

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Indicator name:	Applications received for all DCAS civil service exams
Description:	The number of completed applications received by DCAS for Open Competitive, Promotion, and Qualified Incumbent civil service examinations excluding NYC Transit Authority exams.
Source:	Mainframe computer system (APPS), maintained by DCAS Human Capital, Bureau of Examination.
Indicator name:	Employment applications received via NYC Jobs
Description:	The number of completed applications received from internal and external applicants via NYC Jobs (www.nyc.gov/jobs) within the fiscal year.
Source:	New York City Automated Personnel System (NYCAPS).
Indicator name:	Average rating for professional development training sessions (%)
Description:	The average rating for professional development training sessions sponsored by DCAS Citywide Learning and Development based on post-session surveys filled out by training participants and City employees that receive services. The highest possible rating given by each participant is 100%.
Source:	DCAS Human Capital.
Indicator name:	City employees/participants trained in Managerial and Professional Development programs
Description:	The total number of City employees/participants attending Managerial and Professional Development (CMPD) programs sponsored/supported by DCAS Citywide Learning and Development.
Source:	DCAS Human Capital.
Indicator name:	City employees/participants trained in Equity and Inclusion
Description:	The number of City employees/participants attending Equity and Inclusion training programs sponsored by DCAS Citywide Learning and Development.
Source:	DCAS Human Capital.
Indicator name:	New hires—Asian/Pacific Islander (%)
Description:	The number of newly hired people who identified themselves by Asian/Pacific Islander divided by the sum of all new hires in the Mayoral agencies during the reporting period represented as a percentage. Mayoral agencies included are the Offices of the Mayor, ACS, BIC, BSA, CCHR, DFTA, DOB, SBS, DCP, DCAS, DCA, DOC, DCLA, DDC, DEP, DOF, DOHMH, DHS, DoITT, DOI, DPR, DOP, DSNY, DOT, DVS, DYCD, DORIS, FISA, FDNY, HPD, HRA, LPC, LAW, MOCS, NYPD, OATH, OATA, OEM, OLR, OMB, OPA and TLC. Does not include DOE or public authorities and corporations.
Source:	Citywide Equal Employment Database System (CEEDS); DCAS Citywide Equity & Inclusion and DCAS Human Capital.
Indicator name:	New hires—Black (%)
Description:	The number of newly hired people who identified themselves by Black divided by the sum of all new hires in the Mayoral agencies during the reporting period represented as a percentage. Mayoral agencies included are the Offices of the Mayor, ACS, BIC, BSA, CCHR, DFTA, DOB, SBS, DCP, DCAS, DCA, DOC, DCLA, DDC, DEP, DOF, DOHMH, DHS, DoITT, DOI, DPR, DOP, DSNY, DOT, DVS, DYCD, DORIS, FISA, FDNY, HPD, HRA, LPC, LAW, MOCS, NYPD, OATH, OATA, OEM, OLR, OMB, OPA and TLC. Does not include DOE or public authorities and corporations.
Source:	Citywide Equal Employment Database System (CEEDS); DCAS Citywide Equity & Inclusion and DCAS Human Capital.
Indicator name:	New hires—Hispanic (%)

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Description:	The number of newly hired people who identified themselves by Hispanic divided by the sum of all new hires in the Mayoral agencies during the reporting period represented as a percentage. Mayoral agencies included are the Offices of the Mayor, ACS, BIC, BSA, CCHR, DFTA, DOB, SBS, DCP, DCAS, DCA, DOC, DCLA, DDC, DEP, DOF, DOHMH, DHS, DoITT, DOI, DPR, DOP, DSNY, DOT, DVS, DYCD, DORIS, FISA, FDNY, HPD, HRA, LPC, LAW, MOCS, NYPD, OATH, OATA, OEM, OLR, OMB, OPA and TLC. Does not include DOE or public authorities and corporations.
Source:	Citywide Equal Employment Database System (CEEDS); DCAS Citywide Equity & Inclusion and DCAS Human Capital.
Indicator name:	New hires—Some other race (%)
Description:	The number of newly hired people who identified themselves by some other race divided by the sum of all new hires in the Mayoral agencies during the reporting period represented as a percentage. Mayoral agencies included are the Offices of the Mayor, ACS, BIC, BSA, CCHR, DFTA, DOB, SBS, DCP, DCAS, DCA, DOC, DCLA, DDC, DEP, DOF, DOHMH, DHS, DoITT, DOI, DPR, DOP, DSNY, DOT, DVS, DYCD, DORIS, FISA, FDNY, HPD, HRA, LPC, LAW, MOCS, NYPD, OATH, OATA, OEM, OLR, OMB, OPA and TLC. Does not include DOE or public authorities and corporations.
Source:	Citywide Equal Employment Database System (CEEDS); DCAS Citywide Equity & Inclusion and DCAS Human Capital.
Indicator name:	New hires—White (%)
Description:	The number of newly hired people who identified themselves by White divided by the sum of all new hires in the Mayoral agencies during the reporting period represented as a percentage. Mayoral agencies included are the Offices of the Mayor, ACS, BIC, BSA, CCHR, DFTA, DOB, SBS, DCP, DCAS, DCA, DOC, DCLA, DDC, DEP, DOF, DOHMH, DHS, DoITT, DOI, DPR, DOP, DSNY, DOT, DVS, DYCD, DORIS, FISA, FDNY, HPD, HRA, LPC, LAW, MOCS, NYPD, OATH, OATA, OEM, OLR, OMB, OPA and TLC. Does not include DOE or public authorities and corporations.
Source:	Citywide Equal Employment Database System (CEEDS); DCAS Citywide Equity & Inclusion and DCAS Human Capital.
Indicator name:	New hires—Female (%)
Description:	The number of newly hired people who identified themselves by female divided by the sum of all new hires in the Mayoral agencies during the reporting period represented as a percentage. Mayoral agencies included are the Offices of the Mayor, ACS, BIC, BSA, CCHR, DFTA, DOB, SBS, DCP, DCAS, DCA, DOC, DCLA, DDC, DEP, DOF, DOHMH, DHS, DoITT, DOI, DPR, DOP, DSNY, DOT, DVS, DYCD, DORIS, FISA, FDNY, HPD, HRA, LPC, LAW, MOCS, NYPD, OATH, OATA, OEM, OLR, OMB, OPA and TLC. Does not include DOE or public authorities and corporations.
Source:	Citywide Equal Employment Database System (CEEDS); Citywide Equity & Inclusion and Human Capital.
Indicator name:	New hires—Male (%)
Description:	The number of newly hired people who identified themselves by male divided by the sum of all new hires in the Mayoral agencies during the reporting period represented as a percentage. Mayoral agencies included are the Offices of the Mayor, ACS, BIC, BSA, CCHR, DFTA, DOB, SBS, DCP, DCAS, DCA, DOC, DCLA, DDC, DEP, DOF, DOHMH, DHS, DoITT, DOI, DPR, DOP, DSNY, DOT, DVS, DYCD, DORIS, FISA, FDNY, HPD, HRA, LPC, LAW, MOCS, NYPD, OATH, OATA, OEM, OLR, OMB, OPA and TLC. Does not include DOE or public authorities and corporations.
Source:	Citywide Equal Employment Database System (CEEDS); DCAS Citywide Equity & Inclusion and DCAS Human Capital.

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Indicator name:	Civil service exams open for filing by DCAS
Description:	The total number of examinations open for filing by DCAS within the fiscal year excluding NYC Transit Authority exams.
Source:	DCAS Human Capital.
Indicator name:	Median time from exam administration to exam results completion for DCAS-administered exams (days)
Description:	The median number of days elapsed from the date a civil service exam was given to the date exam results are completed (list published or directly established at the request of a hiring agency) for all single-part (i.e., education & experience or multiple choice exams) and multi-part (i.e., qualifying education & experience or qualifying practical exams with competitive multiple choice exams) exams, excluding NYC Transit Authority (NYCTA) exams. NYCTA exams are excluded from this indicator because NYCTA has jurisdiction over the development, administration and scoring of its civil service exams; DCAS is only responsible for processing NYCTA's eligible lists. List publication refers to the point at which results are sent to candidates and published lists are sent to hiring agencies. Appointments cannot be made until a list has been established and certified to hiring agencies. The fiscal year figure is the median number of days for the entire fiscal year.
Source:	DCAS Human Capital.
Indicator name:	Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)
Description:	The average cleanliness and condition rating of DCAS-managed office buildings. The ratings are based on a survey received from DCAS tenants in more than 20 office buildings. Each score is weighted by the square footage of the building the tenant is rating. The overall score tenants gave to their building is worth 20 percent of the total score and all other questions are worth 80 percent.
Source:	DCAS Facilities Management.
Indicator name:	CORE customer experience rating of facilities (0–100)
Description:	An average Customers Observing and Reporting Experiences (CORE) score based on the rating of 15 conditions, including physical conditions (e.g., cleanliness, litter, seating) and customer service conditions (e.g., wait time, professionalism), for all agency walk-in facilities inspected, divided by the number of walk-in facilities inspected. Each of the 15 conditions can be rated excellent, good, fair or poor. Ratings of excellent are worth 100 points each, good ratings are worth 67 points, fair ratings are worth 33 points and poor ratings receive no points. Facilities are rated by trained City inspectors. In Fiscal 2016 inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the prior three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 in 2015, the service center with the lowest overall score was inspected in 2016. All of the agency service centers were inspected and included in the average score for all other years. Fiscal 2019 data will be reported in Fiscal 2020.
Source:	Mayor's Office of Operations.
Indicator name:	Lease-in agreements executed
Description:	The number of lease-in real estate agreements executed by DCAS for City agency use in private space. Real estate agreements executed include renewals, amendments, and new executions of leases or licenses.
Source:	DCAS Real Estate Services.

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Indicator name:	Square footage associated with executed lease-in agreements (000)
Description:	The total square footage, in thousands, as specified in the lease-in or license agreement, associated with the real estate agreements executed by DCAS for City agency use in private space. Real estate agreements executed include renewals, amendments and new executions of leases or licenses.
Source:	Division of Real Estate Services.
Indicator name:	Average time to complete in-house trade shop work orders for minor repairs (days)
Description:	The winsorized mean time, in days, for DCAS staff to complete work orders for construction repairs, starting from the time the work is assigned a trade (carpentry, plumbing, electrical, locksmith, masonry, plaster, etc.) to completion. We winsorized the data by setting values above the 80th percentile to the 80th percentile. This has the effect of reducing the influence of outliers in the data, without having to remove observations, and providing a more accurate view of the time to complete repairs.
Source:	DCAS Construction and Technical Services.
Indicator name:	In-house trade shop work orders completed within 30 days (%)
Description:	The percentage of in-house work orders received by the DCAS trade shops finished within 30 days of the work being assigned. Trade shop includes carpenters, plumbers, electricians, etc., and is independent of maintenance and mechanical work.
Source:	DCAS Construction and Technical Services.
Indicator name:	Completed trade shop work orders
Description:	The total number of in-house work orders completed by the DCAS trade shops during the fiscal year.
Source:	DCAS Construction and Technical Services.
Indicator name:	Lease revenue generated (\$000)
Description:	Total revenue, in thousands of dollars, generated from the lease of City-owned properties.
Source:	IPIS, a mainframe computer system maintained by DCAS Real Estate Services.
Indicator name:	Revenue generated from the sale of surplus goods (\$000)
Description:	Total revenue, in thousands of dollars, generated from the sale of the City's surplus goods.
Source:	Budget.
Indicator name:	Revenue generated from auto auctions (\$000)
Description:	Total revenue, in thousands of dollars, generated from the vehicle surplus (auto auction) sales. Auto auction revenue is a component of revenue generated from the sale of surplus goods.
Source:	Fleet Management.
Indicator name:	Average number of bidders per bid
Description:	The total bids tabulated divided by the total number of bid openings, excluding bids for surplus goods sold by the Department.
Source:	Commodity Line Item Purchasing System, a mainframe computer system maintained by the DCAS Office of Citywide Procurement.
Indicator name:	Mayoral agency spending on goods against DCAS master contracts (%)
Description:	The percentage of mayoral agency spending on goods (e.g., office supplies) through consolidated master contracts put in place by the DCAS Office of Citywide Procurement (OCP). For procurements under \$100,000 ("small purchases"), agencies can process their own purchases/ contracts if OCP does not have a master contract in place to meet that need. This indicator does not include spending outside of DCAS OCP's portfolio (e.g. excludes technology, construction and professional services).
Source:	DCAS Office of Citywide Procurement.

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Indicator name:	Mayoral agency spending on services against DCAS master contracts (%)
Description:	The percentage of mayoral agency spending on standard services (e.g., elevator maintenance) through consolidated master contracts put in place by the DCAS Office of Citywide Procurement.
Source:	Financial Management System
Indicator name:	Value of goods and services purchased (\$000,000)
Description:	The value, in millions of dollars, of purchase orders processed by the DCAS on behalf of City agencies. Purchase orders are requests from City agencies to purchase goods through DCAS contracts.
Source:	DCAS Office of Citywide Procurement.
Indicator name:	Value of Central Storehouse requisitions (\$000)
Description:	The value, in thousands of dollars, of all items purchased by City agencies at the City's Central Storehouse. Source: Office of Citywide Procurement.
Source:	DCAS Office of Citywide Procurement.
Indicator name:	Average time to fulfill an agency requisition (days)
Description:	Average number of days from submission of an agency request for goods stored at the DCAS Central Storehouse until signed delivery at the requesting location.
Source:	DCAS Office of Citywide Procurement.
Indicator name:	Inspections deemed non-compliant
Description:	The number of quality assurance inspections resulting in a deduction or credit applied (deductions), a product deemed non-compliant or rejected (rejections), or a product or portion of the products being withheld (withholds), as a result of not meeting contract specifications.
Source:	DCAS Office of Citywide Procurement.
Indicator name:	Value of cost avoidance (\$000)
Description:	The dollar value of cost avoidance for products deemed non-compliant with contract requirements and specifications by quality assurance inspectors. The value of cost avoidance includes deductions, rejections and withhold (defined above). If an item is delivered to the City that does not conform to the bid specification but may still be used or if it deviates slightly from the requirements within the specification, DCAS Office of Citywide Procurement may negotiate an appropriate price deduction with the supplier. Judgments regarding the magnitude of an agreed upon price deduction will draw upon contract specifications, laboratory reports, determinations of technical experts, and other generally recognized trade and government sources.
Source:	DCAS Office of Citywide Procurement.
Indicator name:	M/WBE Non-Competitive Small Purchase Contracts
Description:	This indicator measures the number of contracts awarded by DCAS to M/WBE vendors using the non-competitive small purchase method.
Source:	DCAS Office of Citywide Procurement.
Indicator name:	Electricity purchased (kilowatt hours) (billions)
Description:	Total electricity purchased in billions of kilowatt hours (kWh).
Source:	Bills paid by the Department of Citywide Administrative Services.
Indicator name:	Total energy purchased (British Thermal Units) (trillions)
Description:	Total energy purchased in trillions of British thermal units (BTUs), including electricity, gas and steam.
Source:	Bills paid by the Department of Citywide Administrative Services.

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Indicator name:	Percentage of total energy purchased for electricity (%)
Description:	Electricity purchased as a percent of the total energy purchased by the City (in British Thermal Units (BTUs)).
Source:	DCAS Energy Management.
Indicator name:	Percentage of total energy purchased for natural gas (%)
Description:	Natural gas purchased as a percent of total energy purchase (in British Thermal Units (BTUs)).
Source:	DCAS Energy Management.
Indicator name:	Percentage of total energy purchased for steam (%)
Description:	Steam as a percent of total energy purchased (in British Thermal Units (BTUs)).
Source:	DCAS Energy Management.
Indicator name:	Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)
Description:	The annual reduction in greenhouse gas (GHG) emissions, by metric ton, (carbon dioxide equivalent or CO ₂ e) estimated to be reduced as a result of energy efficiency projects that have been funded, in whole or in part, by DCAS on behalf of the City and are completed within the fiscal year reported. This measurement only reports on the estimated GHG reductions in building-related emissions, by building, in which energy projects were completed within a fiscal year and do not account for adjustments in other variables (e.g., changes in weather, occupancy, operation, etc.) which may impact the actual change in energy usage as reported in MMR energy usage data. Funded refers to funds invested by DCAS, or awarded by DCAS, to other City agencies for that agency's implementation of a project.
Source:	DCAS Energy Management.
Indicator name:	Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)
Description:	Using Fiscal 2012 as a baseline, or starting point, the cumulative, reduction in GHG emissions, by metric ton, (carbon dioxide equivalent or CO ₂ e) estimated to be reduced as a result of energy efficiency projects that have been funded, in whole or in part, by DCAS on behalf of the City and are completed within a fiscal year period. This measurement reports the greenhouse gas reductions in building-related emissions only by building in which energy projects were completed within a fiscal year period and do not account for adjustments in other variables (e.g. changes in weather, occupancy, operation, etc.) which may impact the actual change in energy usage as reported in MMR energy usage data. Funded refers to funds invested by DCAS, or awarded by DCAS, to other City agencies for that agency's implementation of a project.
Source:	DCAS Energy Management.
Indicator name:	Annual estimated avoided energy cost from all energy projects (\$000,000)
Description:	The annual estimated energy cost avoided, in millions of dollars, derived from municipal energy projects completed within a fiscal year based on project scopes without adjusting for other variables (e.g., changes in weather) that may impact the actual change in energy usage as reported in MMR energy usage data.
Source:	DCAS Energy Management.
Indicator name:	Cumulative estimated avoided energy cost from all energy projects (\$000,000)
Description:	Using Fiscal 2012 as a baseline, or starting point, the cumulative estimated energy cost avoided, in millions of dollars, derived from municipal energy and retro-commissioning projects completed within a fiscal year based on project scopes, that have been funded, in whole or in part, by DCAS on behalf of the City, without adjusting for other variables (e.g., changes in weather) that may impact the actual change in energy usage as reported in MMR energy usage data.
Source:	DCAS Energy Management.

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Indicator name:	Annual energy retrofit/conservation projects completed
Description:	The annual number of energy retrofit, retro-commissioning, solar thermal and co-generation projects installed and operational within or on municipal buildings/structures in a given fiscal year.
Source:	DCAS Energy Management.
Indicator name:	Cumulative energy retrofit/conservation projects completed
Description:	Using Fiscal 2012 as a baseline, or starting point, the cumulative energy generating capacity, in kilowatts, of exclusively solar systems that are installed and operational within or on municipal buildings/structures.
Source:	DCAS Energy Management.
Indicator name:	Annual Energy Efficiency Reports (EER) completed
Description:	The annual number of Energy Efficiency Reports (EERs), comprised of energy audits and retro-commissioning reports as per Local Law 87 of 2009. Energy audits are compliant energy efficiency assessments completed in municipal buildings.
Source:	DCAS Energy Management.
Indicator name:	Cumulative Energy Efficiency Reports (EER) completed
Description:	Using Fiscal 2012 as a baseline, or starting point, the cumulative number of Energy Efficiency Reports (EERs), comprised of energy audits and retro-commissioning reports as per Local Law 87 of 2009. Energy audits are compliant energy efficiency assessments completed in municipal buildings.
Source:	DCAS Energy Management.
Indicator name:	Cumulative installed solar capacity (megawatts)
Description:	Using Fiscal 2012 as a baseline, or starting point, the cumulative energy generating capacity, in megawatts, of exclusively solar systems that are installed and operational within or on City-owned buildings/structures, including those operated by City-affiliated public benefit corporations or not-for-profit corporations.
Source:	DCAS Energy Management.
Indicator name:	Hybrid or alternative fuel vehicles in the citywide fleet (%)
Description:	The percentage of the City's total fleet that is hybrid and/or runs on fuels other than the traditional petroleum gasoline/diesel. Alternative fuels include compressed natural gas, biodiesel blends, electricity, and solar.
Source:	Fleet Management.
Indicator name:	Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)
Description:	The percentage of the DCAS-managed fleet that is hybrid and/or runs on fuels other than the traditional petroleum gasoline/diesel. Alternative fuels include compressed natural gas, biodiesel blends, electricity, and solar.
Source:	Fleet Management.
Indicator name:	Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)
Description:	The percentage of light-duty and medium-duty vehicles purchased for the City through the Department of Citywide Administrative Services (DCAS) that are certified with the three highest ratings defined by California Low-Emission Vehicle (LEV) II standards. The three highest ratings are zero emission vehicles (ZEV), advanced technology partial zero emission vehicles (ATPZEV), and partial zero emission vehicles (PZEV). Pursuant to Local Law 38 of 2005, each light- and medium-duty vehicle that the City purchases should have the best certified emission rating within its vehicle category while meeting the requirements for the City's intended use. According to the law, some exceptions apply based on cost and other limited exemptions, including exceptions for certain emergency vehicles.
Source:	DCAS Fleet Management.

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Indicator name:	Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)
Description:	The percentage of light-duty and medium-duty vehicles purchased for DCAS-managed fleet, which is managed directly by the Department of Citywide Administrative Services (DCAS), that are certified with the three highest ratings defined by California Low-Emission Vehicle (LEV) II standards. The three highest ratings are zero emission vehicles (ZEV), advanced technology partial zero emission vehicles (ATPZEV), and partial zero emission vehicles (PZEV). Pursuant to Local Law 38 of 2005, each light- and medium-duty vehicle that the City purchases should have the best certified emission rating within its vehicle category while meeting the requirements for the City's intended use. According to the law, some exceptions apply based on cost and other limited exemptions, including exceptions for certain emergency vehicles.
Source:	DCAS Fleet Management.
Indicator name:	Fleet in-service rate citywide (%)
Description:	The percentage of the total citywide fleet that is available for use each month.
Source:	DCAS Fleet Management.
Indicator name:	Fleet in-service rate for DCAS-managed fleet (%)
Description:	The percentage of the DCAS-managed fleet, a subset of the City's total fleet that is managed directly by the Department of Citywide Administrative Services (DCAS), that is available for use each month.
Source:	DCAS Fleet Management.
Indicator name:	Electric vehicles in the citywide fleet
Description:	The number of electric and plug-in vehicles in the City's fleet. The fiscal year figure is the total number of electric vehicles as of the last day of the reporting period.
Source:	DCAS Fleet Management.
Indicator name:	Electric vehicles in the DCAS-managed fleet
Description:	The number of electric and plug-in vehicles in the DCAS-managed fleet, a subset of the City's fleet. The fiscal year figure is the total number of electric vehicles as of the last day of the reporting period.
Source:	DCAS Fleet Management.
Indicator name:	Workplace injuries reported
Description:	All incidents resulting in a workers' compensation or line of duty injury claim regardless of whether or not time is lost. The number of incidents reported by DCAS, on a monthly basis, reflects the number of incidents that occurred. Employees may not report an injury at the time the incident occurred and may report it on a later date, resulting in a delay on the date an incident is reported.
Source:	DCAS Administration and DCAS Human Capital, Citywide Occupational Safety and Health.
Indicator name:	Accidents involving the public in DCAS-managed properties
Description:	All accidents recorded by the Department of Citywide Administrative Services' (DCAS) security vendor.
Source:	DCAS Administration, DCAS Security.

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Indicator name:	Letters responded to in 14 days (%)
Description:	The percentage of letters answered in 14 calendar days or less out of the total number of letters responded to during the reporting period. Responses are substantive and adequately address the question/issue raised by the customer. However, for complex inquiries that require research and additional action on the part of the agency, an acknowledgement which includes a description of the next step, as well as an estimated time frame for completion, is considered acceptable and is also reported as part of the 14 day response. Agencies track the additional time until a customer has a complete and full response.
Source:	Department of Citywide Administrative Services.
Indicator name:	E-mails responded to in 14 days (%)
Description:	The percentage of emails answered in 14 calendar days or less out of the total number of letters responded to during the reporting period. Responses are substantive and adequately address the question/issue raised by the customer. However, for complex inquiries that require research and additional action on the part of the agency, an acknowledgement which includes a description of the next step, as well as an estimated time frame for completion, is considered acceptable and is also reported as part of the 14 day response. Agencies track the additional time until a customer has a complete and full response.
Source:	DCAS Correspondence Management System.
Indicator name:	Average wait time to speak with a customer service agent (minutes)
Description:	The average time in minutes from the time a customer meets with a greeter or information desk representative until he or she is met by a customer service representative. Security/building entry wait times are not included unless a security guard plays a formal intake role.
Source:	Department of Citywide Administrative Services.

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