This is 100 percent of the Fiscal 2013 goal, a success rate that is 20 percentage points higher than the Fiscal 2012 rate. Demand for family shelter services increased during Fiscal 2013. The number of families with children and adult family entrants increased by 13 percent and four percent, respectively, from Fiscal 2012 to Fiscal 2013. The average number of families with children, adult families, and single adults in shelter per day also increased between Fiscal 2012 and Fiscal 2013 and have trended upward during the past five years.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Adult families entering the DHS shelter services system	1,278	1,208	1,096	1,109	1,156	*	↕	Down	Down
★ Families with children entering the DHS shelter services system	12,959	14,586	12,444	10,878	12,306	*	↕	Down	Down
★ Single adults entering the DHS shelter services system	NA	NA	NA	17,872	16,448	*	↕	Down	NA
★ Average number of adult families in shelters per day	1,276	1,309	1,315	1,450	1,723	*	1,716	Down	Up
★ Average number of families with children in shelters per day	7,948	8,629	8,165	8,445	9,840	*	9,664	Down	Up
★ Average number of single adults in shelters per day	6,526	7,167	8,387	8,622	9,536	*	9,449	Down	Up
Families with children applying for or receiving public assistance (average) (%)	NA	NA	NA	NA	94.0%	*	*	Neutral	NA
Average school attendance rate for children in the DHS shelter services system (%)	81.0%	82.0%	82.0%	82.7%	83.6%	*	*	Up	Neutral
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	81.3%	84.3%	83.3%	76.5%	70.5%	85.0%	85.0%	Up	Down
East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal (%)	NA	NA	125.0%	80.0%	100.0%	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

The rate of adult shelter inspections with safety maintenance or cleanliness deficiencies per 1,000 beds decreased by 50 percent from Fiscal 2012 to Fiscal 2013. This indicator has improved consistently over several years as the Department has incorporated a regular internal monitoring and inspection process. In Fiscal 2013, DHS provided additional training and expanded the incident reporting criteria to more thoroughly track shelter activity. Additional domestic violence training for adult family providers contributed to an increase in the reporting of domestic violence incidents. For families with children, the criteria that shelter providers use in reporting incidents was expanded to include Emergency Medical Service

(EMS) calls which also led increase in the rate of critical incidents. DHS continues to encourage providers to report all critical incidents and has tightened protocols for responding to incidents to ensure that clients are safe in shelters.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	NA	2.7	1.7	0.3	0.2	*	↓	Down	NA
★ Critical incidents in the adult shelter system, per 1,000 residents	0.4	0.8	0.2	1.1	2.2	*	↓	Down	Up
★ Critical incidents in the adult family shelter system, per 1,000 residents	1.6	7.4	8.2	4.5	14.9	*	↓	Down	Up
★ Critical incidents in the families with children shelter system, per 1,000 residents	1.2	0.3	1.7	6.5	7.6	*	↓	Down	NA
Cost per day for shelter facilities - Single adult facilities (\$)	\$70.18	\$69.25	\$73.58	\$77.58	\$74.80	*	*	Neutral	Up
- Family facilities (\$)	\$105.22	\$100.49	\$100.12	\$100.82	\$102.74	*	*	Neutral	Neutral
Evaluations for human services contracts completed on time, as compared to the goal (%)	NA	NA	93.6%	97.8%	97.2%	*	*	Up	NA

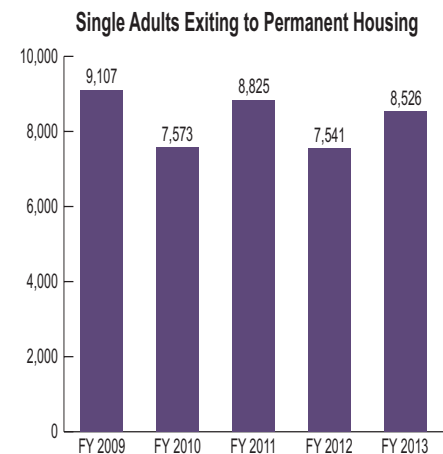
★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

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

Goal 3a: Maximize exits and minimize clients' length of stay in shelters.

DHS collaborates with HRA and other agencies to connect shelter clients to mainstream benefits to assist them in exiting shelter. In Fiscal 2013, DHS met its monthly goal of families with children and adult families exiting shelter, which was a marked improvement from Fiscal 2012. The number of single adults who exited to permanent housing increased by 13 percent from Fiscal 2012 to Fiscal 2013, exceeding the Fiscal 2013 target of 8,000 exits to permanent housing. Additionally, 13 percent more single adults exited to supportive housing between Fiscal 2012 (1,635 exits to supportive housing) and Fiscal 2013 (1,841 exits to supportive housing). Supportive housing enables clients with disabilities to exit shelter and remain stably housed in the community.

From Fiscal 2012 to Fiscal 2013, the average length of stay in shelter increased across all subpopulations: single adults' length of stay increased by seven percent, families with children by 11 percent and adult families' by 13 percent. The average length of stay has been increasing since the loss of a rental assistance supplement in Fiscal 2011. DHS holds shelter providers accountable through measuring their performance against a range of key agency goals including clients' length of stay in shelter and success in moving people out of the shelter system into permanent housing. Single adult provider performance has an impact on their budgets. Without the necessary State approval, DHS could not move forward on a plan to implement a similar performance program for family shelters.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Single adults exiting to permanent housing	9,107	7,573	8,825	7,541	8,526	8,000	8,000	Up	Neutral
Exits from the adult family shelter system, as compared to monthly goal (%)	NA	NA	NA	70	104	*	*	Up	NA
Exits from the families with children shelter system, as compared to monthly goal (%)	NA	NA	NA	99	103	*	*	Up	NA
★ Average length of stay for single adults in shelter (days)	261	245	250	275	293	*	↓	Down	Up
★ Average length of stay for adult families in shelter (days)	370	325	349	416	469	*	↓	Down	Up
★ Average length of stay for families with children in shelter (days)	281	243	258	337	375	*	↓	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

Goal 3b: Minimize re-entries into the shelter services system.

To minimize shelter recidivism, DHS focuses on connecting clients to mainstream resources in the community including aftercare services to clients who are in jeopardy of losing their housing after exiting shelter. The percent of single adults who returned to shelter within one year of exiting to permanent housing remained around four percent, similar to prior years. The rates increased among adult families and families with children due to a significant shift in the type of shelter exits from primarily subsidized to unsubsidized exits as a result of the loss of a rental assistance program in Fiscal 2011. Historically, unsubsidized exits have a higher recidivism rate than subsidized exits.

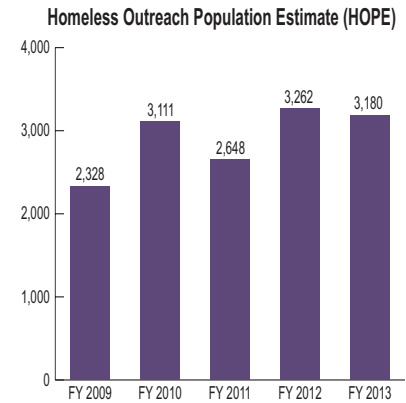
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	5.5%	4.1%	4.0%	3.9%	4.5%	*	4.2%	Down	Down
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	2.8%	6.4%	8.3%	5.6%	15.0%	*	10.3%	Down	Up
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	3.4%	3.8%	2.8%	4.4%	9.5%	*	7.0%	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

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

DHS and its outreach providers work to engage chronically homeless individuals and connect them to support services. During the reporting period, DHS providers placed 720 chronically homeless individuals into permanent and temporary housing, a 32 percent increase from Fiscal 2012. The Homeless Outreach Population Estimate (HOPE) conducted in Fiscal 2013 estimated 3,180 unsheltered individuals in New York City, three percent fewer than in Fiscal 2012 and a 28 percent decrease from the 4,395 estimated in the first citywide survey conducted in 2005.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ 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	2,328	3,111	2,648	3,262	3,180	*	3,085	Down	Up
Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams	689	880	577	545	720	*	*	Up	Down
Response rate to 311 calls for homeless person assistance from constituents requesting a call back	NA	94.6%	100.0%	100.0%	100.0%	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Accidents involving city vehicles	NA	NA	NA	NA	48	*	*	Down	NA
Workplace injuries reported	NA	NA	NA	NA	119	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Agency Customer Service

Customer service remains a priority for DHS in meeting the needs of clients seeking shelter and in interactions with the general public. Full Fiscal 2013 data for in-person wait time is not available due to effects of Hurricane Sandy and other data issues. Average wait time during the first and fourth quarters of Fiscal 2013 was 16.5 minutes. DHS exceeded its CORE customer experience rating target by 12 percent in Fiscal 2013.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	81	68	71	88	67	80	80	Neutral
Letters responded to in 14 days (%)	72	65	73	70	67	70	70	Neutral
Average customer in-person wait time (minutes)	NA	26	29	22	NA	25	25	NA
Completed customer requests for interpretation	189	2,378	3,814	3,230	4,087	NA	NA	Up
CORE customer experience rating (0-100)	NA	78	80	81	91	81	81	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$851.3	\$942.0	\$1,019.2	\$900.5	\$1,002.7	\$955.3	\$905.9	Up
Personnel	2,027	1,927	1,838	1,819	1,848	1,953	1,960	Neutral
Overtime paid (\$000,000)	\$10.0	\$9.1	\$8.0	\$7.4	\$7.5	\$7.9	\$6.9	Down
Capital commitments (\$000,000)	\$25.5	\$33.7	\$19.1	\$24.2	\$14.3	\$49.6	\$51.2	Down
Human services contract budget (\$000,000)	\$643.8	\$739.2	\$811.3	\$698.8	\$788.1	\$741.6	\$695.7	Up

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

- DHS converted to a new data system in Fiscal 2012. As a result, single adult entrant data for Fiscal 2012 is not comparable to Fiscal 2013 data. The conversion also resulted in unreconciled data for December 2011 and January 2012 for adult families and families with children, which affects Fiscal 2012 totals.
- The Department added the following indicators: 'Workplace injuries reported' and 'Accidents involving City vehicles.'

For additional agency performance statistics, please visit:

- 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.



DEPARTMENT FOR THE AGING

Lilliam Barrios-Paoli, 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. The Department supports a broad range of services, both directly and through approximately 700 contracts which include discretionary funds with community-based organizations, including the administration of 247 senior center sites (237 Neighborhood Centers and 10 Innovative Senior Centers), and also provides 11.5 million meals annually, both home-delivered and at senior centers.

Our Services and Goals

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

Goal 1a: Increase utilization of nutrition programs.

Goal 1b: Increase utilization of senior centers.

Service 2: Provide supportive services for seniors.

Goal 2a: Increase supportive services to caregivers.

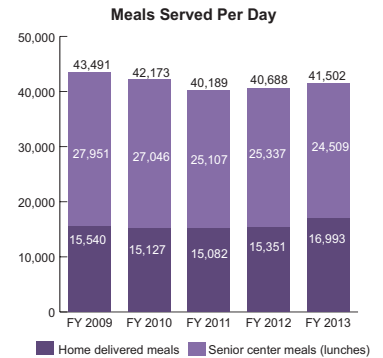
Goal 2b: Increase supportive services to the homebound.

How We Performed in Fiscal 2013

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

Goal 1a: Increase utilization of nutrition programs.

During Fiscal 2013 the number of meals delivered to seniors in their homes increased to 4.25 million from 4 million in the prior year. This year, 7.3 million congregate meals (including breakfast, lunch, and dinner) were served daily to 24,509 older New Yorkers, approximately three percent fewer than last year's 25,337. The decrease in meals served is directly related to lower daily attendance in senior centers. Hurricane Sandy caused temporary and permanent senior center closures and reduced attendance in many areas for several months.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Total meals served (000)	NA	NA	NA	11,276	11,521	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b: Increase utilization of senior centers.

The senior center citywide utilization rate for this period was approximately 86 percent, compared to 93 percent last year. New innovative senior center contracts include increased service expectations. Overall daily attendance at senior centers decreased due to the effects of Hurricane Sandy on senior centers, which caused temporary and permanent closures. The reduction in attendance coupled with slightly higher engagement standards for utilization impacted the utilization rate.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Senior center utilization rate (%)	NA	NA	88.0%	93.0%	86.0%	*	95.0%	Neutral	NA
Average daily attendance at senior centers	27,951	27,046	25,107	25,337	24,509	*	26,342	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 2: Provide supportive services for seniors.

Goal 2a: Increase supportive services to caregivers.

DFTA continues to support caregivers and is making management improvements to enhance the program. The number of caregivers who received services through DFTA's in-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center was 3,692. The number of caregivers receiving supportive services from DFTA's contracted providers was 7,737. There is duplication in these numbers caused by the limitations of the current system. In the fall, DFTA will implement the second phase of a new data system that will enable the department to have unduplicated caregiver data beginning in April 2014.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Caregivers who received casework services or training through DFTA's In-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center	NA	NA	NA	NA	3,692	*	3,700	Up	NA
★ Caregivers who received supportive services through DFTA's contracted providers	NA	NA	NA	NA	7,737	*	8,783	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2b: Increase supportive services to the homebound.

Eligible seniors received more case management and homecare services as a result of DFTA and contracted agency actions to increase capacity utilization for these two programs in Fiscal 2013. The number of home care clients remained above 2,800, while the case management client base increased to nearly 17,500. Also, 890,232 hours of home care services and 443,404 hours of case management services were provided to older New Yorkers. Since available hours of service are directly linked to resource levels, reductions in resources over time impacted the performance of these indicators.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Hours of home care services provided	1,534,705	1,622,966	1,033,407	823,831	890,232	1,039,003	1,039,003	Up	Down
★ Total recipients of home care services (annual)	6,064	5,206	3,012	2,861	2,835	*	2,861	Up	Down
Hours of case management services provided	523,525	527,144	499,867	398,013	443,404	*	444,000	Up	Down
Total annual recipients of case management services	NA	NA	NA	16,899	17,499	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	88	92	83	90	84	90	90	Neutral
Letters responded to in 14 days (%)	100	67	65	73	53	75	75	Down
Average customer in-person wait time (minutes)	13	12	NA	NA	NA	NA	NA	NA
Completed customer requests for interpretation	1,953	4,016	171	547	485	NA	NA	Down
CORE customer experience rating (0-100)	NA	93	85	91	95	91	95	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to (first) action – Housing Options (14 days)	80	86	96	96	95	100	100	Up
Percent meeting time to (first) action – Elder Abuse (5 days)	NA	66	88	82	74	85	85	NA
Percent meeting time to (first) action – Home Repair (14 days)	39	99	100	99	NA	100	100	NA
Percent meeting time to (first) action – Weatherization (14 days)	31	99	100	100	NA	100	100	NA
Percent meeting time to (first) action – Eviction (3 days)	88	85	NA	NA	NA	NA	NA	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$290.3	\$281.6	\$263.7	\$257.8	\$268.4	\$265.8	\$258.0	Neutral
Revenues (\$000,000)	\$2.0	\$3.5	\$2.1	\$0.7	\$1.0	\$1.0	\$1.0	Down
Personnel	875	900	1,034	833	772	703	704	Down
Overtime paid (\$000)	\$23	\$28	\$14	\$38	\$114	\$638	\$3	Up
Capital commitments (\$000,000)	-\$0.9	\$4.2	\$1.1	\$4.3	\$4.5	\$31.8	\$7.4	Up
Human services contract budget (\$000,000)	\$223.7	\$215.4	\$194.5	\$191.9	\$223.3	\$212.8	\$213.1	Neutral
Work Experience Program (WEP) participants assigned	799	566	795	704	63	*	*	Down
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- In the spring of 2013, DFTA implemented the first of two phases of a system-wide data system replacement project known as the Senior Tracking, Analysis and Reporting System (STARS). Once completed in Calendar Year 2014, this project will enable the Department to better manage and track client needs and the services provided to them, and to more efficiently report accurate statistical information to city, state and federal oversight agencies.
- Caregiver data for Fiscal Years 2009-12 was removed because a review of that data showed major inaccuracies due to the limitations of the current database. As mentioned in the noteworthy changes, DFTA is in the process of replacing the current system.

For more information on the agency, please visit: www.nyc.gov/aging.

EDUCATION



Department of Education
School Construction Authority



Department of Youth and Community Development



DEPARTMENT OF EDUCATION

Dennis M. Walcott, Chancellor

What We Do

The Department of Education (DOE) provides primary and secondary education to over 1 million prekindergarten to grade 12 students in 32 school districts over 1,800 schools, and employs approximately 75,000 teachers. DOE prepares students to meet grade level standards in reading, writing and math, and prepares high school students to pass Regents exams and to meet graduation requirements. The School Construction Authority (SCA), reported separately, coordinates the development of DOE's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools and supervises conversion of administrative space for classroom use.

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 students graduating college and career ready.
- 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.

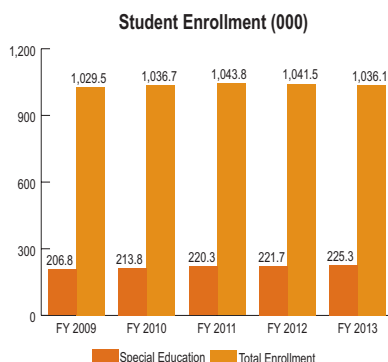
How We Performed in Fiscal 2013

Service 1: Educate New York City's children.

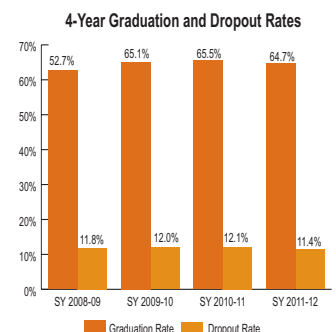
Goal 1a: Improve academic achievement.

As part of New York City public schools' work to prepare students for future opportunities, students were challenged by the new Common Core standards. These learning standards describe what all students need to know and be able to do to graduate from high school ready for college and careers. For the first time in spring 2013, the 3rd-to-8th-grade State tests assessed the skills students are learning based on the Common Core standards, which measure student proficiency with respect to goals of college and career readiness. Since Common Core achievement standards are higher than those for previous tests, achievement results for the 2012-13 School Year are not comparable to prior years. This year's results form the baseline for student progress going forward and highlight opportunities for improvement in the coming school year.

For the Class of 2012, New York City's graduation rate held steady at 64.7 percent as students met new graduation requirements – the most rigorous in State history. For the first time, students were required to pass all five Regents exams by earning a 65 or higher to graduate. Using the 2011 graduation requirements, the City's graduation rate for the class of 2012 would have been 1.4 points



*Special Education enrollment includes all students receiving special education services.



higher at 66.1 percent, demonstrating continued progress of our students on comparable standards. New York City also continued to outperform the Big Four, the four other largest cities in the State. In 2005, the City's graduation rate - 47 percent - was the same as the Big Four, but for the 2012-2013 School Year, the City graduation rate - 65 percent - is 11 percentage points higher than these other cities. Dropout rates have also decreased since 2009, from 13.5 percent to 11.4 percent in 2012. As more students remain in school, more are completing high school diploma requirements with six-year graduation rates increasing from 70.9 percent to 73.2 percent in one year.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Schools with scores of Well Developed on Quality Reviews (%)	48.1%	43.8%	14.3%	9.0%	6.9%	*	9.0%	Up	Down
★ Schools with scores of Proficient on Quality Reviews (%)	44.8%	50.9%	45.3%	47.0%	51.4%	*	*	Neutral	Neutral
★ Schools with scores of Developing on Quality Reviews (%)	4.8%	3.3%	35.4%	41.0%	40.3%	*	41.0%	Up	Up
★ Schools with scores of Underdeveloped on Quality Reviews (%)	2.2%	2.0%	5.0%	2.0%	1.5%	*	2.0%	Down	Down
★ Schools receiving an A on school Progress Report (%)	75.1%	28.8%	27.2%	27.7%	NA	*	27.7%	Neutral	NA
★ Schools receiving a B on school Progress Report (%)	17.0%	33.5%	34.2%	36.0%	NA	*	36.0%	Neutral	NA
★ Schools receiving a C on school Progress Report (%)	5.7%	32.0%	28.6%	38.1%	NA	*	*	Neutral	NA
★ Schools receiving a D on school Progress Report (%)	1.9%	4.7%	7.1%	6.3%	NA	*	6.3%	Neutral	NA
★ Schools receiving an F on school Progress Report (%)	0.2%	1.0%	2.9%	2.0%	NA	*	2.0%	Neutral	NA
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000) (preliminary unaudited)	1,029.5	1,036.7	1,043.8	1,041.5	1,036.1	*	*	Neutral	Neutral
★ Average daily attendance (%)	90.0%	90.7%	90.5%	91.6%	91.3%	90.0%	90.0%	Up	Neutral
- Elementary/middle (%)	92.4%	93.3%	93.1%	93.8%	93.6%	92.0%	92.0%	Up	Neutral
- High school (%)	84.3%	86.9%	86.5%	86.7%	87.2%	83.0%	83.0%	Up	Neutral
Students with 90% or better attendance rate (%)	69.8%	74.3%	73.9%	77.3%	75.0%	72.0%	72.0%	Up	Neutral
★ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	68.8%	42.4%	43.9%	46.9%	26.4%	62.0%	29.1%	Up	Down
★ - Math (%)	81.8%	54.0%	57.3%	60.0%	29.6%	78.0%	32.6%	Up	Down
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	78.8%	25.7%	50.3%	46.2%	7.7%	*	*	Up	Down
- Math (%)	68.6%	30.5%	54.9%	52.1%	7.4%	*	*	Up	Down
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	37.9%	5.9%	18.4%	17.7%	2.9%	*	*	Up	Down
- Math (%)	38.6%	4.3%	24.3%	24.8%	1.7%	*	*	Up	Down
Students in grades 1 to 9 promoted (%)	97.7%	93.2%	93.7%	94.6%	94.5%	98.0%	98.0%	Up	Neutral
Students in the graduating class taking required Regents examinations	53,087	55,378	58,396	60,204	NA	45,000	45,000	Up	NA
Students passing required Regents examinations (%)	66.4%	70.8%	70.3%	68.7%	NA	66.0%	66.0%	Up	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	84.6%	87.4%	89.8%	89.8%	NA	82.0%	82.0%	Up	NA
- Math (%)	80.6%	82.2%	84.6%	87.2%	NA	79.0%	79.0%	Up	NA
- United States history and government (%)	82.1%	83.6%	86.4%	88.0%	NA	76.0%	76.0%	Up	NA
- Global history (%)	72.5%	76.7%	82.6%	85.0%	NA	71.0%	71.0%	Up	NA
- Science (%)	76.1%	80.6%	86.6%	88.4%	NA	76.0%	76.0%	Up	NA
Students in graduating class with a 55 to 100 passing score on the Regents Examination - English (%)	91.2%	91.8%	94.2%	93.8%	NA	93.0%	93.0%	Up	NA
- Math (%)	92.3%	91.9%	93.3%	93.9%	NA	96.0%	96.0%	Up	NA
- United States history and government (%)	92.0%	91.7%	93.2%	92.7%	NA	96.0%	96.0%	Up	NA
- Global history (%)	87.0%	87.9%	90.6%	90.5%	NA	90.0%	90.0%	Up	NA
- Science (%)	91.0%	91.6%	93.9%	93.9%	NA	92.0%	92.0%	Up	NA
★ Students in cohort graduating from high school in 4 years (%) (NYSED)	62.7%	65.1%	65.5%	64.7%	NA	*	64.7%	Up	NA
★ Students in cohort graduating from high school in 6 years (%) (NYSED)	70.9%	73.2%	NA	NA	NA	*	↑	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Students in cohort dropping out from high school in 4 years (%) (NYSED)	11.8%	12.0%	12.1%	11.4%	NA	*	11.4%	Down	NA
Students in cohort dropping out from high school in 6 years (%) (NYSED)	19.3%	18.7%	NA	NA	NA	*	*	Down	NA
★ Average class size - Kindergarten (end of October)(preliminary unaudited)	20.7	21.7	22.1	22.8	23.1	*	22.8	Down	Up
★ - Grade 1	21.3	22.0	22.9	23.9	24.6	*	23.9	Down	Up
★ - Grade 2	21.4	22.2	23.2	24.2	24.7	*	24.2	Down	Up
★ - Grade 3	21.9	22.5	23.7	24.5	25.2	*	24.5	Down	Up
★ - Grade 4	23.4	24.4	25.0	25.3	25.5	*	25.3	Down	Neutral
★ - Grade 5	24.2	24.8	25.4	25.8	25.9	*	25.8	Down	Neutral
★ - Grade 6	25.6	26.1	26.2	27.0	26.8	*	27.0	Down	Neutral
★ - Grade 7	26.5	26.8	27.1	27.2	27.6	*	27.2	Down	Neutral
★ - Grade 8	26.8	27.5	27.3	27.4	27.6	*	27.4	Down	Neutral
Schools under registration review	20	14	NA	NA	NA	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1b: Promote parental involvement in education.

Parent coordinators keep the school community informed. In response to Hurricane Sandy, parent coordinators were in constant communication with parents and families to update them on school closures, re-locations, and changes to transportation arrangements. Similarly, during the school bus strike, parent coordinators reached out to families regarding transportation alternatives and to answer questions. Due in part to exceptional circumstances encountered during the 2012-13 school year, indicators of parent coordinator efforts and parental engagement show large increases across the board. Additionally, improvements in the DOE's data collection tools and processes enabled more schools to report on the parent engagement work. In particular, during Fiscal 2013, the DOE provided monthly reports to Cluster teams and increased the frequency of communication with parent coordinators through weekly updates. The DOE also disseminated detailed instructions on using the data collection system and provided technical support via the Helpdesk and the Office of Family and Community Engagement (FACE) to resolve access issues in a timely manner.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Phone calls responded to by parent coordinator or parent engagement designee (000)	2,006	1,973	1,613	1,792	3,682	1,500	1,500	Up	Up
In-person consultations with parents by PC or parent engagement designee (000)	794	857	735	698	1,129	759	759	Up	Up
School-based workshops offered to parents (000)	35	26	34	20	33	35	25	Up	Down
Parents attending school-based workshops (000)	670	595	459	461	793	600	600	Up	Neutral
Parents attending Fall and Spring Parent-Teacher Conferences	1,167	792	639	849	1,415	1,282	1,282	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2a: Improve the ability of English Language Learners to learn English and improve academic progress.

The number of English language learners increased slightly between the 2011-12 and 2012-13 school years, by approximately 1,000. The percentage of ELLs testing out overall and within 3 years remained relatively flat at 16.3 percent and 54 percent, respectively, despite the fact that the new NY State English as a Second Language Achievement Test (NYSESLAT) was administered for the first time in spring 2013. This new exam now contains some Common Core-aligned questions, with greater emphasis on academic language, and a more challenging speaking section.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Students enrolled as English Language Learners (000)	149	165	164	159	160	*	*	Neutral	Neutral
English language learners testing out of ELL Programs (%)	15.1%	15.4%	16.4%	16.5%	16.3%	17.0%	17.0%	Up	Neutral
★English language learners testing out of ELL programs within 3 years (%)	50.6%	54.1%	51.5%	54.6%	54.0%	55.0%	55.0%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2b: Improve the ability of students with disabilities to progress academically and socially.

School-age special education enrollment increased by 2.7 percent to 199,302 from School Year 2011-12 to School Year 2012-13, driven by an increase in school-age public school enrollment of students with disabilities, which increased from 169,503 to 176,360. Reduced parental placements and State-approved non-public school enrollments may have contributed to higher public school enrollment, since parental placements are affected by economic issues, declining when fewer families can send their children to private or parochial school at their own expense. Reducing non-public-school placements is part of DOE's special education reform, known as Shared Path to Success, and a New York State Education (NYSED) priority. DOE schools are providing parents with more and better options for children with disabilities in order to best support this population in public school.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	26.6%	30.7%	31.0%	30.5%	NA	*	30.5%	Up	NA
★Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	35.9%	31.7%	NA	NA	NA	*	↕	Up	NA
★Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	21.0%	20.8%	20.8%	19.9%	NA	*	19.9%	Down	NA
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	31.3%	31.7%	NA	NA	NA	*	*	Down	NA
Students receiving special education services (preliminary unaudited)	206,760	213,831	220,289	221,661	225,325	*	*	Neutral	Neutral
Special education enrollment - School-age	184,020	190,092	194,503	194,073	199,302	*	*	Neutral	Neutral
- Public school	162,034	166,761	169,948	169,503	176,360	*	*	Neutral	Neutral
- Non-public school	21,986	23,331	25,253	24,570	22,942	*	*	Neutral	Neutral
Special education enrollment - Pre-school	22,740	23,739	25,786	27,588	26,023	*	*	Neutral	Up
- Public school	781	748	699	703	648	*	*	Neutral	Down
- Non-public school	21,959	22,991	25,087	26,885	25,375	*	*	Neutral	Up
Students recommended for special education services	23,050	22,967	15,528	15,653	15,259	*	*	Neutral	Down
Students no longer in need of special education services	6,183	6,469	6,438	6,689	7,119	*	*	Neutral	Up
★Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	73.2%	20.0%	36.4%	32.0%	3.4%	*	20.0%	Up	Down
★ - Math (%)	60.1%	23.2%	42.0%	38.2%	3.6%	*	23.2%	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ 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 under development.

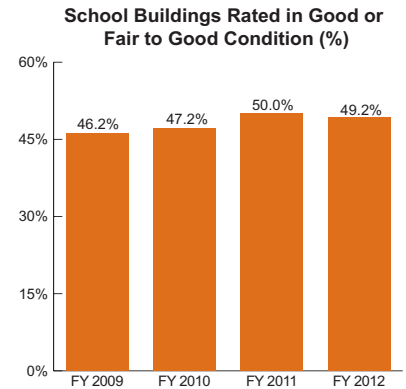
Goal 3b: Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

Performance indicators under development.

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

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

The proportion of schools that exceeded capacity during the Fiscal 2011-12 School Year was stable for elementary and middle schools compared to the prior year, while the proportion of high schools that exceeded capacity declined five percentage points, from 37 percent to 32 percent. During the same period, the proportion of elementary and middle school students in schools that exceeded capacity increased slightly, while it declined seven percentage points for high school students, from 55 percent to 48 percent. Fewer seats were created in DOE schools in Fiscal 2013 compared to Fiscal 2012, but the number of new seats surpassed the Fiscal 2013 target. The number of seats created varies year to year based on the capital plan.

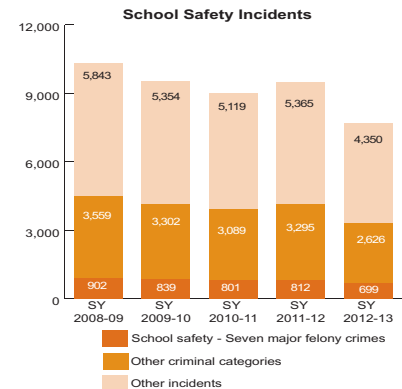


Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Schools that exceed capacity - Elementary schools (%)	28.0%	31.0%	32.0%	33.0%	NA	*	*	Down	NA
- Middle schools (%)	12.0%	9.0%	12.0%	12.0%	NA	*	*	Down	NA
- High schools (%)	37.0%	37.0%	37.0%	32.0%	NA	*	*	Down	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	22.0%	24.0%	26.0%	28.0%	NA	*	*	Down	NA
- High schools (%)	52.0%	53.0%	55.0%	48.0%	NA	*	*	Down	NA
Total new seats created	14,329	18,525	5,593	10,766	9,356	9,137	3,885	Neutral	Down
Hazardous building violations total backlog	163	204	108	103	123	*	*	Down	Down
★ School building ratings - Good condition (%)	1.7%	1.7%	1.3%	1.1%	NA	*	1.3%	Up	NA
★ - Fair to good condition (%)	46.2%	47.2%	50.0%	49.2%	NA	*	50.0%	Up	NA
★ - Fair condition (%)	52.0%	51.0%	48.5%	48.9%	NA	*	*	Neutral	NA
★ - Fair to poor condition (%)	0.2%	0.1%	0.1%	0.3%	NA	*	0.1%	Down	NA
- Poor condition (%)	0.0%	0.0%	0.0%	0.0%	NA	*	0.0%	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency-wide Management

The Department has a long-established collaborative partnership with the NYPD's School Safety Division, which has resulted in a significant reduction in crime in our schools. Our work with the School Safety Division includes establishment of safety protocols and procedures in schools, school safety and emergency preparedness plans and conflict resolution training for school safety agents. In addition, the Office of Safety and Youth Development (OSYD) works closely with schools to promote positive school culture, implement progressive discipline and provide supportive services to students who need additional assistance.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ School safety - Seven major felony crimes	902	839	801	812	699	*	↕	Down	Down
★ - Other criminal categories	3,559	3,302	3,089	3,295	2,626	*	↕	Down	Down
★ - Other incidents	5,843	5,354	5,119	5,365	4,350	*	↕	Down	Down
Average breakfasts served daily	205,317	220,923	224,623	224,641	221,519	*	*	Neutral	Neutral
Average expenditure per student (\$)	\$17,929	\$18,419	\$18,598	NA	NA	*	*	Neutral	NA
- Elementary school (\$)	\$18,265	\$18,617	\$18,272	NA	NA	*	*	Neutral	NA
- Middle school (\$)	\$17,582	\$17,972	\$17,716	NA	NA	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction ★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
- High school (\$)	\$15,648	\$16,152	\$17,182	NA	NA	*	*	Neutral	NA
- Full-time special education (District 75) (\$)	\$69,376	\$72,718	\$74,686	NA	NA	*	*	Neutral	NA
Average direct services to schools expenditure per student (\$)	\$16,510	\$16,541	\$16,557	NA	NA	*	*	Neutral	NA
Teachers	79,021	76,795	74,958	72,787	73,844	*	*	Neutral	Neutral
Teachers with 5 or more years teaching experience (%)	64.4%	69.2%	72.2%	75.0%	75.8%	*	*	Neutral	Up
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Up	Neutral
Principals with more than 3 years experience as principal (%)	53.5%	59.7%	61.3%	61.6%	61.0%	*	*	Up	Up
Teachers absent more than 10 days (%)	12.9%	12.6%	12.8%	11.4%	11.8%	*	*	Down	Down
Accidents involving city vehicles	NA	NA	NA	NA	64	*	*	Down	NA
Workplace injuries reported	NA	NA	NA	2,942	2,981	*	*	Down	NA
Accidents in schools - students	NA	NA	36,954	39,947	40,526	*	*	Down	NA
Accidents in schools - public	NA	NA	476	493	513	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ⬇ ⬆ shows desired direction

Agency Customer Service

The DOE uses parent responses on the annual school survey for the indicator 'customer rating service good or better (%)'. In Fiscal 2013, 96 percent of parents responded that they were satisfied or very satisfied with “the response I get when I contact my child’s school”, showing that parents continue to indicate high levels of satisfaction with schools.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	72	74	NA	74.9	NA	75	75	NA
Letters responded to in 14 days (%)	NA	85	NA	92.9	NA	93	93	NA
Calls answered in 30 seconds (%)	NA	73	NA	NA	NA	NA	NA	NA
Average customer in-person wait time (minutes)	15	15	15	15	15	15	16	Neutral
Completed customer requests for interpretation	11,044	14,141	15,988	21,511	20,265	NA	NA	Up
CORE customer experience rating (0-100)	NA	87	92	88	92	88	88	NA
Customers rating service good or better (%) (As applicable)	NA	94	94	94	96	90	90	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$17,903.1	\$18,498.5	\$18,938.9	\$19,283.3	\$19,222.8	\$19,222.8	\$19,864.7	Neutral
Revenues (\$000,000)	\$59.7	\$68.1	\$68.3	\$68.0	\$69.3	\$57.9	\$59.2	Up
Personnel	139,208	136,368	134,209	132,273	132,469	131,121	134,044	Neutral
Overtime paid (\$000,000)	\$12.3	\$13.3	\$14.7	\$15.0	\$9.4	\$9.4	\$9.4	Down
Human services contract budget (\$000,000)	\$758.7	\$837.2	\$938.9	\$1,110.7	\$982.4	\$1,056.7	\$1,059.7	Up
Work Experience Program (WEP) participants assigned	139	238	296	210	115	*	*	Down

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

- Fiscal 2014 targets for student achievement were revised to reflect Common Core testing results.
- Data for indicators for 4-year graduation and drop-out rates has been revised to reflect rates as of August of the graduation year. Previous reports included June-based data.
- Indicators for parent engagement were renamed to clarify the role of parent coordinators/designees in the field and more accurately reflect business practice.
- The Fiscal 2014 target for the indicator 'School-based workshops offered to parents (000)' was revised to reflect the Department's goal that each school hold at least two workshops per month.
- The Department added the following indicators: 'Accidents involving City vehicles,' 'Workplace injuries reported,' 'Accidents in schools - students' and 'Accidents in schools - public.'

For additional agency performance statistics, please visit:

Performance and Accountability: <http://schools.nyc.gov/Accountability/default.htm>

Progress report data: <http://schools.nyc.gov/Accountability/tools/report/default.htm>

School survey information and results: <http://schools.nyc.gov/Accountability/tools/survey/default.htm>

School quality review information and reports: <http://schools.nyc.gov/Accountability/tools/review/default.htm>

For more information on the agency, please visit: <http://schools.nyc.gov>.



DEPARTMENT OF EDUCATION

SCHOOL CONSTRUCTION AUTHORITY

Lorraine Grillo, President/CEO

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.

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.

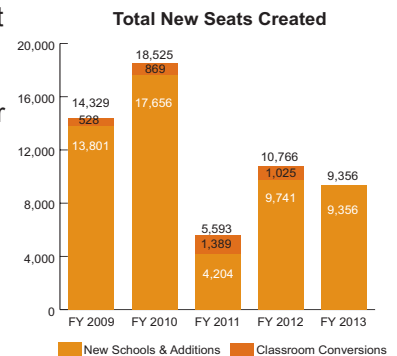
Goal 1d: Ensure project safety and quality.

How We Performed in Fiscal 2013

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.

SCA completed construction on more schools but fewer seats in Fiscal 2013 and surpassed 2013 targets in both areas. The number of schools constructed and seats created varies year to year based on the capital plan.



Performance Indicators	Actual					Target		Desired Direction		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14			
Total new seats created	14,329	18,525	5,593	10,766	9,356	9,137	3,885	Neutral		Down
★ New schools and additions constructed	23	26	10	14	19	17	8	Neutral		Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1b: Achieve cost efficiencies in construction.

Construction costs continued to increase in Fiscal 2013, with a 12.8 percent increase in cost per sq/ft. at bid from Fiscal 2012 to Fiscal 2013. In Fiscal 2013, the SCA awarded more additions than new schools than in the previous year; additions accounted for 57.1 percent of projects awarded compared to 16.6 percent last year. Additions to existing schools are more costly due to the need to coordinate work in an occupied school building, including working after school hours. Additional costs include overtime, custodial fees/permits and site security. Also, since Hurricane Sandy, bid prices have increased because of the great demand for construction labor, particularly electrical trades, structural steel and concrete foundation work. The increase in cost per sq/ft. at bid from Fiscal 2011 to Fiscal 2013 can be explained mainly by market conditions and the demand for materials and labor continuing to increase annually.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Construction bid price for school capacity projects per square foot (\$)	\$427	\$443	\$475	\$514	\$580	*	\$514	Down	Up
Average new school construction cost per square foot - Early childhood (\$)	NA	\$628	NA	NA	NA	*	*	Down	NA
- Elementary (\$)	\$551	\$561	\$581	\$529	\$542	*	*	Down	Neutral
- Intermediate (\$)	\$571	\$515	NA	NA	\$623	*	*	Down	NA
- High school (\$)	\$479	\$586	NA	\$525	\$517	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

SCA continues to produce new seats on schedule, while capital improvement projects saw declines in timeliness and project completion within budget. The percent of projects constructed on time or early declined by three percentage points due to the effects of Hurricane Sandy. The percent of capital improvement projects constructed within budget also declined six percentage points. Existing projects in storm-impacted schools were stopped pending outcome of FEMA/OMB decisions on scope of repair work and many of SCA's major electrical and plumbing contractors were engaged in other time-sensitive storm recovery work. For work at storm-impacted sites, compliance with US Environmental Protection Agency protocols contributed to delays. On-budget performance was affected by a contract change related to co-location projects with Charter schools, resulting in schedule delays and additional costs.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	95.7%	94.6%	92.9%	92.9%	95.4%	100.0%	100.0%	Up	Neutral
★ Scheduled new seats constructed on time (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★ Capital improvement projects constructed on time or early (%)	77%	83%	69%	72%	69%	80%	80%	Up	Down
★ Capital improvement projects constructed within budget (%)	86%	88%	73%	77%	71%	80%	80%	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1d: Ensure project safety and quality.

Although the costs of individual claims have grown as a result of the impact of Local Law 240(1), the actual number of claims for construction related accidents has decreased over the same period. Local Law 240 imposes strict liability against owners and general contractors for any gravity-related accidents at construction worksites. Growth in local law-related insurance claims has impacted the cost of insurance premiums.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Ultimate cost of insurance losses as % of construction value (per calendar year)	5.49%	5.65%	7.95%	7.83%	NA	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Personnel	707	690	674	660	661	715	715	Neutral
Capital commitments (\$000,000)	\$2,632.5	\$2,247.1	\$1,726.2	\$2,586.7	\$2,297.6	\$2,780.6	\$3,310.2	Neutral
¹ Authorized Budget Level "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- SCA corrected historical data for the indicator 'Cost of insurance losses as of % of construction value (per calendar year)'.

For more information on the agency, please visit: www.nyc.gov/sca.



DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Jeanne B. Mullgrav, Commissioner

What We Do

The Department of Youth and Community Development (DYCD) supports youth and adults through 2,888 contracts with community-based organizations throughout New York City. These include 520 contracts that comprise the citywide Out-of-School Time (OST) initiative. OST offers a balanced mix of academic support, sports/recreational activities, the arts and cultural experiences, which take place after school, on weekends, and during school vacations. DYCD also funds 270 programs to help low-income individuals and families become more economically self-sufficient and 31 adult literacy programs that help participants further their education and advance their careers, as well as ten adolescent literacy programs. The Department also administers a network of 80 Beacon community centers, housed in public schools, citywide, which serve youth, adults and families during out-of-school hours. Through a range of programs, DYCD contractors assist immigrants in becoming citizens and in taking part in the civic and cultural life of their new communities. In addition, DYCD implements and oversees the City's youth workforce development program, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. DYCD is also responsible for the City's runaway and homeless youth programs.

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 immigrants who file for visas, residency and United States citizenship through DYCD-funded programs.

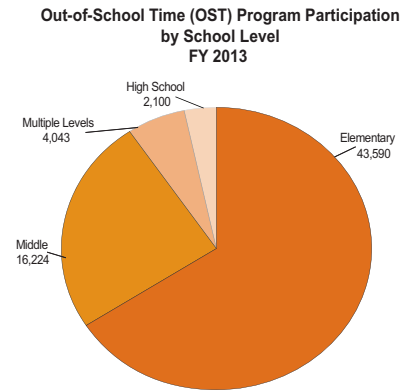
How We Performed in Fiscal 2013

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.

Overall Out-of-School Time (OST) program enrollment was 65,957 in Fiscal 2013, rebounding five percent from a 5-year low in Fiscal 2012. The percentage of OST high school programs meeting target enrollment increased from 87 percent in Fiscal 2012 to 95 percent in Fiscal 2013, the highest in five years. This increase was the result of OST staff working intensively with program providers to increase enrollment.

The Beacon programs' enrollment, as a percentage of the minimum annual target, increased to 156 percent in Fiscal 2013, from 117 percent in Fiscal 2012, as a result of providers doing more community outreach events to attract residents to participate in the services the Beacon centers offer to youth and adults after school, in the evenings, and on weekends.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Number of young people involved in DYCD-funded programs	223,998	219,812	214,603	201,194	212,407	*	*	Up	Neutral
Out-of-School Time (OST) enrollment	85,513	73,186	68,680	63,000	65,957	56,700	56,700	Neutral	Down
★OST programs meeting attendance rate goal - elementary (school year) (%)	82%	86%	86%	87%	84%	80%	80%	Up	Neutral
★OST programs meeting target enrollment (school year) (%)	93%	98%	97%	98%	96%	85%	85%	Up	Neutral
★OST programs meeting target enrollment (summer) (%)	94%	97%	99%	97%	93%	85%	90%	Up	Neutral
Beacon programs' enrollment as a percentage of the minimum annual target (%)	107%	119%	108%	117%	156%	100%	100%	Up	Up
Calls to Youth Connect	48,469	46,685	41,621	34,609	36,867	48,000	48,000	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

The number of youth served in Runaway and Homeless Youth (RHY) Program crisis beds increased ten percent, from 1,346 in Fiscal 2012 to 1,478 in Fiscal 2013, due to an increase in the number of crisis beds and more extensive community outreach by providers. The percentage of RHY Program youth reunited with their families or placed in suitable alternative living situations from both crisis shelters and Transitional Independent Living (TIL) centers each exceeded its target for Fiscal 2013. DYCD continues to emphasize the importance of family acceptance strategies, which is reflected in a new request for contract proposals for providers of RHY program services.

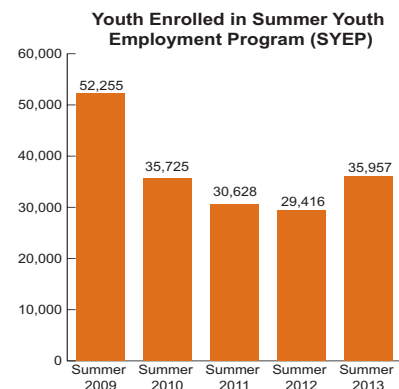
Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★Youth reunited with family or placed in a suitable environment from crisis shelters (%)	72%	81%	79%	80%	86%	60%	75%	Up	Up
★Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	90%	86%	87%	93%	91%	85%	85%	Up	Neutral
Certified residential beds for runaway or homeless youth	215	245	256	250	247	*	*	Neutral	Up
Runaway and homeless youth served - crisis beds	1,713	1,489	1,686	1,346	1,478	1,400	1,400	Neutral	Down
Runaway and homeless youth served - transitional independent living beds	275	294	248	341	332	250	250	Neutral	Up
★Utilization rate for crisis beds (%)	100%	98%	82%	98%	98%	90%	90%	Up	Neutral
★Utilization rate for transitional independent living beds (%)	82%	80%	73%	86%	91%	85%	85%	Up	Up

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

The Summer Youth Employment Program (SYEP) provided jobs for 29,416 youths during the summer of 2012 (Fiscal 13), a four percent decrease from the 30,628 figure for the summer of 2011 (Fiscal 12). In the summer of 2013, the program served 35,957, a 22 percent increase reflecting an increase in private funds raised for SYEP and an adjustment in the program model that shortened it from seven to six weeks and allowed more youth to be served. The SYEP provides work, educational, and financial experience to introduce and prepare youth for the world of work, helps them begin to identify career interests, and provides supplemental income to families.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Summer Youth Employment Program (SYEP) participants	43,113	52,255	35,725	30,628	29,416	30,000	33,000	Neutral	Down
Number of Summer Youth Employment Program contracts	69	69	68	64	64	*	*	Neutral	Neutral
Value of Summer Youth Employment Program contracts (\$000)	\$14,035	\$14,231	\$9,443	\$8,116	\$8,641	*	*	Neutral	Down
Participants in WIA-funded Out-of-School Youth program		1,729	1,778	1,900	1,863	*	*	Neutral	NA
Participants in WIA-funded In-School Youth program		6,901	5,024	2,401	2,395	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

In Fiscal 2013, the In-School Youth (ISY) and Out-of-School Youth (OSY) programs exceeded their targets for the percent of program youth placed in post secondary education, employment, or training, and for the percent of program youth attaining a degree or certificate. Seventy percent of out-of-school youth, and 77 percent of in-school youth, who attended a DYCD-funded training or employment program were placed in education, employment, or training during the first quarter after exiting the program, exceeding the target of 62 percent for the year. For degrees and certificates, 77 percent of in-school youth and 66 percent of out-of-school youth who attended a DYCD training program attained one by the end of the third quarter after exiting the program, over a target of 50 percent. Each of the performance targets for the ISY and OSY program metrics have been adjusted upward for Fiscal 2014.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ 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 (%)	69%	68%	67%	68%	70%	62%	69%	Up	Neutral
★ 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 (%)	72%	73%	77%	78%	77%	62%	69%	Up	Neutral
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 (%)	58%	63%	61%	68%	66%	50%	63%	Up	Up
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 (%)	66%	65%	72%	75%	77%	50%	63%	Up	Up

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

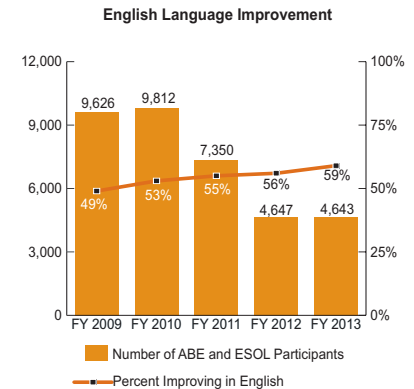
In Fiscal 2013, the percent of Community Development anti-poverty program participants that achieved target outcomes designated for clients in each program area was 60 percent, meeting the annual target. The number of participants in the Community Development anti-poverty programs was 22,657 in Fiscal 2013, consistent with the 22,239 participants in Fiscal 2012. In Fiscal 2014, DYCD will release a new request for NDA contract proposals to direct federal funding to the areas of the City with the highest concentrations of poverty and to support program needs of local residents.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	65%	66%	52%	59%	60%	60%	60%	Up	Down
Participants in community anti-poverty programs	47,388	42,264	29,502	22,239	22,657	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

In Fiscal 2013, 59 percent of the participants in the Adult Basic Education and English for Speakers of Other Languages programs that DYCD administered met federal standards for improvement in demonstrating an increased ability to read, write and speak English. This is an increase from 56 percent the previous year, above the target, and the highest in a 5-year upward trend. DYCD maintained the number of FY 2013 participants in these English literacy programs at the same level as Fiscal 2012, despite a reduction in federal program funding.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Participants in DYCD-funded English literacy programs	9,626	9,812	7,350	4,647	4,643	6,500	6,500	Neutral	Down
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	49%	53%	55%	56%	59%	45%	55%	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 3c: Maximize the number of immigrants who file for visas, residency and United States citizenship through DYCD-funded programs.

The number of citizenship applications that DYCD-funded community organizations helped file with the U.S. Citizenship and Immigration Services increased to 315 in Fiscal 2013, from 245 in Fiscal 2012. In Fiscal 2013, the percent of participants achieving positive outcomes in immigration assistance programs was 53 percent, improved from 51 percent in Fiscal 2012 and above the higher Fiscal 2013 target of 50 percent. A key factor in this increase was DYCD working with program providers to ensure they gained experience in meeting the more stringent outcome requirements that were established for immigration assistance in Fiscal 2012.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)	798	751	862	245	315	250	350	Neutral	Down
Participants achieving positive outcomes in immigration assistance programs (%)	50%	59%	60%	51%	53%	50%	50%	Up	Neutral
Participants in immigration assistance programs	5,880	5,730	5,780	4,047	4,263	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Contracts terminated	12	2	2	2	4	2	2	Neutral	Down
★ Agency assessments completed as a percent of total agency contracts (%)	98%	90%	90%	90%	97%	90%	90%	Up	Neutral
Fiscal audits conducted	344	347	345	340	310	345	345	Neutral	Neutral
Expenditure report reviews	27,502	26,201	23,906	24,185	22,495	*	*	Neutral	Down
Programmatic reviews/contract monitoring	15,715	16,627	9,832	10,665	10,518	*	*	Neutral	Down
Agency assessments completed	1,295	1,509	892	1,110	1,663	*	*	Neutral	Up
Contracts funded	3,519	2,808	2,572	2,631	2,888	*	*	Neutral	Down
Value of agency contracts (\$000)	\$302,763	\$318,429	\$272,167	\$249,526	\$275,789	*	*	Neutral	Down
Value of intracity agreements (\$000)	\$6,686	\$5,689	\$4,105	\$4,244	\$4,246	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

DYCD continued to respond to all of its e-mails and letters within 14 days of receipt. Call center operators answered 54 percent of phone calls within 30 seconds in Fiscal 2013, an improvement from 38 percent in Fiscal 2012.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend	
Customer Experience									
E-mails responded to in 14 days (%)	98	100	100	100	100	100	100	Neutral	
Letters responded to in 14 days (%)	81	100	100	100	100	100	100	Up	
Calls answered in 30 seconds (%)	37	65	53	38	54	65	65	Neutral	
Completed customer requests for interpretation	1,127	1,189	1,525	1,415	1,708	NA	NA	Up	

Agency Resources

Resource Indicators	Actual					Plan ¹			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend	
Expenditures (\$000,000) ²	\$382.7	\$405.9	\$350.3	\$325.0	\$356.0	\$354.0	\$400.2	Down	
Personnel	434	424	398	388	395	403	413	Down	
Overtime paid (\$000)	\$196	\$218	\$138	\$138	\$154	\$154	\$154	Down	
Human services contract budget (\$000,000)	\$290.2	\$300.5	\$264.9	\$245.1	\$273.0	\$270.4	\$324.8	Down	

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

None.

For additional agency performance statistics, please visit:

- 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.

INFRASTRUCTURE AND SUSTAINABILITY



Department of Environmental Protection



Department of Transportation



Department of Housing Preservation and Development



Department of Buildings



New York City Housing Authority



Department of City Planning



Department of Design and Construction



DEPARTMENT OF ENVIRONMENTAL PROTECTION

Carter H. Strickland, Jr., Commissioner

What We Do

The Department of Environmental Protection (DEP) protects the public health and the environment of the City, its residents and visitors. 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.

Our Services and Goals

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

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

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

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

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

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

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

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

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

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

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

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

Goal 5a: Investigate complaints in a timely manner.

How We Performed in Fiscal 2013

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.

By regularly collecting water samples at nearly 1,000 water quality sampling stations throughout the City and conducting analyses for a broad spectrum of microbiological, chemical, and physical measures of quality, the Department ensures that all federal and State standards for drinking water are consistently met. In Calendar 2012 DEP collected more than 30,200 samples from the in-City distribution system and performed close to 355,700 analyses, meeting all State and federal monitoring requirements. An additional 223,813 analyses on 19,929 samples from the upstate reservoir watershed were also performed.

The Department's Catskill/Delaware Ultraviolet (UV) Disinfection Facility began treating water in the fall of 2012. The facility, the largest of its kind in the world, consists of fifty-six 40-million-gallons-per-day UV disinfection units and is designed to disinfect a maximum of 2.4 billion gallons of water per day. Due to New York City's \$1.5 billion investment in watershed protection programs, including land solicitation, and operation of the UV disinfection facility, the federal government allows the City to continue receiving unfiltered drinking water from the Catskill/Delaware watershed.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Samples testing positive for coliform bacteria (%)	0.2%	0.3%	0.4%	0.4%	0.3%	*	*	Down	Up
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	*	100%	Up	Neutral
Acres of land solicited in watershed area	151,010	91,676	77,524	69,789	65,806	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

The Department's environmental police and watershed protection staff help protect the water supply and enforce environmental laws. In Fiscal 2013 facility security checks by the police increased by 4.4 percent to over 275,000, with less than half of a percent of these inspections resulting in a deficiency report. At the same time, enforcement activity (issuance of violations, summonses, etc.) decreased by almost 45 percent. The percent of critical equipment out of service in the City's watershed remained low at 1.2 percent.

To help ensure the continued reliability of the City's drinking water supply system, the Department broke ground for the three-mile bypass tunnel around a portion of the Delaware Aqueduct during the reporting period. When completed in 2022, this tunnel will ensure the Department's continued ability to deliver high quality drinking water to the City while repairs are made to the existing tunnel.

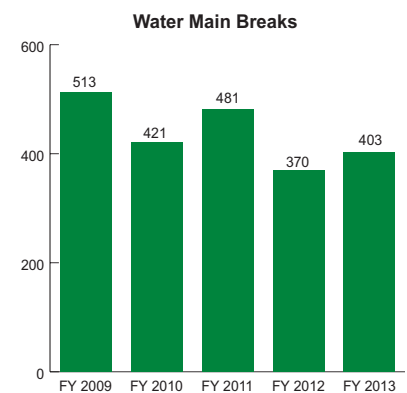
Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Water supply - Critical equipment out of service (%)	NA	NA	2.0%	1.5%	1.2%	*	*	Down	NA
★ Facility security checks	NA	NA	225,180	263,436	275,098	*	263,000	Up	NA
Overall enforcement activity	NA	NA	936	1,777	983	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

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

Resolution of water and wastewater system emergencies remained strong with key indicators showing positive performance trends. The percent of street segments in the City experiencing a sewer backup in the last 12 months continued to decline as did the percent of street segments that experienced more than one backup during that time. In addition, the time to resolve sewer backups related to City infrastructure improved by more than one hour to 4.4 hours, a five-year low. The Department has also continued to expand proactive maintenance programs that have led to enhanced system performance including programmatic degreasing, which allocates resources where they are most needed, and a pilot program to remotely monitor flows inside the sewer system so that potential backups can be addressed before they result in actual backups. The Department has reorganized and shifted resources to enhance its repair schedule for the water delivery system. This shift in resources has been directly responsible for the faster repair times of high priority broken and inoperative hydrants, which improved by 1.7 days to 2.7 days, compared to a Fiscal 2009 average of 15.2 days.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Sewer backup complaints received	16,977	14,883	14,460	13,933	14,911	*	*	Neutral	Down
Sewer backup complaints resolved - Confirmed	NA	NA	5,337	4,567	4,221	*	*	Down	NA
- Unconfirmed	NA	NA	9,086	8,982	10,685	*	*	Neutral	NA
★ Sewer backup resolution time (hours)	5.6	5.8	5.5	5.6	4.4	7.0	7.0	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	NA	NA	2.2%	2.0%	1.7%	*	*	Down	NA
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	NA	NA	0.8%	0.7%	0.5%	*	1.0%	Down	NA
Street cave-in complaints received	9,545	6,302	4,656	3,467	2,926	*	*	Down	Down
Average time to respond to street cave-in complaints and make safe (days)	10.4	8.3	2.4	3.2	2.5	*	*	Down	Down
Water main breaks	513	421	481	370	403	*	*	Down	Down
Water main breaks per 100 miles of main in the last 12 months	NA	NA	6.9	5.3	5.8	*	*	Down	NA
★ Average time to restore water to customers after confirming breaks (hours)	9.1	5.5	5.4	4.8	4.4	*	6.0	Down	Down
★ Broken and inoperative hydrants (%)	0.45%	0.52%	0.55%	0.36%	0.31%	1.00%	1.00%	Down	Down
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	15.2	7.5	5.9	4.4	2.7	*	7.0	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

Through its H₂OStat program, launched in 2011, the Department has increased its focus on operational efficiencies and accountability, leading to improved maintenance of the water distribution and wastewater collection systems. This program holds line managers and supervisors accountable for meeting established targets through quarterly reviews of performance statistics led by senior staff. Resolution times to catch basin backup complaints continued to trend down, improving by two days from a year ago to 3.1 days, and the backlog of catch basin repairs was cut to 0.5 percent of the system. While the overall number of leak complaints received increased over the prior period, the number of complaints related to City infrastructure declined and the average time required to resolve related leaks continued to improve, averaging 10 days in Fiscal 2013 compared to 15.5 days in Fiscal 2011.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Catch basin complaints received	12,943	11,330	10,539	12,357	10,548	*	*	Down	Down
★ Catch basin backup resolution time (days)	7.0	8.4	5.1	5.1	3.1	9.0	9.0	Down	Down
Catch basins surveyed/inspected (%)	40.5%	35.1%	29.3%	33.1%	30.0%	33.3%	33.3%	Neutral	Down
Catch basins cleaned - Total	47,098	27,296	20,417	24,224	31,097	*	*	Neutral	Down
★ Backlog of catch basin repairs (% of system)	NA	NA	NA	1.1%	0.5%	*	1.0%	Down	NA
Leak complaints received	4,583	3,908	4,198	3,751	4,077	*	*	Neutral	Down
★ Leak resolution time (days) (City infrastructure only)	NA	NA	15.5	10.7	10.0	*	12.0	Down	NA

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

The Department continued to maintain compliance with federal and State standards for wastewater despite the difficulties that arose during and after Hurricane Sandy, which affected many of the City’s wastewater treatment plants and pumping stations. The percent of critical equipment out of service below minimum remained well below the target.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.9%	100.0%	100.0%	99.9%	99.5%	100.0%	100.0%	Up	Neutral
Harbor survey stations meeting the swimmable standard of 5mg/L for dissolved oxygen (%)	89%	88%	87%	87%	85%	89%	89%	Up	Neutral
★WWTPs - Critical equipment out-of-service (% below minimum)	NA	NA	4.2%	3.0%	3.1%	*	5.0%	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ⬆ ⬇ 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.

The roll-out of automated meter reading throughout the City has driven down the percent of bills issued based upon estimated reads to an historic low of 4.9 percent.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★Estimated bills (%)	16.8%	17.0%	12.2%	6.8%	4.9%	6.0%	6.0%	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ⬆ ⬇ shows desired direction

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

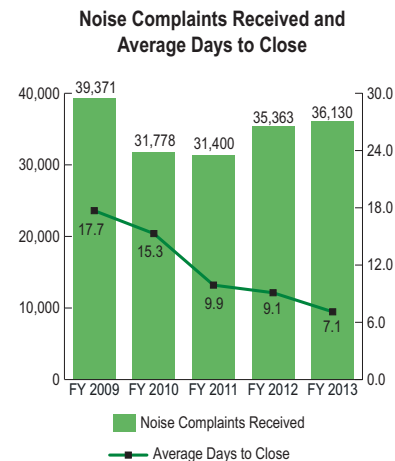
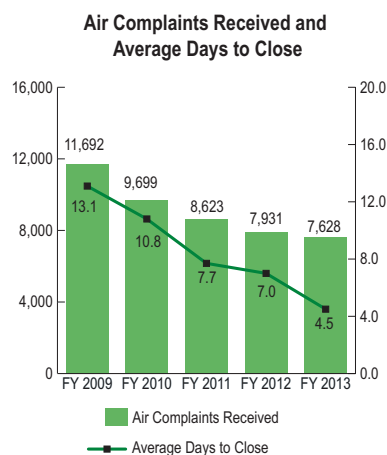
The use of automated meter readers, accelerated replacement of meters, annual lien sale of delinquent accounts and other collection efforts have helped the Department to exceed revenue targets established by the Water Board for the third straight year. These successful collection efforts help the Water Board minimize future rate increases.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Total revenue collected (\$000,000)	\$2,333.9	\$2,552.4	\$2,918.8	\$3,139.8	\$3,374.6	\$3,232.6	\$3,447.0	Up	Up
★Total revenue as percent of target (%)	95.0%	95.2%	102.9%	101.1%	104.4%	*	100.0%	Up	Up
Accounts receivable - Total balance (\$000,000)	\$1,131	\$1,242	\$1,385	\$1,487	\$1,561	*	*	Down	Up
Billed amount collected in 30 days (%)	56.8%	56.4%	53.8%	54.6%	55.4%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ⬆ ⬇ 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.

The expansion of the H₂OStat program to the bureau that enforces compliance with laws related to air and noise pollution and hazardous materials has led to dramatic improvements in response times to related complaints. The average time to close air and noise complaints improved by 36 and 22 percent, respectively, when compared to the prior reporting period, and the 5 year trend for both performance metrics is down. The proportion of complaints responded to within target increased by 11 points for air and three points for noise, significantly outperforming the targets for these responses. The Department continued to respond to all asbestos complaints within three hours.



Performance Indicators	Actual					Target		Desired Direction		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14			
Air complaints received	11,692	9,699	8,623	7,931	7,628	*	*	Neutral	Down	
★ Average days to close air quality complaints	13.1	10.8	7.7	7.0	4.5	*	10.0	Down	Down	
Air complaints responded to within seven days (%)	79%	76%	73%	82%	93%	85%	85%	Up	Up	
Noise complaints received	39,371	31,778	31,400	35,363	36,130	*	*	Neutral	Neutral	
★ Average days to close noise complaints	17.7	15.3	9.9	9.1	7.1	*	10.0	Down	Down	
Noise complaints not requiring access to premises responded to within seven days (%)	85%	86%	89%	88%	91%	85%	85%	Up	Neutral	
Asbestos complaints received	1,391	1,180	1,320	1,461	1,486	*	*	Neutral	Up	
★ Average days to close asbestos complaints	0.23	0.27	0.24	0.20	0.29	*	1.00	Down	Neutral	
Asbestos complaints responded to within three hours (%)	99%	100%	100%	100%	100%	90%	90%	Up	Neutral	

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target		Desired Direction		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14			
Total violations issued	NA	NA	NA	13,332	13,262	*	*	Neutral	NA	
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	NA	87.8%	88.2%	*	*	Up	NA	
Accidents involving City vehicles	NA	NA	NA	NA	350	*	*	Down	NA	
Workplace injuries reported	NA	NA	NA	NA	515	*	*	Down	NA	

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

DEP surpassed its 95 percent target for responding to letters within 14 days and, at 94 percent, just missed the target for e-mails. As a result of longer than anticipated lead times to redeploy and hire staff lost through attrition, the percent of calls answered within 30 seconds declined to 69 percent from 76 percent in the prior year. The Department saw a marked improvement in this indicator starting in April 2013.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	NA	NA	93	91	94	95	95	NA
Letters responded to in 14 days (%)	NA	NA	95	96	97	95	95	NA
Calls answered in 30 seconds (%)	NA	64	65	76	69	76	76	NA
Average customer in-person wait time (minutes)	NA	9	4	5	7	5	5	NA
Visitors rating customer service at borough centers as good or better (%)	NA	NA	NA	88.8	90.8	NA	90	NA
Completed customer requests for interpretation	NA	7,585	8,008	7,497	11,023	NA	NA	NA
CORE customer experience rating (0-100)	NA	88	89	90	91	90	90	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to (first) action – Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	NA	NA	87	81	91	85	85	NA
Percent meeting time to (first) action – Sewer Maintenance - Sewer Backup (0.3 days)	NA	NA	73	78	84	85	85	NA
Percent meeting time to (first) action – Water Maintenance - Hydrant Running (2 days)	NA	NA	86	91	86	85	85	NA
Percent meeting time to (first) action – Water Maintenance - Hydrant Running Full (1 days)	NA	NA	82	89	85	85	85	NA
Percent meeting time to (first) action – Water Maintenance - Leak (0.7 days)	NA	NA	84	83	82	85	85	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$1,034.1	\$1,470.9	\$1,021.6	\$1,059.0	\$1,784.7 ³	\$1,694.3	\$1,119.9	Up
Revenues (\$000,000) ⁴	\$59.8	\$24.0	\$24.6	\$22.8	\$26.8	\$23.4	\$24.3	Down
Personnel	6,054	5,963	5,802	5,740	5,727	6,107	6,051	Neutral
Overtime paid (\$000,000)	\$36.4	\$32.0	\$32.2	\$36.3	\$24.7	\$24.7	\$21.6	Down
Capital commitments (\$000,000)	\$2,174.8	\$2,649.9	\$1,252.4	\$1,685.5	\$1,446.6	\$2,268.7	\$2,276.8	Down

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

³The Department was the conduit for the monies the City used for the Hurricane Sandy-related Rapid Repair program. \$641 million of the Department's Fiscal 2013 expenditures were for this program.

⁴DEP revenues shown here do not include any of the approximately \$1.5 billion the City receives annually for the NYC Water Board in reimbursement for operations & maintenance and in rent.

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators: 'Total violations issued,' 'Violations admitted to or upheld at the Environmental Control Board (%)', 'Accidents involving City vehicles' and 'Workplace injuries reported,' and set a more ambitious Fiscal 2014 target for 'Average time to repair or replace high-priority broken or inoperative hydrants (days).'
- The Department revised previously reported data for 'Water main breaks per 100 miles of main in the last 12 months' to reflect a change in the calculation methodology.

For additional agency performance statistics, please visit:

- Annual strategic plan progress reports:
http://www.nyc.gov/html/dep/html/about_dep/dep_strategic_plan.shtml

For more information on the agency, please visit: www.nyc.gov/dep.



DEPARTMENT OF TRANSPORTATION

Janette Sadik-Khan, Commissioner

What We Do

The Department of Transportation (DOT) is responsible for the condition and operation of approximately 6,000 miles of streets, highways and public plazas, 788 bridge structures, and the nine boats for the Staten Island Ferry program. DOT operates 12,300 traffic signals and over 300,000 street lights, and maintains 69 million linear feet of markings on City streets and highways. DOT also manages the Joint Traffic Management Center; emergency response operations; sidewalk repair; and oversees the on-street parking system. DOT's infrastructure programs include an extensive bridge capital investment and life-cycle maintenance program; roadway resurfacing, repair and maintenance; ferry boat and terminal upgrades and maintenance; and a capital program that performs street and sidewalk reconstruction and additional projects such as greenway construction. DOT's alternative fuel program promotes the use of cleaner vehicles in both the public and private sectors.

Our Services and Goals

Service 1: Maintain the City's transportation infrastructure.

- Goal 1a: Manage the City's bridge inventory to achieve a high state of repair.
- Goal 1b: Maintain a state of good repair for the City's streets, sidewalks, and highways.
- Goal 1c: Ensure timely installation and repairs of the City's street lights, traffic signs and signals.

Service 2: Operate and oversee ferry services.

- Goal 2a: Provide efficient passenger transportation via the Staten Island Ferry.
- Goal 2b: Promote private ferry services throughout the City.

Service 3: Design streets.

- Goal 3a: Improve safety for pedestrians, motorists, and bus and bike riders.
- Goal 3b: Increase mobility and accessibility throughout the City.
- Goal 3c: Increase public engagement by expanding availability of agency information.

Service 4: Manage parking and curbside use.

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

How We Performed in Fiscal 2013

Service 1: Maintain the City's transportation infrastructure.

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

As part of DOT's bridge maintenance strategy, resources are directed to optimizing the number of bridges rated fair or better. To achieve this goal the Department has focused on eliminating poor conditions first and preventing other less serious conditions from worsening. In Fiscal 2013 only the Brooklyn Bridge, which is currently being rehabilitated, was rated poor. This represents 0.10 percent of all DOT bridges, a record low. A poor rating means that there are components of the bridge that must be rehabilitated; it does not mean that the bridge is unsafe. Additional information about the City's bridges is available in DOT's [annual bridge reports](#).

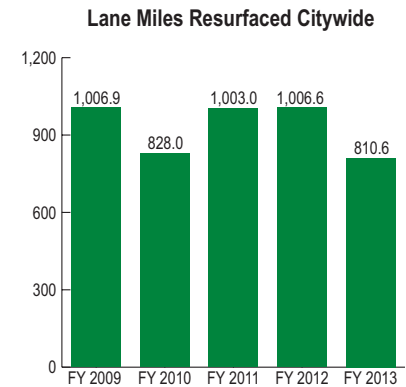
Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Bridges rated - Good or very good (%) (calendar year)	41.8%	41.4%	40.7%	41.2%	41.4%	*	40.7%	Up	Neutral
- Fair (%)	57.8%	58.1%	58.8%	58.4%	58.4%	*	*	Down	Neutral
- Poor (%)	0.4%	0.5%	0.5%	0.4%	0.1%	*	*	Down	Down
Bridge projects (structural work) substantially completed on schedule (%)	75.0%	100.0%	100.0%	91.0%	71.0%	*	100.0%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

Streets maintained with a pavement rating of good declined to 69.6 percent due to Hurricane Sandy. Ratings will begin recovering in Fiscal 2014 as repairs proceed. Sandy did significant damage to roadways, especially in the Rockaways and Staten Island. Immediately after the storm, DOT removed 157,000 tons of debris from City roadways. DOT inspected all streets that were inundated to assess storm damage and is working with federal agencies on funding approvals for permanent repairs.

Pothole repair times improved to an average of 1.4 days, a 39 percent improvement over the already excellent performance in Fiscal 2012. Pothole crew assignments were more efficient in Fiscal 2013 due to fewer 311 pothole reports and more "pickups" (potholes noticed and repaired by DOT before a 311 report is filed). DOT started Fiscal 2013 with a smaller backlog of potholes than in prior years and never developed a large backlog due to moderate snowfall.



Ratings on the percent of street work that passed initial and post-construction inspections were within one percentage point of last year's ratings and have remained fairly consistent over the last five years. Inspections evaluate whether street construction work is being done in accordance with permit conditions and whether the street has been properly restored after the work has been completed.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Streets maintained with a pavement rating of - Good (%)	70.9%	70.8%	71.4%	73.4%	69.6%	*	71.0%	Up	Neutral
- Fair (%)	28.8%	28.9%	28.1%	26.2%	29.8%	*	*	Down	Neutral
- Poor (%)	0.3%	0.4%	0.5%	0.4%	0.6%	*	*	Down	Up
Lane miles resurfaced citywide	1,006.9	828.0	1,003.0	1,006.6	810.6	*	*	Up	Neutral
Construction permits issued	268,915	244,091	264,532	325,839	348,051	*	*	Up	Up
Inspections of permitted street work	558,025	550,906	539,933	564,852	543,921	*	*	Up	Neutral
- Street work rated satisfactory (%)	78%	75%	74%	76%	77%	75%	75%	Up	Neutral
Post-audit inspections for completed street work	223,352	228,440	240,634	274,714	302,689	*	*	Up	Up
- Completed street work that passed inspection (%)	83%	80%	80%	81%	80%	*	*	Up	Neutral
★ Average time to close a pothole work order where repair was done (days)	4.1	5.6	10.8	2.3	1.4	*	5.0	Down	Down
Pothole work orders	49,906	59,254	56,399	61,249	87,706	*	*	Down	Up
Potholes repaired (Local streets)	224,648	295,297	305,001	200,666	241,572	*	*	Up	Neutral
Potholes repaired (Arterials)	54,226	72,040	92,559	37,962	45,070	*	*	Up	Down
★ NYC highways that receive a cleanliness rating of - Good (%)	98.3%	98.1%	97.6%	99.1%	99.5%	*	98.0%	Up	Neutral
Arterial highway system that is adopted (%)	61.9%	61.3%	69.3%	66.3%	67.4%	75.0%	70.0%	Up	Up
Audited adopted highway miles that receive cleanliness rating of good (%)	99.3%	99.4%	100.0%	100.0%	99.4%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Average cost per lane mile resurfaced citywide (\$)	\$136,191	\$166,203	\$153,790	\$150,830	NA	*	*	Down	NA
Average cost per ton of asphalt placed citywide (\$)	\$143.63	\$172.39	\$162.01	\$149.56	NA	*	*	Down	NA
Average in-house cost of asphalt per ton (\$)	\$51.17	\$58.65	\$63.18	\$61.26	NA	*	*	Down	NA
Average vendor cost of asphalt per ton (\$)	\$73.67	\$66.94	\$69.06	\$73.29	NA	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

Repair times increased across the board due to the unprecedented amount of storm damage. Sandy damaged 2,850 street lights, 3,826 signals, and 2,967 signs. By the end of Fiscal 2013, monthly repair times began returning to historical averages and were close to Fiscal 2012 service levels for priority regulatory signs and street lights. DOT will continue with permanent repairs at remaining locations and is seeking funding for longer term mitigation to decrease damage from future storms. These mitigation efforts include elevating traffic signal controllers to reduce vulnerability to flooding.

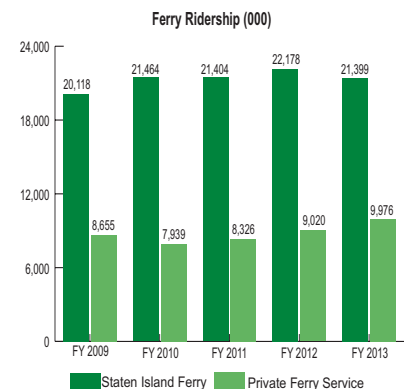
Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Average time to respond to traffic signal defect and make safe (hours)	4.3	3.7	4.1	3.8	7.3	*	4.0	Down	Up
★ Average time to repair priority regulatory signs after notification (days)	1.6	1.8	1.9	1.9	2.2	*	3.0	Down	Up
Average time to repair street lights - by DOT (days)	2.4	2.2	2.2	2.5	2.7	*	*	Down	Up
Average time to repair street lights - by ConEd (days)	14.0	13.5	14.3	12.5	14.1	*	*	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 2: Operate and oversee ferry services.

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

At 88.6 percent, overall on-time performance remained slightly below the 90 percent target for the second consecutive year; the percent of weekday on-time trips fell by three points to 87.8 percent. A temporary shutdown of ferry service during Hurricane Sandy – after which service was restored within 72 hours in spite of extensive damage to both ferry terminals and facilities – affected annual ridership figures.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Staten Island Ferry - Trips that are on time (%)	91.1%	90.6%	90.9%	88.9%	88.6%	90.0%	90.0%	Up	Neutral
- Ridership (000)	20,118	21,464	21,404	22,178	21,399	*	*	Up	Neutral
- Average cost per passenger (\$)	\$5.16	\$5.19	\$5.35	\$5.48	\$5.38	*	*	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

Private ferry ridership continued to grow and reached nearly 10 million during Fiscal 2013, a 10.6 percent increase compared to the prior year, due largely to temporary service added after Hurricane Sandy. To augment the severely compromised road and transit systems, in November 2012 DOT approved emergency ferry routes to service the Great Kills and Rockaway communities, both of which were severely impacted by Sandy. Emergency ferry service to Great Kills ended in late January 2013 while the Rockaway ferry service has been extended through September 2013. Temporary service is discontinued as demand drops.

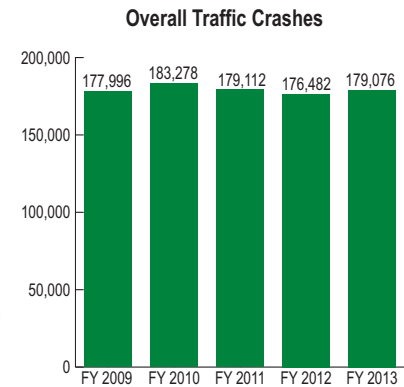
Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Private ferry service - Total ridership (000)	8,655	7,939	8,326	9,020	9,976	*	*	Up	Up
- Number of permanent routes	20	21	20	21	21	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 3: Design streets.

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

There were 261 traffic fatalities in Fiscal 2013, 10 percent lower than the prior year, while crashes were up by about one percent. Fatalities were down significantly for both motorists/passengers and bicyclists/pedestrians. DOT has a wide variety of initiatives and programs aimed at increasing the safety of the City's streets, including neighborhood slow zones, public awareness campaigns on speeding, drunk driving, and driver/pedestrian awareness, as well as street improvement projects aimed at increasing street safety and usability. During the last five years, DOT has re-engineered 137 corridors and 113 intersections citywide; installed 3,600 pedestrian countdown signals, 910 speed bumps and 14 community-requested neighborhood slow zones; and won State authorization to use speed cameras near schools for the first time ever. These efforts, plus NYPD enforcement, have helped make the last five years the five safest in New York City history, with the fewest traffic fatalities since records were first kept in 1910.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Overall traffic crashes	177,996	183,278	179,112	176,482	179,076	*	↕	Down	Neutral
★ Citywide traffic fatalities	276	259	236	291	261	*	↕	Down	Neutral
- Motorists/passengers	98	97	78	115	93	*	*	Down	Neutral
- Bicyclists/pedestrians	178	162	158	176	168	*	*	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

New York City's Select Bus Service route expanded to 5 routes in Fiscal 2013. DOT and MTA New York City Transit are working together to implement this cost-effective approach that makes riding the bus more like riding the subway. Select Bus Service improves bus speed, bus reliability, and passenger comfort and convenience.

Pedestrian ramp construction, facilitating access by the disabled, progressed to 95 percent of all crossing points. Crossing points are generally at corners but can also be at mid-block.

Nearly 52 miles were added to the bike lane network and the bicycle network connectivity index rose to 1,416. Over 3,500 bicycle parking racks were installed due to the success of the CityRacks program, which encourages business improvement districts, civic associations, and other community members to [suggest locations for new racks](#).

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Pedestrian volume index	99.9	103.4	113.2	NA	112.9	*	*	Neutral	NA
Crossing points with pedestrian ramps (%)	85%	86%	91%	94%	95%	*	*	Up	Up
Select Bus Service routes in operation	NA	1	2	3	5	*	*	Up	NA
Average travel speed (miles per hour) - Manhattan Central Business District	9.1	9.3	9.2	9.1	9.1	*	*	Up	Neutral
★ Bicycle network connectivity index	919	1,018	1,134	1,254	1,416	*	1,500	Up	Up
Bicycle lane miles installed	88.7	52.3	33.1	25.8	51.9	50.0	20.0	Up	Down
Bicycle racks installed	1,529	775	2,750	1,286	3,541	1,500	1,500	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

DOT's Twitter followers increased to 29,843, and DOT's primary Facebook site had 6,590 friends. Information about overall agency objectives and specific projects is provided via social media in addition to being available at nyc.gov. DOT's most popular Facebook site in Fiscal 2013 was the Staten Island Ferry with 11,523 friends. Summer Streets came in a close second with 11,090 friends.

Beyond these online services, the first [WalkNYC](#) signs were unveiled at the end of Fiscal 2013. WalkNYC presents maps using clear visual language and graphic standards that can be universally understood, encourages walking and transit usage by providing quality multi-modal information, and provides consistent information across a broad range of environments.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Facebook friends	NA	NA	1,941	3,446	6,590	*	*	Up	NA
Twitter followers	NA	NA	4,655	13,118	29,843	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

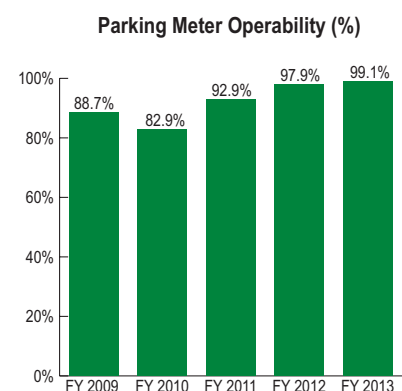
Service 4: Manage parking and curbside use.

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

All single-space parking meters have been replaced with munimeters. Compared to the old single space meters, munimeters are more reliable, allow more flexible payment options, and provide fewer sidewalk obstructions. Parking meter operability rose to 99.1 percent, a five-year high. Continuing munimeter technological advancements will improve parking availability in high demand areas, reduce cruising for an available spot, and inform customers about parking availability.

Several DOT street furniture and parking meter replacement initiatives are nearly complete. This includes bus shelters with benches for waiting passengers, and newsstands. These projects will transition from installation to maintenance.

In addition to bus shelters, freestanding benches are available through the new [CityBench](#) program. DOT is installing attractive and durable benches around the City, particularly at bus stops, retail corridors, and in areas with high concentrations of senior citizens. These benches will make streets more comfortable for transit riders and pedestrians, especially for those who are older and disabled.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ On-street parking meters that are operable (%)	88.7%	82.9%	92.9%	97.9%	99.1%	90.0%	95.0%	Up	Up
Existing bus shelters converted to new model (%)	59.8%	72.7%	89.5%	97.8%	99.6%	*	*	Up	Up
Existing newsstands converted to new model (%)	47.0%	55.1%	77.7%	86.4%	91.1%	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Cases commenced against the City in state and federal court	NA	NA	2,118	2,246	1,927	*	*	Neutral	NA
Payout (\$000)	\$85,745	\$70,579	\$65,407	\$63,347	\$71,747	*	*	Down	Down
Total violations issued	26,648	25,622	27,511	30,438	27,382	*	*	Up	Neutral
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	NA	89.6%	88.1%	*	*	Up	NA
Accidents involving City vehicles	NA	NA	NA	NA	356	*	*	Down	NA
Workplace injuries reported	NA	NA	NA	541	411	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

DOT's overall customer service performance was on par with prior years. The percent of letters responded to in 14 days temporarily dropped to 84 percent because customer service and mailroom operations were relocated to new offices due to Sandy damage.

Average customer in-person wait time is unavailable for Fiscal 2013 as DOT's permit office, including the queuing system that collects data for this indicator, was destroyed by Sandy flooding. The permit office is temporarily operating from Queens with a manual queuing system. Data is expected to become available in the middle of Fiscal 2014 after the permit office at 55 Water Street is rebuilt.

The percent of service requests regarding broken muni meters that were responded to within the 14-day performance goal decreased due to the temporary reallocation of staff to work on a changeover in meter models and Sandy disruptions. By the end of the year performance rebounded with the final two months of the year coming in at a perfect 100 percent.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	NA	96	92	93	92	90	90	NA
Letters responded to in 14 days (%)	NA	95	93	94	84	90	90	NA
Calls answered in 30 seconds (%)	NA	66	61	31	45	75	75	NA
Average customer in-person wait time (minutes)	NA	3	3	2	NA	5	NA	NA
Completed customer requests for interpretation	NA	959	1,108	735	655	NA	NA	NA
CORE customer experience rating (0-100)	NA	91	91	90	92	90	90	NA

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Response to 311 Service Requests (SRs)								
Percent meeting time to action (close) – Street Condition - Pothole (30 days)	99	99	90	100	100	98	98	Neutral
Percent meeting time to (first) action – Street Light Condition - Street Light Out (10 days)	98	98	100	96	99	95	98	Neutral
Percent meeting time to (first) action – Traffic Signal Condition - Controller (0.1 days)	79	79	81	78	71	80	80	Neutral
Percent meeting time to (first) action – Street Condition - Failed Street Repair (10 days)	90	90	86	81	90	85	85	Neutral
Percent meeting time to action (close) – Broken Muni Meter - No Receipt (14 days)	84	84	94	87	47	90	90	Down

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$788.0	\$800.8	\$864.9	\$839.8	\$917.9	\$913.2	\$728.9	Up
Revenues (\$000,000)	\$244.0	\$266.7	\$279.8	\$331.2	\$322.8	\$339.5	\$357.6	Up
Personnel	4,951	4,988	4,853	4,807	4,738	4,690	4,676	Neutral
Overtime paid (\$000,000)	\$51.6	\$52.7	\$51.7	\$45.8	\$44.7	\$44.5	\$33.2	Down
Capital commitments (\$000,000)	\$997.2	\$1,697.5	\$640.8	\$491.7	\$898.9	\$2,580.2	\$2,484.6	Down
Work Experience Program (WEP) participants assigned	85	199	78	67	27	*	*	Down
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- The Department replaced the two indicators that reported on the percent of East River and non-East River bridge projects completed on schedule with one indicator that reports on overall performance.
- DOT added the indicators 'Select Bus Service routes in operation,' 'Accidents involving City vehicles,' 'Workplace injuries,' and 'Violations admitted to or upheld at the Environmental Control Board (%)'. The metric 'Summonses issued for street-related work' was renamed 'Total violations issued' and now appears in the Agency-wide Management section.
- DOT revised previously reported data for the indicator 'Staten Island Ferry – Average cost per passenger (\$)' to reflect corrected year-end costs. Data for fiscal years 2009 through 2012 has been updated accordingly.
- Fiscal 2013 data for the four metrics that report on the average cost of asphalt and roadway resurfacing is not available and will be reported in the Fiscal 2014 Preliminary Mayor's Management Report.
- As a result of the damage caused by Hurricane Sandy, DOT lowered the Fiscal 2014 target for 'Streets maintained with a pavement rating of good (%)' to 71% from 73%.
- DOT also updated the target for 'Bicycle network connectivity index' to 1,500.

For more information on the agency, please visit: www.nyc.gov/dot.



DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Mathew M. Wambua, Commissioner

What We Do

Using a variety of preservation, development and enforcement strategies, the Department of Housing Preservation and Development (HPD) strives to improve the availability, affordability, and quality of housing in New York City. As the nation's largest municipal housing agency, HPD works with private, public and community partners to strengthen neighborhoods and expand the supply and affordability of the City's housing stock and keep people in their homes.

Our Services and Goals

Service 1: Enforce the Housing Maintenance Code.

- Goal 1a: Close housing maintenance complaints promptly.
- Goal 1b: Improve compliance with the Housing Maintenance Code through enforcement.

Service 2: Preserve and create quality affordable housing.

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

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

- Goal 3a: Ensure continued viability of existing affordable housing.
- Goal 3b: Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

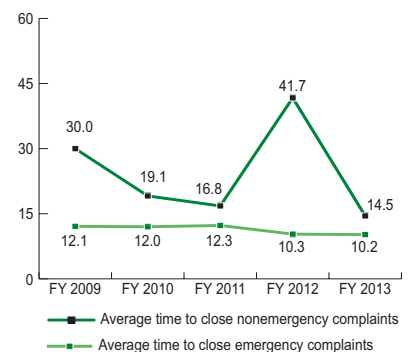
How We Performed in Fiscal 2013

Service 1: Enforce the Housing Maintenance Code.

Goal 1a: Close housing maintenance complaints promptly.

Complaints to the 311 Customer Service Center regarding housing conditions (ranging from lack of essential services to conditions like vermin, peeling paint and broken intercoms) decreased for the fourth consecutive year. Compared to Fiscal 2009, overall complaints have dropped by 13 percent, with decreases in both the emergency and nonemergency complaint categories. During the same period the average time to close an emergency complaint improved by almost 2 days, to 10.2 days in Fiscal 2013, partly due to the decrease in complaints, particularly in lead complaints which take longer to investigate. Average times to close nonemergency complaints have fluctuated from a high of 41.7 days last year, when HPD completed a cleanup of older complaints, to a low of 14.5 days this year. Closing housing maintenance complaints promptly is integral to the physical health of the City's housing stock and the public's confidence in the City to address their housing concerns.

Average time to close complaints (days)



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Total complaints reported	623,578	616,408	611,989	589,245	541,397	*	*	Neutral	Down
★ - Emergency complaints reported	419,271	409,354	407,772	388,276	364,627	*	*	Neutral	Down
- Heat and hot water	128,708	114,009	115,629	99,409	108,853	*	*	Neutral	Down
- Lead	40,114	40,109	38,749	39,340	34,056	*	*	Neutral	Down
- Other emergency	250,449	255,236	253,394	249,527	221,718	*	*	Neutral	Neutral
- Nonemergency complaints reported	204,307	207,054	204,217	200,969	176,770	*	*	Neutral	Down
Inspections completed	707,516	689,872	678,038	697,736	661,206	600,000	600,000	Neutral	Neutral
Inspection visits per team per day	11.6	11.0	11.3	11.8	12.2	*	*	Up	Neutral
Ratio of completed inspections to attempted inspections (%)	74%	72%	71%	71%	72%	*	*	Up	Neutral
Total complaints closed	627,228	613,836	612,428	599,374	540,035	*	*	Up	Down
- Emergency complaints closed	419,315	407,826	408,379	389,952	364,049	*	*	Up	Down
- Nonemergency complaints closed	207,913	206,010	204,049	209,422	175,986	*	*	Up	Down
★ Average time to close emergency complaints (days)	12.1	12.0	12.3	10.3	10.2	*	12.0	Down	Down
★ Average time to close nonemergency complaints (days)	30.0	19.1	16.8	41.7	14.5	*	30.0	Down	Down
★ Outstanding emergency complaints at end of month	10,673	12,210	11,603	10,089	10,667	*	11,000	Down	Neutral
★ Outstanding nonemergency complaints at end of month	13,324	14,365	14,533	6,229	7,013	*	14,500	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

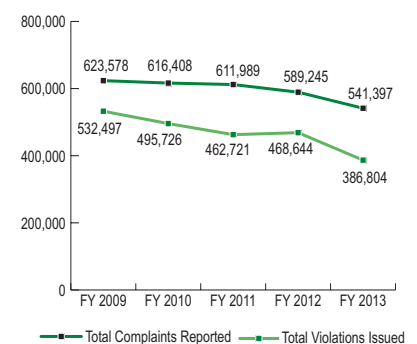
Goal 1b: Improve compliance with the Housing Maintenance Code through enforcement.

HPD uses enforcement tools within the Office of Enforcement and Neighborhood Services (ENS) to ensure compliance with legal and regulatory obligations. ENS works closely with other HPD divisions and outside community partners to identify buildings with violation problems, assess and develop appropriate strategies to address those properties, and work closely with responsible owners to develop a plan to improve conditions and return buildings to firm financial footing and physical health.

HPD issued 17 percent fewer violations than in the previous fiscal year largely as a result of the decrease in number of complaints received. Although the number of violations decreased, HPD's enforcement against violators continues to be significant. The Department's Housing Litigation Division (HLD) brings enforcement proceedings against non-compliant owners of buildings in which HPD has issued violations, seeking orders to correct as well as civil penalties. For example, during the 2012-2013 heat season (October 1 to May 31), the HLD commenced 2,819 heat and hot water cases and collected \$2,003,354 in charges. During the comparable period last heat season, HLD commenced 2,669 heat and hot water cases and collected \$1,434,783 in charges.

As an example of HPD's equally important proactive enforcement, the Alternative Enforcement Program (AEP) represents the Department's efforts to preserve housing by proactively using data and field experience to target its scarce resources to properties most in distress, saving them from abandonment and from becoming blighting influences. The Department annually designates 200 severely distressed buildings of three or more units for participation in AEP. Selection is based on the presence of hazardous housing code violations and charges incurred by the City for emergency repairs. Owners are given four months to correct the conditions after which point HPD exercises its statutory authority to repair the underlying conditions, impose fines, and place a lien on the property for any unpaid charges. Of the 1,200 buildings that have entered AEP to date, 59 percent have successfully completed the program.

Complaints Reported vs. Violations Issued



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Total violations issued	532,497	495,726	462,721	468,644	386,804	*	*	Neutral	Down
- Emergency violations issued	104,370	97,506	88,342	92,665	78,564	*	*	Neutral	Down
- Heat and hot water	15,727	12,436	12,945	10,869	12,216	*	*	Neutral	Down
- Lead	31,285	26,022	21,973	20,496	13,615	*	*	Neutral	Down
- Other emergency	57,358	59,048	53,424	61,300	52,733	*	*	Neutral	Neutral
- Nonemergency violations issued	428,127	398,220	374,379	375,979	308,240	*	*	Neutral	Down
★ Violations issued and removed in the same fiscal year (%)	37%	38%	41%	43%	41%	*	38%	Up	Up
★ Emergency violations corrected by owner (%)	52%	55%	56%	57%	53%	*	55%	Up	Neutral
Emergency violations corrected by HPD (%)	15%	15%	14%	15%	15%	*	*	Down	Neutral
Violations removed	706,478	608,214	556,777	536,010	433,960	*	*	Up	Down
Housing Maintenance Code compliance - Cases opened	15,271	14,233	13,687	13,251	12,435	*	*	Neutral	Down
- Cases closed	14,495	15,226	14,846	14,109	12,106	*	*	Neutral	Down
Average cost of repair work performed by HPD (\$)	\$862	\$737	\$657	\$537	\$514	*	*	Neutral	Down
- Emergency (non-lead) (\$)	\$731	\$635	\$562	\$465	\$467	*	*	Neutral	Down
- Lead (\$)	\$2,273	\$2,338	\$2,623	\$2,302	\$2,108	*	*	Neutral	Neutral
Alternative Enforcement Program - Buildings currently active	NA	NA	478	473	498	*	*	Neutral	NA
- Buildings discharged (cumulative)	NA	NA	322	527	702	*	*	Neutral	NA
- Buildings discharged from program (%) (cumulative)	NA	NA	40%	53%	59%	*	*	Up	NA

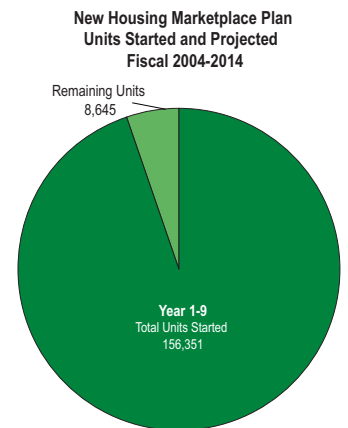
★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 2: Preserve and create quality affordable housing.

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

HPD exceeded its housing starts target in Fiscal 2013 by six percent for a total of 15,382 units. Units started this fiscal year will bring total New Housing Marketplace (NHMP) housing starts to more than 95 percent of the plan's overall goal of 165,000 units started by the end of Fiscal 2014.

The agency set a fairly aggressive completion target this year of 11,763 units, including a number of large projects with multiple phases. Construction took longer than expected, with some construction delays caused by Hurricane Sandy. As a result, HPD met only 79 percent of the Fiscal 2013 completion target. Overall, since the plan's inception in Fiscal 2004, the agency has completed 136,631 units, or 83 percent of its NHMP completion goal.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Total starts financed or assisted under the New Housing Marketplace Plan (units)	12,444	14,747	15,735	17,042	15,382	14,500	13,000	Up	Up
- New construction starts	4,336	3,410	4,055	2,642	4,626	5,515	5,444	Up	Neutral
- Preservation starts	8,108	11,337	11,680	14,400	10,756	8,835	7,556	Up	Up
Planned starts initiated (%)	96%	102%	109%	117%	106%	*	*	Up	Up
★ Total completions financed or assisted under the New Housing Marketplace Plan (units)	13,915	17,468	14,963	15,905	9,337	11,763	11,606	Up	Down
- New construction completions	5,122	5,281	7,754	4,598	3,167	3,705	4,184	Up	Down
- Preservation completions	8,793	12,187	7,209	11,307	6,170	8,058	7,422	Up	Down
Planned units completed (%)	89%	104%	97%	144%	79%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 3: Manage HPD affordable housing assets and federal rent subsidies.
Goal 3a: Ensure continued viability of existing affordable housing.

The Department continues to provide oversight of properties in which the City has invested with an increased focus on identifying properties with significant physical and financial issues. During the year 241 projects were added to the asset management workload and other projects timed out of their regulatory terms and are no longer in the portfolio. As a result, the net change between fiscal years 2012 and 2013 is 102 projects, an increase of six percent. As of last year the Department gained access to the electronic financial data of Low Income Housing Tax Credit projects, enabling it to conduct more targeted in-depth analysis of the portfolio's finances, but resulting in fewer financial reviews. The number of financial reviews completed in the last two years reflects this change.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Asset management - Projects in workload	NA	1,714	1,762	1,762	1,864	*	*	Neutral	NA
- Financial reviews completed	378	534	486	258	255	*	*	Up	Down
- Buildings inspected	150	377	476	474	415	*	*	Up	Up

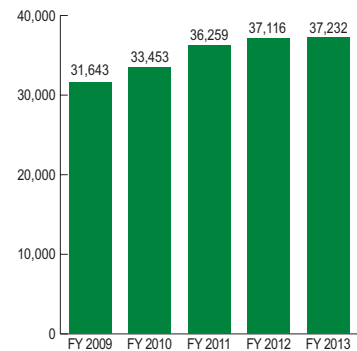
★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

Section 8, also known as the Housing Choice Voucher Program, provides funding for rent subsidies for eligible low-income families to locate decent, safe, and affordable housing. Families can select housing within a neighborhood of their choice. Rent subsidies (vouchers) allow families to pay a reasonable share of their income toward rent while the program, within specific limits, makes up the difference. HPD's Section 8 program is the fourth largest in the United States.

Due to the on going impact of federal sequestration, HPD issued 50 percent fewer Section 8 vouchers but continued to maintain an optimal voucher utilization rate of 98 percent.

Section 8 - Total Number of Households Assisted



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Section 8 - Utilization rate	94.9%	97.3%	96.8%	97.1%	98.2%	*	96.0%	Up	Neutral
- Vouchers issued	4,818	1,456	1,821	2,786	1,404	*	*	Up	Down
- Households assisted	31,643	33,453	36,259	37,116	37,232	*	*	Up	Up
Future outcome measure on Housing Quality Survey inspections	NA	NA	NA	NA	NA	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

In Fiscal 2013 HPD exceeded its targets for responding to all 311 service request categories within specific timeframes and also met or surpassed the target for responding to both e-mails and letters within 14 days.

HPD added a new indicator this reporting period, measuring customer service ratings of visitors to the Division of Tenant Resources, Client and Owner Service Center. Ninety-nine percent of respondents rated customer service as good or better.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	62	64	48	58	58	58	58	Neutral
Letters responded to in 14 days (%)	71	57	54	49	53	49	52	Down
Average customer in-person wait time (minutes)	28	31	32	29	30	29	29	Neutral
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	NA	NA	98	99	99	NA	95	NA
Completed customer requests for interpretation	1,034	3,972	1,978	2,312	1,611	NA	NA	Neutral
CORE customer experience rating (0-100)	NA	88	87	85	87	85	85	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to action (close) – Heating (5 days)	NA	68	NA	83	84	76	78	NA
Percent meeting time to action (close) – Non-Construction - Vermin (17 days)	NA	46	NA	65	66	56	59	NA
Percent meeting time to action (close) – Paint/Plaster - Ceiling (17 days)	NA	65	NA	74	76	70	71	NA
Percent meeting time to action (close) – Paint/Plaster - Walls (17 days)	NA	61	NA	72	74	67	69	NA
Percent meeting time to action (close) – Plumbing - Water-Leaks (17 days)	NA	59	NA	71	75	65	68	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$702.2	\$727.9	\$705.4	\$731.3	\$758.0	\$659.9	\$577.7	Neutral
Revenues (\$000,000)	\$65.9	\$60.1	\$72.4	\$43.8	\$79.0	\$31.2	\$21.8	Neutral
Personnel	2,565	2,424	2,282	2,153	2,062	2,401	2,387	Down
Overtime paid (\$000,000)	\$0.9	\$0.7	\$0.4	\$0.4	\$1.5	\$1.2	\$0.8	Up
Capital commitments (\$000,000)	\$357.5	\$292.8	\$342.9	\$297.7	\$375.7	\$1,245.2	\$384.3	Neutral
Work Experience Program (WEP) participants assigned	211	382	260	234	162	*	*	
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- As a result of its ongoing and detailed review of all New Housing Marketplace Plan (NHMP) projects, HPD corrected Fiscal 2004-2012 data for units started as needed. The clean-up had a minimal effect on total NHMP starts.
- In Fiscal 2013 HPD stopped reporting data for the indicator 'Number of homeowners receiving downpayment assistance' as a separate category. These units are now being reported as part of new construction starts and historical data has been adjusted accordingly.
- HPD also corrected previously reported NHMP data for units completed following technological modifications to the agency's underlying databases. Changes reflect a more accurate picture of a project's completion date. There was a net change of 6,685 additional units from Fiscal 2004-2012, five percent of the units completed to date.
- The Department updated its Fiscal 2014 NHMP targets for starts and completions to reflect a more current pipeline of projects.
- Fiscal 2010-2012 data has been revised to reflect a more accurate picture of the number of projects in the Department's Asset Management portfolio. Past data was compiled based on program assumptions; the Department has reevaluated its methodology and now provides a more accurate point in time snapshot.
- HPD will begin reporting data on the outcome of its Section 8 housing inspections in Fiscal 2014. A placeholder has been added to the appropriate data table.

For more information on the agency, please visit: www.nyc.gov/hpd.



DEPARTMENT OF BUILDINGS

Robert LiMandri, Commissioner

What We Do

The Department of Buildings (DOB) ensures the safe and lawful use of more than 975,000 buildings and properties by enforcing the City's Building Code, the City's Zoning Resolution, New York State Labor Law and New York State Multiple Dwelling Law. The Department enforces compliance with these regulations and promotes worker and public safety through its review and approval of building plans, permitting and licensing functions, and inspections.

Our Services and Goals

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.

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 in Fiscal 2013

Service 1: Facilitate safe and compliant development.

Goal 1a: Improve application processing efficiency.

By transforming its filing process for construction jobs from a manual to an online system and promoting the use of electronic filing, the Department has seen a continued improvement in the average time to complete application processing, now at 0.10 days. Overall, job filings were up 4.9 percent, topping 70,000 for the first time since Fiscal 2008. Additionally, new building filings saw a boost of 26 percent over the last fiscal year, attributed to an uptick in citywide development.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Jobs filed	64,442	60,235	65,358	68,911	72,288	*	*	Neutral	Up
★ Average time to complete application processing (days)	NA	NA	0.3	0.2	0.1	*	0.1	Down	NA
Building permits issued - Initial	78,742	74,280	83,151	87,190	88,290	*	*	Neutral	Up
Building permits issued - Renewals	38,156	36,938	37,876	39,321	41,230	*	*	Neutral	Neutral
Certificates of Occupancy issued	9,219	7,672	7,044	6,642	5,949	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1b: Promptly review initial construction plans.

On average, the Department completed plan reviews in 4.8 days compared to 4.6 days in Fiscal 2012. After experiencing gradual improvements since Fiscal 2010, when review times peaked following the implementation of new construction codes, the average time to complete first plan reviews for new buildings rose by more than 3 days to 15.9 days. The 26 percent increase in review time was accompanied by a similar sized increase – 28 percent – in the number of completed reviews.

The number of professionally certified jobs grew by more than 5,200 this year with the expansion of the NYC Development Hub to facilitate the automatic

acceptance and permitting of professionally certified applications for minor building alterations. In total, 55 percent of the jobs filed with the Department were professionally certified and more than 20 percent were audited by the Department, in line with its annual audit target.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
First plan reviews completed	NA	58,244	61,507	63,130	69,380	*	*	Neutral	NA
Average days to complete first plan review	3.1	5.1	4.7	4.6	4.8	4.5	4.5	Down	Up
★ Average days to complete first plan review - New buildings	7.1	16.2	14.9	12.6	15.9	*	12.0	Down	Up
★ Average days to complete first plan review - Alteration I (major renovation)	7.1	13.7	11.7	11.2	12.0	*	10.0	Down	Up
Average days to complete first plan review - Alterations II and III (minor renovation)	2.5	4.0	3.9	3.9	4.1	*	4.0	Down	Up
Jobs professionally certified (%)	45.5%	45.1%	47.6%	50.3%	55.2%	*	*	Neutral	Up
Jobs professionally certified that were audited (%)	24.2%	24.4%	20.3%	24.8%	20.3%	20.0%	20.0%	Up	Down
- Audits that resulted in revocation notices (%)	26.0%	20.1%	14.8%	9.8%	10.4%	*	*	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1c: Promptly schedule development inspections.

With the functional realignment of the agency's inspection resources into separate development and enforcement units, the Department has been able to offer inspection appointments for select construction disciplines within time frames that have far exceeded its initial 10-day commitment. For the first complete fiscal year under this new organizational structure, inspection wait times for construction and plumbing were 4.7 and 5.1 days respectively, while electrical had a wait time of 6.3 days. The Fiscal 2014 performance targets for these indicators reflect the expectation that the Department will be able to maintain this year's service levels.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average wait time for a construction inspection (days)	NA	NA	NA	NA	4.7	*	4.5	Down	NA
★ Average wait time for a plumbing inspection (days)	NA	NA	NA	NA	5.1	*	5.0	Down	NA
★ Average wait time for an electrical inspection (days)	NA	NA	NA	NA	6.3	*	6.0	Down	NA

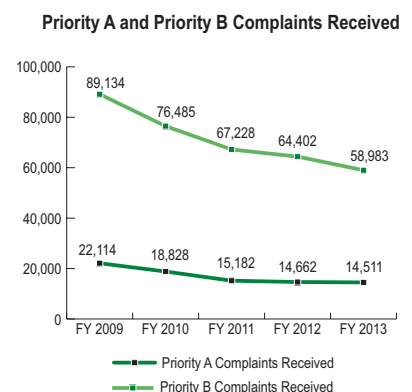
★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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.

Complaint volumes continued on a downward trend, decreasing by a combined total of 5,570, or seven percent. While the Department saw a marginal increase in response times to Priority A (emergency) complaints, response times to Priority B (nonemergency) complaints grew to a high of 48.5 days from 41.1 days a year ago. In large part, the longer turnaround time was due to two factors: the extraordinary impact of Hurricane Sandy on the City, which required the immediate reallocation of resources, and a concentrated effort by the Department to inspect and close its oldest open complaints.

While the overall average time to respond to Priority B complaints increased, response times to a subset of these complaints – those that resulted in a vacate or stop work order – was significantly better. Through its risk-based triaging, the Department identifies and prioritizes complaints that have a greater likelihood of leading to a critical result. In Fiscal 2012 response times to this subset was 15 days compared to 41.1 days for all B complaints. Additional evaluation criteria was recently added, contributing to even faster response times in Fiscal 2013 – 9.5 days, a 36.4 percent decrease.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Priority A (emergency) complaints received	22,114	18,828	15,182	14,662	14,511	*	*	Neutral	Down
Priority B (nonemergency) complaints received	89,134	76,485	67,228	64,402	58,983	*	*	Neutral	Down
Priority A complaints responded to	22,145	18,535	15,075	14,540	14,542	*	*	Neutral	Down
Priority B complaints responded to	89,217	74,708	63,219	59,236	51,990	*	*	Neutral	Down
- Complaints that resulted in a vacate or stop work order	NA	NA	4,903	4,069	3,660	*	*	Neutral	NA
★ Average time to respond to Priority A complaints (days)	0.4	0.3	0.5	0.6	0.7	*	1.0	Down	Up
★ Average time to respond to Priority B complaints (days)	10.5	19.8	28.5	41.1	48.5	*	40.0	Down	Up
★ - Response time to Priority B complaints that resulted in a vacate or stop work order	NA	NA	15.0	15.0	9.5	*	10.0	Down	NA
★ Residential illegal conversion complaints where access was obtained (%)	NA	49.4%	46.9%	46.4%	41.6%	*	47.0%	Up	NA
- Access obtained and violations were written (%)	NA	49.6%	54.7%	53.5%	50.2%	*	*	Up	NA
Work without a permit complaints where access was obtained and violations were written (%)	NA	NA	68.9%	67.2%	86.7%	*	*	Neutral	NA

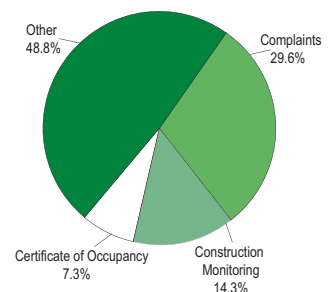
★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2b: Rigorously enforce construction laws.

The number of completed construction inspections declined to 131,444, or nearly seven percent fewer than last fiscal year. In the aftermath of the storm, the Department repositioned its resources to focus on those areas most affected by the hurricane and, during the weeks and months following Sandy, performed structural assessments on more than 82,000 structures throughout New York City.

Violation issuance generally mirrors the trend in inspections and in Fiscal 2013 the Department issued 18.7 percent fewer Environmental Control Board violations. The percent of violations where the respondent admitted responsibility or was found responsible at a hearing remained high at 79.4 percent. To certify correction of a violating condition, property owners must submit evidence that the violating condition has, in fact, been fixed, including photographs, receipts and a notarized statement.

Construction Inspections Completed
Fiscal 2013



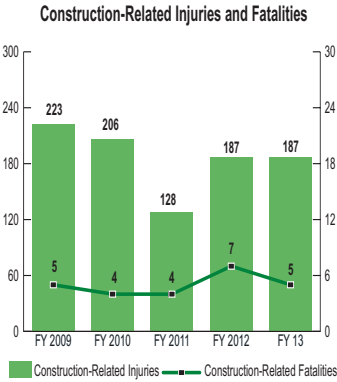
Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Construction inspections completed	244,585	212,038	171,547	141,237	131,444	*	140,000	Up	Down
Average construction inspections per inspector day	NA	NA	NA	12.9	11.8	*	*	Up	NA
Construction inspections resulting in violations (%)	NA	NA	17.2%	20.7%	21.3%	*	*	Neutral	NA
DOB violations issued	NA	68,016	56,299	82,606	65,189	*	*	Neutral	NA
Environmental Control Board violations issued	81,287	74,163	62,070	53,293	43,320	*	*	Neutral	Down
★ Violations admitted to or upheld at the Environmental Control Board (%)	83.2%	81.4%	78.2%	77.1%	79.4%	*	78.0%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2c: Prevent construction-related fatalities and injuries.

At 403, the number of construction-related incidents was the lowest in five years while accidents increased by 10.2 percent from a year ago. The most common type of accident remains worker falls, representing approximately 40 percent of all accidents. Construction-related fatalities decreased from 7 to 5.

The Department inspects and conducts thorough investigations of all construction accidents and uses the information learned from these reviews to develop enforcement and accident prevention strategies. During Fiscal 2013 the Department completed an analysis of fatality data which pointed to a disproportionate number of deaths occurring in low and mid-rise buildings (nine stories or less) and, as a result, began to more closely monitor construction at these buildings.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Construction-related incidents	529	615	422	405	403	*	*	Down	Down
- Construction-related accidents	201	198	119	157	173	*	*	Down	Down
★ Construction-related injuries	223	206	128	187	187	*	↓	Down	Down
★ Construction-related fatalities	5	4	4	7	5	*	↓	Down	Up
Incident inspections resulting in violations (%)	75.9%	77.7%	76.5%	77.1%	79.6%	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Accidents involving City vehicles	NA	NA	48	36	22	*	*	Down	NA
Workplace injuries reported	NA	NA	32	16	17	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Agency Customer Service

The Department met or exceeded last year's performance and this year's performance goals for responding to service requests within established timeframes for four out of five categories, and narrowly missed the 50 percent target for responding to service requests regarding defective elevators.

Data for the percent of calls answered in 30 seconds and average customer in-person wait time is unavailable for Fiscal 2013 as the systems that collect data for these indicators were destroyed by Sandy flooding. In Fiscal 2013 the Department received more than double the number of emails than the prior year. Largely due to this increase, the percent of e-mails responded to in 14 days declined to 37 percent.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	45	45	62	51	37	50	50	Neutral
Letters responded to in 14 days (%)	21	37	67	58	54	60	60	Up
Calls answered in 30 seconds (%)	87	87	91	91	NA	90	90	NA
Average customer in-person wait time (minutes)	16	17	21	20	NA	20	20	NA
Completed customer requests for interpretation	NA	57	238	61	36	NA	NA	NA
CORE customer experience rating (0-100)	NA	78	81	79	83	80	80	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to (first) action – Elevator - Defective/Not Working (60 days)	89	55	30	50	49	50	50	Down
Percent meeting time to (first) action – General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	96	95	86	68	70	70	70	Down
Percent meeting time to (first) action – General Construction/Plumbing - Failure To Maintain (60 days)	95	92	84	77	77	77	80	Down
Percent meeting time to (first) action – Illegal Conversion of Residential Building/Space (60 days)	87	58	50	44	47	45	50	Down
Percent meeting time to (first) action –No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	39	54	77	70	72	70	72	Up

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$109.7	\$101.5	\$99.0	\$95.1	\$104.4	\$106.1	\$107.3	Neutral
Revenues (\$000,000)	\$147.1	\$132.9	\$165.2	\$198.2	\$227.9	\$176.9	\$172.5	Up
Personnel	1,227	1,174	1,094	1,067	1,039	1,135	1,162	Down
Overtime paid (\$000,000)	\$5.6	\$4.3	\$3.1	\$4.5	\$4.6	\$4.9	\$5.1	Down
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- The Department replaced the indicator 'Inspections resulting in violations (%)' with 'Construction inspections resulting in violations (%)' and added the following eight metrics:
 - 'Average time to complete application processing (days)'
 - 'Complaints that resulted in a vacate or stop work order'
 - 'Response time to Priority B complaints that resulted in a vacate or stop work order'
 - 'Average wait time for a construction inspection (days)'
 - 'Average wait time for a plumbing inspection (days)'
 - 'Average wait time for an electrical inspection (days)'
 - 'Accidents involving City vehicles'
 - 'Workplace injuries reported'
- The Department revised Fiscal 2014 targets for 'Construction inspections completed' and 'Average time to respond to Priority A complaints (days)' and, in addition to setting targets for many of the new metrics, added a target for 'Average days to complete first plan review – Alterations II and III.'

For additional agency performance statistics, please visit:

- 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

For more information on the agency, please visit: www.nyc.gov/dob.



NEW YORK CITY HOUSING AUTHORITY

John B. Rhea, Chairman

What We Do

The New York City Housing Authority (NYCHA) provides affordable housing to nearly 403,000 low- and moderate-income City residents in 334 housing developments with nearly 179,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists nearly 92,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 68 community centers, 37 senior centers and a variety of programs.

Our Services and Goals

Service 1: Provide affordable housing for low- and moderate-income New York City residents.

- Goal 1a: Optimize access to affordable housing in public housing developments to income-eligible families.
- Goal 1b: Increase access to affordable housing in privately owned units.
- Goal 1c: Develop new mixed-use, mixed-income housing and resources.
- Goal 1d: Optimize apartment usage and ensure rental equity.

Service 2: Provide a safe and clean living environment for public housing residents.

- Goal 2a: Preserve the public and affordable housing asset.
- Goal 2b: Expedite maintenance and repairs.
- Goal 2c: Improve safety and security.

Service 3: Provide access to social services, job training and employment.

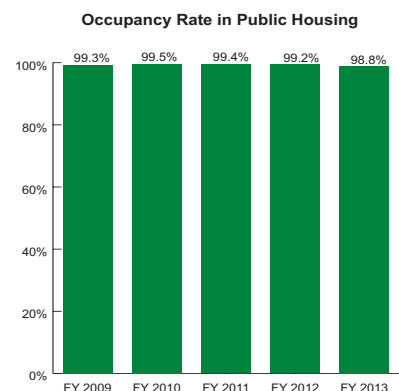
- Goal 3a: Connect all residents to critical services in their communities.
- Goal 3b: Reduce unemployment among NYCHA tenants.

How We Performed in Fiscal 2013

Service 1: Provide affordable housing for low- and moderate-income New York City residents.

Goal 1a: Optimize access to affordable housing in public housing developments to income-eligible families.

The number of applicants placed in public housing decreased 30 percent to 4,233 in Fiscal 2013 in compared to 6,013 in Fiscal 2012. The primary reasons for the reduction of applicant placements in public housing are related to the holding of apartments for residents and non-public housing residents impacted by Hurricane Sandy, NYCHA's efforts to offer appropriate sized apartments to existing residents and increased preparation time. Storm effects also impacted the occupancy rate.



Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Apartments vacated	5.0%	4.5%	4.6%	5.0%	4.5%	*	*	Neutral	Neutral
★ Occupancy rate (%)	99.3%	99.5%	99.4%	99.2%	98.8%	*	99.2%	Up	Neutral
Applicants placed in public housing	5,744	5,554	5,650	6,012	4,233	*	*	Up	Down
Working families residing in public housing (cumulative) (%)	46.2%	47.2%	46.7%	48.0%	47.8%	*	*	Up	Neutral

Goal 1b: Increase access to affordable housing in privately owned units.

NYCHA placed more applicants through Section 8 vouchers while the number of available Section 8 units decreased. NYCHA continues to utilize 100 percent of the funding allocated for the Section 8 vouchers. The number of applicants placed through Section 8 vouchers more than doubled in Fiscal 2013 (933) compared to Fiscal 2012 (421) due to new rentals from the transfer of applicants to the NYCHA-administered program from the Department of Housing Preservation and Development (HPD) Home Program. However, the number of Section 8 occupied units and the Section 8 voucher utilization rate declined slightly from Fiscal 2012 to 2013. The decreases in the number of vouchers and the utilization rate are a result of reduced US Department of Housing and Urban Development (HUD) funding. The percent of annual Section 8 inspections completed decreased five percent in Fiscal 2013 to 84.4 percent compared to 89.2 percent in Fiscal 2012 due to an increase in the number of units requiring re-inspections. The percentage of annual Section 8 recertifications completed increased by 5 percent in Fiscal 2013 (91.2 percent) compared to Fiscal 2012 (86.4 percent) as result of increased productivity from Leased Housing staff and improved data system reliability for the Section 8 program.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Families on Section 8 waiting list (000)	128	125	NA	124	123	*	*	Down	NA
★ Utilization rate for Section 8 vouchers (%)	94.0%	101.0%	98.3%	95.3%	93.9%	97.0%	97.0%	Up	Neutral
★ Section 8 Occupied Units (certificates and vouchers)	95,501	100,570	95,898	93,789	91,892	*	93,789	Up	Neutral
Annual Section 8 inspections	97.51%	97.73%	NA	89.18%	84.36%	*	*	Up	NA
Annual Section 8 recertifications	98.93%	96.87%	NA	86.36%	91.24%	*	*	Up	NA
Applicants placed through Section 8 vouchers	12,313	7,523	NA	421	933	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1c: Develop new mixed-use, mixed-income housing and resources.

As part of Mayor Bloomberg's New Housing Marketplace Plan to produce 165,000 units of affordable housing by the end of 2014, NYCHA is providing properties for 6,000 units through collaboration with the New York City Department of Housing Preservation and Development (HPD). Since 2003, NYCHA has completed 2,304 units, 265 units are under construction, and approximately 2,468 units in pre-development for a total of 5,037 units. An additional 3,200 market rate units and 800 affordable units have been identified and planned for development through request for proposals to be issued in Calendar 2013. By the end of Calendar 2013, parcels formerly owned by NYCHA will feature approximately 344 new affordable units in the Bronx, a new school and 89 new housing units in Manhattan, and 80 units of affordable senior housing in Staten Island.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Apartments (000)	179	178	179	179	179	*	*	Neutral	Neutral
Number of developments	336	334	334	334	334	*	*	Neutral	Neutral
Number of buildings	2,607	2,604	2,597	2,597	2,585	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1d: Optimize apartment usage and ensure rental equity.

Apartments took longer to prepare for re-leasing during Fiscal 2013. Preparation work was put on hold while NYCHA held vacant apartments for residents and non-public housing residents impacted by Hurricane Sandy. Since preparation time begins when an apartment is vacated, the work hold impacted preparation time for these apartments. The average time to prepare vacant apartments increased by 24 percent in Fiscal 2013 (39.6 days) compared to Fiscal 2012 (31.8 days) and was above the target of 30 days. As part of the Maintenance and Repair Backlog Action Plan, NYCHA is reviewing and making adjustments to the management of work orders and will continue to monitor this indicator. Accordingly, the average turnaround time to re-occupy vacant apartments was impacted. Turnaround time increased 51 percent in Fiscal 2013 (60.3 days) compared to Fiscal 2012 (40 days). Turnaround time for Section 8 apartments, which do not have as many referrals as public housing, is generally longer and contributed to the increased turnaround time. NYCHA has increased its Fiscal 2014 targets for these indicators to account for the backlog of apartments awaiting preparation.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Average time to prepare vacant apartments (days)	30.2	39.4	30.9	31.8	39.6	20.0	30.0	Down	Up
★ Average turnaround days for vacant apartments	43.9	36.5	35.2	40.0	60.3	*	40.0	Down	Up
Public housing apartments that are occupied or available for occupation	176,428	177,068	177,711	178,062	177,811	*	*	Neutral	Neutral

★ Critical Indicator *NA* - means Not Available in this report ↕ shows desired direction

Service 2: Provide a safe and clean living environment for public housing residents.

Goal 2a: Preserve the public and affordable housing asset.

NYCHA's Capital Projects Department's focus was diverted to address the rebuilding needs following Hurricane Sandy, placing current construction projects on hold. The percentage of active projects in construction on schedule decreased 21 percent from 91.1 percent in Fiscal 2012 to 70.2 percent in Fiscal 2013. Similarly, the percentage of all active projects on schedule decreased five percent from 29.1 percent in Fiscal 2012 to 24.3 percent in Fiscal 2013.

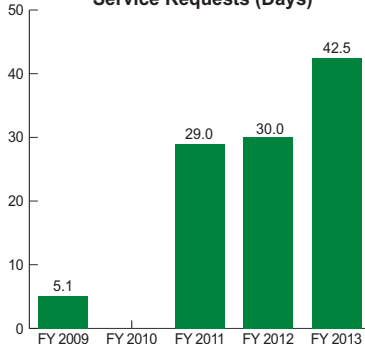
Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Active capital projects on schedule (%)	39.2%	38.7%	27.5%	29.1%	24.3%	*	29.1%	Up	Down
★ Active capital projects in construction phase on schedule (%)	79.6%	87.4%	71.6%	91.1%	70.2%	*	91.1%	Up	Neutral

★ Critical Indicator *NA* - means Not Available in this report ↕ shows desired direction

Goal 2b: Expedite maintenance and repairs.

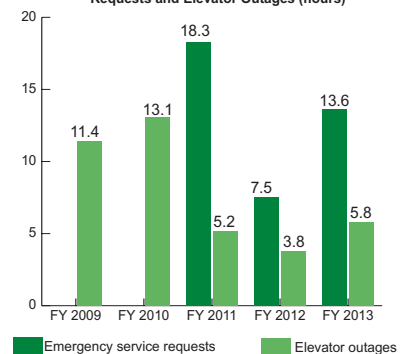
Under the leadership of the new general manager, NYCHA has embarked on the Maintenance and Repair Backlog Action Plan to reduce the work order backlog. As of September 1, 2013, NYCHA reduced the number of open work orders by 55 percent from a peak of about 423,000 to approximately 190,000. NYCHA continues to improve its accountability and efficiency in responding to work order requests.

Average Time to Resolve Non-Emergency Service Requests (Days)



The residual impact of Hurricane Sandy, work prioritization and regulatory requirements impacted NYCHA's ability to respond to service requests in a timely fashion. During Fiscal 2013, response times for emergency service requests increased while remaining within targeted levels. The average time to resolve emergency service requests, which includes heat service requests, increased by 82 percent from 7.5 hours in Fiscal 2012 to 13.6 hours in Fiscal 2013. The average time to resolve non-emergency service requests increased 42 percent from 30 days in Fiscal 2012 to 42.5 days in Fiscal 2013.

Average Time to Resolve Emergency Service Requests and Elevator Outages (hours)



NYCHA prioritizes responses to elevator outages in buildings without elevator service and responds to buildings with any elevators in service as resources are available, by the next business day. NYCHA does not keep staff on overtime to restore service to cars in buildings that have some elevator service, which reduces overtime expenditures and increases the time to restore service. The average time to resolve elevator outages increased 52 percent from 3.8 hours in Fiscal 2012 to 5.8 hours in Fiscal 2013 but is still below the target of 10 hours. While the time to restore elevator service was longer this period, NYCHA experienced fewer outages. The average number of elevator outages per car was down four percent from 1.01 outages per car to 0.97 during the same period. Elevator uptime was 99.2 percent and exceeded the target of 97 percent. The number of elevator related injuries increased 23 percent from 13 to 16.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average time to resolve emergency service requests (hours)	NA	NA	18.3	7.5	13.6	24.0	24.0	Down	NA
★ Average time to resolve nonemergency service requests (days)	5.1	NA	29.0	30.0	42.5	15.0	15.0	Down	NA
★ Average time to resolve heat service requests (hours)	7.4	NA	12.9	11.9	19.8	24.0	24.0	Down	NA
★ Average time to resolve elevator outages (hours)	11.4	13.1	5.2	3.8	5.8	10.0	10.0	Down	Down
Annual HUD Assessment rating	83.0	79.0	80.0	NA	NA	*	*	Up	NA
★ Average outage per elevator per month	1.12	1.15	1.08	1.01	0.97	*	1.01	Down	Down
★ Elevator service uptime	98.1%	97.9%	99.2%	99.4%	99.2%	97.0%	97.0%	Up	Neutral
Elevator outages due to vandalism (%)	29.7%	29.9%	31.8%	34.8%	34.8%	*	*	Neutral	Up
★ Alleged elevator injuries reported to DOB	33.0	30.0	24.0	13.0	16.0	*	↓	Down	Down
Management cost per dwelling unit (\$)	\$795	\$826	\$858	\$885	\$1,012	\$867	\$875	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

Goal 2c: Improve safety and security.

NYCHA continues to partner with the New York Police Department and other law enforcement agencies to maximize resident safety. NYCHA and its partners engage with residents on safety issues and work with residents to identify and fund new security measures such as CCTV. However, the year to date crime rate increased three percent from 5.8 in Fiscal 2012 to 6.0 in Fiscal 2013 the highest level in five years.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Crime Rate Year To Date	4.5	4.9	5.4	5.8	6.0	*	*	Down	Up
★ Major felony crimes in public housing developments	4,275	4,090	4,406	4,771	5,018	*	↓	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

Service 3: Provide access to social services, job training and employment.

Goal 3a: Connect all residents to critical services in their communities.

To focus more clearly on its core mission, NYCHA continues to shift community center operations to its partner organizations. The Department of Youth and Community Development now manages 25 programs for the 6-12 year olds at sites formerly operated by NYCHA. Storm damage resulted in the temporary closure of nine community centers, reducing capacity, attendance and utilization in the system. The average daily attendance for the 6-12 age group at NYCHA-run community centers decreased 19 percent in Fiscal 2013 (1,980) compared to Fiscal 2012 (2,447) and the average daily attendance for the 13-19 age group decreased by 11 percent from 1,618 to 1,437 during the same period. Similarly, the utilization of senior centers decreased 23 percent from 157 percent in Fiscal 2012 to 133.5 percent in Fiscal 2013.

NYCHA supervisors are using improved monitoring techniques to ensure that staff is capturing and reporting services provided to residents, including reassigning staff from other areas as necessary to ensure that services are provided to residents. The referrals to supportive services rendered to senior residents increased slightly (two percent) in Fiscal 2013 (96,548) compared to the same period in Fiscal 2012 (94,665). Family Services home visits are often rescheduled due to unforeseen emergencies, and completing scheduled appointments and coordinating third party referrals continues to be a challenge. The initial Social Services tenant contacts conducted within five days decreased 12 percent in Fiscal 2013 (64 percent) compared to Fiscal 2012 (76 percent). Storm response diverted staff to affected areas and impacted NYCHA's ability to consistently monitor and coordinate staff efforts to meet the 5-day standard.

NYCHA's Emergency Transfer Program is available to at-risk NYCHA residents by providing case management and confidential relocation services to another NYCHA development. Program staff continued to educate residents on obtaining the appropriate documents needed to expedite case approvals, which increased the workload of complete applications for review. Staff shortages related to storm response and medical leave impacted application processing times. The number of residents approved for the Emergency Transfer Program increased 10 percent in Fiscal 2013 (937) compared to Fiscal 2012 (849). The Emergency Transfer Program disposition time was up 23 percent from 44.2 days in Fiscal 2012 to 54.3 days in Fiscal 2013.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Residents approved for the Emergency Transfer Program	793	850	859	849	937	*	*	Neutral	Up
★ Emergency Transfer Program disposition time	41.44	40.34	39.76	44.18	54.25	45.00	45.00	Down	Up
★ Average daily attendance in community centers ages 6-12	2,822	2,402	2,800	2,447	1,980	*	2,447	Up	Down
★ Average daily attendance in community centers ages 13-19	2,314	1,616	1,720	1,618	1,437	*	1,618	Up	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	82%	78%	76%	76%	64%	*	76%	Up	Down
Referrals to supportive social services rendered to senior residents	161,465	96,247	95,299	94,665	96,548	*	*	Up	Down
Community centers	68	67	70	70	68	*	*	Neutral	Neutral
Senior centers	40	40	38	38	37	*	*	Neutral	Neutral
Utilization of senior centers (%) ages 60+	127.1%	155.9%	156.0%	157.0%	133.5%	85.0%	85.0%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 3b: Reduce unemployment among NYCHA tenants.

The percent of job placements for program graduates of job training programs was up from 61 percent in Fiscal 2012 to 91 percent in Fiscal 2013. The Department's focus on the NYCHA Resident Training Academy (NRTA) and Green City Force increased job placements by NYCHA's Department of Resident Economic Empowerment and Sustainability (REES), while total placements declined slightly. REES manages the NRTA and has a long standing partnership in place with Green City Force, which is a service corps that prepares NYCHA residents between the ages of 18 to 24 for careers in environmental sustainability-related fields. It works to improve outreach and pre-screening methods for both programs to best match candidates with career planning and employment opportunities. Total resident job placements decreased slightly in Fiscal 2013 to 1,567. The number of job placements facilitated through REES increased 27 percent from 744 to 945. Sequestration-related reductions impacted the number of placements, including youth job placements, which decreased 49 percent in Fiscal 2013. Youth job placements were also affected by a decrease in the number of Summer Youth Employment Program (SYEP) slots NYCHA was awarded in Fiscal 2013. DYCD awarded NYCHA 450 positions compared to 835 in Fiscal 2012.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Residents job placements	1,223	1,519	2,090	1,593	1,567	*	1,593	Up	Up
Job training programs - ratio of job placements to program graduates (current period)	83%	133%	75%	61%	91%	*	*	Up	Down
Youth placed in jobs through youth employment programs	2,029	1,343	1,127	1,188	607	*	*	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Agency Customer Service

The timeliness of NYCHA's response to correspondence declined from Fiscal 2012 to Fiscal 2013, although the e-mail response rate approached the target of 85 percent. Wait time for telephone inquiries increased, but NYCHA continues to improve wait times for walk-in customers, which beat the target for the second consecutive year.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	93	89	90	87	86	85	85	Neutral
Letters responded to in 14 days (%)	90	86	82	81	74	85	85	Down
Calls answered in 30 seconds (%)	46	79	70	70	65	80	80	Up
Average customer in-person wait time (minutes)	19	29	20	18	16	20	20	Down
Completed customer requests for interpretation	28,384	81,431	121,980	134,069	150,619	NA	NA	Up
CORE customer experience rating (0-100)	NA	90	93	90	87	90	90	NA
Customers rating service good or better (%) (As applicable)	NA	NA	NA	71	66	71	71	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$2,971.8	\$3,052.0	\$3,259.1	\$3,424.9	\$3,348.8	\$3,061.6	\$3,139.5	Up
Revenues (\$000,000)	\$2,567.5	\$2,859.2	\$2,999.5	\$3,025.1	\$2,932.4	\$2,984.3	\$3,139.8	Up
Personnel	11,553	11,509	11,548	11,595	11,579	12,068	11,973	Neutral
Overtime paid (\$000,000)	\$53.1	\$75.5	\$93.8	\$74.7	\$95.3	\$68.8	\$58.9	Up
Capital commitments (\$000,000)	\$36.9	\$48.7	\$1.1	\$1.1	\$30.6	\$177.8	\$7.3	Down
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- Cecil R. House was appointed as NYCHA's general manager in August 2012.
- The target for average time to prepare vacant apartments was changed from 20 to 30 days and the target for the average turnaround days for vacant apartments was changed from 30 to 40 days.

For additional agency performance statistics, please visit:

- Fact Sheet:
<http://www.nyc.gov/html/nycha/html/about/factsheet.shtml>

For more information on the agency, please visit: www.nyc.gov/nycha.

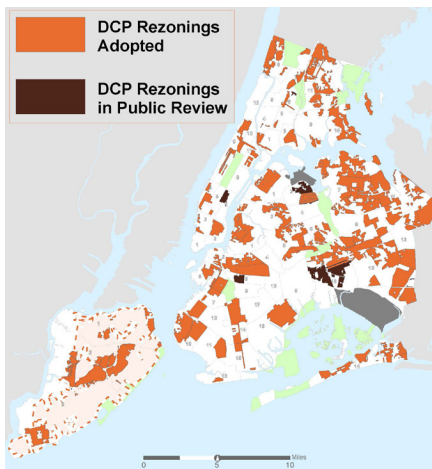


DEPARTMENT OF CITY PLANNING

Amanda M. Burden, Director

What We Do

The Department of City Planning (DCP) promotes strategic growth, transit-oriented development and sustainable communities to enhance quality of life in the City, in part by initiating comprehensive, consensus-based planning and zoning changes for individual neighborhoods and business districts, as well as establishing policies and zoning regulations applicable citywide. It supports the City Planning Commission and each year reviews approximately 450 land use applications for actions such as zoning changes, special permits and other discretionary approvals. The Department assists both government agencies and the public by providing policy analysis and technical assistance relating to housing, transportation, community facilities, demography, waterfront and public space.



Since 2002 DCP has initiated or completed 125 rezonings citywide, about 37% of the City's land area.

Visit the [DCP website](#) for more information on rezonings and other initiatives.

Our Services and Goals

Service 1: Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.

Goal 1a: Advance economic development, housing and neighborhood enhancement land use projects and proposals for public review.

Service 2: Manage land use and environmental review processes to assure consistency with applicable City policies and regulations.

Goal 2a: Ensure that discretionary land use and environmental review actions subject to City Planning Commission review are consistent with sound planning principles.

Goal 2b: Conduct timely and thorough review of land use and environmental applications.

Service 3: Prepare information and policy analysis for other government agencies, elected officials and the public.

Goal 3a: Provide quality technical and planning expertise to other City agencies and the public to support decision making.

How We Performed in Fiscal 2013

Service 1: Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.

Goal 1a: Advance economic development, housing and neighborhood enhancement land use projects and proposals for public review.

Furthering PlaNYC's objectives to spur economic growth and housing opportunities proximate to transit while fostering sustainable neighborhoods across the five boroughs, the Department advanced 29 land use proposals and rezoning initiatives. This represents the largest number of proposals advanced in the past five years and nearly twice the number advanced in Fiscal 2012. Since 2002, 37 percent of the City has been rezoned to protect neighborhoods and foster transit oriented growth.

Fiscal 2013 proposals include the [East Midtown Rezoning](#), which was referred for public review in April 2013, and is expected to facilitate sustainable, transit-oriented commercial growth in the area surrounding Grand Central Terminal to ensure East Midtown's future as a world class business district and major job generator. The plan provides zoning incentives to promote development of new, state-of-the art commercial buildings and will generate thousands of permanent new jobs and fund improvements to the surrounding subway and pedestrian network.

The Department initiated neighborhood rezonings in [Crown Heights](#), Brooklyn and along [East Fordham Road](#) in the Bronx to create modest growth and housing opportunities, including affordable housing, while preserving neighborhood character. In [Bellerose-Floral Park-Glen Oaks](#) and [East Elmhurst](#) in Queens, the

Department referred for public review neighborhood preservation proposals that will protect quality of life and character within these low-density neighborhoods.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Economic development and housing proposals completed and presented to the public	11	9	9	11	16	*	*	Up	Up
Neighborhood enhancement proposals completed and presented to the public	16	15	8	4	13	*	*	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 2: Manage land use and environmental review processes to assure consistency with applicable City policies and regulations.

Goal 2a: Ensure that discretionary land use and environmental review actions subject to City Planning Commission review are consistent with sound planning principles.

The Department reviews land use applications for technical accuracy and consistency with City land use and environmental review procedures and policy objectives. In Fiscal 2013 the Department referred 442 land use applications and completed 169 environmental review applications. Both the number of land use applications referred and the number of environmental review applications completed declined, reflecting a continuation of the downward trend in submissions. This trend can be attributed, in part, to economic conditions.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Land use applications referred	557	459	444	465	442	*	*	Neutral	Down
Environmental review applications completed	224	249	208	199	169	*	*	Neutral	Down

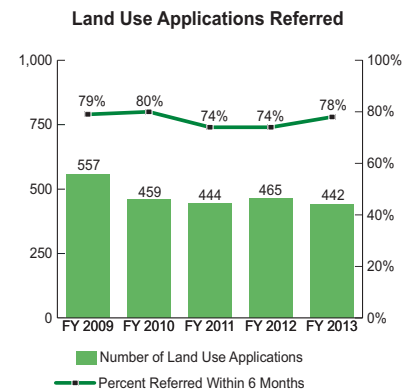
★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2b: Conduct timely and thorough review of land use and environmental applications.

Consistent with the Department's performance of the prior four years, the percent of land use applications referred within six months remained better than the 70 percent target. The median time to refer applications improved from 43 to 32 days due, in large part, to streamlined processing procedures resulting from the agency's implementation of the BluePrint process reform effort and successful intra-agency coordination on complex projects.

Eighty-three percent of environmental review applications were completed within six months and the median time to complete an application decreased for the third consecutive year, reaching a record low of 9 days. These improvements can be attributed to the dedication of significant internal and interagency resources required to advance several large, complex environmental assessment and impact statements while advancing the Department's pipeline of smaller scale applications.

Based on performance trends and process efficiencies, the Department revised three of its Fiscal 2014 targets, setting more ambitious performance goals for the coming year.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Land use applications referred - Within 6 months (%)	79%	80%	74%	74%	78%	70%	74%	Up	Neutral
★ Median time to refer land use applications (days)	33	28	37	43	32	*	45	Down	Up
★ Environmental review applications completed - Within 6 months (%)	71%	61%	74%	87%	83%	*	75%	Up	Up
★ Median time to complete environmental review applications (days)	22	47	39	12	9	*	40	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 3: Prepare information and policy analysis for other government agencies, elected officials and the public.

Goal 3a: Provide quality technical and planning expertise to other City agencies and the public to support decision making.

The Department advanced 24 policy initiatives and planning reports, and provided critical planning expertise and technical support to interagency recovery and rebuilding efforts following Hurricane Sandy. Several initiatives referred for public review addressed complex issues raised by Sandy. The Department's climate studies promote long-term resilience to future weather events, including coastal flooding and storm surges. The studies significantly informed *A Stronger, More Resilient New York*, the report resulting from Mayor's Bloomberg's [Special Initiative for Rebuilding and Resiliency](#), which provides recommendations for coastal protection and resilience.

In response to newly amended FEMA flood zones, the Department's [Flood Resilience Zoning Text Amendment](#) was referred for public review in May 2013. The new regulations would enable new and existing buildings within the 100-year flood zone to meet the latest federal standards.

In June the Department released two reports to strengthen the City's resilience to coastal flood risks: [Designing for Flood Risk](#) identifies key principles to guide the design of new buildings in flood zones, and [Urban Waterfront Adaptive Strategies](#) provides an assessment of the coastal flood hazards, a survey of coastal protection and adaptation strategies, and a framework for evaluating coastal protection alternatives.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Planning information and policy analysis initiatives presented to the public	8	11	15	28	24	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

In Fiscal 2013 the Department responded to 81 percent of e-mails within 14 days, below the established target of 85 percent but an improvement over last fiscal year. The percent of letters responded to within 14 days decreased from a year ago to 44 percent, falling short of the established target of 50 percent, as a high proportion of letters required thorough consideration and policy evaluation prior to response.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
E-mails responded to in 14 days (%)	NA	95	96	75	81	85	85	NA
Letters responded to in 14 days (%)	NA	42	70	52	44	50	50	NA
Completed customer requests for interpretation	NA	4	3	1	4	NA	NA	NA
CORE customer experience rating (0-100)	NA	83	81	83	88	80	80	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$26.9	\$26.2	\$23.7	\$22.8	\$24.5	\$24.4	\$20.8	Down
Revenues (\$000,000)	\$3.3	\$2.7	\$1.7	\$2.4	\$3.5	\$2.1	\$2.1	Neutral
Personnel	311	284	263	253	256	275	266	Down
Overtime paid (\$000)	\$38	\$38	\$40	\$45	\$9	\$15	\$9	Down

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

None.

For more information on the agency, please visit: www.nyc.gov/dcp.



DEPARTMENT OF DESIGN AND CONSTRUCTION

David J. Burney, Commissioner

What We Do

The Department of Design and Construction (DDC) manages a design and construction portfolio of more than \$9 billion of the City's capital program. Projects range from roadways, sewers and water mains to public safety, health and human service facilities, as well as cultural institutions and libraries. Through a combination of in-house staff and private consultants and contractors, the Department delivers quality, cost-effective projects in a safe and efficient manner.

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.

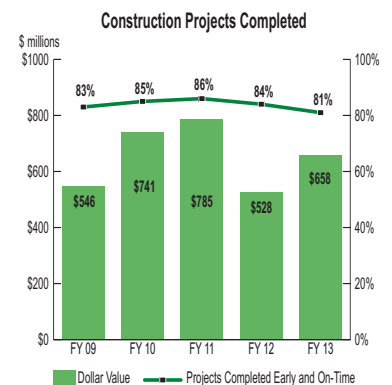
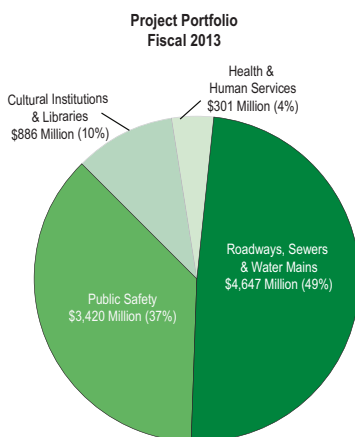
How We Performed in Fiscal 2013

Service 1: Design and build quality public buildings and infrastructure.

Goal 1a: Complete projects on time and within budget.

In addition to completing 127 design projects during Fiscal 2013 for more than 20 client agencies, DDC also completed 117 construction projects, including the new 121st Precinct on Staten Island; the Weeksville Heritage Center and the new Glen Oaks Library, both in Queens; and, in Manhattan, critical shaft connections to the City's new third water tunnel. DDC played a significant role in the aftermath of Hurricane Sandy, taking on major emergency projects for the Department of Transportation and the Department of Parks and Recreation for roadway repair, sidewalk repair and tree removal, and beachfront restoration. The agency quickly mobilized and met the challenge, substantially completing this effort on or ahead of schedule, and with minimal impact to its on-going workload.

On average, DDC delivered 87 percent of its design projects and 81 percent of its construction projects on or ahead of schedule, but on-time performance varied by type of project. For public building projects, on-time performance for both design and construction exceeded or met the established targets at 90 percent and 82 percent, respectively. For infrastructure projects, on-time performance decreased for both design and construction to 83 percent and 81 percent, respectively, below the targets and lower than Fiscal 2012 performance by several percentage points. Design projects were affected by permit and approval delays as well as property acquisition issues, while utility interference and work interruption caused by Hurricane Sandy delayed completion on several construction projects.



The percent of active projects in the agency's portfolio on or ahead of schedule decreased slightly to 84 percent for design and 86 percent for construction. The difference between the initially projected completion date for a project and the current timeline – a measure of the length of project lateness that is closely monitored by DDC – remained low at 1.6 percent for design projects and 1.9 percent for construction. As of June 30th, DDC's portfolio included 238 projects in design valued at more than \$2.6 billion and 290 projects in construction valued at approximately \$5 billion.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Design projects completed	130	126	127	141	127	130	166	Neutral	Neutral
Total design projects completed early/on time (%)	NA	NA	95%	90%	87%	*	88%	Up	NA
★ - Completed early/on time: Infrastructure (%)	90%	95%	99%	91%	83%	88%	88%	Up	Neutral
★ - Completed early/on time: Public buildings (%)	85%	88%	91%	89%	90%	88%	88%	Up	Neutral
Construction projects completed	93	99	91	111	117	116	127	Neutral	Up
Total construction projects completed early/on time (%)	NA	NA	86%	84%	81%	*	82%	Up	NA
★ - Completed early/on time: Infrastructure (%)	83%	82%	83%	87%	81%	82%	82%	Up	Neutral
★ - Completed early/on time: Public buildings (%)	88%	88%	88%	81%	82%	82%	82%	Up	Neutral
Average cost change for all consultant design and construction supervision projects (excluding programmatic scope changes) (%)	2.1%	1.2%	1.2%	1.1%	2.0%	6.0%	3.0%	Down	Neutral
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	2.2%	1.7%	1.0%	1.0%	3.5%	6.0%	3.0%	Down	Up
Projects completed within budget (%)	NA	NA	NA	92%	94%	*	*	Up	NA
Lane miles reconstructed	66.2	42.7	32.3	28.0	51.8	44.0	38.3	Neutral	Down
- Construction completed on schedule (%)	71%	78%	75%	93%	83%	80%	80%	Up	Up
Sewers constructed (miles)	8.8	10.1	6.1	8.5	9.9	12.8	14.3	Neutral	Neutral
- Construction completed on schedule (%)	78%	90%	91%	92%	88%	80%	80%	Up	Up
Sewers reconstructed (miles)	7.5	4.7	4.6	5.8	8.8	9.2	9.2	Neutral	Up
- Construction completed on schedule (%)	85%	86%	81%	91%	82%	80%	80%	Up	Neutral
Water mains (new and replaced) (miles)	21.7	19.1	20.6	31.5	38.2	39.2	48.4	Neutral	Up
- Construction completed on schedule (%)	88%	83%	89%	89%	80%	80%	80%	Up	Neutral
★ Active design projects: Early/on time (%)	89%	91%	87%	86%	84%	*	88%	Up	Neutral
★ Active construction projects: Early/on time (%)	84%	87%	91%	88%	86%	*	82%	Up	Neutral
★ Active design projects: Difference between projected and scheduled duration (%)	1.2%	0.1%	1.1%	1.2%	1.6%	*	1.5%	Down	Up
★ Active construction projects: Difference between projected and scheduled duration (%)	5.6%	2.7%	1.6%	1.9%	1.9%	*	2.5%	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1b: Meet quality assurance and site safety standards for all active projects.

DDC continued to meet the target for quality assurance and safety inspections with 100 percent of the 326 eligible projects inspected at least once during the reporting period. Critical deviations were uncovered in 9.4 percent of the inspections and these deviations were corrected before the inspector left the jobsite.

To maintain compliance with contract requirements and increase safety awareness, DDC has increased staff participation in pre-construction meetings with oversight agencies and recently established a Safety Code Compliance Unit to assist project staff during critical safety operations. The unit will also ensure timely updates to safety regulations.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Up	Neutral
★ Project inspections with at least one critical deviation (%)	NA	8.5%	6.1%	8.9%	9.4%	*	8.5%	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1c: Improve customer satisfaction ratings.

The Department recognizes that construction may be disruptive and makes every effort to reduce its impact on the business and residential community. In addition to having staff available to provide information and answer questions, the Department prepares and distributes descriptive brochures about the work being done, where and when construction will occur, and who should be called if a problem arises. For most projects a dedicated community liaison is assigned to address any issues and concerns.

To obtain user feedback on the success of its work, DDC sends satisfaction surveys on completed construction projects to its clients and to randomly selected residents and businesses impacted by street work. The survey is also available to the general public on DDC's website. In Fiscal 2013, 95 percent of survey respondents were satisfied or more than satisfied with both the outcome and the way the project was managed. However, despite prior year improvements in response rates, completed surveys were returned for only 42 percent of the 72 eligible projects.

DDC introduced the Design Quality Indicator (DQI) program several years ago as a tool for assessing and measuring design quality on a capital project. One of the program's key objectives is to establish consensus on design priorities at the onset of a project which, in turn, improves scoping, scheduling and project management. DQI also provides stakeholders with a formal framework to continually evaluate and monitor the agreed-upon design priorities throughout the duration of the project so that completed projects meet the goals and expectations of client agencies and users. In Fiscal 2013 the agency completed 13 project surveys; the average project rating – the degree to which the individual's evaluation of the project's design coincided with their established priorities – was 91 percent.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Eligible projects with completed post-construction surveys (%)	NA	55%	53%	67%	42%	*	*	Up	NA
Post-construction satisfaction - Surveys returned	40	42	51	52	47	*	*	Up	Up
★ Respondents rating a completed project as adequate or better (%)	83%	86%	86%	94%	95%	*	90%	Up	Up
Design Quality Indicator - Average project rating (%)	84%	93%	89%	94%	91%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

DDC exceeded or met its 90 percent target for responding to e-mails and letters within 14 days.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	NA	91	97	91	91	90	90	NA
Letters responded to in 14 days (%)	NA	94	92	97	90	90	90	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$102.1	\$107.5	\$111.9	\$127.3	\$128.9	\$126.5	\$119.8	Up
Revenues (\$000)	\$94	\$135	\$79	\$79	\$199	\$150	\$150	Up
Personnel	1,132	1,096	1,090	1,134	1,186	1,324	1,323	Neutral
Overtime paid (\$000,000)	\$1.5	\$1.1	\$1.2	\$1.5	\$1.3	\$1.3	\$1.3	Neutral
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$823.8	\$1,622.5	\$734.4	\$1,199.6	\$1,420.0	\$2.0	\$2,766.1	Up
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- DDC set more ambitious Fiscal 2014 targets for three indicators and added another 12 targets. The Department's annual targets for the number of design and construction projects it expects to complete are developed following the release of the Preliminary Mayor's Management Report, after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan, and first appear in the fiscal Mayor's Management Report. The targets for Fiscal 2014 include work transferred from the departments of Citywide Administrative Services, Sanitation and Parks and Recreation.

For more information on the agency, please visit: www.nyc.gov/ddc.

ECONOMY



New York City Economic Development Corporation



Department of Small Business Services



Department of Consumer Affairs

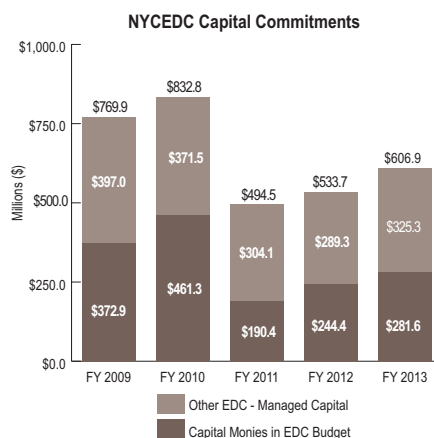


NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

Kyle Kimball, President

What We Do

New York City Economic Development Corporation (NYCEDC), a nonprofit organization operating under contract with the City of New York, serves as the City's primary engine for economic development and job creation by investing in major infrastructure upgrades, capital projects, and area-wide development. NYCEDC manages City-owned properties and, through New York City Industrial Development Agency (NYCIDA) and Build New York City Resource Corporation (Build NYC), 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. The Center for Economic Transformation at NYCEDC works to enhance the City's major business sectors by addressing challenges faced by industries through analysis of current economic trends; developing strategies and solutions; and implementing programs that help businesses thrive and grow.



Our Services and Goals

Service 1: Invest in the City's physical transformation, including basic infrastructure, area-wide redevelopment, amenities such as schools and parks, and transportation resources.

Goal 1a: Attract businesses and improve quality of life.

Goal 1b: Facilitate private sector investment and make City investments where necessary, generating a positive return for City taxpayers.

Service 2: Manage, enhance and leverage City assets to drive growth.

Goal 2a: Maintain physical assets to keep them in a state of good repair and attract businesses.

Service 3: Give businesses and entrepreneurs the tools to be competitive and to help transform and grow the City's economy.

Goal 3a: Help incumbent businesses transition to new business models, attract new industries, and promote entrepreneurship.

How We Performed in Fiscal 2013

Service 1: Invest in the City's physical transformation, including basic infrastructure, area-wide redevelopment, amenities such as schools and parks, and transportation resources.

Goal 1a: Attract businesses and improve quality of life.

NYCEDC made significant progress during Fiscal 2013 in creating and enhancing the physical infrastructure that attracts businesses and improves New Yorkers' quality of life. Capital expenditures for these projects during Fiscal 2013 exceeded \$365 million on a portfolio with a total value of more than \$2 billion.

Projects completed during the year include the first phase of Hunter's Point South in Long Island City, which includes a five-acre waterfront park and infrastructure that will support future development and lead to the largest new affordable housing complex to be built in New York City since the 1970s; and new public open space in Coney Island, Steeplechase Plaza, where a historic carousel was also refurbished and opened to the public. Construction work continued on the next section of the elevated High Line Park and on Hudson Park and Boulevard; together these projects will provide valuable open space to the emerging Hudson Yards neighborhood.

New private investment from real estate sales and lease transactions dropped from \$432 million to \$331 million in Fiscal 2013. Fluctuations are expected from year to year depending on the volume of deals, which can vary significantly. However, despite the decrease, private investment has dramatically rebounded from the years of the downturn and is expected to continue to rise as the City's overall economy improves.

NYCEDC-negotiated sales of City-owned properties generate hundreds of millions of additional dollars while transforming the City's physical infrastructure. Recent transactions include the sale last September of a sanitation garage on

East 73rd Street for \$215 million that will allow Memorial Sloan-Kettering Cancer Center to build a new facility and CUNY Hunter College to expand its science and nursing facilities. The expansion of these institutions will help the City keep its competitive edge in healthcare and science research and development. In addition, the sale of two underutilized civic center buildings in Lower Manhattan for nearly \$250 million, announced in March 2013, will allow for redevelopment, including residential, retail, hotel, and commercial space that will create economic activity and bring jobs to Lower Manhattan while generating revenue for the City.

The \$2.1 million sale of an approximately 71,000 square foot parcel in the Bronxchester Urban Renewal Area for a new mixed-use project will create more than 86,000 square feet of amenities in the Bronx, including retail, office space, and a new public plaza visible from one of the Bronx's busiest retail corridors. The parcel is near the Hub and has been a blight on a major thoroughfare for decades. The project is expected to generate 121 construction jobs and 279 permanent jobs.

In May 2013 NYCEDC announced the \$3.5 million sale of a 109,000 square-foot City block at the Cross-Bronx Expressway and 3rd Avenue in the Bathgate Industrial Business Zone that will become the headquarters of an importer, manufacturer, and distributor of Greek and Mediterranean food products. The site has been vacant for 27 years. The new 90,000 square-foot facility will generate 32 construction jobs and 90 permanent jobs.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Projected new private investment related to sale/long-term lease of City-owned property (\$000,000)	\$324.2	\$98.0	\$63.0	\$432.3	\$331.2	*	\$425.0	Up	Up
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	NA	NA	NA	NA	\$365.0	*	*	Neutral	NA
Graffiti sites cleaned	6,575	9,748	17,210	13,367	10,727	*	*	Neutral	Up
Square feet of graffiti removed (000)	7,254	5,832	5,912	4,242	4,078	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 1b: Facilitate private sector investment and make City investments where necessary, generating a positive return for City taxpayers.

NYCEDC continued to promote private sector investment across the five boroughs in a number of ways, including through financing and benefit programs implemented by Build NYC Resource Corporation (Build NYC), which assists qualified projects in obtaining tax-exempt and taxable bond financing, and New York City Industrial Development Agency (NYCIDA), which provides companies with access to tax-exempt bond financing and tax benefits to acquire or create capital assets.

During Fiscal 2013 NYCIDA closed 20 projects which are expected to generate close to \$577 million in City tax revenue and 5,348 jobs. Projects NYCIDA closed include the Hudson Yards commercial construction project, where funding will help finance the construction of a 1.84 million square foot office tower in the Hudson Yards area of Manhattan; and a \$127 million tax exempt bond issuance for the refinancing of two air cargo facilities at JFK International Airport.

During its two years of existence, Build NYC has already distinguished itself as the City's vehicle to provide access to tax-exempt financing for eligible entities, including 501(c)(3) not-for-profit organizations. During the reporting period Build NYC closed 24 projects, which are expected to generate approximately \$174 million in City tax revenue and 491 jobs. One notable achievement is Build NYC's groundbreaking work in closing the first three tax-exempt financings for public charter schools in New York City. Additionally, through the issuance of tax-exempt bonds, Build NYC assisted Montefiore Medical Center in obtaining necessary funds to finance the tenant improvements and equipment for a new 280,000 square foot office and outpatient building to be constructed at the Hutchinson Metro Center.

The value of funding disbursed from City funding agreements decreased from \$104.8 million in Fiscal 2012 to \$91 million this year, a direct result of what is allocated in the City's capital budget. A notable agreement from this period includes the \$50.5 million agreement to develop the Loew's Kings Theater by providing funding to restore and redevelop the 3,200-seat theater, located in the Flatbush neighborhood of Brooklyn, for operation as a modern performance space. The theater has been vacant for over 35 years and previous attempts to revitalize the building were unsuccessful. Once the renovations are complete in late 2014, the theater is expected to host 200-250 performances a year.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
New York City Industrial Development Agency projects - Contracts closed	10	7	7	12	20	*	*	Up	Up
★ - Projected three-year job growth associated with closed contracts	NA	112	270	1,452	5,348	*	2,000	Up	NA
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$64.7	\$30.5	\$229.2	\$302.1	\$576.4	*	↑	Up	NA
- Private investment leveraged on closed projects (\$000,000)	NA	NA	NA	NA	\$1,710.5	*	*	Up	NA
Build NYC Resource Corporation - Contracts closed	NA	NA	NA	4	24	*	*	Up	NA
★ - Projected three-year job growth associated with closed contracts	NA	NA	NA	12	491	*	500	Up	NA
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	NA	NA	NA	NA	\$173.6	*	↑	Up	NA
- Private investment leveraged on closed projects (\$000,000)	NA	NA	NA	NA	\$513.7	*	*	Up	NA
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$225.6	\$246.4	\$71.1	\$104.8	\$91.0	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Service 2: Manage, enhance and leverage City assets to drive growth.

Goal 2a: Maintain physical assets to keep them in a state of good repair and attract businesses.

The occupancy rate at NYCEDC-managed property remained high at over 95 percent. The real estate portfolio generated approximately \$180 million in revenue during Fiscal 2013. NYCEDC-managed property includes the Brooklyn and Manhattan cruise terminals, at which over 250 ships called in Calendar 2012, and the Brooklyn Army Terminal, which is now 97 percent occupied by nearly 100 tenants employing more than 3,000 workers. New tenants at the terminal include Jacques Torres Chocolate, which began operations at a new 39,500 square foot chocolate factory there in May.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Capital expenditures on asset management (\$000,000)	NA	NA	NA	NA	\$11.5	*	*	Neutral	NA
★ Occupancy rate of NYCEDC-managed property (%)	91.8%	91.7%	91.7%	95.0%	95.7%	*	95.0%	Up	Neutral
Portfolio revenue generated (\$000,000)	NA	NA	NA	NA	\$180.3	*	*	Up	NA
Square footage of assets actively managed by NYCEDC (000)	NA	NA	57,274.0	65,570.3	65,537.1	*	*	Neutral	NA
Outstanding violations at beginning of the period	NA	NA	NA	NA	55	*	*	Down	NA
Outstanding violations closed during the period	NA	NA	NA	NA	19	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Service 3: Give businesses and entrepreneurs the tools to be competitive and to help transform and grow the City's economy.

Goal 3a: Help incumbent businesses transition to new business models, attract new industries, and promote entrepreneurship.

NYCEDC continues to attract the industries of tomorrow and promote entrepreneurship across a variety of sectors in order to ensure the City's future success as a global hub of innovation. By year-end, the number of projects managed by the Center for Economic Transformation had grown to 94 from 55 a year ago.

Milestones achieved over the past year include the advancement of the City's historic Applied Sciences NYC initiative, which is critical for attracting 21st century industries, through the creation of three new applied sciences campuses. These campuses will ultimately stimulate the creation of hundreds of start-up companies. After launching classes earlier this year in temporary space, the Cornell-Technion campus received final land use approval from the City Council in May for its permanent home on Roosevelt Island and is on track to open there in 2017. Meanwhile, the NYU-led Center for Urban Science and Progress recently opened in its own interim space in Downtown Brooklyn and is moving forward with plans to renovate its permanent home as well. The third winner of the applied sciences competition, Columbia University, launched

its new Institute for Data Sciences and Engineering earlier this year. Over the next three decades these campuses are expected to generate nearly \$33 billion in overall economic impact, create more than 48,000 jobs and nearly 1,000 spin-off companies, and more than double the number of full-time graduate engineering students and faculty members in the City.

NYCEDC continued to support promising entrepreneurs across a wide array of sectors with programs such as NYC Big Apps, an annual mobile app development competition; New York's Next Top Makers, a competition to promote 3-D printing; and a \$10 million food manufacturer's fund, which is available for small food manufacturers to expand their operations and create jobs.

NYCEDC is also working to nurture innovative new companies by providing low-cost space to entrepreneurs. There are currently 11 open incubators in the City, housing 600 companies and employing 1,000 people. Five additional incubators are in the pipeline.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★ Active Center for Economic Transformation projects managed	NA	NA	36	55	94	*	*	Neutral	NA
Innovation Index score (calendar year)	NA	NA	NA	116.7	119.5	*	*	Up	NA
New York City unemployment rate (%)	7.2%	10.1%	8.9%	9.4%	8.5%	*	*	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Personnel	445	404	403	400	405	411	408	Neutral
Capital commitments (\$000,000)	\$372.9	\$461.3	\$190.4	\$244.4	\$281.6	\$1,220.1	\$81.4	Down
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- Due to a data entry error the Fiscal 2012 value for the metric 'Projected new private investment related to sale/long-term lease of City owned property (\$000,000)' was reported as \$918.3 million instead of \$432.3 million. Although significantly lower, the corrected number still represents a dramatic increase in private investment over Fiscal 2011. The Fiscal 2014 target for this indicator has been revised to reflect current projections.
- Since projects for Build New York City Resource Corporation (Build NYC) and the New York City Industrial Development Agency (NYCIDA) are often not identified until a few months before a project closes, it is difficult to forecast the number and size of anticipated projects. However, with respect to projected jobs, Build NYC and NYCIDA both anticipate maintaining robust activity in the coming year. Fiscal 2014 targets for associated indicators reflect these expectations.
- Reporting for the indicator 'Innovation Index score' is based on a calendar year. Data previously reported has been moved to the correct fiscal year column, that is, the Calendar 2012 data appears in the Fiscal 2013 column and the Calendar 2011 data now appears in the Fiscal 2012 column.

For more information on the agency, please visit: www.nyc.gov/edc.



DEPARTMENT OF SMALL BUSINESS SERVICES

Robert W. Walsh, Commissioner

What We Do

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to form, do business, and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts, and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers, and Workforce1 Career Centers, provides services to support the growth of local economic development organizations throughout the City, and administers the Minority and Women-owned Business Enterprise Program.

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.
- Goal 4b: Increase the number and value of City contracts awarded to Minority and Women-owned Business Enterprises (M/WBEs).

How We Performed in Fiscal 2013

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.

In Fiscal 2013, NYC Business Solutions achieved growth in the number of businesses it helped obtain financing assistance, which was 1,053, an increase of 79 percent from Fiscal 2012 and the most in a 5-year upward trend in this service. However, the total amount of the financing awards facilitated in Fiscal 2013 was 24 percent less than in Fiscal 2012, at \$54.1 million. SBS attributes these moves in the opposite direction to the fact that, for most of the year, NYC Business Solutions focused its efforts on helping small businesses in the City that were impacted by Hurricane Sandy to access emergency recovery capital, which tend to be smaller grants than those that are sought normally by businesses.

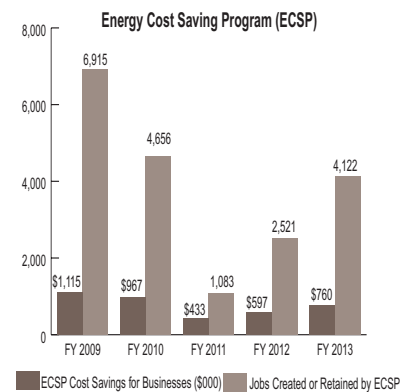
NYC Business Solutions also provides overall services to small businesses seeking to launch, continue operating, and expand in the City. The number of businesses served by this division of SBS increased by 30 percent to 11,340 in Fiscal 2013, from 8,696 in Fiscal 2012. As with financing, the main reason for this pronounced volume increase in businesses receiving more general services from NYC Business Solutions was the shift that SBS made to targeting services to small businesses that were impacted by Hurricane Sandy in late October.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Unique businesses served by NYC Business Solutions	8,999	8,957	10,247	8,696	11,340	*	*	Up	Up
★ Financing awards to businesses facilitated by NYC Business Solutions	264	575	710	683	1,200	683	690	Up	Up
★ Unique businesses receiving financing awards facilitated by NYC Business Solutions	252	514	627	588	1,053	588	590	Up	Up
Value of financing awards facilitated by NYC Business Solutions (\$000)	\$24,837	\$29,528	\$39,840	\$71,484	\$54,101	*	*	Up	Up
★ Businesses awarded NYC Business Solutions training funds	34	42	16	26	27	26	26	Neutral	Down
Projected number of individuals receiving wage gains or new employment as a result of Training Funds awards	1,856	1,308	270	510	590	*	*	Up	Down
★ Recruit-to-hire ratio for job placements made through accounts managed by NYC Business Solutions Hiring	3:1	3:1	3:1	3:1	3:1	3:1	3:1	Down	Neutral

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

The Energy Cost Savings Program (ECSP) helps the City retain and promote eligible businesses through reducing energy costs associated with relocation or capital improvements. Lower energy costs are a significant incentive to businesses considering relocation or modernizing/expanding current space. Businesses approved for the ECSP saved an estimated \$760,000 in energy costs in Fiscal 2013, an increase of 27 percent from Fiscal 2012, and the number of jobs created or retained by the ECSP increased 64 percent from Fiscal 2012. These increases resulted from the 34 percent increase in the number of businesses approved for ECSP benefits in Fiscal 2013, and the increase in private investment dollars by companies approved for the ECSP undertaking relocation or capital improvements in the City.



Despite these increases in the ECSP in Fiscal 2013, and in Fiscal 2012, the program shows a five year downward trend, primarily due to the reduction in businesses applying for benefits after the fiscal crisis in the late 2000s. The indicators for the Lower Manhattan Energy Program (LMEP), another successful program, also show a five year downward trend. This is because businesses that entered the LMEP at its peak, from the late 1990s to early 2000s, are completing their 12-year benefit schedules during this five year period, and are no longer included in the indicators showing the active LMEP beneficiaries and the value of benefits accrued by those beneficiaries. SBS has approved 56 buildings under the LMEP since its inception, exceeding the original projection of 50 buildings and representing over 35 million square feet in renovated and modernized downtown commercial office space.

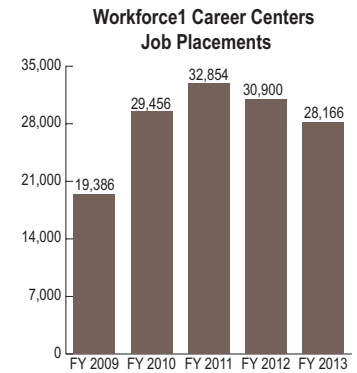
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Value of Energy Cost Savings Program savings for businesses (\$000)	\$1,115	\$967	\$433	\$597	\$760	*	*	Up	Down
Jobs created or retained by Energy Cost Savings Program	6,915	4,656	1,083	2,521	4,122	*	*	Up	Down
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000)	\$32,313	\$31,938	\$24,915	\$25,032	\$17,418	*	*	Up	Down
Commercial tenants active in Lower Manhattan Energy Program	1,496	1,458	1,403	1,403	1,095	*	*	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ 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.**

In Fiscal 2013, 84,515 new jobseekers were registered through the Workforce1 Career Center system, 15 percent more than the 73,518 registered in Fiscal 2012. This increase resulted from strengthened SBS outreach and marketing efforts to connect more New Yorkers to its Workforce1 recruitment services.

Workforce1 systemwide job placements were 28,166 in Fiscal 2013, nine percent fewer than Fiscal 2012. This decrease in job placements was primarily due to slow new-vendor adjustment to connecting job seekers with employers, and meeting job verification requirements, in two large Workforce1 job centers, the Bronx and Upper Manhattan.



In Fiscal 2013, 27 businesses were awarded grants through NYC Business Solutions Training Funds, a program that enables grantees to develop customized training programs to increase the skills and salaries of their employees. While the number of businesses receiving training grants was consistent with Fiscal 2012, the number of customized training grants SBS awarded increased 23 percent in Fiscal 2013, and the number of expected trainees increased 16 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Workforce1 systemwide job placements	19,386	29,456	32,854	30,900	28,166	30,900	30,000	Up	Up
New jobseekers registered through the Workforce1 Career Center system	94,382	97,755	80,083	73,518	84,515	*	*	Up	Down
Walk-in traffic at Workforce1 Centers	308,895	319,736	252,068	312,009	320,273	*	*	Neutral	Neutral

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

In Fiscal 2013, SBS continued to strengthen and expand NYC's BID program by assisting more than 25 local organizations and merchants associations interested in creating a BID with the planning, outreach and legislative phases of BID formation. SBS also continued to provide technical assistance training, capacity building workshops, BID challenge grants, support and oversight to the City's network of 67 existing BIDs, the most comprehensive system of its kind in the country.

In Fiscal 2013, the agency's Avenue NYC Program, which provided \$1.5 million to 43 local development corporations throughout the City for grants and technical assistance to attract new businesses and promote revitalization of commercial corridors in the neighborhoods.

SBS strengthened its capacity building in Fiscal 2013 with the Neighborhood Leadership Program, which trained and graduated 18 more members of local non-profit organizations in the skills needed to lead change in their economic organizations and communities; the Neighborhood Retail Recruitment Program, which provided four more local organizations with 10 months of one-on-one technical assistance in business attraction and retention; and with numerous workshops, roundtable discussions and training sessions to increase the capacity and effectiveness of operators of local economic development organizations across the City.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ City blocks receiving supplemental sanitation services through BIDs	1,262	1,262	1,262	1,468	1,468	1,468	1,480	Up	Up
★ Average acceptably clean BID sidewalk ratings (%)	99.2%	99.1%	99.0%	99.0%	98.5%	99.0%	99.0%	Up	Neutral
Value of AvenueNYC local development corporations funding (\$000,000)	\$3.27	\$2.21	\$1.80	\$1.74	\$1.50	*	*	Neutral	Down
Newly certified businesses in Locally-Based Enterprise Program	20	14	15	26	24	*	*	Up	Up

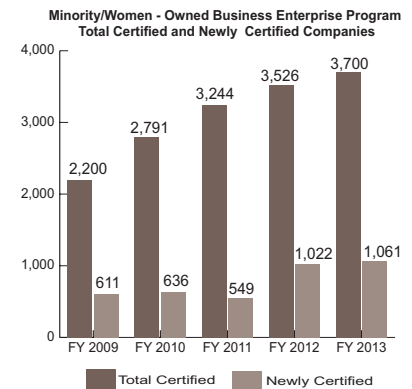
★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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.

The Minority and Women-owned Business Enterprise (M/WBE) Program certified 1,061 new M/WBEs in Fiscal 2013, the most in a five year upward trend. The total of certified M/WBEs rose to 3,700 by the close of Fiscal 2013, up from 3,526 for Fiscal 2012, and also the highest at in a five year upward trend. Despite the ongoing outreach efforts by SBS, the M/WBE recertification rate decreased slightly in Fiscal 2013 to 59 percent, from 62 percent in Fiscal 2012.

The number of M/WBEs that won City contracts increased to 651 in Fiscal 2013, up from 633 in Fiscal 2012. And the number of M/WBEs that were awarded City contracts after receiving direct assistance from SBS increased from 439 in Fiscal 2012 to 447 in Fiscal 2013. Each of these figures for the number of M/WBEs awarded City contracts in Fiscal 2013 was the highest in an unbroken five year upward trend.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Minority and Women-owned Business Enterprises certified	2,200	2,791	3,244	3,526	3,700	3,526	3,879	Up	Up
★ Minority and Women-owned Business Enterprises awarded City contracts	427	485	529	633	651	633	665	Up	Up
★ - M/WBEs awarded contracts after receiving direct assistance	318	356	378	439	447	439	461	Up	Up
★ Annual M/WBE recertification rate	78.2%	70.2%	49.4%	62.5%	59.2%	62.5%	65.0%	Up	Down
Newly certified businesses in M/WBE Program	611	636	549	1,022	1,061	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 4b: Increase the number and value of City contracts awarded to Minority and Women-owned Business Enterprises (M/WBEs).

The overall number of City contracts awarded to M/WBEs decreased to 7,926 in Fiscal 2013, down seven percent from 8,496 in Fiscal 2012. The number of City contracts awarded to M/WBEs after receiving direct assistance declined, on a smaller scale, to 5,297 in Fiscal 2013 from 5,391 in Fiscal 2012. Each of the Fiscal 2013 figures for the number of contracts awarded to M/WBEs continues a five year upward trend. SBS continues to promote the awareness of M/WBEs with the availability of City contracts and how to obtain them by conducting workshops and training, and making relevant information available online.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ City contracts awarded to Minority and Women-owned Business Enterprises	5,892	6,173	6,564	8,496	7,926	8,496	8,921	Up	Up
★ - Contracts awarded to M/WBEs after receiving direct assistance	3,949	4,707	4,856	5,391	5,297	5,391	5,661	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

SBS met its Fiscal 2012 levels and Fiscal 2013 targets by responding to all of its e-mails and letters within 14 days. It increased the number of requests for interpretation it completed by 33 percent in Fiscal 2013. SBS also improved its CORE customer experience rating from Fiscal 2012 and achieved its target for Fiscal 2013.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	NA	100	100	100	100	100	100	NA
Letters responded to in 14 days (%)	NA	100	100	100	100	100	100	NA
Completed customer requests for interpretation	NA	4,857	16,631	13,257	17,650	NA	NA	NA
CORE customer experience rating (0-100)	NA	90	96	92	93	92	92	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$153.5	\$159.6	\$148.7	\$137.6	\$456.3	\$145.3	\$113.4	Up
Revenues (\$000,000)	\$29.0	\$29.5	\$53.2	\$72.8	\$82.7	130.1	90.1	Up
Personnel	312	306	238	242	273	245	253	Down
Overtime paid (\$000)	\$27	\$36	\$30	\$36	\$15	\$15	\$0	Down
Human services contract budget (\$000,000)	\$39.9	\$50.2	\$36.0	\$24.4	\$32.9	\$35.5	\$22.1	Down
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

None.

For more information on the agency, please visit: www.nyc.gov/sbs.



DEPARTMENT OF CONSUMER AFFAIRS

Jonathan Mintz, Commissioner

What We Do

The Department of Consumer Affairs (DCA) empowers consumers and businesses to ensure a fair and vibrant marketplace. DCA enforces the Consumer Protection Law and other related business laws throughout New York City. The agency licenses and regulates more than 78,000 businesses in 55 different industries. Through targeted outreach, partnerships with community and trade associations and informational materials, DCA educates consumers and businesses alike about their rights and responsibilities. DCA performs onsite inspections of businesses to ensure compliance with license regulations, weights and measures regulations, and provisions of the New York City Consumer Protection Law. The agency also mediates consumer complaints against businesses.

The Office of Financial Empowerment (OFE) educates, empowers and protects New Yorkers with low incomes so that they can build assets and make the most of their financial resources. DCA provides free, one-on-one financial counseling through its network of more than 20 Financial Empowerment Centers, improves access to income-boosting tax credits, connects individuals to safe and affordable banking and asset-building products and services, and enforces and improves consumer protections to enhance financial stability.

Our Services and Goals

Service 1: Protect consumers in the marketplace.

- 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: Help businesses do right by their customers.

- Goal 2a: Ensure that business licensing is easy.
- Goal 2b: Ensure that businesses understand their responsibilities toward consumers.

Service 3: Educate and empower New Yorkers with low incomes.

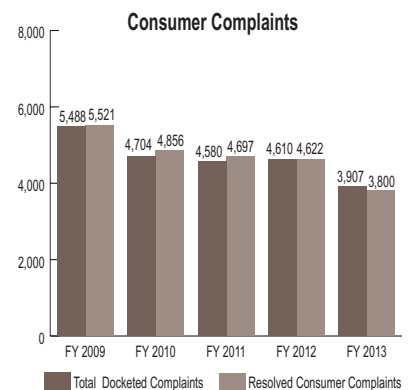
- Goal 3a: Help residents with low incomes achieve financial stability.

How We Performed in Fiscal 2013

Service 1: Protect consumers in the marketplace.

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

DCA's efforts to mediate consumer complaints were impacted by massive phone line disruptions in the aftermath of Hurricane Sandy that were not fully resolved until January 2013. Despite these disruptions, the Department processed all consumer complaints within 50 days and half of consumer complaints within 20 days, beating fiscal year targets.



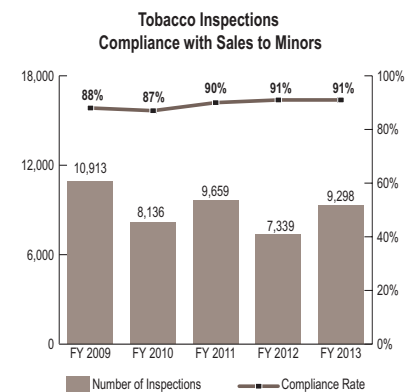
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Total docketed complaints	5,488	4,704	4,580	4,610	3,907	*	*	Neutral	Down
Resolved consumer complaints	5,521	4,856	4,697	4,622	3,800	*	*	Neutral	Down
Complaints processed - Within 0-20 days (%)	44%	48%	64%	60%	50%	40%	40%	Up	Up
- Within 21-50 days (%)	51%	46%	32%	40%	50%	50%	50%	Down	Neutral
- Within 51-90 days (%)	5%	4%	3%	0%	0%	5%	5%	Down	Down
★Median complaint processing time (days)	23	21	15	17	21	*	22	Down	Down
★Mediated complaints resolved to the satisfaction of the business and consumer (%)	53%	55%	56%	55%	53%	55%	55%	Up	Neutral
Restitution awarded (\$000)	\$9,858	\$11,728	\$5,424	\$5,486	\$7,223	\$4,500	\$4,500	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1b: Ensure all businesses comply with NYC's Consumer Protection Law and related laws.

Compliance with NYC's Consumer Protection Law and related laws remains high. In Fiscal 2013 DCA found that businesses were in compliance with the City's laws regarding refunds and receipts on 94 percent of inspections, remaining well above DCA's target of 90 percent. Similarly, DCA's enforcement and outreach efforts helped ensure that businesses met or exceeded compliance targets on fuel truck meter accuracy, licensing requirements, and laws prohibiting the sale of tobacco to minors.

During the year the Department expanded its use of GIS technology to better monitor and prioritize undercover tobacco inspections. As a result, DCA inspected the vast majority of cigarette retailers in virtually every neighborhood in the City, particularly focusing enforcement efforts on businesses that had previously sold cigarettes to minors. For the year, inspections targeting these stores increased by nearly 40 percent, while undercover inspections as a whole increased 27 percent to 9,298.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★Licensing Law compliance rate (%)	89%	90%	92%	90%	90%	87%	90%	Up	Neutral
★Consumer Protection Law - refund and receipt compliance rate (%)	94%	93%	91%	91%	94%	90%	90%	Up	Neutral
Weights and Measures Law compliance rate - gasoline pumps (%)	98%	97%	96%	95%	97%	98%	98%	Up	Neutral
Weights and Measures Law compliance rate - fuel trucks (%)	80%	82%	70%	73%	80%	80%	80%	Up	Neutral
★Inspected stores complying with tobacco regulations (%)	88%	87%	90%	91%	91%	86%	86%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1c: Adjudicate violations in a timely manner and ensure compliance with penalties.

DCA issued 94 percent of its decisions within 30 days of a hearing during Fiscal 2013. While lower than last year, the year-end average reflects a period of disruption following Hurricane Sandy. In Fiscal 2013 more businesses opted to settle their cases before a hearing. As a result, settlements increased six percent to \$9.27 million. DCA successfully ensured compliance with penalties in Fiscal 2013, with businesses paying fines within 45 days of assessment on 84 percent of cases for the second time in the past five fiscal years.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★Decisions issued in 30 days or less (%)	NA	83%	96%	99%	94%	*	90%	Up	NA
Total settlements (\$000)	\$4,192	\$4,625	\$7,336	\$8,707	\$9,270	*	*	Neutral	Up
★Number of fines collected within 45 days of assessment (%)	80%	82%	84%	82%	84%	75%	80%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 2: Help businesses do right by their customers.**Goal 2a: Ensure that business licensing is easy.**

Customers waited an average of only 11 minutes to be served by Licensing Center staff and the Department processed basic license applications in only 2 days, a record low. The percent of customers using DCA's online licensing options continued on an upward trend, with 27 percent of new and existing licensees submitting their applications online. Approximately one-third of new licensees used the online services compared to 14 percent three years ago. In Fiscal 2014 DCA will make business licensing even easier when it introduces a new Enterprise Licensing System that will expand online services for businesses. The new system will allow businesses to submit required documents online, monitor the status of applications and adjudications cases, and update business contact information without visiting the Licensing Center.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Basic license application - Average processing time (days)	3	4	3	5	2	*	5	Down	Down
License applications received online (%)	NA	17%	23%	23%	27%	*	*	Up	NA
★ Licensing Center wait time (minutes)	18	14	11	13	11	15	15	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2b: Ensure that businesses understand their responsibilities toward consumers.

During Fiscal 2013 DCA directly educated more than 11,000 businesses through outreach events and its new online live chat service. The Department visited more than 2,000 businesses in 34 communities throughout the five boroughs during its tenth Annual Business Education Day. At this outreach event DCA staff educates businesses about key consumer protection laws and licensing requirements, without issuing violations. Staff from other City agencies, business improvement districts, local community associations, and elected officials join Department staff as they go door-to-door.

In Fiscal 2013 DCA introduced its new live chat option exclusively for businesses to speak directly with DCA staff. The service is available every weekday during business hours and is the City's first-ever such service. Live chat served more than 3,000 individual businesses during the year. DCA also made public online, for the first time, its inspection checklists for 30 different types of businesses, so that businesses know exactly what inspectors check for and how to avoid violations.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Businesses educated through direct outreach	NA	NA	NA	NA	11,217	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 3: Educate and empower New Yorkers with low incomes.
Goal 3a: Help residents with low incomes achieve financial stability.

DCA's Financial Empowerment Centers provide free, professional, one-on-one financial counseling to New Yorkers to help them reduce debt, increase savings, improve credit, access safe and affordable banking products, and improve their overall financial stability. The Centers have helped more than 23,000 clients reduce their debts by over \$12 million and increase savings by more than \$2.2 million since the program's inception in 2009. During Fiscal 2013 financial counselors helped 37 percent of clients achieve significant financial outcomes by, for example, reducing their debt loads by at least 10 percent, saving at least two percent of net income, or increasing their credit score by 35 points. In response to Hurricane Sandy, Financial Empowerment staff and DCA partners brought disaster-related financial guidance to thousands of hurricane victims at the Mayor's NYC Restore Centers.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Clients achieving measurable success (%)	NA	NA	NA	NA	37.0%	*	*	Up	NA
Total debt reduced by clients (\$000) (cumulative)	NA	NA	NA	\$7,049	\$12,409	*	*	Up	NA
Total savings accumulated (\$) (cumulative)	NA	NA	NA	\$870,297	\$2,217,807	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

DCA saw a decline in the percentage of 311 service requests meeting desired time frames, due largely to delays caused by Hurricane Sandy. Even so, more than 90 percent of requests were responded to within their service level agreement time frames.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	NA	83	93	93	93	87	87	NA
Average customer in-person wait time (minutes)	NA	14	12	14	12	17	17	NA
Completed customer requests for interpretation	NA	1,622	1,697	2,022	1,611	NA	NA	NA
CORE customer experience rating (0-100)	NA	88	83	83	86	83	83	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to (first) action – Consumer Complaint - Exchange/Refund/Return (4 days)	99	99	100	100	97	98	98	Neutral
Percent meeting time to (first) action – Consumer Complaint - False Advertising (4 days)	98	99	99	99	97	98	98	Neutral
Percent meeting time to (first) action – Consumer Complaint - Non-Delivery Goods/Services (4 days)	99	99	100	99	96	98	98	Neutral
Percent meeting time to (first) action – Consumer Complaint - Overcharge (4 days)	95	99	99	98	96	98	98	Neutral
Percent meeting time to (first) action – DCA / DOH New License Application Request - General Street Vendor License (7 days)	97	51	100	100	92	98	98	Up

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$21.5	\$22.3	\$21.8	\$26.3	\$28.8	\$28.9	\$28.0	Up
Revenues (\$000,000)	\$25.5	\$27.4	\$29.8	\$36.4	\$37.2	\$30.3	\$31.6	Up
Personnel	286	288	286	327	331	381	361	Up
Overtime paid (\$000)	\$913	\$676	\$426	\$607	\$159	\$147	\$127	Down

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

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators 'Businesses educated through direct outreach,' 'Clients achieving measurable success (%)', 'Total debt reduced by clients (\$000) (cumulative),' and 'Total savings accumulated (\$)' (cumulative).'
- The Department set more ambitious Fiscal 2014 targets for 'Licensing Law compliance rate' and 'Number of fines collected within 45 days of assessment (%)'.

For more information on the agency, please visit: www.nyc.gov/dca.

ADMINISTRATIVE SERVICES



Department of Citywide Administrative Services



Department of Records and Information Services



Department of Finance



Department of Information Technology and Telecommunications



311 Customer Service Center



Taxi and Limousine Commission



DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Edna Wells Handy, Commissioner

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 at City agencies; provides overall facilities management, including security, maintenance and construction services for tenants in 55 public buildings; purchases, sells and leases non-residential real property; purchases goods and select services; inspects and distributes supplies and equipment; disposes of all surplus and obsolete goods; manages City agency fleets and the City's overall compliance with fleet purchasing laws and environmental goals; establishes, audits and pays utility accounts that serve 80 agencies and more than 4,000 buildings; and implements energy conservation programs throughout City facilities.

Our Services and Goals

Service 1: Help City agencies fulfill their workforce needs.

- Goal 1a: Increase the public's access to information about employment opportunities in City government.
- Goal 1b: Ensure a competitive and diverse candidate pool for City employment opportunities.
- Goal 1c: Ensure timely administration of civil service exams.
- Goal 1d: Provide a wide range of training opportunities.

Service 2: Manage and operate City-owned office buildings.

- Goal 2a: Improve cleanliness and maintenance ratings for DCAS-managed facilities.
- Goal 2b: Meet timeliness standards for maintenance service requests and repair work.
- Goal 2c: Consolidate and reduce City office space.

Service 3: Manage the City's surplus real and personal property.

- Goal 3a: Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

Service 4: Procure goods and select services for City agencies.

- Goal 4a: Maximize competition in the procurement process.
- Goal 4b: Use citywide buying power to achieve best value for goods and services purchased.

Service 5: Manage energy use by City agencies.

- Goal 5a: Assure that energy purchases are cost-effective.
- Goal 5b: Reduce the City's energy-related carbon footprint.

Service 6: Manage the City's fleet and fuel resources.

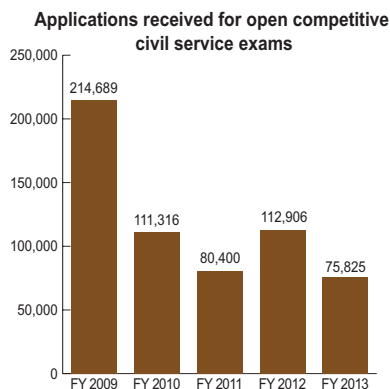
- Goal 6a: Reduce fuel use and emissions.
- Goal 6b: Optimize fleet resources to meet agency needs.

How We Performed in Fiscal 2013

Service 1: Help City agencies fulfill their workforce needs.

Goal 1a: Increase the public's access to information about employment opportunities in City government.

DCAS continues to strive to improve its methods for providing the public with access to information about employment opportunities in City government. The City's computerized testing centers and [online application system](#) have both become familiar places where applicants can learn about and apply for civil service exams. Exam notices and other information such as exam schedules are posted on the online application system well in advance of exam dates. The public can access this information and apply for exams from any computer with internet access. During Fiscal 2013 the number of applications received for open competitive civil service exams decreased by 33 percent due to the large number of applicants who filed for the firefighter exam in Fiscal 2012, an exam not offered in Fiscal 2013. The five year trend for exam applications is also down.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Applications received for open competitive civil service exams	214,689	111,316	80,400	112,906	75,825	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ⬆ ⬇ shows desired direction

Goal 1b: Ensure a competitive and diverse candidate pool for City employment opportunities.

DCAS evaluates trends in hiring patterns to enhance recruiting efforts and reflect the varied demographic mix of the City's population. In Fiscal 2013 DCAS began reporting the ethnic and gender composition of new hires as a key performance measure of the City's diversity strategy.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ New hires - White (%)	NA	NA	NA	26.2%	26.0%	*	*	Neutral	NA
★ New hires - Black (%)	NA	NA	NA	38.9%	38.5%	*	⬆	Up	NA
★ New hires - Hispanic (%)	NA	NA	NA	19.6%	19.2%	*	⬆	Up	NA
★ New hires - Asian/Pacific Islander (%)	NA	NA	NA	6.2%	6.2%	*	⬆	Up	NA
★ New hires - Native American (%)	NA	NA	NA	0.3%	0.4%	*	⬆	Up	NA
New hires - Unspecified (%)	NA	NA	NA	8.8%	9.7%	*	*	Neutral	NA
★ New hires - Male (%)	NA	NA	NA	50.9%	55.5%	*	*	Neutral	NA
★ New hires - Female (%)	NA	NA	NA	49.1%	44.5%	*	⬆	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ⬆ ⬇ shows desired direction

Goal 1c: Ensure timely administration of civil service exams.

DCAS continues to administer civil service exams in a timely manner. In Fiscal 2013 the median time from exam administration to eligible list establishment decreased 30 percent compared to Fiscal 2012. However, the five year trend for the median time is up.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Exams administered on schedule (%)	95%	100%	100%	100%	100%	100%	100%	Up	Neutral
★ Median time from exam administration to list establishment (days)	228	295	326	489	344	*	360	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ⬆ ⬇ shows desired direction

Goal 1d: Provide a wide range of training opportunities.

As the central source of training for the City, DCAS' Citywide Learning and Development Center provides and facilitates a wide range of training and professional development programs to enhance the skills and performance of the City's workforce. The number of employees trained increased 12 percent in Fiscal 2013, along with an 11 percent decrease in the cost of training per employee. Since Fiscal 2012 DCAS has increased the program offerings and in-house training sessions to meet the needs of the City's workforce.

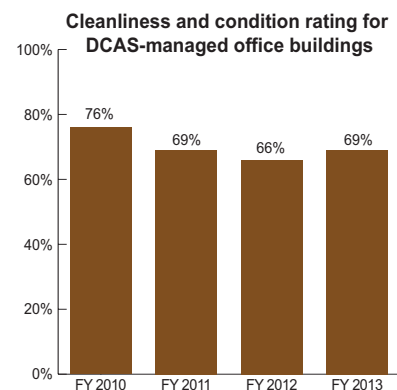
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average rating for professional development training sessions (%)	NA	NA	90%	88%	88%	*	88%	Up	NA
★ City employees attending training sessions	16,338	17,420	13,207	15,177	17,057	*	15,000	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ⬆ ⬇ shows desired direction

Service 2: Manage and operate City-owned office buildings.

Goal 2a: Improve cleanliness and maintenance ratings for DCAS-managed facilities.

DCAS efforts are ongoing to improve the cleanliness and conditions of its buildings for both the public and tenants. In Fiscal 2013 DCAS placed special emphasis on tracking the response to issues in City-owned office buildings. DCAS also increased the number of tenants surveyed to get a more accurate picture of the state of these buildings. According to a tenant survey, the average rating for cleanliness and condition was 69 percent in Fiscal 2013. This is an improvement compared to Fiscal 2012, but lower than Fiscal 2010 results. Approximately 70 percent of respondents rated their building good or better in Fiscal 2013.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average building cleanliness and condition rating for DCAS-managed office buildings (%)	NA	76%	69%	66%	69%	*	70%	Up	NA
CORE customer experience rating of facilities (0-100)	NA	92	86	78	90	78	78	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 2b: Meet timeliness standards for maintenance service requests and repair work.

While the overall number of work orders has fallen recently, the scale and scope of the work have expanded, affecting the timeliness of completing work orders. In Fiscal 2014 DCAS will implement a computerized maintenance management system to better track and manage in-house work orders which is expected to improve timeliness.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average time to complete in-house trade shop work orders (days)	8.9	6.4	8.2	7.6	8.2	*	5.0	Down	Neutral
★ In-house trade shop work orders completed within 30 days (%)	85%	87%	80%	75%	64%	80%	80%	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 2c: Consolidate and reduce City office space.

Since the space reduction initiative started in Fiscal 2010, DCAS has reduced office space by 588,028 square feet and saved \$21.5 million in annual rent payments. In Fiscal 2013 DCAS completed nine transactions that resulted in vacating 108,481 square feet of office space, as well as \$2.3 million in annual rent savings. DCAS expects to finalize the sale of 346 Broadway and 49-51 Chambers Street in fall 2013, which will shed an additional 600,000 square feet of space.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average square feet of office space per employee	NA	NA	268	280	280	*	280	Down	NA
Vacant desks (%)	NA	NA	14%	15%	15%	*	*	Down	NA

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

In Fiscal 2013 DCAS generated over \$51.9 in revenue from long and short term leases, as well as revenue generated as a result of lease audits. In addition, a lease auction was held in January 2013 that is expected to generate revenue of more than \$580,000 a year. The five year trend for lease revenue is down.

DCAS transitioned its surplus asset disposal process to an online auction process, which has resulted in the sale and transfer of more items in less time and with little or no paperwork. During Fiscal 2013 City agencies created nearly 1,400 online auctions that resulted in a four percent increase in revenue from the sale of surplus materials, such as office furniture/supplies, building materials and heavy equipment, compared to Fiscal 2012. However, the five year trend for surplus material revenue is down.

DCAS' auto auction services moved from an in-house and in-person operation at the Brooklyn Navy Yard to a vendor-managed operation with an online model in April 2012, enabling the Brooklyn Navy Yard Corporation to redevelop the six-acre site. During this transition in Fiscal 2012, the total number of vehicles auctioned fell. In Fiscal 2013 with the new operation, revenue increased 56 percent. However, DCAS auctioned fewer City vehicles in Fiscal 2013 due to Hurricane Sandy. The auction vendor is storing 1,000 City vehicles that will be auctioned in Fiscal 2014. The five year trend for auto auction revenue is down.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Lease revenue generated (\$000)	\$64,917	\$63,331	\$65,553	\$66,900	\$51,935	\$69,068	\$65,755	Neutral	Down
★ Revenue generated from the sale of surplus goods (\$000)	\$12,954	\$12,538	\$13,312	\$9,315	\$9,651	\$8,685	\$6,211	Neutral	Down
★ - Revenue generated from auto auctions (\$000)	\$8,671	\$9,302	\$7,560	\$4,997	\$7,785	*	\$4,010	Neutral	Down
Real estate auction bids received (\$000)	NA	NA	NA	\$5,600	\$0	*	*	Neutral	NA

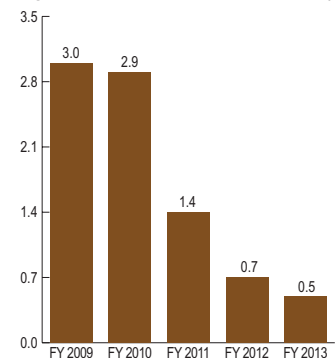
★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 4: Procure goods and select services for City agencies.

Goal 4a: Maximize competition in the procurement process.

During Fiscal 2013 DCAS participated in the City's vendor commodity enrollment initiative to enable vendor self-enrollment directly in the City's Financial Management System. Allowing vendors to manage their own accounts will lead to more accurate City bidders' lists, which is expected to help improve competition in procurement. Vendors were notified of the new functionality during a strategic mailing campaign in Fiscal 2013, as well as by updated City websites. The decline in bidders per solicitation is in part due to DCAS' ongoing transition from bid mailing to advertising online. In Fiscal 2014 it is anticipated that bidder participation will increase as DCAS continues to perform vendor outreach to increase interest in innovative solicitations, and as bidders become familiar with the new procedures.

Average time to process a purchase orders (days)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average number of bidders per bid	5.6	4.9	4.6	3.2	3.1	*	3.4	Neutral	Down
Average time to process a purchase order (days)	3.0	2.9	1.4	0.7	0.5	*	*	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 4b: Use citywide buying power to achieve best value for goods and services purchased.

Since January 2011 the City has developed a portfolio of consolidated contracts for agencies' goods and services. By aggregating and standardizing citywide agency needs for goods and services, DCAS is able to leverage the City's buying power to achieve better pricing and improved services to client agencies. To date, DCAS has identified more than 40 different categories of services, such as offsite records storage, temporary services and facility repair and maintenance, where consolidated citywide contracts would represent significant cost savings, administrative efficiencies or improved quality of service.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Value of goods purchased (\$000,000)	\$978.0	\$847.7	\$1,020.0	\$886.4	\$1,117.9	*	*	Neutral	Up
- Value of Central Storehouse inventory (\$000)	\$25,500	\$25,100	\$26,300	\$25,200	\$24,500	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Service 5: Manage energy use by City agencies.

Goal 5a: Assure that energy purchases are cost-effective.

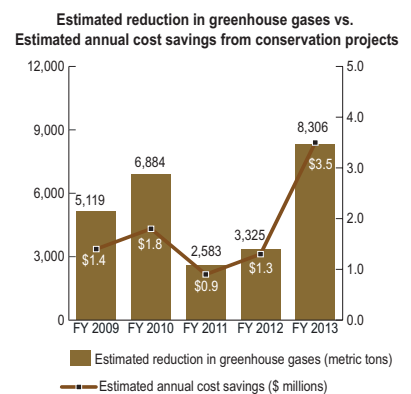
DCAS continues to manage the energy accounts and efficiency initiatives for City government operations. In Fiscal 2013 the City purchased 27.3 trillion British Thermal Units of energy (electricity, natural gas and steam), four percent more than Fiscal 2012. As expected, the increases occurred in heating energy (gas and steam usage) compared to the prior year's relatively warm winter. Electricity costs dropped by less than one percent in Fiscal 2013 due to rate decreases. The estimated cost savings associated with DCAS' energy retrofit projects and audits increased 164 percent to approximately \$3.5 million in Fiscal 2013. The five year trend for cost savings is also up.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Total energy purchased (British Thermal Units) (trillions)	29.6	28.0	29.2	26.2	27.3	*	*	Down	Neutral
- Electricity purchased (kilowatt hours) (billions)	4.3	4.3	4.3	4.2	4.2	*	*	Down	Neutral
★ Estimated annual cost savings from energy conservation projects (\$000,000)	\$1.36	\$1.83	\$0.87	\$1.31	\$3.46	\$2.04	\$2.04	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 5b: Reduce the City's energy-related carbon footprint.

DCAS is responsible for achieving crucial portions of the City's ambitious PlaNYC goal of reducing City government's greenhouse gas (GHG) emissions by 30 percent by 2017. The estimated reduction in GHG emissions from energy conservation projects increased nearly 150 percent to 8,306 metric tons in Fiscal 2013 as a result of DCAS' energy retrofit program, particularly the energy conservation projects in larger buildings. The number of energy conservation projects completed in Fiscal 2013, as well as the five year trend, are down because DCAS is implementing larger scope projects with multiple energy efficiencies per project instead of implementing many small projects. As a result of this large project strategy, the cost savings and emissions reductions per project have increased. In an effort to increase the number of projects in future fiscal years, DCAS is working with other City agencies to use their capital construction contracts to implement PlaNYC-funded energy efficiency projects.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Estimated reduction in greenhouse gas emissions due to energy conservation projects (metric tons)	5,119	6,884	2,583	3,325	8,306	7,500	5,382	Up	Up
Energy conservation projects completed	39	31	14	39	26	60	60	Up	Down
Energy audits completed	14	14	50	80	79	90	90	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Service 6: Manage the City’s fleet and fuel resources.

Goal 6a: Reduce fuel use and emissions.

DCAS is leading a major fleet sustainability program involving all agencies and multiple emissions reduction approaches including the use of biodiesel, electric, hybrids, natural gas, as well as fleet right-sizing. In Fiscal 2013, 41 percent of the City’s fleet consisted of alternative fuel vehicles, which is a 13 percentage point increase compared to Fiscal 2012. This increase was a result of a new policy requiring biodiesel use for diesel fleet equipment at all agencies. DCAS is increasing the target for Fiscal 2014 to 50 percent to reflect this policy. The City also purchased more hybrid, plug-in hybrid and electric vehicles during the year. In Fiscal 2013 the low emissions vehicle usage decreased slightly to 94 percent due to Ford’s decision to stop producing the Escape hybrid, which had been the City’s primary alternative fuel utility vehicle. DCAS is looking for other alternative fuel vehicle options, but was required to procure some non-alternative fuel utility vehicles to maintain operations.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	22%	24%	27%	28%	41%	*	50%	Up	Up
Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)	95%	92%	93%	98%	94%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ⇧ shows desired direction

Goal 6b: Optimize fleet resources to meet agency needs.

The City’s strategy to decrease the number of vehicles out of service includes fleet consolidation, contracting out for vehicle parts, upgrading the fleet management system and aggressive management of daily out-of-service trends. In April 2012 DCAS implemented a system to consistently track the number of vehicles that are out of service in the City’s fleet. Fiscal 2013 was the first full year the system was in operation. During Fiscal 2013, 91 percent of City vehicles were in service during the reporting period. In Fiscal 2012 the Department of Education was added to the DCAS-managed fleet, which resulted in a slight increase in the managed fleet size, with no change in the out-of-service rate of 2.5 percent. The five year trend for this rate is up; however, it is below the industry standard of six percent for light duty vehicles.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Fleet in-service rate citywide (%)	NA	NA	NA	NA	91%	*	90%	Up	NA
Fleet downtime (DCAS-managed fleet only) (%)	0.5%	0.6%	0.5%	2.5%	2.5%	*	*	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ⇧ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Accidents involving City vehicles	NA	NA	NA	NA	525	*	*	Down	NA
Workplace injuries reported	NA	NA	NA	68	64	*	*	Down	NA
Accidents involving the public in DCAS-managed properties	NA	NA	16	35	17	*	*	Down	NA
Average cost of training per employee (\$)	\$195	\$179	\$195	\$253	\$225	*	*	Neutral	Up
Average cost of cleaning per square foot (\$)	\$2.7	\$3.0	\$2.9	\$2.8	\$2.8	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ⇧ shows desired direction

Agency Customer Service

DCAS response to e-mails and letters was faster compared to Fiscal 2012.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	82	92	87	79	89	79	89	Neutral
Letters responded to in 14 days (%)	58	67	61	47	77	47	77	Up
Average customer in-person wait time (minutes)	NA	1	1	1	1	1	1	NA
Completed customer requests for interpretation	NA	1	3	3	0	NA	NA	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$1,102.3	\$1,053.6	\$1,117.6	\$1,091.2	\$1,183.7	\$1,241.5	\$1,154.2	Neutral
Revenues (\$000,000)	\$150.1	\$186.9	\$96.3	\$121.0	\$113.3	\$98.6	\$93.3	Down
Personnel	2,177	2,256	2,128	2,155	2,068	2,216	2,234	Neutral
Overtime paid (\$000,000)	\$14.6	\$14.4	\$12.9	\$14.3	\$4.7	\$3.3	\$3.1	Down
Capital commitments (\$000,000)	\$141.1	\$93.8	\$117.0	\$154.4	\$153.4	\$696.1	\$494.4	Up
Work Experience Program (WEP) participants assigned	838	1,246	1,278	960	930	*	*	Neutral
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- DCAS added the following indicators: 'accidents involving City vehicles' and 'workplace injuries reported.'

For more information on the agency, please visit: www.nyc.gov/dcas.



DEPARTMENT OF RECORDS & INFORMATION SERVICES

Edna Wells Handy, Commissioner

What We Do

The Department of Records and Information Services preserves and provides public access to historical and contemporary records and information about the government of New York City through the Municipal Archives and the City Hall Library. The Department's new Visitor Center and Media Room at 31 Chambers Street offers a venue for exhibitions, educational programming, and special events. Through its website, the Department provides electronic access to more than 870,000 historical photographs and over 6,000 reports and publications issued by New York City government agencies. The Municipal Records Management Division operates records storage facilities in two locations with a combined capacity of 700,000 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. The Archives and Library currently respond to over 61,000 requests annually, and provide the public and City agencies access to approximately 200,000 cubic feet of historically valuable City records and photographs, and a unique collection of more than 348,000 books, official government reports, studies and other publications.

Our Services and Goals

Service 1: Provide the public and City agencies with access to public records and publications.

Goal 1a: Increase the volume and availability of public records and publications.

Goal 1b: Promptly respond to requests for information.

Service 2: Provide City agencies, the courts, and district attorneys with record storage, retrieval, and retention scheduling services.

Goal 2a: Retrieve records promptly from off-site facilities upon record owner's request.

Goal 2b: Promptly transfer eligible agency records to off-site storage.

Goal 2c: Dispose of all records according to their scheduled retention period.

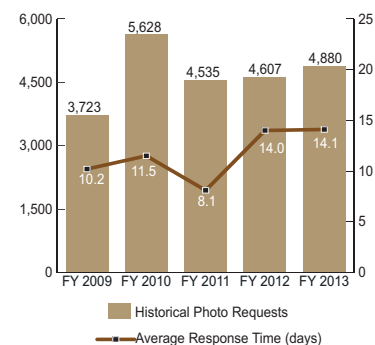
How We Performed in Fiscal 2013

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.

The quantity of City agency publications acquired electronically and made publicly accessible via the agency website, as required by Local Law 11 of 2003, rose to 2,085 in Fiscal 2013, an increase of 404 percent from 414 publications in Fiscal 2012. This substantial rise is attributable to City Hall Library staff outreach efforts and directives stipulating compliance with this law. Several agencies made notable increases in their publication submissions, including the Department of Health & Mental Hygiene, Department of Transportation and Department of Citywide Administrative Services.

Historical Photograph Requests and Time to Respond

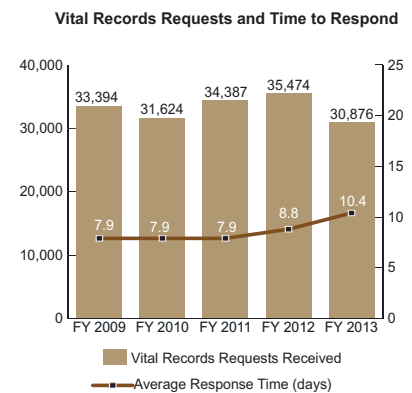


Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Records preserved and digitized	907,439	286,665	277,675	241,515	121,955	260,000	260,000	Up	Down
Number of library items available	324,039	331,560	338,296	345,151	352,000	*	*	Up	Neutral
Publications and reports acquired	9,861	8,708	7,306	7,382	7,205	*	*	Up	Down
Records accessioned in Municipal Archives (cubic ft.)	6,319	7,161	7,422	5,206	14,834	*	*	Up	Up
Walk-in and program attendees at the Visitor Center		NA	NA	NA	2,063	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1b: Promptly respond to requests for information.

The average time to respond to vital record requests increased in Fiscal 2013 to 10.4 days, from 8.8 days in Fiscal 2012. The current process to produce the requested records from microfilm and hard-copy is labor intensive and impeded by obsolete equipment and poor quality film. The agency plans to digitize a substantial portion of the vital record collection in Fiscal 2014, which will significantly reduce the response time for this type of request.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Vital record requests responded to within 12 business days (%)	86%	85%	83%	76%	69%	80%	80%	Up	Down
★ Average response time to vital record requests (days)	7.9	7.9	7.9	8.8	10.4	*	10.0	Down	Up
- Vital record requests received	33,394	31,624	34,387	35,474	30,876	*	*	Neutral	Neutral
★ Average response time to historical photo requests (days)	10.2	11.5	8.1	14.0	14.1	*	15.0	Down	Up

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

The Department continued to retrieve records from the off-site facilities upon owner-agency request at an average time well within the two-day target for this service. The performance in Fiscal 2013 (1.2 days) was consistent with the performance in Fiscal 2012 (1.3 days), and as low as any in the past five years.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average response time to agency requests for inactive records (days)	1.4	1.2	1.5	1.3	1.2	*	2.0	Down	Neutral
Requests for stored records processed within 48 hours (%)	91.0%	93.0%	87.0%	95.0%	92.0%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2b: Promptly transfer eligible agency records to off-site storage.

The quantity of records transferred into the Municipal Records Center necessarily decreased 26 percent in Fiscal 2013 to 47,250 cubic feet, down from 63,426 cubic feet the previous year, due to lack of space. In order to create the storage space necessary to accept additional records into the off-site facility, during Fiscal 2013 the agency devoted its staff resources to increasing the volume of disposals from the Municipal Records Center.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Warehouse capacity available for new accessions (%)	7%	6%	6%	10%	7%	*	*	Neutral	Up
Records transferred into Municipal Records Center (cubic ft.)	19,740	22,585	18,721	63,426	47,250	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2c: Dispose of all records according to their scheduled retention period.

The quantity of records disposed in Fiscal 2013 increased more than 600 percent, to 18,097 cubic feet, from 2,474 cubic feet in Fiscal 2012. As noted above, in Fiscal 2013 the Department focused on record disposals to make necessary storage space available in the off-site facility.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.9	0.8	3.5	1.1	0.6	*	2.0	Down	Neutral
★ Average time for Law Department to approve records disposal application (months)	1.5	3.7	4.6	1.6	2.4	*	3.0	Down	Neutral
Records disposed from Municipal Records Center (cubic ft.)	31,411	10,057	56,724	2,474	18,097	*	*	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

The Department continued to respond to all e-mails within 14 days of receipt in Fiscal 2013, although the percentage of letters responded to in that time decreased from Fiscal 2012, to 92 percent in Fiscal 2013.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	NA	100	100	100	100	100	100	NA
Letters responded to in 14 days (%)	100	100	100	100	92	100	100	Neutral
CORE customer experience rating (0-100)	NA	96	98	92	93	92	92	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$5.9	\$5.2	\$5.2	\$5.2	\$5.8	\$5.7	\$5.2	Neutral
Revenues (\$000,000)	\$0.6	\$0.8	\$0.8	\$0.8	\$0.7	\$0.9	\$1.0	Up
Personnel	65	47	45	51	49	51	42	Down
Overtime paid (\$000)	\$0	\$17	\$0	\$0	\$0	\$0	\$0	Down

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

None.

For more information on the agency, please visit: www.nyc.gov/records.



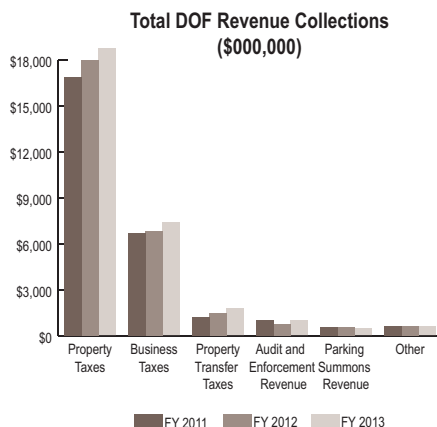
DEPARTMENT OF FINANCE

David M. Frankel, Commissioner

What We Do

The Department of Finance collects over \$30 billion in revenue for the City and assesses more than one million properties currently valued at over \$800 billion. Finance also records property-related documents; administers exemption and abatement programs; adjudicates and collects on parking tickets; maintains the City's treasury; and enforces compliance with City tax laws. In addition, the Department chairs the City's Banking Commission and, through the Office of the Sheriff, acts as the City's chief civil law enforcement officer.

Through the Mayor's Office of Pensions and Investments, Finance also advises the Administration on the \$130 billion City pension system and \$12 billion deferred compensation plan.



Our Services and Goals

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 Rent Increase Exemptions.
- Goal 1c: Promptly review requests for refunds.
- Goal 1d: Increase the percentage of payments made online.

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.

Service 3: Provide public access to data.

- Goal 3a: Increase the percentage of property tax documents that are available online.

How We Performed in Fiscal 2013

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.

The percent of billed property taxes that were paid and the percent paid on time remained high at 97.5 and 94.8 percent, respectively.

Using evolving data-mining technologies, Finance staff has built models to identify taxpayers who were more likely than most to be underpaying their business and excise taxes. As a result, the number of audits resulting in no change, meaning that the audited taxpayer was found not to owe any additional tax, has dropped from one in three to one in five over the last four years. In the past year, Finance also increased the share of audits that were closed within a year by nearly six percentage points, from 33.7 percent to 39.3 percent, and average turnaround times decreased by almost eight percent. Compared to the amount originally filed, the average tax liability per closed audit rose by 13.6 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Property taxes billed that are paid (%)	98.1%	98.1%	97.0%	97.3%	97.5%	*	97.0%	Up	Neutral
- Paid on time (%)	93.3%	95.0%	95.0%	94.4%	94.8%	*	*	Up	Neutral
Average turnaround time for audits (days)	NA	598	612	684	632	*	*	Down	NA
Increase in tax liability as a result of audits (%)	7.4%	18.6%	26.9%	10.5%	13.6%	*	*	Neutral	Up
Originally noticed properties sold in lien sale (%)	20%	19%	20%	19%	20%	*	*	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b: Promptly review applications for Senior Citizen Rent Increase Exemptions.

The substantial backlog of SCRIE applications was one of the most vexing problems the Department faced in 2010. Over the past three years, administration of the program has improved dramatically. In Fiscal 2013 initial SCRIE applications were reviewed and a written response sent to the applicant in an average of 17.3 days; renewal applications were processed in 13.4 days. Finance has eliminated the backlog of SCRIE applications, and in recent months, applications were processed within five days. Inquiries are responded to even more quickly; any senior calling Finance with an inquiry receives a return call from SCRIE staff within 48 hours.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	NA	NA	NA	NA	7,094	*	*	Neutral	NA
SCRIE - Renewal applications received	NA	NA	NA	NA	22,670	*	*	Neutral	NA
★ Average time to process initial applications (days)	NA	NA	NA	NA	17.3	*	↓	Down	NA
★ Average time to process renewal applications (days)	NA	NA	NA	NA	13.4	*	↓	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

Goal 1c: Promptly review requests for refunds.

Business tax refunds were issued in 30 days, two days faster than last year, and significantly better than the 45 day target, while the average time to issue a property tax refund continued to trend upward, increasing by one day to 27 days, above the 20 day target. A 64 percent increase in property refund cases that required specialized research and account adjustments accounts for the slight uptick in the time to issue those refunds.

Finance is constantly working to streamline its operations and ensure that the tens of thousands of refund requests it receives each month are satisfied in a timely manner. Most recently, in August, Finance created an automated system to refund property tax credits owed to landlords participating in the SCRIE program and the comparable program for eligible disabled persons (DRIE).

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average time to issue a property tax refund (days)	14	19	22	26	27	20	20	Down	Up
★ Average time to issue a business tax refund (days)	44	39	39	32	30	45	32	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

Goal 1d: Increase the percentage of payments made online.

The Department offers individuals, paying any number of charges, the ability to pay how, when, and where they want. In the past year, the consolidation of many payment operations into [CityPay](#) triggered a marked increase in electronic payments, which includes Electric Funds Transfers and Automated Clearing House debits. Whereas last year only 20.8 percent of payments were made using this method, this past reporting period nearly 46 percent of payments were made electronically.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Payment method (%) - Electronic (ACH/EFT)	NA	16.7%	16.5%	20.8%	45.9%	*	50.0%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

Service 2: Bill, adjudicate, and collect on parking tickets.**Goal 2a: Increase the proportion of parking tickets that are collected.**

The percentage of parking tickets paid within 90 days decreased slightly from 65.1 percent last year to 63.5 percent this year. Finance is constantly working to increase the timely resolution of parking tickets and collect all money owed to the City. The Department is piloting variations on the notice sent to vehicle owners whose tickets are about to accrue penalties in an effort to encourage motorists to pay. In August 2013 Finance expanded the scofflaw booting program to replace the towing of vehicles that have \$350 in judgment parking debt. Booting is a major customer service improvement for vehicle owners. Since it is more efficient than towing, it will also enable Sheriff and Marshal enforcement teams to increase the number of enforcement actions in the months and years ahead.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Tickets paid before enforcement action (%)	NA	NA	NA	NA	56.3%	*	*	Up	NA
★ Parking tickets issued that are paid within 90 days (%)	62.0%	61.1%	63.3%	65.1%	63.5%	*	65.0%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2b: Assure that all respondents are offered convenient options for challenging tickets.

Motorists can choose from a variety of convenient options for challenging parking, bus lane, and red light camera summonses. More than 221,000 online hearings were conducted during this year's reporting period, comprising approximately one-quarter of the 901,026 summonses adjudicated, compared to 17 percent last year. Additional adjudication options include hearings by-mail or visiting one of Finance's Business Centers, which are in each of the five boroughs. Turnaround times for all hearing types have steadily improved, particularly for hearings-by-mail, and all key indicators show positive performance trends.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Parking ticket hearings - Total	NA	NA	1,169,864	1,235,067	901,026	*	*	Neutral	NA
★ Average turnaround time for in-person parking ticket hearings (minutes)	28	25	23	18	19	40	35	Down	Down
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	NA	NA	7.0	6.5	3.8	*	8.0	Down	NA
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	NA	NA	27.3	23.2	4.2	*	13.0	Down	NA
Parking ticket appeals granted a reversal (%)	14.4%	15.1%	15.6%	12.2%	9.9%	*	*	Down	Down
Average time to issue decision for parking ticket appeals (days)	11.2	11.0	11.0	11.0	11.0	15.0	15.0	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 3: Provide public access to data.**Goal 3a: Increase the percentage of property tax documents that are available online.**

Finance remains committed to ensuring that taxpayer's recorded documents, account information, assessments, and Property Tax Bills are accessible when needed. These documents are available on Finance's redesigned [website](#). Finance also recently published Property Tax Guides for Tax Classes 1 and 2, enabling owners of these properties to learn about the assessment process and the calculations that go into creating their bills.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Current property tax documents available online (%)	NA	NA	100%	100%	100%	*	100%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Total revenue collected (\$000,000)	NA	NA	\$27,014	\$28,178	\$30,113	*	*	Neutral	NA
- Property taxes collected (\$000,000)	NA	NA	\$16,868	\$17,945	\$18,742	*	*	Neutral	NA
- Business taxes collected (\$000,000)	NA	NA	\$6,717	\$6,838	\$7,407	*	*	Neutral	NA
- Property transfer taxes collected (\$000,000)	NA	NA	\$1,229	\$1,448	\$1,810	*	*	Neutral	NA
- Parking summons revenue (\$000,000)	NA	NA	\$570	\$569	\$509	*	*	Neutral	NA
- Audit and enforcement revenue collected (\$000,000)	NA	NA	\$988	\$743	\$1,009	*	*	Neutral	NA
- Other revenue (\$000,000)	NA	NA	\$641	\$634	\$636	*	*	Neutral	NA

Agency Customer Service

In Fiscal 2013 Finance responded to 85 percent of e-mails and 91 percent of letters within 14 days, significantly better than a year ago. In-person wait times at the Department's walk-in service centers averaged 7 minutes, also better than last year.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	NA	92	78	75	85	75	85	NA
Letters responded to in 14 days (%)	NA	97	77	61	91	61	83	NA
Average customer in-person wait time (minutes)	NA	8	12	11	7	11	10	NA
Completed customer requests for interpretation	NA	3,070	2,921	3,274	3,254	NA	NA	NA
CORE customer experience rating (0-100)	NA	89	85	82	86	82	86	NA

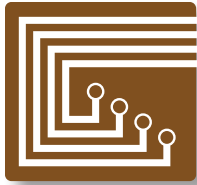
Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$225.1	\$230.9	\$219.7	\$221.3	\$232.7	\$231.7	\$234.4	Neutral
Revenues (\$000,000)	\$691.9	\$709.6	\$679.2	\$693.6	\$651.7	\$654.2	\$673.5	Neutral
Personnel	2,058	1,930	1,756	1,814	1,802	1,963	1,983	Down
Overtime paid (\$000)	\$297	\$349	\$355	\$618	\$830	\$637	\$581	Up
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- The Department dropped the indicator 'City debt resolved (%)' as it works to determine more precise means of tracking the resolution of certain types of debt.
- The Department set more ambitious Fiscal 2014 targets for the three indicators that report on the average times to issue decisions for parking ticket hearings, and updated the target for the indicator that reports on the percent of payments paid electronically.

For more information on the agency, please visit: www.nyc.gov/dof.



DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

Rahul Merchant, Commissioner

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 City's IT strategic direction, security policies and standards; procures citywide IT services; evaluates emerging technologies; provides project management, application development and quality assurance 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 telecommunications systems; and administers telecommunications franchise contracts providing fiber, cable television, pay telephones and mobile telecom equipment installed on City property and streets.

Our Services and Goals

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.

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.

Service 3: Regulate franchised cable services.

- Goal 3a: Ensure customer complaints are resolved in a timely manner.

Service 4: Regulate provisioning of public pay telephones on City streets.

- Goal 4a: Maximize usefulness, operability and cleanliness of public pay telephones on City streets.

How We Performed in Fiscal 2013

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.

In Fiscal 2013 DoITT continued to provide City agencies with sustained, high-quality service delivery of key IT systems, maintaining a 99.83 percent combined uptime for Mainframe, UNIX, and Wintel systems (more than 5,800 physical and virtual servers), slightly below the Fiscal 2012 uptime of 99.95 percent. During Fiscal 2013 utilization of the City's two key mainframe systems was 79.6 percent and 46.5 percent respectively, consistent with industry standards. DoITT also maintained NYC.gov, Citywide Radio Network and 800 MHz Network uptimes at the Fiscal 2013 targets of 99.99 percent.

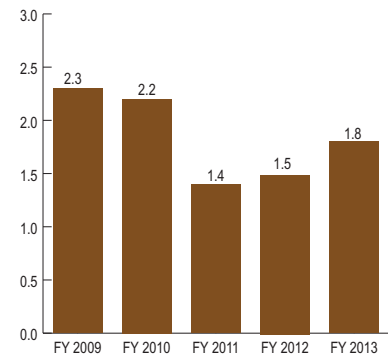
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average uptime of key systems (mainframe, UNIX, Wintel) (%)	99.99%	99.99%	99.96%	99.95%	99.83%	99.99%	99.99%	Up	Neutral
Average utilization of shared City agencies mainframe system (%)	NA	NA	NA	NA	79.6%	*	*	Neutral	NA
Uptime of NYC.gov (%)	99.95%	99.99%	99.88%	99.78%	99.99%	99.99%	99.99%	Up	Neutral
Uptime of NYCWiN (%)	NA	99.99%	99.97%	99.99%	99.99%	99.99%	99.99%	Up	NA
Uptime of 800 MHz network (%)	NA	99.99%	99.99%	99.98%	99.99%	99.99%	99.99%	Up	NA
Uptime of Citywide Radio Network (%)	NA	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1b: Resolve all citywide service desk requests and incident tickets within targeted levels.

During Fiscal 2013 an additional 14 City agency data centers were migrated into DoITT's state-of-the-art data center. Due to these migrations, DoITT service desk contacts increased by 100 percent for calls, 59 percent for e-mail and six percent for service incidents. Despite these increases, some of which are attributable to Hurricane Sandy damage, DoITT managed to exceed its Fiscal 2013 targets for average time to resolve its medium and low priority incidents. Although DoITT missed the targets for average time to resolve its urgent and high incidents, the agency surpassed its target for average time to resolve all service desk incidents, ending Fiscal 2013 at 1.8 days.

Average Time to Resolve Service Desk Incidents (days)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Service incidents	140,082	145,208	144,633	207,980	219,685	*	*	Neutral	Up
★ Average time to resolve all service incidents (days)	2.3	2.2	1.4	1.5	1.8	4.2	3.0	Down	Down
Average time to resolve service incidents - Urgent (days)	NA	4.0	0.8	0.3	0.8	0.1	0.1	Down	NA
Average time to resolve service incidents - High (days)	NA	0.9	0.8	0.6	1.4	0.2	0.2	Down	NA
Average time to resolve service incidents - Medium (days)	NA	1.3	1.2	1.6	1.4	3.0	3.0	Down	NA
Average time to resolve service incidents - Low (days)	NA	3.5	1.8	1.7	1.9	6.0	6.0	Down	NA

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

DoITT has made enhancements to its delivery of requests made through its service catalog, which have increased 41 percent compared to Fiscal 2012. DoITT streamlined the process for handling requests so that some can be handled as business-as-usual (BAU) operational requests, while others are subject to additional review to determine technical feasibility and resource availability. During the second quarter of Fiscal 2013, the percent of projects delivered on time decreased slightly due to Hurricane Sandy and the subsequent recovery period when resources were reallocated to projects aimed at helping restore City services. However, with strategic resource allocation and prioritization, DoITT regained momentum in the second half of Fiscal 2013, ending the year with an average of 75 percent of its projects delivered in a timely fashion.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Projects delivered on time (%)	NA	NA	NA	NA	75%	*	↗	Up	NA
Service catalog requests	NA	NA	187	170	240	*	*	Neutral	NA
Service catalog requests handled as business as usual (%)	NA	NA	NA	NA	23%	*	*	Neutral	NA
Service catalog requests that receive solutions review (%)	NA	NA	NA	NA	68%	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1d: Ensure effective management of the City's telecommunications service.

In Fiscal 2013 DoITT saw a 22 percent decrease in the number of telecommunications incidents from Fiscal 2012. This decrease can be attributed in part to previously implemented upgrades in the existing telecommunications infrastructure. However, the average time to repair telecommunications incidents increased from 4.5 days in Fiscal 2012 to 10.2 days in Fiscal 2013 due to the impact of Hurricane Sandy. Since fall 2012, DoITT has expedited the migration of approximately 5,000 additional telephones to voice over Internet protocol (VoIP), which maintained a network uptime at 99.97 percent in Fiscal 2013. In the last quarter of the reporting period, the average time to resolve telecommunications incidents decreased to 4.8 days.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Service incidents - Telecommunications repair	NA	7,072	6,096	7,194	5,634	*	*	Neutral	NA
Average time to resolve telecommunications incidents (days)	NA	5.9	4.1	4.5	10.2	*	*	Down	NA
★ Uptime of telecommunications network (voice over Internet protocol) (%)	NA	NA	NA	NA	99.97%	*	99.99%	Up	NA

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

[NYC.gov](http://nyc.gov), the City's official website, serves as a critical gateway to all City services online, including key features such as 311 Online, online payments, NYC Business Express and Business Solutions, and all City agency web sites. To ensure availability of increasingly important features such as video, business transactions and other interactive applications, during Fiscal 2013 DoITT began upgrading and modernizing the site's infrastructure. The number of unique visitors to NYC.gov increased steadily over the past five fiscal years, including a 36 percent increase from Fiscal 2012 to Fiscal 2013. Due to a precautionary technology change made in preparation for Hurricane Sandy, DoITT was unable to track all page view activity during and immediately following the storm. Therefore, the number of page views is not comparable from Fiscal 2012 to Fiscal 2013. DoITT is currently implementing a new web data collection method and tool that will allow it to accurately measure page view activity. DoITT also expects to launch the re-designed NYC.gov in Fiscal 2014, the first site re-design in 10 years.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ NYC.gov page views (000)	NA	296,940	590,599	635,710	386,668	*	635,710	Up	NA
NYC.gov unique visitors (average monthly) (000)	1,860	1,923	2,351	2,781	3,774	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2b: Increase the number of publicly available data sets.

The [NYC Open Data](http://nyc.gov/open-data) portal provides access to public data sets produced by City agencies and other organizations. At the end of Fiscal 2013, more than 1,100 data sets were available, an increase of 46 percent compared to Fiscal 2012. The data sets are now available using application programming interface (API) and in a variety of machine-readable formats, making it easier than ever to access and process large amounts of City data. In fall 2013 DoITT will publish a compliance plan outlining the public data sets the City will release over the next five years.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Data sets available for download on NYC.gov/OpenData	NA	194	361	778	1,139	*	1,165	Up	NA

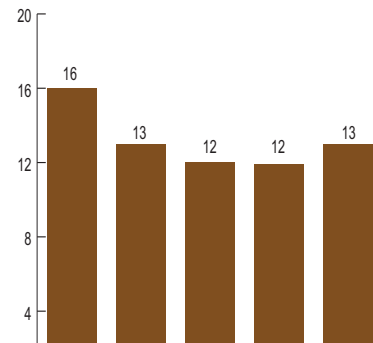
★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Service 3: Regulate franchised cable services.

Goal 3a: Ensure customer complaints are resolved in a timely manner.

During Fiscal 2013 the average number of days to resolve all cable complaints reported to DoITT increased slightly to 13 days, from 12 days in Fiscal 2012. Despite this minor increase, DoITT met its Fiscal 2013 targets for the average time to resolve service and billing complaints, averaging 11 and 20 days, respectively. These results are attributable to process improvements, including tracking active complaints and their resolution on a daily basis. Overall, 99 percent of all cable complaints were resolved within 30 days. The five year trend for the average time to resolve complaints is down.

Average time to resolve cable complaints (days)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Cable complaints resolved within 30 days (%)	98.7%	98.7%	98.7%	99.2%	99.3%	*	98.0%	Up	Neutral
Average time to resolve all cable complaints (days)	16	13	12	12	13	*	*	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Service 4: Regulate provisioning of public pay telephones on City streets.

Goal 4a: Maximize usefulness, operability and cleanliness of public pay telephones on City streets.

Public pay telephone inspections increased eight percent in Fiscal 2013 as a result of a new global positioning system (GPS) application used by inspectors since March 2012, helping them plan their routes more efficiently. The number of violations issued decreased 17 percent during the reporting period because the pay phone companies came into better compliance with permit terms. Although operability violations remained constant, areas of improvement were made in proper placard displays, cleanliness, maintenance and connection to the designated long distance provider. Phones passing appearance standards remained stable in Fiscal 2013; however, due to Verizon's delay in replacing deteriorating copper infrastructure, which was exacerbated by Hurricane Sandy, operability decreased from 75 percent to 61 percent. The five year trend for operability is also down. In an attempt to facilitate restored service, DoITT recently approved the installation of wireless cellular units to restore dial tone in areas where Verizon copper wire could not be repaired.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Inspected phones deemed operable (%)	75%	81%	77%	75%	61%	83%	75%	Up	Down
Inspected phones passing scorecard appearance standards (%)	94%	95%	97%	98%	98%	95%	95%	Up	Neutral
Pay phone inspections conducted	8,643	8,521	8,435	8,614	9,286	*	*	Neutral	Neutral
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	NA	73%	69%	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Agency-wide Management

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Citywide IT professional services contracts in use by agencies (%)	NA	NA	NA	NA	46%	*	*	Neutral	NA
Agencies' task orders using citywide IT professional services contracts	NA	NA	NA	NA	810	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Agency Customer Service

Response to public pay telephone complaints, including damaged phones and lost coins, were slower than target due in part to the effects of Hurricane Sandy. DoITT has made process improvements in tracking its payphone service requests to ensure they are more closely monitored for timely resolution.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	86	86	85	94	96	94	94	Up
Letters responded to in 14 days (%)	62	86	92	95	97	95	95	Up
Response to 311 Service Requests (SRs)								
Percent meeting time to action (close) – Cable Complaint - Billing (30 days)	96	96	93	100	99	100	100	Neutral
Percent meeting time to action (close) – Cable Complaint - Miscellaneous (30 days)	96	96	98	100	99	100	100	Neutral
Percent meeting time to action (close) – Cable Complaint - Service (15 days)	93	93	99	98	96	98	98	Neutral
Percent meeting time to (first) action – Public Payphone Complaint - Damaged Telephone (30 days)	75	75	58	59	44	59	59	Down
Percent meeting time to (first) action – Public Payphone Complaint - Lost Coin (44 days)	87	87	73	88	64	88	88	Down

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$370.0	\$368.8	\$415.4	\$452.5	\$463.9	\$461.9	\$448.5	Up
Revenues (\$000,000)	\$145.8	\$146.2	\$160.6	\$166.4	\$162.4	\$167.8	\$168.9	Up
Personnel	1,273	1,177	1,157	1,107	1,130	1,226	1,280	Down
Overtime paid (\$000)	\$682	\$494	\$671	\$788	\$837	\$487	\$502	Up
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- DoITT replaced the indicator 'average mainframe peak utilization (%)' with two new indicators: 'average utilization of mainframe system used by the Department of Education and DoITT (%)' and 'average utilization of shared City agencies mainframe system (%)'.
- DoITT replaced 'pay phone violations upheld (%)' with 'violations admitted to or upheld at the Environmental Control Board (%)'.

For more information on the agency, please visit: www.nyc.gov/doitt.



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](#), and text messaging at [311-NYC\(692\)](#). Information and assistance is available 24 hours a day, seven days a week in more than 180 languages.

Our Services and Goals

Service 1: Provide public access to City government.

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

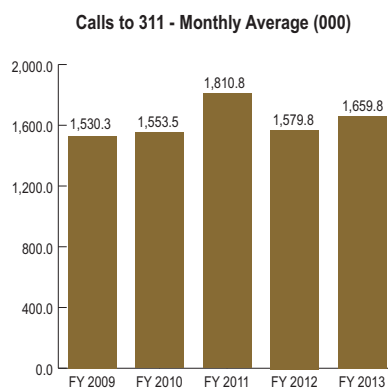
How We Performed in Fiscal 2013

Service 1: Provide public access to City government.

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

311 received more than 24.2 million inquiries in Fiscal 2013. More than 19.9 million contacts were made via telephone, almost four million contacts were made via 311 Online and 263,403 contacts were made via text. Compared to Fiscal 2012, 311 experienced a five percent increase in calls. Online contacts increased 89 percent and texting increased 92 percent. 311 has also increased its social media presence on Twitter and Facebook, with a combined following of more than 70,000 people. During Fiscal 2013, 311 Online expanded its frequently asked questions using actual questions from 311 customers.

In spite of the effects of Hurricane Sandy, which dramatically increased call volume at the end of October 2012, 311 met its target of answering 80 percent of calls within 30 seconds in Fiscal 2013. Calls answered within 30 seconds increased by 10 percentage points compared to Fiscal 2012, and the average wait time decreased by seven seconds.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ 311 calls (000)	18,363	18,643	21,730	18,957	19,917	*	*	Neutral	Neutral
★ 311 Online site visits (000)	NA	741	1,329	2,117	3,998	*	4,300	Up	NA
Calls handled in languages other than English (%)	3.6%	3.4%	2.7%	2.2%	2.1%	*	*	Neutral	Down
★ Average wait time (tier 1 calls) (minutes:seconds)	0:12	0:22	0:31	0:45	0:38	0:30	0:30	Down	Up
★ Calls answered in 30 seconds (%)	88%	82%	78%	71%	81%	80%	80%	Up	Down
Complaints about 311 per million calls	32.7	29.2	24.9	30.0	26.0	*	*	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

During the reporting period a customer satisfaction survey, conducted by CFI Group Inc., assessed the experiences of 311 callers. As part of the survey, CFI compared the NYC 311 results with other private and public entities and concluded that 311 outperformed every public sector institution measured and is on par with the top scores in customer satisfaction in the private sector.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	NA	NA	100	100	100	100	95	NA
Letters responded to in 14 days (%)	NA	96	96	100	100	100	95	NA
Calls answered in 30 seconds (%)	88	82	78	71	81	80	80	Down
Completed customer requests for interpretation	NA	633,270	595,101	425,157	421,839	NA	NA	NA
Rate of overall customer satisfaction (%)	NA	NA	NA	82	84	NA	NA	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$52.4	\$46.5	\$45.0	\$42.1	\$39.6	\$39.6	\$40.4	Down
Personnel	473	397	347	280	276	331	327	Down
Overtime paid (\$000)	\$317	\$221	\$297	\$297	\$239	\$239	\$239	Down

¹Authorized Budget Level

²Expenditures 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.

For more information on the agency, please visit: www.nyc.gov/311.



TAXI AND LIMOUSINE COMMISSION

David Yassky, Commissioner/Chair

What We Do

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

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

How We Performed in Fiscal 2013

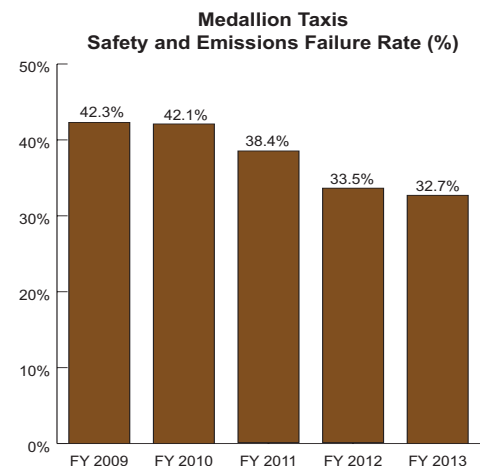
Service 1: Ensure the quality and safety of for-hire vehicle transportation services through effective regulation and administration of rules, standards, and licensing requirements.

Goal 1a: Ensure that all licensed vehicles meet safety and emissions standards.

All TLC licensed taxis and for-hire vehicles (FHV) are subject to regular inspections to ensure that vehicles meet New York State safety and emissions standards and comply with TLC rules. During Fiscal 2013 TLC conducted a total of 91,420 safety and emissions vehicle inspections - 51,786 medallion and 39,634 FHV - at its inspection facility. The percent of vehicles that failed the initial inspection continued on a downward trend with 32.7 percent of medallions failing inspection on the first try, compared to 33.5 percent in Fiscal 2012 and 38.4 percent in Fiscal 2011.

Similarly, the failure rate for FHV has also been declining since Fiscal 2011, when 49.4 percent of FHV failed initial inspections compared to 44.9 percent in Fiscal 2013. The steady decrease in failure rates is attributable to a TLC policy that was introduced in October 2010 imposing a \$35 fee for each re-inspection. The fee has prompted increased compliance with safety and emissions standards at the initial inspection.

The percent of inspections completed on time remained very high for both medallion taxis and FHV. Almost 95 percent of medallions and nearly all FHV kept their scheduled appointments.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Medallion safety and emissions inspections conducted	56,812	55,744	53,362	51,582	51,786	*	*	Neutral	Down
★ Medallion safety and emissions failure rate - Initial inspection (%)	42.3%	42.1%	38.4%	33.5%	32.7%	*	35.0%	Down	Down
- Re-inspection (%)	13.2%	12.8%	9.7%	9.1%	8.1%	*	*	Down	Down
Medallion summonses issued for non-inspection	2,233	1,964	1,929	1,815	1,675	*	*	Down	Down
Medallion safety and emissions inspections completed on time (%)	92.2%	95.5%	94.4%	95.9%	94.9%	*	*	Up	Neutral
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	NA	NA	38,929	37,373	39,634	*	*	Neutral	NA
★ FHV safety and emissions failure rate - Initial inspection (%)	NA	NA	49.4%	45.5%	44.9%	*	45.0%	Down	NA
- Re-Inspection (%)	NA	NA	17.8%	15.6%	15.1%	*	*	Down	NA
FHV safety and emissions inspections completed on time (%)	NA	NA	97.7%	99.9%	99.8%	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 1b: Ensure all vehicles operating for-hire follow TLC rules and regulations.

TLC uses both patrol and administrative summonses as enforcement tools to discourage behavior contrary to TLC rules and regulations. A patrol summons is issued by a TLC inspector who observes the noncompliant behavior of a driver or observes noncompliant equipment on a TLC licensed vehicle. Administrative summonses are typically computer-generated summonses for infractions of regulations that can be remotely monitored and analyzed, such as a driver accumulating Department of Motor Vehicle (DMV) driver's license points or charging the out-of-town rate for an in-town trip.

In Fiscal 2013 TLC issued 7,240 patrol summonses to medallion drivers, more than doubling the number issued in Fiscal 2012. Much of this increase is associated with an increase in the number of summonses TLC issued to medallion drivers for using cell phones while driving as officers identified additional violations in the course of these car stops. The agency also expanded testing of drivers for compliance with rules that prohibit discrimination against a passenger based on appearance or destination ("service refusals"). The overwhelming majority, or 86.8 percent, of the nearly 3,100 drivers that were tested passed.

Overall patrol summons issuance to FHVs decreased by approximately 21 percent as a result of prioritized enforcement against unlicensed operators, leading to the seizure of 7,830 vehicles, up from 3,493 in Fiscal 2012. A March 2013 contract with a tow pound operator virtually eliminated vehicle storage space constraints that had previously limited the number of vehicles TLC could seize. The number of summonses issued to unlicensed operators for illegally picking up passengers also increased, growing by 55.5 percent to 15,187 in Fiscal 2013 while, due to this shift in enforcement priority, summonses for illegal street hails fell by 80 percent to 2,071.

TLC has been increasing its use of administrative summonses to ensure compliance with many types of rules. By using data such as TLC licensing records, DMV records, and electronic driver trip logs, it can promote licensee compliance to a far greater degree than by relying solely on in-person enforcement. For example, it can query across databases to detect when taxi drivers who were not trained to operate wheelchair accessible taxis operate them, or if drivers are not charging the passenger the E-ZPass rate for tolls, or when a medallion owner who is required to drive his own taxi a certain number of shifts per year is not doing so. Administrative summonses are a valuable enforcement tool and TLC gets convictions on 95 percent of violations issued via administrative summonses.

In August 2013 the first Street Hail Liveries (SHLs) began serving both street-hail and call-ahead passengers in Northern Manhattan, Brooklyn, Queens, the Bronx and Staten Island. To support smooth implementation of SHL service, in Fiscal 2014 TLC will shift more resources to enforce against illegal street hails in neighborhoods SHLs serve. TLC will also maintain enforcement efforts in the Manhattan core to summons and/or seize any vehicles other than yellow medallion taxicabs making street hail pickups.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Medallion patrol summonses issued	11,861	8,935	5,192	3,574	7,240	*	*	Down	Down
Administrative summonses issued to medallions	NA	7,418	3,760	15,460	14,877	*	*	Neutral	NA
FHV patrol summonses issued	23,630	20,481	27,726	41,254	32,633	*	*	Down	Up
★ - Summonses issued for illegal street hails and unlicensed activity	NA	NA	NA	20,547	17,258	*	*	Neutral	NA
Administrative summonses issued to FHV's	NA	3,685	3,721	3,945	5,861	*	*	Neutral	NA
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	NA	NA	NA	NA	83.0%	*	*	Up	NA
Medallion enforcement: Operation Refusal compliance rate (%)	NA	NA	NA	83.5%	86.8%	*	*	Up	NA
Medallion and FHV vehicles with active insurance (%)	87.6%	86.8%	89.4%	90.4%	85.9%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1c: Provide excellent customer service to licensees.

Turnaround times at both TLC's licensing and vehicle inspection facilities improved compared to Fiscal 2012, when both experienced increases. Despite a five-year high of 91,430 licenses issued and a 20.6 percent increase in visits, average wait times at TLC's licensing facility decreased to 14 minutes, better than the target of 25 minutes and nine minutes faster than a year ago. The shorter wait time is attributable to an increase in the number of front line customer service staff available to assist licensees.

At TLC's Woodside inspections facility, the average time to complete a safety and emissions inspection (including both wait time and inspection time) fell to 55 minutes for a medallion vehicle and to 56 minutes for an FHV. This represents improvements of 23 and 26 minutes, respectively. Two factors contributed to the faster inspection times in Fiscal 2013: the introduction of new testing equipment that reduces the amount of time required to test brakes, and scheduling efficiencies that better match the number of vehicles called in for an inspection each day to the level of human and capital resources available to conduct inspections. TLC expects to maintain optimal service levels for inspections and continues to look for opportunities to further reduce inspection times.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average wait time at Long Island City licensing facility (hours: minutes)	0:20	0:20	0:18	0:23	0:14	0:25	0:25	Down	Down
Medallion driver's licenses issued	26,512	27,034	26,949	27,816	28,057	*	*	Neutral	Neutral
FHV driver's licenses issued	32,340	32,227	33,010	33,374	34,229	*	*	Neutral	Neutral
Average days to receive a medallion driver's license from initial application	55.1	53.4	55.2	50.9	49.6	*	*	Down	Neutral
Average days to receive a FHV driver's license from initial application	20.0	19.9	16.5	21.5	19.9	*	*	Down	Neutral
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	1:09	1:12	1:11	1:18	0:55	*	1:00	Down	Down
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	NA	NA	0:57	1:22	0:56	*	1:00	Down	NA

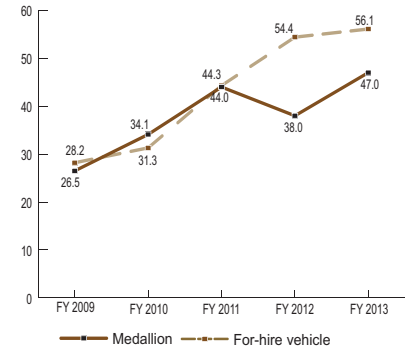
★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1d: Promote excellent customer service for passengers.

TLC received over 21,100 complaints from passengers in Fiscal 2013. Total complaints were at the lowest levels of the last five years. However, average resolution times were the highest of the last five years, largely a result of a new settlement program that was introduced in May 2012, which TLC had anticipated would lead to longer complaint closing times.

The settlement program has allowed TLC to process significantly more consumer complaints since it reduces time spent in hearings and frees staff to handle a greater volume of cases, but the time allotted for licensees to respond to settlement offers - a maximum of 30 days - counts towards the total time to close a consumer complaint. In Fiscal 2013 TLC processed 7,251 consumer complaints to disposition, 5,230 of which were closed through the settlement program. By comparison, in Fiscal 2012 TLC processed 4,803 consumer complaints. The number of complaints processed has been steadily trending upward over the last five years. By processing more complaints, TLC has been better able to enforce its rules by creating consequences for a larger share of the drivers who break them. However, the trade off for processing this higher case volume is longer complaint resolution times.

Average Time to Close Consumer Complaints (days)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average time to close a consumer complaint (calendar days): Medallion	26.5	34.1	44.0	38.0	47.0	*	35.0	Down	Up
Medallion driver complaints received	22,815	22,182	20,686	19,161	18,109	*	*	Down	Down
★ Average time to close a consumer complaint (calendar days): FHV	28.2	31.3	44.3	54.4	56.1	*	35.0	Down	Up
FHV driver complaints received	1,744	2,624	2,562	2,761	3,002	*	*	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Agency Customer Service

The TLC met or exceeded the majority of customer service performance targets in Fiscal 2013. The percent of e-mails and letters responded to within 14 days remained high at 75 and 94 percent, respectively, and targets for responding to 311 service request categories within specific timeframes were surpassed for three of the five request types. For service requests regarding complaints about for-hire vehicles and medallion taxis, the percent responded to within 14 days fell to 88 and 82 percent, respectively, as TLC staff now fully investigate the complaint to determine if there is sufficient evidence to support the claim of a rule violation before responding to the consumer.

TLC's call center received more than 190,000 calls from licensees, consumers and other customers. The percent of calls answered in 30 seconds rose by a few percentage points to 18 percent. Given the diverse nature of the calls, call lengths can vary significantly.

Performance Indicators	Actual					Target		
Customer Experience	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
E-mails responded to in 14 days (%)	NA	33	42	78	75	50	60	NA
Letters responded to in 14 days (%)	NA	96	94	97	94	90	90	NA
Calls answered in 30 seconds (%)	NA	15	19	12	18	15	15	NA
Completed customer requests for interpretation	NA	3,820	5,260	6,163	7,990	NA	NA	NA
CORE customer experience rating (0-100)	NA	80	81	80	84	80	80	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to (first) action – For Hire Vehicle Complaint (14 days)	91	98	99	90	88	90	90	Neutral
Percent meeting time to (first) action – Lost Property (7 days)	98	87	92	94	94	90	90	Neutral
Percent meeting time to (first) action – Miscellaneous Comments (14 days)	70	36	28	63	67	50	60	Up
Percent meeting time to (first) action – Request for Information (14 days)	52	30	24	76	72	50	60	Up
Percent meeting time to (first) action – Taxi Complaint (14 days)	88	99	99	93	82	90	90	Neutral

Agency Resources

Resource Indicators	Actual					Plan ¹		
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	5yr Trend
Expenditures (\$000,000) ²	\$28.9	\$30.1	\$30.2	\$31.7	\$40.5	\$43.8	\$64.0	Up
Revenues (\$000,000)	\$60.1	\$39.7	\$43.3	\$42.8	\$54.4	\$44.6	\$359.4	Neutral
Personnel	435	432	436	461	514	615	642	Up
Overtime paid (\$000)	\$459	\$1,059	\$687	\$819	\$710	\$710	\$650	Up
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- TLC added the indicator 'Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)'.

For additional agency performance statistics, please visit:

- 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.

Non-MAYORAL AGENCIES



Public Libraries



City University of New York



Board of Elections



PUBLIC LIBRARIES

Anthony W. Crowell, Chair — Brooklyn Public Library System

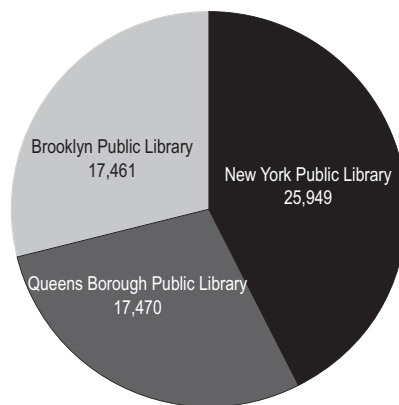
Neil L. Rudenstine, Chair — New York Public Library System

Jacqueline Arrington, Chair — Queens Borough Public Library System

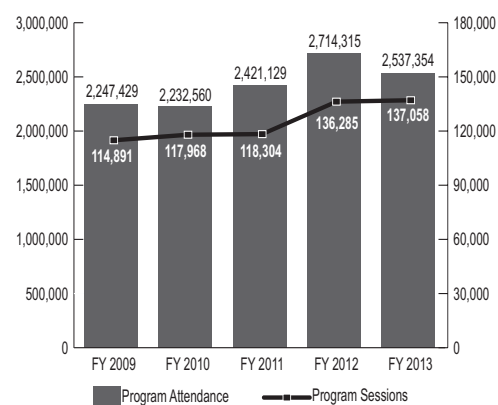
What We Do

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 214 local library branches throughout the City and four research library centers in Manhattan. The libraries offer free and open access to books, periodicals, electronic resources and non-print materials. Reference and career services, Internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

**Library Circulation (000)
Fiscal 2013**



**Program Attendance and Program Sessions
at Library Systems (Branches)**



Brooklyn Public Library

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average weekly scheduled hours	46.0	44.3	35.5	43.5	43.5	43.5	41.2	Up	Neutral
Libraries open seven days/week (%)	10%	10%	10%	3%	3%	3%	3%	Up	Down
★ Libraries open six days/week (%)	100%	100%	28%	52%	47%	52%	35%	Up	Down
★ Circulation (000)	17,273	19,474	20,280	19,579	17,461	21,000	18,500	Up	Neutral
Reference queries (000)	3,436	3,380	3,401	3,190	3,525	3,500	3,600	Up	Neutral
Electronic visits to website (000)	4,836	5,337	5,807	4,999	5,998	*	6,200	Up	Up
Computers for public use	1,108	1,207	1,305	1,353	1,413	1,111	1,410	Up	Up
Computer sessions (000)	NA	2,369	2,185	2,288	2,270	2,300	2,300	Up	NA
Wireless sessions	NA	102,960	109,481	149,304	297,397	220,000	300,000	Up	NA
Program sessions	46,091	49,398	43,757	43,428	38,247	40,425	40,425	Up	Down
★ Program attendance	868,616	924,700	855,996	833,339	664,449	788,000	700,000	Up	Down
★ Library card holders (000)	1,154	1,306	741	915	1,062	900	1,200	Up	Down
Active library cards (000)	NA	NA	741	684	681	*	*	Neutral	NA
New library card registrations	NA	NA	NA	137,670	167,467	*	*	Neutral	NA
★ Total library attendance (000)	13,225	12,036	12,341	12,024	10,067	14,000	10,500	Up	Down

New York Public Library - Branch

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
★Average weekly scheduled hours	51.9	47.0	46.6	46.6	46.6	46.0	46.0	Up	Neutral
Libraries open seven days per week (%)	11%	4%	4%	4%	4%	4%	4%	Up	Down
★Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★Circulation (000)	22,104	24,085	27,908	28,278	25,949	25,500	25,500	Up	Up
Reference queries (000)	8,058	7,503	7,909	8,844	8,777	8,800	8,800	Up	Up
Electronic visits to website (000)	24,637	25,369	31,248	32,307	32,844	32,000	32,000	Up	Up
Computers for public use	3,525	3,627	3,704	4,026	4,026	4,000	4,000	Up	Up
Program sessions	38,613	42,024	43,270	53,157	59,030	53,000	53,000	Up	Up
★Program attendance	781,899	758,685	864,669	1,058,899	1,120,064	1,057,000	1,057,000	Up	Up
★Library card holders (000)	2,654	3,120	2,215	1,985	2,210	2,000	2,000	Up	Down
★Total library attendance (000)	15,608	15,248	15,063	14,836	14,185	14,800	14,800	Up	Neutral

New York Public Library - Research

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Computer sessions (000)	NA	3,030	3,037	3,052	3,093	*	*	Up	NA
Wireless sessions	NA	1,370,250	1,380,500	1,690,842	2,792,196	*	*	Up	NA
Active library cards (000)	NA	NA	508	580	967	*	*	Neutral	NA
New library card registrations	NA	255,335	252,022	364,848	355,034	*	*	Neutral	NA
★Average weekly scheduled hours	49.0	48.8	46.8	46.8	46.8	46.8	46.8	Up	Neutral
Libraries open seven days per week (%)	25%	0%	25%	25%	25%	25%	25%	Up	Up
★Libraries open six days per week (%)	100%	100%	75%	75%	75%	75%	75%	Up	Down
Reference queries (000)	453	402	375	348	406	340	340	Up	Down
★Program attendance	70,038	67,220	101,533	109,228	87,990	109,000	109,000	Up	Up
★Total library attendance (000)	2,381	2,363	2,475	3,375	3,451	3,300	3,300	Up	Up
Program sessions	1,187	1,041	1,639	1,983	1,741	1,900	1,900	Up	Up

Queens Borough Public Library

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average weekly scheduled hours	43.2	42.7	39.3	39.6	39.6	38.9	38.0	Up	Neutral
Libraries open seven days per week (%)	6%	2%	3%	3%	5%	3%	3%	Up	Neutral
★ Libraries open six days per week (%)	100%	76%	38%	32%	33%	32%	32%	Up	Down
★ Circulation (000)	23,073	23,064	20,609	18,632	17,470	18,632	17,500	Up	Down
Reference queries (000)	5,999	5,769	5,117	4,720	4,360	2,929	4,000	Up	Down
Electronic visits to website (000)	4,119	4,809	7,030	5,191	6,667	5,200	5,700	Up	Up
Computers for public use	1,150	1,245	1,551	1,706	1,869	1,706	1,870	Up	Up
Computer sessions (000)	NA	3,426	3,336	3,277	3,111	3,300	3,000	Up	NA
Wireless sessions	NA	NA	81,480	119,606	112,621	130,000	110,000	Up	NA
Program sessions	30,187	26,592	29,638	37,717	38,040	37,800	37,800	Up	Up
★ Program attendance	596,914	550,355	598,931	712,849	664,851	713,000	664,850	Up	Up
★ Library card holders (000)	842	954	1,054	1,152	1,275	884	1,275	Up	Up
Active library cards (000)	NA	889	902	884	866	*	*	Neutral	NA
New library card registrations	NA	111,223	98,113	97,761	100,327	*	*	Neutral	NA
★ Total library attendance (000)	14,499	14,127	12,966	12,681	11,888	12,681	11,880	Up	Down

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$366.3	\$210.5	\$296.6	\$202.9	\$305.1	\$237.3	\$236.9	Down
Personnel	4,557	4,382	3,946	3,811	3,830	3,871	3,975	Down
Capital commitments (\$000,000)	\$103.8	\$73.7	\$21.2	\$54.6	\$26.4	\$414.7	\$144.8	Down

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

Noteworthy Changes, Additions or Deletions

Brooklyn Public Library

- BPL identified errors in past figures reported for 'Wireless sessions' for Fiscal 2012, 'Computers for public use' for Fiscal 2010-2012, and 'Program sessions' and 'Program attendance' for Fiscal 2011-2012. These errors have been corrected as of the 2013 Mayor's Management Report.
- In Fiscal 2013, BPL implemented a new technology to track patron attendance, replacing its past methodology of estimating attendance based on annual samples.

Queens Public Library

- The Queens Public Library revised previously published data for two indicators, 'reference queries' and 'library card holders'. QPL changed its calculation method for 'reference queries' to include all reference desk inquiries and transactions, not all of which were previously included. It revised the methodology it uses to count 'library card holders' to be more consistent with the City's other public library systems.

New York Public Library

None

For more information on these libraries, please visit:

Brooklyn Public library: www.brooklynpubliclibrary.org.

New York Public library: www.nypl.org.

Queens Borough Public library: www.queenslibrary.org.

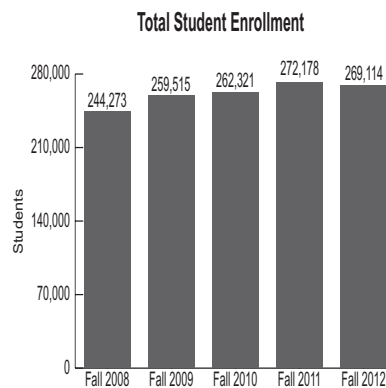


CITY UNIVERSITY OF NEW YORK

William P. Kelly, Interim Chancellor

What We Do

The City University of New York (CUNY) provides higher education to more than 269,000 degree seeking students and over 248,000 adult and continuing education students. CUNY consists of 24 institutions: eleven senior colleges, seven community colleges, the William E. Macaulay College at CUNY, the Graduate School and University Center, the CUNY Graduate School of Journalism, CUNY School of Law, the CUNY School of Professional Studies, and the CUNY School of Public Health. CUNY enrolls students in 1,572 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,000 full-time faculty and nearly 12,000 part-time faculty. In the academic year 2012-2013, CUNY will grant an estimated 10,600 graduate and professional degrees, 21,000 baccalaureate degrees, 14,000 associate degrees, 300 certificates and 700 advanced certificates.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★CUNY courses offered partly or totally online (%)	5.1%	5.4%	6.6%	7.8%	7.1%	*	8.0%	Up	Up
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	NA	NA	46.4%	44.6%	42.3%	*	*	Up	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	NA	NA	49.8%	49.5%	44.8%	*	*	Up	NA
Student/faculty ratio - Overall	NA	NA	17:1	17:1	17:1	*	*	Up	NA
Number of full-time faculty employed by CUNY community colleges	NA	NA	1,790	1,824	1,891	*	*	Up	NA
Students earning Grade C or better in Freshman Composition Courses (%)	84.8%	84.4%	84.2%	84.8%	84.7%	*	*	Up	Neutral
Students earning Grade C or better in Math Gateway Courses (%)	63.2%	63.7%	64.9%	67.1%	67.2%	*	*	Up	Neutral
★One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	66.1%	66.7%	68.0%	67.1%	66.6%	*	67.0%	Up	Neutral
★One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	84.7%	85.0%	85.9%	86.3%	86.5%	*	87.0%	Up	Neutral
★Six-year systemwide graduation rate (%) - CUNY associate degree students	28.7%	28.9%	28.4%	29.4%	30.1%	*	31.0%	Up	Neutral
★Six-year systemwide graduation rate (%) - CUNY baccalaureate students	47.6%	47.2%	48.4%	49.8%	51.0%	*	52.0%	Up	Neutral
Students passing the National Council Licensure Examination for Registered Nurse (CY 2000-2004)	86.5%	85.4%	85.5%	81.6%	86.9%	*	*	Up	Neutral
★CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	50.1%	51.8%	52.7%	51.3%	52.3%	*	53.0%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
CUNY associate degree recipients who continue their education or are working (%)	96.8%	94.2%	90.7%	90.9%	91.9%	*	*	Up	Neutral
High school students participating in college preparation program (College Now)	40,870	28,017	27,122	28,678	28,530	*	*	Neutral	Down
Total headcount enrollment	244,273	259,515	262,321	272,178	269,114	*	*	Neutral	Up
Total full-time equivalent enrollment (FTEs)	178,195	192,928	196,051	202,452	200,036	*	*	Neutral	Up
Total headcount enrollment at CUNY community colleges	81,538	88,770	91,264	97,712	96,500	*	*	Neutral	Up
Enrollment of first-time freshmen in CUNY community colleges	15,269	17,220	17,512	19,362	18,434	*	*	Neutral	Up
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	10,759	11,781	12,591	13,457	11,682	*	*	Neutral	Up
Annual tuition at CUNY community colleges (full-time NYS resident)	\$2,800	\$3,150	\$3,300	\$3,900	\$4,200	*	*	Neutral	Up
Annual tuition at CUNY senior colleges (full-time NYS resident)	\$4,000	\$4,600	\$4,830	\$5,430	\$5,730	*	*	Neutral	Up
Expenditures per student (full-time equivalent) at CUNY community colleges	\$10,283	\$10,603	\$10,550	\$10,201	\$11,193	*	*	Neutral	Neutral
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	49.9%	57.0%	60.2%	63.1%	NA	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$707.1	\$764.7	\$777.1	\$791.3	\$871.3	\$865.2	\$889.9	Up
Revenues (\$000,000)	\$219.0	\$276.8	\$277.7	\$313.9	\$320.0	\$328.4	\$351.4	Up
Personnel	7,286	7,775	7,653	7,849	8,399	7,666	7,799	Up
Overtime paid (\$000,000)	\$4.8	\$5.1	\$4.5	\$5.6	\$5.1	\$5.1	\$1.5	Neutral
Work Experience Program (WEP) participants assigned	338	417	640	719	624	*	*	Up

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

Noteworthy Changes, Additions or Deletions

- Matthew Goldstein stepped down from the CUNY chancellor on July 1, 2013. The CUNY Board of Trustees appointed William P. Kelly interim chancellor as of that date.
- CUNY changed its method for reporting on faculty in Fiscal 2013, replacing fall-term with annualized metrics. Due to the change in data sources accompanying this revision, only three years of faculty data are available using the annualized reporting method.

For additional agency performance statistics, please visit:

- 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.



BOARD OF ELECTIONS

Michael J. Ryan, Executive Director

What We Do

The Board of Elections of the City of New York is an administrative body of ten commissioners, two from each borough, upon recommendation by both political parties and then appointed by the City Council for a term of four years. The commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State election law for the following:

Voter registration, outreach and processing; maintenance and updating of voter records; processing and verification of candidate petitions/documents; campaign finance disclosures of candidates and campaign committees; recruiting, training and assigning the various election day officers to conduct elections; operation of poll site locations; maintenance, repair, setup and deployment of the election day operation equipment; ensuring each voter their right to vote at the polls or by absentee ballot; canvassing and certification of the vote; voter education, notification and dissemination of election information; and preparation of maps of various political subdivisions.

How We Performed in Fiscal 2013

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Voter turnout - general election (000)	NA	NA	NA	NA	2,467	*	*	Neutral	NA
Voter Registration forms processed	NA	NA	NA	NA	642,460	*	*	Neutral	NA
Registered voters (000)	NA	NA	NA	NA	4,640.0	*	*	Up	NA
Eligible voters registered (%)	NA	NA	NA	NA	NA	*	*	Up	NA
Poll worker attendance on Election Day (%)	NA	NA	NA	NA	95.6%	*	*	Up	NA
Voter complaints regarding poll workers	NA	NA	NA	NA	434.0	*	*	Down	NA
Voter complaints regarding poll workers - service	NA	NA	NA	NA	146.0	*	*	Down	NA
Voter complaints regarding poll workers - procedure	NA	NA	NA	NA	288	*	*	Down	NA
Voting equipment replacement rate - ballot scanners (%)	NA	NA	NA	NA	3.2%	*	*	Down	NA
Voting equipment replacement rate - ballot marking device (%)	NA	NA	NA	NA	5.6%	*	*	Down	NA
Election results reporting timeliness (hours)	NA	NA	NA	NA	NA	*	*	Down	NA
Precision of unofficial election results (%)	NA	NA	NA	NA	1.0%	*	*	Neutral	NA
Interpreters deployed on election day	NA	NA	NA	NA	1,917	*	*	Neutral	NA
Interpreters deployed on election day - Bronx	NA	NA	NA	NA	156	*	*	Neutral	NA
Interpreters deployed on election day - Brooklyn	NA	NA	NA	NA	511	*	*	Neutral	NA
Interpreters deployed on election day - Queens	NA	NA	NA	NA	836	*	*	Neutral	NA
Interpreters deployed on election day - Manhattan	NA	NA	NA	NA	374	*	*	Neutral	NA
Interpreters deployed on election day - Staten Island	NA	NA	NA	NA	40	*	*	Neutral	NA

★ Critical Indicator *NA* - means Not Available in this report ↕ shows desired direction

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$4,469.2	\$4,666.9	\$4,804.8	\$4,867.9	\$4,930.5	\$4,953.3	\$4,756.9	Neutral
Revenues (\$000,000)	\$104.8	\$100.2	\$100.0	\$100.3	\$95.1	\$97.2	\$105.7	Neutral
Personnel (uniformed)	35,641	34,636	33,777	34,510	34,804	34,483	34,483	Neutral
Personnel (civilian)	16,663	16,079	15,894	15,815	15,745	15,832	15,655	Neutral
Overtime paid (\$000,000)	\$504.6	\$538.4	\$549.5	\$604.8	\$614.3	\$580.5	\$493.8	Up
Capital commitments (\$000,000)	\$146.1	\$805.5	\$80.1	\$62.7	\$89.9	\$296.2	\$271.1	Down
Work Experience Program (WEP) participants assigned	167	247	231	168	254	*	*	Up
¹ Authorized Budget Level ² Expenditures include all funds. "NA" - Not Available in this report								

Noteworthy Changes, Additions or Deletions

- Michael J. Ryan was appointed as Executive Director on August 6, 2013.

For additional agency performance statistics, please visit:

- Annual reports: <http://vote.nyc.ny.us/html/forms/reports.shtml>

For more information on the agency, please visit: www.vote.nyc.ny.us/.



DEPARTMENT OF PARKS & RECREATION

Veronica M. White, Commissioner

1 What We Do

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres, including more than 1,900 parks, nearly 1,000 playgrounds, approximately 650,000 street trees and two million park trees. DPR facilities range from community and recreation centers to golf courses and swimming pools throughout the five boroughs. Through its capital program, DPR constructs and restores the City's infrastructure by developing and improving its parks, playgrounds, pools, and recreational facilities.

Our Services and Goals

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.

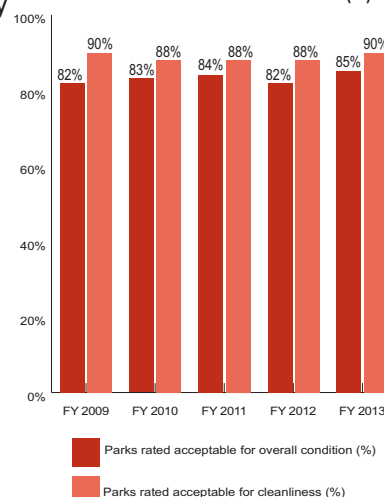
How We Performed in Fiscal 2013

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

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

Based on the results of the Department's comprehensive inspection program, acceptability ratings for overall condition and cleanliness improved from last year and both indicators met their performance targets this year – 85 percent for overall condition and 90 percent for cleanliness. Ratings were better for both small and large parks. At 93 percent, ratings for two of the more prominent park features, play equipment and safety surfaces, remained above target. Play equipment ratings, in particular, have gradually increased over the last five years as expanded staff training has led to quicker identification and correction of problems. Recreation centers were clean and in good condition, as determined by an internal inspection program, and the Department met or exceeded performance targets for the corresponding indicators.

Parks Rated "Acceptable" for Overall Condition and Cleanliness (%)



4

6

7

8

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Parks rated acceptable for overall condition (%)	82%	83%	84%	82%	85%	85%	85%	Up	Neutral
- Overall condition of small parks and playgrounds (%)	80%	81%	83%	79%	83%	*	*	Up	Neutral
- Overall condition of large parks (%)	66%	67%	70%	69%	74%	*	*	Up	Up
- Overall condition of greenstreets (%)	97%	96%	96%	96%	96%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

5

Agency-wide Management

9

Total tort payouts in Fiscal 2013 increased by 37 percent, mostly due to an unusually high settlement for a case which accounted for roughly half of this year's payout.

Performance Indicators	Actual					Target			
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	Desired Direction	5yr Trend
Cases commenced against the City in state and federal court	NA	NA	285	301	270	*	*	Neutral	NA
Payout (\$000)	\$9,723	\$16,734	\$16,248	\$17,708	\$24,342	*	*	Down	Up
Accidents involving City vehicles	NA	NA	462	390	442	*	*	Down	NA
Workplace injuries reported	NA	NA	353	344	358	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Agency Customer Service

10

Due to fewer available staff as well as the limitations of the correspondence system, the percent of e-mails and letters responded to within 14 days decreased this year to 45 percent and 37 percent, respectively.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	NA	76	57	58	45	58	60	NA
Letters responded to in 14 days (%)	NA	60	55	54	37	54	60	NA
Completed customer requests for interpretation	NA	52	39	57	45	NA	NA	NA
CORE customer experience rating (0-100)	NA	80	85	86	89	86	85	NA
Respondents who rate parks acceptable for overall condition (%) (calendar year)	NA	NA	88	86	84	86	85	NA

Response to 311 Service Requests (SRs)

11

Percent meeting time to (first) action – Damaged Tree - Branch or Limb Has Fallen Down (8 days)	94	94	97	94	94	94	95	Neutral
Percent meeting time to (first) action – Dead Tree - Dead/Dying Tree (7 days)	87	87	94	87	87	87	90	Neutral
Percent meeting time to (first) action – New Tree Request - For One Address (180 days)	94	94	87	80	98	80	90	Neutral
Percent meeting time to (first) action – Overgrown Tree/Branches - Hitting Building (30 days)	95	95	96	93	92	93	95	Neutral
Percent meeting time to (first) action – Root/ Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	93	93	92	74	82	74	85	Down

Agency Resources

12

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$379.6	\$382.7	\$393.7	\$361.3	\$450.7	\$451.0	\$380.4	Up
Revenues (\$000,000)	\$110.2	\$59.0	\$63.9	\$63.4	\$63.1	\$85.9	\$77.6	Down
Personnel (Total FT and FTE)	7,395	7,242	6,364	5,598	6,983	6,506	6,491	Down
Full-time personnel	3,760	3,581	3,354	3,095	3,448	3,632	3,762	Down
Full-time equivalent (FTE) personnel	3,635	3,661	3,010	2,503	3,535	2,874	2,729	Down
- Parks Opportunity Program (POP) participants ³	2,203	2,053	1,742	1,405	1,640	1,734	1,751	Down
Overtime paid (\$000,000)	\$6.9	\$6.7	\$7.5	\$8.7	\$10.2	\$3.7	\$3.6	Up
Capital commitments (\$000,000)	\$550.6	\$542.1	\$395.9	\$290.4	\$529.5	\$1,383.2	\$457.1	Down
Work Experience Program (WEP) participants assigned	542	59	87	787	688	*	*	Up

¹Authorized Budget Level

²Expenditures include all funds.

"NA" - Not Available in this report

³The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

13 → Noteworthy Changes, Additions or Deletions

- The Department added the following metrics: 'New Yorkers living within ¼ mile of a park (%)', 'Attendance at non-recreation center venues,' 'Attendance at skating rinks,' and 'Park volunteers.' Additionally, the Department replaced the metrics that reported on crimes against persons and property in the 20 largest parks, excluding Central Park, with similar metrics that report on these statistics in the 30 largest parks.
- The Department removed the following metrics: 'Average hours recreation centers open per week,' 'Lifeguards,' and 'Public service requests received through 311 that relate to quality of life.'
- The Law Department modified the indicator 'Tort cases commenced' by renaming it 'Cases commenced against the City in state and federal court' and adding federal cases for the first time. The Law Department renamed the indicator 'Tort payout (\$000)' to 'Payout (\$000).' The indicator 'Tort dispositions' was removed.

14 → For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

15 → For more information on the agency, please visit: www.nyc.gov/dpr.

KEY TO USER'S GUIDE

1. **What We Do** – A summary of agency activities, facilities and resources.
2. **Our Services and Goals** - The agency's major areas of responsibility for delivering services to New Yorkers and the steps it will take to provide those services.
3. **How We Performed** –Narrative describing how the agency has progressed in meeting its goals.
4. **Performance Indicators**– Measures of agency performance, organized by goal, including five full years of data for the most recent fiscal years wherever available.
5. **★Critical Indicator Icon** – Designates indicators that are considered critical to agency performance. These are the indicators that appear on the Citywide Performance Reporting website.
6. **Target** – Desired levels of performance for the current fiscal year and the next fiscal year. (An asterisk means no numeric target was set by the agency and an up or down arrow shows the desired direction of the indicator without specifying a numeric target.)
7. **Desired Direction** – The desired direction of the indicator over time; can be compared to the prior year or the five year trend to assess performance.
8. **5yr Trend** – This column shows whether or not the five years of data presented in the statistics table exhibits an upward or downward trend. An upward trend means that the end point of the computer generated trend line is greater than 10 percent higher than the start point. A downward trend designation means that the end point of the computer generated trend line is greater than 10 percent lower than the start point. Neutral means that the trend is neither upward nor downward.
9. **Agency-wide Management** – Indicators that apply to broad aspects of management within an agency rather than a single goal.
10. **Agency Customer Service** – Statistics on how well an agency provides services to its customers via phone, e-mail, letters, and walk-in centers.
11. **Response to 311 Service Requests** – For 12 agencies that handle service requests, a table lists five key service request types generated by the City's 311 Customer Service Center providing performance data for each service request type.
12. **Agency Resources** –Overview of the financial and workforce resources used by an agency over the past five fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.
13. **Noteworthy Changes, Additions or Deletions** – Describes changes to an agency's data.
14. **Additional Performance Statistics** – Link to the Office of Operations' MMR website providing additional performance statistics for every agency.
15. **For More Information** – Link to the agency's website.

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
Dan Gabrieli
Henry Hecht
Guenevere Knowles
René Mercado
Stephen Narloch
James Perazzo
Norma Ponce
Jeffrey Tryens



City of New York
Michael R. Bloomberg, Mayor

Caswell F. Holloway
Deputy Mayor for Operations

Elizabeth Weinstein, Director
Mayor's Office of Operations