DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES **Dawn M. Pinnock, Commissioner**

FOCUS ON EQUITY

At DCAS, equity is a core value. DCAS acts on its commitment to equity by providing services that help City government uplift and empower all New Yorkers. This commitment includes recruiting and retaining a City workforce that reflects the talents and diversity of the people DCAS serves. To that end, DCAS participated in 209 career outreach events in Fiscal 2023, reaching over 25,600 participants, and worked with 71 agencies to offer training and education on the City's Equal Employment Opportunity policy and other related policies and procedures. Moreover, City employees completed 421,969 DCAS-provided trainings in equity and inclusion (almost double the number from Fiscal 2022).

As part of DCAS's efforts to fortify the City's workforce in Fiscal 2023, DCAS created and coordinated the ongoing NYC Government Hiring Halls, which commenced in the second half of the fiscal year. The hiring halls are hosted in each of the five boroughs of NYC and provide information about opportunities in municipal government, on-the-spot interviews, and even conditional job offers. They offer a unique opportunity to build a career in public service by bringing jobs directly to New Yorkers in their own communities with the goal of breaking down barriers to municipal employment. In furtherance of this objective, many of the hiring halls have been hosted in high unemployment neighborhoods of New York City in partnership with local institutions and elected officials.

Another way DCAS works towards building a diverse municipal government is through data collection for, and development of, the New York City Government Workforce Profile Report. This report provides a snapshot of key demographic information and other characteristics about the City's workforce and helps City agencies shape strategy to improve diversity and equity.

DCAS also manages the City's 55-a Program, which offers qualified persons with disabilities entry into the City workforce without the need to take a civil service exam. Additionally, in association with the City University of New York (CUNY), DCAS operates the Civil Service Pathways (CSP) Fellowship, which connects recent CUNY graduates with rewarding careers in municipal government. CUNY's student population is one of the most diverse in the nation and this diversity can be seen in the CSP Fellowship. Since the launch of the program in 2019, over two-thirds of CSP fellows have identified themselves as people of color. Over half of CSP Fellows in the first two cohorts are still working for the City, serving in 10 different City agencies including DCAS, the NYC Department of Education, the NYC Department of Health and Mental Health, and NYC Emergency Management.

DCAS's core value of equity can also be seen in the City's electric vehicle (EV) charging network. DCAS will install at least 50 percent of its fast electric charging network in Environmental Justice (EJ) Areas. An EJ Area is defined by Local Law 64 of 2017 as a "low-income community located in the city or a minority community located in the city." Of the 94 fast chargers DCAS installed in Fiscal 2023, 50 were in EJ Areas and 26 were in Potential EJ Areas, communities that the City cannot be certain do not meet the income or race thresholds to be considered an EJ Area. The focus on fast charging in EJ Areas will allow DCAS to expand the EV fleet in those communities and ultimately result in cleaner air for the employees and residents of New York City.

Finally, DCAS believes that contractors should reflect the diversity of our city. DCAS's Minority and Women-owned Business Enterprises (M/WBE) Program is the result of DCAS's conviction that providing opportunities for all communities helps spark innovation, strengthen engagement, and drive continuous improvement. In Fiscal 2023, DCAS awarded 50 contracts to City-certified M/WBEs using the M/WBE Noncompetitive Small Purchase Method, worth over $7.6 million in total, up from $4 million in Fiscal 2022. DCAS also participated in 26 M/WBE networking events and hosted 141 one-on-one meetings with potential M/WBE vendors, introducing them to the many services DCAS provides.

These are just some of the efforts that show how DCAS's commitment to equity guides DCAS's work providing City agencies with the resources and support they need to succeed.

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 non-court DCAS-managed facilities.

Goal 2b   Meet timeliness standards for in-house trade shop construction 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 and 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 and maximize best value for goods and services.

SERVICE 5   Manage energy use by City agencies.

Goal 5a   Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

Goal 5b   Reduce the energy-related carbon footprint of City buildings.

Goal 5c   Increase the City's renewable energy capacity.

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 2023

SERVICE 1   Help City agencies fulfill their workforce needs.

Goal 1a   Increase the public's access to information about employment opportunities in city government.

The number of employment applications received via the NYC Jobs website increased 22 percent in Fiscal 2023 compared with Fiscal 2022. One factor in the rise in applications was an 86 percent increase in job openings citywide. Additionally, in Fiscal 2023, DCAS designed, developed, and deployed the NYC Government Hiring Halls. The hiring halls brought jobs in public service directly to New Yorkers, in their own communities, in all five boroughs. They offered a one-stop-shop for job seekers including on-the-spot interviews and job offers. DCAS held 14 NYC Government Hiring Halls in Fiscal 2023, attracting over 12,000 attendees, and made almost 2,000 same-day job offers.

The number of applications received for all DCAS civil service exams fell 27 percent in Fiscal 2023. Notably, the number of applications in Fiscal 2022 were higher than a typical year, because DCAS offered two exams – Sanitation Worker and Sergeant (Police) – that are not offered every year. These had about 70,000 applicants in Fiscal 2022 and account for part of the difference between Fiscal 2022 and Fiscal 2023.

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Applications received for all DCAS civil service exams	83,399	78,442	75,489	164,942	119,599	*	*	Up	*
Employment applications received via NYC Jobs	984,564	803,139	369,926	604,373	736,011	*	*	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b   Ensure a competitive and diverse candidate pool for City employment opportunities.

People of color represented over 80 percent of new hires at mayoral City agencies in Fiscal 2023, increasing two percentage points compared with Fiscal 2022, and remaining stable over the past five fiscal years. Female new hires increased over three percentage points compared with the previous fiscal year, reflecting steady gains in women returning to the City's workforce after the sharp decrease in women's employment that occurred during the COVID-19 pandemic.

Throughout Fiscal 2023, DCAS assisted agencies to recruit a workforce reflecting the diversity of New York City. DCAS supports other agencies in their review of trends in employee demographics by providing relevant and timely metrics to stakeholders on the status of equal employment opportunity efforts and by producing quarterly demographic reports to agencies summarizing incumbents, new hires, promotions, separations, and under-representation by race/ethnicity and gender. Additionally, DCAS provides trainings to agencies on how to review and understand these reports and on best practices for identifying, recruiting, and hiring diverse talent based on agency diversity goals.

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
★ ✹ New hires - Asian/Pacific Islander (%)	9.0%	9.3%	6.8%	10.8%	10.0%	*	*	Up	*
★ ✹ New hires - Black (%)	41.5%	40.2%	39.6%	36.8%	39.5%	*	*	Neutral	*
★ ✹ New hires - Hispanic (%)	22.2%	22.4%	21.8%	23.5%	23.1%	*	*	Neutral	*
★ ✹ New hires - Some other race (%)	5.4%	6.3%	9.1%	6.5%	7.4%	*	*	Up	*
★ ✹ New hires - White (%)	22.0%	21.8%	22.7%	22.4%	20.0%	*	*	Neutral	*
★ ✹ New hires - Female (%)	47.5%	52.3%	39.0%	42.4%	45.9%	*	*	Down	*
★ ✹ New hires - Male (%)	52.5%	47.7%	61.0%	57.6%	54.1%	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1c Ensure timely administration of civil service exams.

Hiring priorities at City agencies and the civil service exam schedule established by DCAS aligned well in Fiscal 2023. The number of civil service exams open for filing by DCAS increased 12 percent in Fiscal 2023, from 178 in Fiscal 2022 to 200 in Fiscal 2023, exceeding the target of 185.

The median time from exam administration to exam results completion for DCAS-administered exams was 219 days in Fiscal 2023, down from 246 days the prior fiscal year and below the 290-day target. DCAS's success in decreasing the median time in Fiscal 2023 owes chiefly to the expanded administration of single part exams. Single part exams, which include online education and experience exams and multiple choice-only exams, consist of only one test type rather than multiple or a combination of various test types. These types of exams have considerably shorter results times due to successful automation efforts.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
★ Civil service exams open for filing by DCAS	129	195	173	178	200	185	185	Up	*
★ Median time from exam administration to exam results completion for DCAS-administered exams (days)	255	299	318	246	219	290	290	Down	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1d Provide a wide range of training opportunities.

DCAS provided almost 1,000 rich and high-quality training opportunities in Fiscal 2023, in accordance with DCAS's conviction that professional development and training enhance employee performance and workplace culture. The average rating for professional development training was 93 percent in Fiscal 2023, on par with previous years, and slightly exceeding the target of 92 percent. Managerial and professional development program participation increased by 25 percent in Fiscal 2023 and exceeded the target by almost 20 percent. DCAS ascribes the increase in the number of trainings completed by City employees in managerial and professional development programs to a corresponding increase in the variety of course offerings as well as a wide selection of both in-person and online training options.

Completed trainings by City employees in equity and inclusion in Fiscal 2023 increased almost 50 percent from Fiscal 2022, doubling the target of 207,869. The considerable growth can be credited in part to the recently compulsory equity and inclusion course, "Everybody Matters," mandated in the third quarter of the previous fiscal year. "Everybody Matters" aims to create an environment where all employees feel valued, included, and engaged by encouraging employees to adopt inclusive behaviors. DCAS-enabled training, implemented by agencies in the second half of the fiscal year, also contributed to the increase in completed trainings in equity and inclusion. DCAS-enabled training is a solution that allows agencies to train hard-to-reach populations, such as employees who work in non-traditional work sites (e.g., school food and uniform employees), who may lack technological access, or who face scheduling challenges. It is utilized primarily for compliance training, wherein agencies are required to train all staff with citywide training with core standards and requirements. City agencies can take advantage of the DCAS-enabled training through an assortment of avenues. City employees can schedule time to take eLearning courses on-site at the Citywide Training Center. Agencies can also use citywide course curricula that are approved or provided by DCAS. They can also administer training internally with DCAS-trained agency staff, such as through train-the-trainer courses. Agencies then provide the completion rosters to DCAS for City recordkeeping.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Average rating for professional development training sessions (%)	90%	91%	93%	94%	93%	92%	92%	Neutral	Up
Trainings completed by City employees/participants in managerial and professional development	72,094	63,410	33,900	54,707	68,611	57,889	58,544	Down	Up
Trainings completed by City employees/participants in equity and inclusion	282,319	235,795	202,329	282,562	421,969	207,869	207,869	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2 Manage and operate City-owned office buildings.

Goal 2a Improve cleanliness and maintenance ratings for non-court DCAS-managed facilities.

DCAS instituted a new tenant survey and methodology for measuring the condition and cleanliness for non-court DCAS-managed space in Fiscal 2023. Due in large part to the new survey along with staffing challenges, the average building rating decreased from 72 percent in Fiscal 2022 to 62 percent in Fiscal 2023. According to the scale used in the survey, the 62 percent rating is considered to be between fair and good. Nevertheless, DCAS has taken steps to improve the tenant experience including the appointment of a director of tenant relations and the creation of a tenant relations committee.

DCAS received a Customers Observing and Reporting Experiences (CORE) score of 99 out of 100 points in Fiscal 2023. This score exceeded the target of 95.

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	72%	NA	NA	72%	62%	72%	72%	NA	Up
CORE facility rating	NA	96	NA	100	99	95	95	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b Meet timeliness standards for maintenance service requests and repair work.

The upward trend in completed work orders continued in Fiscal 2023 after the sharp decline caused by COVID-19 lockdowns in Fiscal 2020. Completed in-house trade shop work orders increased three percent from Fiscal 2022 to 7,698 (10 percent above the target). That figure is still short of pre-COVID levels though, the consequence of rising material costs, supply chain issues, and personnel constraints. The share of in-house trade shop work orders completed within 30 days also continued to outperform the target in Fiscal 2023. While still below the target of seven days, the average time to complete in-house trade shop work orders has steadily increased as a result of the factors described previously.

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Average time to complete in-house trade shop work orders (days)	5.4	4.5	5.0	5.9	6.1	7.0	7.0	Up	Down
★ In-house trade shop work orders completed within 30 days (%)	80%	79%	84%	NA	95%	75%	75%	NA	Up
Completed in-house trade shop work orders	13,212	9,726	6,951	7,513	7,698	7,000	7,000	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2c Consolidate and reduce City office space.

In Fiscal 2023, the City entered into, renewed, or amended 32 leases, occupying 2.5 million square feet of private space. Only 43 percent of this year's agreements were the result of new leasing needs (similar to the previous fiscal year), while 55 percent were due to lease renewals, extensions, or relocation of existing programs and the remainder were due to lease amendments. The Fiscal 2023 share of new leases is a marked difference from Fiscal 2021, when 68 percent of lease-in agreements were the result of new leasing needs, and Fiscal 2020, when this figure was 72 percent. The most recent results reflect the City's and DCAS's efforts to reduce the number of new leases while also consolidating and using existing space more efficiently.

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Lease-in agreements executed	45	24	47	29	32	*	*	Down	*
Square footage associated with executed lease-in agreements (000)	1,752	1,809	1,880	1,136	2,535	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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.

DCAS had a strong year generating revenue for the City through efficient, effective, and strategic management of the City's surplus real and personal property. Revenue generated from DCAS-administered leases increased over 20 percent, from $38.8 million in Fiscal 2022 to over $46.6 million in Fiscal 2023, surpassing the target of $37.6 million. The increase in lease revenue can be explained by a lease auction held in December 2022 along with settlements for certain lease disputes. Lease revenue can fluctuate year to year based on lease expirations or terminations, new lease executions, or tenants that pay rent based on a percentage of their revenue.

Driven by robust sales from surplus DCAS fleet vehicle auctions, which increased over 80 percent from Fiscal 2022 to almost $12 million in Fiscal 2023, revenue generated from the sale of all surplus goods increased almost 60 percent to over $13.7 million in Fiscal 2023 from $8.6 million in Fiscal 2022. The growth in auto auction revenue was due primarily to the implementation of a mayoral fleet reduction initiative, which resulted in the citywide fleet size shrinking by 937 units, a decrease of approximately three percent.

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
★ Lease revenue generated ($000)	$54,003	$50,120	$42,652	$38,818	$46,606	$37,578	$40,931	Down	*
Revenue generated from the sale of surplus goods ($000)	$11,424	$12,569	$15,656	$8,617	$13,740	$12,321	$12,661	Neutral	*
– Revenue generated from auto auctions ($000)	$9,621	$11,587	$14,722	$6,538	$11,818	$10,120	$10,460	Neutral	*

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

SERVICE 4 — Procure goods and select services for City agencies.

Goal 4a Maximize competition in the procurement process.

The average number of bidders per bid increased to 3.5 in Fiscal 2023 from 3.2 in Fiscal 2022. In order to maximize competition in the bidding process, DCAS has facilitated ongoing recruitment and engagement of potential vendors. Widespread adoption of the PASSPort digital procurement platform by the vendor community has also helped increase the number of bidders per bid. In addition, there has been a surge in the number of bidders for electric vehicle procurements. For instance, the recent electric vehicle supply equipment competitive sealed bid had 28 vendors who participated.

Mayoral agency spending on goods against DCAS master contracts increased by 20 percentage points and mayoral agency spending on services against DCAS master contracts increased by 3 percentage points in Fiscal 2023. DCAS attributes part of those increases to the resurgence of citywide activity associated with the expiration of the federal Public Health Emergency for COVID-19. The return to a fully in-office five-day work week for City employees and pre-pandemic levels for City operations has meant additional purchases of frequently used goods and services, such as fuel oil, food, vehicles, and repair services on DCAS master contracts.

There was a small decline in the number of M/WBE Noncompetitive Small Purchase (NCSP) Method contracts in Fiscal 2023. However, the total value of these contracts almost doubled from $4 million in Fiscal 2022 to $7.6 million in Fiscal 2023, as DCAS was able to award larger noncompetitive contracts in Fiscal 2023, aligning with the City's efforts to increase M/WBE utilization.

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
★ Average number of bidders per bid	3.0	2.7	4.0	3.2	3.5	3.4	3.4	Up	*
Mayoral agency spending on goods against DCAS master contracts (%)	88%	61%	55%	67%	87%	*	*	Neutral	*
Mayoral agency spending on services against DCAS master contracts (%)	20%	21%	16%	13%	16%	*	*	Down	*
M/WBE Non-Competitive Small Purchase Contracts	67	66	47	54	50	*	*	Down	Up

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

| Goal 4b | | | | | | | | | |

Use citywide buying power to achieve and maximize best value for goods and services.

The value of goods and services purchased increased 12 percent to $1.2 billion in Fiscal 2023, in keeping with pre-COVID-19 levels of activity. Goods and services purchased during the reporting period included motorized equipment and general repair parts, services off DCAS master contracts, machinery and hardware, and fuel. The Central Storehouse (CSH) distributed products worth $34 million in Fiscal 2023, an almost 60 percent decrease from the prior fiscal year. Much of this decrease is the result of smaller purchases of COVID-19-related personal protective equipment (PPE) in Fiscal 2023, a continued reduction from Fiscal 2021, when the City's response to the COVID-19 pandemic was at its height.

The average time it took to deliver items from the CSH to City agencies increased slightly to 4 days in Fiscal 2023 from 3 days in Fiscal 2022. Staff shortages at the CSH played a substantial role in the increase. However, this average delivery time is still a major decline from the five-year high of 13 days in Fiscal 2021. The decrease in the volume of PPE purchased by City agencies coupled with adopted process efficiencies have enabled the CSH to manage incoming requisitions more effectively and deliver orders at a faster rate compared with even pre-pandemic time frames.

The DCAS Bureau of Quality Assurance deemed 557 inspections to be non-compliant in Fiscal 2023, an increase from 460 the previous fiscal year. The dollar value of cost avoidance for non-compliant products fell from over $6 million in Fiscal 2022 to almost $5 million in Fiscal 2023.

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Value of goods and services purchased ($000,000)	$1,249	$1,235	$1,179	$1,141	$1,272	*	*	Neutral	*
– Value of Central Storehouse requisitions ($000)	$23,410	$24,329	$172,632	$84,918	$34,205	*	*	Up	*
Average time to fulfill an agency requisition (days)	13	8	13	3	4	*	*	Down	Down
Inspections deemed non-compliant	806	801	550	460	557	*	*	Down	*
Value of cost avoidance ($000)	$7,585	$21,435	$17,908	$6,157	$4,973	*	*	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 5 **Manage energy use by City agencies.**

| Goal 5a | | | | | | | | | |

Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

In Fiscal 2023, the City purchased a total of 27.1 trillion British thermal units (BTUs) of energy in the form of electricity, natural gas and steam. Reflective of the positive impacts of City energy reduction efforts (such as those described below) and energy efficiency projects, the amount of energy purchased fell six percent versus Fiscal 2022. Overall, electricity usage in Fiscal 2023 was in line with five-year levels, while gas and steam were slightly down.

In addition to DCAS's role managing energy accounts, DCAS also helps the City save energy and reduce greenhouse gas (GHG) emissions by supporting agency participation in demand response (DR) programs, which help reduce building electric use (load) during periods of high strain on the electric grid. More than 616 City facilities across 35 agencies (including 13 cultural institutions) participated in DR programs in Fiscal 2023. These 35 agencies have committed to reduce 115.6 MW of load during peak demand periods, the equivalent of removing approximately 463 mid-size schools from the grid. In fact, City DR commitments account for about 24 percent of DR reductions in all of New York City. To support further DR participation, DCAS installed real-time meters for 161 utility accounts in Fiscal 2023. These installations mean that real-time meters will monitor (capture) over 72 percent of City electricity peak demand, putting the City on track to the target of capturing 80 percent of electricity peak demand. Efforts such as these illustrate how sustainability is a core value at DCAS.

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Electricity purchased (billions of kilowatt hours)	4.1	3.9	3.7	4.0	3.9	*	*	Neutral	Down
Total energy purchased (trillions of British thermal units)	29.8	28.2	27.9	28.7	27.1	*	*	Neutral	Down
– Electricity (%)	47.0%	46.8%	45.5%	47.3%	48.9%	*	*	Neutral	*
– Natural gas (%)	46.1%	46.8%	48.2%	46.8%	45.5%	*	*	Neutral	*
– Steam (%)	6.9%	6.4%	6.3%	5.9%	6.2%	*	*	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None
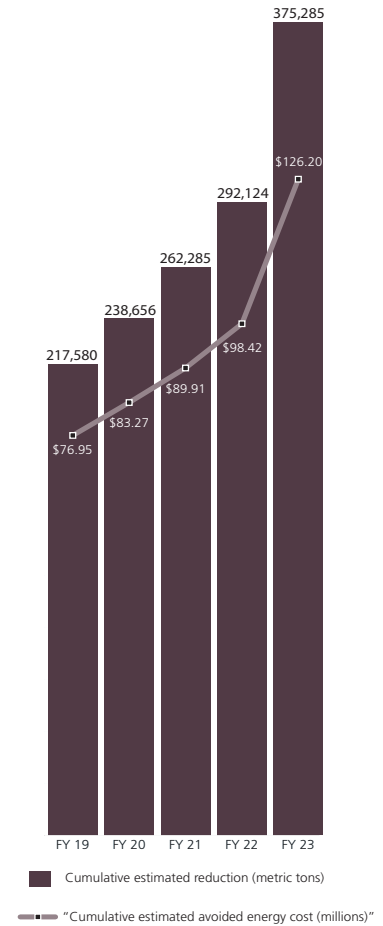
| Goal 5b | Reduce the energy-related carbon footprint of City buildings. |

The [Climate Mobilization Act (CMA) of 2019](#) requires the City to reduce its overall GHG emissions by 40 percent by Fiscal 2025 and 50 percent by Fiscal 2030, compared with a Fiscal 2006 baseline. These are key milestones on the path to achieving citywide carbon neutrality by 2050 and demonstrate the City's commitment to leading the fight against climate change. In the past five fiscal years, DCAS completed 2,914 energy efficiency projects in nearly 1,600 unique public facilities, resulting in an estimated GHG reduction of over 163,000 metric tons annually, the equivalent of removing over 36,400 typical passenger vehicles off the road. In Fiscal 2023, DCAS completed 582 energy efficiency projects, a 37 percent increase from Fiscal 2022, which DCAS estimates will reduce over 32,700 GHG emissions annually, the equivalent of removing nearly 7,300 cars from the road. Those values are based on preliminary project closeout estimates, and DCAS will continue to verify project outcomes in the new fiscal year.

DCAS fell short of targets for annual estimated reduction in GHG emissions from all energy projects and annual estimated avoided energy cost from all energy projects in Fiscal 2023. There are multiple factors for this situation. DCAS experienced procurement delays for its newly launched direct install lighting retrofit program, which was expected to yield significantly more completed projects and estimated GHG emissions reductions prior to the delays. Part of the City's [Leading the Charge](#) initiative, the direct install lighting program will accelerate and reduce the cost of upgrading lighting in City buildings to high-efficiency LED fixtures. Additionally, DCAS experienced supply chain disruptions and staffing challenges in Fiscal 2023. DCAS is working to overcome these challenges and ensure that the City remains on pace towards achieving its ambitious GHG reductions goals.

[Local Law 87 of 2009](#) (LL87) requires all buildings (public and private) exceeding 50,000 gross square feet to have energy audits and tests and operational improvements to building systems ([retro-commissioning](#)) once every 10 years. After completing audits and retro-commissioning at 1,273 buildings, DCAS has achieved almost full compliance with the first 10-year cycle of LL87. Near completion of the first compliance cycle has led to a decline in the number of energy efficiency reports completed by DCAS, which fell to 47 in Fiscal 2023 from 57 in Fiscal 2022. DCAS is now embarking on the second 10-year cycle of LL87.

Cumulative estimated reduction in greenhouse gas emissions and cumulative estimated avoided energy cost from energy projects

FY 19: 217,580 ($76.95)
FY 20: 238,656 ($83.27)
FY 21: 262,285 ($89.91)
FY 22: 292,124 ($98.42)
FY 23: 375,285 ($126.20)

■ Cumulative estimated reduction (metric tons)
▬■▬ "Cumulative estimated avoided energy cost (millions)"

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	43,284	23,449	30,902	33,257	32,737	40,000	40,000	Down	*
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	254,940	278,389	309,291	342,548	375,285	332,124	422,548	Up	Up
★ Annual estimated avoided energy cost from all energy projects ($000,000)	$14.60	$6.60	$7.70	$9.00	$8.60	$11.33	$11.56	Down	*
★ Cumulative estimated avoided energy cost from all energy projects ($000,000)	$94.30	$100.90	$108.60	$117.60	$126.20	$109.75	$140.50	Up	Up
Annual energy retrofit/conservation projects completed	445	467	848	572	582	*	*	Up	*
Cumulative energy retrofit/conservation projects completed	2,553	3,020	3,868	4,440	5,022	*	*	Up	Up
Annual Energy Efficiency Reports (EER) completed	163	159	111	57	47	*	*	Down	*
Cumulative Energy Efficiency Reports (EER) completed	899	1,058	1,169	1,226	1,273	*	*	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 5c   Increase the City's renewable energy capacity.

A key component to achieving the City's goal for GHG emissions reductions is the installation of clean energy technologies at City facilities. The City has a goal of installing at least 100 megawatts (MW) of solar photovoltaic power generation capacity on City-owned properties by the end of Fiscal 2025. DCAS has installed 21.9 MW of solar photovoltaics as of the end of Fiscal 2023, a 31 percent increase from Fiscal 2022 and a 100 percent increase from Fiscal 2020. Additionally, DCAS has over 55 MW of solar projects currently in development and will continue to expedite the planning, procurement, and implementation of new solar projects to reach the 100 MW goal.

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Cumulative installed solar capacity (megawatts)	10.64	10.67	13.67	16.74	21.90	*	*	Up	Up

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 6   Manage the City's fleet and fuel resources.

Goal 6a   Reduce fuel use and emissions.

DCAS's core value of sustainability can also be seen in the NYC Clean Fleet Plan, which commits the City to reducing City fleet GHG emissions by half by 2025. Achieving this goal involves the transition to low-emission, alternative fuel vehicles. Fleet electrification is a key component in this transition as DCAS has committed to a fully electric fleet for most vehicle types by 2035. For those reasons, DCAS exceeded the targets for electric vehicles in both the citywide and DCAS-managed fleets in Fiscal 2023. Moreover, the percentage of hybrid or alternative-fueled vehicles rose to a record 71 percent in the citywide fleet and a record 86 percent in the DCAS-managed fleet in Fiscal 2023. Most of the remaining fleet that is not alternative fuel consists of police and emergency response vehicles, although since Fiscal 2020, most new police patrol cars or utility vehicles purchased have been hybrid. DCAS also surpassed the Fiscal 2023 target for vehicles with the highest emissions ratings in the citywide fleet and was one percentage point below the target set for the DCAS-managed fleet. Both metrics surpassed the Local Law 38 of 2005 requirement of 95 percent.

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	63%	65%	67%	68%	71%	72%	74%	Up	Up
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	80%	81%	82%	82%	86%	85%	90%	Neutral	Up
★ Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	99%	100%	100%	100%	99%	100%	100%	Neutral	Up
Electric vehicles in the citywide fleet	2,886	3,015	3,139	3,477	4,646	4,200	5,200	Up	Up
– Electric vehicles in the DCAS-managed fleet	537	562	596	612	909	800	800	Up	Up

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

| Goal 6b | Optimize fleet resources to meet agency needs. |

The City achieved an 88 percent and 97 percent in-service rate for vehicles citywide and in the DCAS-managed fleet, respectively, in Fiscal 2023. Those statistics were four percentage points below the target for the citywide fleet and one percentage point below the target for the DCAS-managed fleet. The decline in the citywide in-service rate has several causes. The average age of the fleet remains high due to a combination of the vehicle purchase freeze during the COVID-19 pandemic and delivery delays for new vehicles resulting from supply chain issues. Moreover, the City has not fully recovered mechanic positions that have been lost since Fiscal 2020. DCAS is working with other City agencies to fill vacant funded positions, including the vacant mechanic positions.

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Fleet in-service rate citywide (%)	91%	91%	92%	90%	88%	92%	90%	Neutral	Up
– Fleet in-service rate for DCAS-managed fleet (%)	98%	99%	98%	98%	97%	98%	98%	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Workplace injuries reported	49	30	25	33	28	*	*	Down	Down
Accidents involving the public in DCAS-managed properties	25	21	15	17	25	*	*	Neutral	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Letters responded to in 14 days (%)	44%	31%	54%	85%	100%	*	*	Up	Up
E-mails responded to in 14 days (%)	82%	77%	67%	90%	97%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes)	1:29	NA	NA	NA	4:56	*	*	NA	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		5yr Trend
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	
Expenditures ($000,000)[3]	$1,280.0	$1,839.8	$1,667.3	$1,532.7	$1,666.6	$1,628.9	$1,643.5	Up
Revenues ($000,000)	$81.5	$74.2	$67.5	$63.3	$73.4	$60.9	$72.1	Down
Personnel	2,451	2,460	2,243	2,063	2,068	2,557	2,584	Down
Overtime paid ($000,000)	$27.2	$28.3	$23.4	$28.0	$23.1	$23.0	$22.9	Down
Capital commitments ($000,000)	$145.6	$203.8	$233.2	$48.5	$156.8	$241.9	$268.8	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details.   [2]Authorized Budget Level   [3]Expenditures include all funds   "NA" - Not Available   * None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY22[1] ($000,000)	Modified Budget FY23[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$203.4	$219.5	
001 - Human Capital	$24.4	$28.2	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	$2.4	$2.5	*
100 - Executive and Operations Support	$29.9	$30.0	All
200 - Division of Administration and Security	$15.0	$14.2	All
300 - Asset Management – Public Facilities	$99.2	$105.5	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	$10.9	$11.0	3a, 4a, 4b
500 - Division of Real Estate Services	$10.4	$10.9	3a
600 - External Publications and Retailing	$2.0	$2.6	*
700 - Energy Management	$5.5	$11.0	5a, 5b, 5c
800 - Citywide Fleet Services	$3.6	$3.5	3a, 6a, 6b
Other Than Personal Services - Total	$1,329.3	$1,447.1	
002 - Human Capital	$6.3	$12.7	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	$0.1	$0.1	*
190 - Executive and Operations Support	$5.7	$12.3	All
290 - Division of Administration and Security	$29.6	$30.3	All
390 - Asset Management – Public Facilities	$241.2	$229.5	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	$24.8	$45.5	3a, 4a, 4b
590 - Division of Real Estate Services	$2.6	$8.0	3a
690 - External Publications and Retailing	$0.8	$1.0	*
790 - Energy Management	$936.6	$1,010.8	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	$81.5	$96.8	3a, 6a, 6b
Agency Total	$1,532.7	$1,666.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2023, as of June 2023. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The indicators 'City employees/participants trained in Managerial and Professional Development programs' and 'City employees/participants trained in Equity and Inclusion' have been revised to 'Trainings completed by City employees/ participants in managerial and professional development' and 'Trainings completed by City employees/participants in equity and inclusion,' respectively. The Fiscal 2024 targets for those indicators have also been updated to reflect the newest available data.

- Goal 2a has been revised to 'Improve cleanliness and maintenance ratings for non-court DCAS-managed facilities.'

- The method for calculating the indicator 'Average time to complete in-house trade shop work orders (days)' was changed to a more straightforward average of all work order duration. The historical values were revised based on the new method.

- The Fiscal 2024 target for 'Lease revenue generated ($000)' was updated as the prior target erroneously included revenue from property sales, which is not lease revenue. The revised target is derived specifically from revenue from leases.

- The Fiscal 2024 targets for 'Revenue generated from the sale of surplus goods ($000)' and 'Revenue generated from auto auctions ($000)' were increased due to increases in expected auto auction revenue.

- The historical values for Goal 5a indicators were updated due to utility billing revisions. Revisions may occur because DCAS identified utility billing errors resulting in erroneous usage that the utility subsequently corrected or because estimated meter reads by the utility at the time of billing have since been updated with actual readings.

- The historical values for the indicators 'Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)' and 'Cumulative estimated reduction in greenhouse emissions from all energy projects (metric tons)' were revised for two reasons. First, historical projects not previously accounted for have now been included in calculating the values; these projects contributed additional GHG emissions reductions. Second, DCAS recalculated the historical values for these indicators using the latest GHG emissions coefficients released by the Mayor's Office of Climate and Environmental Justice. Updating the coefficients increased the GHG emissions reductions as the carbon intensity of the electricity grid has increased 25 percent since Fiscal 2019 due to the closure of the Indian Point Energy Center. Consequently, the impact of energy efficiency projects on GHG emissions reduction has been larger.

- The historical values for the indicators 'Annual estimated avoided energy cost from all energy projects ($000,000)' and 'Cumulative estimated avoided energy costs from all energy projects ($000,000)' were revised to account for the impact of historical projects that were not previously included in the calculations.

- The Fiscal 2024 target for the indicator 'Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)' was revised to incorporate changes resulting from additional historical projects and coefficient updates.

- The Fiscal 2024 target for the indicator 'Cumulative estimated avoided energy cost from all energy projects ($000,000)' was revised to incorporate changes resulting from additional historical projects.

- The Fiscal 2022 actual for the indicator 'Cumulative Energy Efficiency Reports (EER) completed' was revised due to a data entry error.

- The Fiscal 2024 target for 'Hybrid or alternative fuel vehicles in the citywide fleet (%)' was increased as DCAS continues to accelerate hybrid and electric vehicle implementation including in law enforcement, which comprises most of the current conventional gasoline-fueled fleet.

- The Fiscal 2024 targets for 'Electric vehicles in the citywide fleet,' and 'Electric vehicles in the DCAS-managed fleet,' were increased as DCAS has expanded electric vehicle adoption, including substantial purchases of electric vans and pickup trucks.

- The Fiscal 2024 target for 'Fleet in-service rate citywide (%)' was decreased due to the suspension in vehicle buying resulting from the COVID-19 pandemic, which has led to the oldest citywide fleet in decades, on top of staffing shortages. DCAS is working to restore vehicle buying but there have been substantial delays in receiving replacement equipment; DCAS expects continued service impacts.

- The indicator 'Average wait time to speak with a customer service agent (minutes)' now includes the wait time to speak to a sales associate at the CityStore, the Official Store of the City of New York and incorporates the time before taking an exam at the DCAS Computer-based Testing and Application Centers.

ADDITIONAL RESOURCES

For additional information go to:

- 55-a Program:
  www.nyc.gov/site/dcas/employment/55-a-program.page

- Annual and Monthly Civil Service Exam Schedule:
  www.nyc.gov/site/dcas/employment/how-can-you-find-upcoming-exams.page

- Citywide Contract Portfolio:
  www.nyc.gov/site/dcas/business/citywide-contract-portfolio.page

- CityStore: The Official Store of the City of New York:
  a856-citystore.nyc.gov

- Conducting Business with the City:
  www.nyc.gov/site/dcas/business/conducting-business.page

- DCAS Citywide Learning & Development:
  www.nyc.gov/site/dcas/agencies/citywide-training-and-development.page

- DCAS Computer-based Testing and Application Centers (CTACs):
  www.nyc.gov/site/dcas/employment/travel-directions-to-the-ctacs.page

- DCAS data sets on the NYC Open Data Portal:
  bit.ly/DCASOpenData

- DCAS electric vehicle charging network:
  www.nyc.gov/site/dcas/agencies/fleet-sustainability.page

- DCAS Energy Management Reports and Publications:
  www1.nyc.gov/site/dcas/agencies/energy-reports-and-publications.page

- DCAS Office of Citywide Recruitment upcoming outreach events:
  www1.nyc.gov/site/dcas/agencies/office-of-citywide-recruitment.page

- DCAS surplus goods auctions:
  www.publicsurplus.com/sms/nycdcas,ny/list/current?orgid=195212

- EEO-4 Reports to the U.S. Equal Employment Opportunity Commission:
  www1.nyc.gov/site/dcas/reports/EEO-4-Reports.page

- Fleet vehicle auctions:
  www.nyc.gov/site/dcas/business/vehicle-auction.page

- DCAS M/WBE Program:
  www.nyc.gov/site/dcas/business/m-wbe-program.page

- DCAS newsletter sign up:
  www.nyc.gov/site/dcas/about/citywide-administrative-services-newsletter-sign-up.page

- Follow DCAS on Facebook:
  www.facebook.com/NYCDCAS

- Follow DCAS on Instagram:
  www.instagram.com/nycdcas

- Follow DCAS on LinkedIn:
  www.linkedin.com/company/801129

- Follow DCAS on Twitter:
  twitter.com/NYCDCAS

- Follow DCAS on YouTube:
  www.youtube.com/@dcasnyc

- Inside Citywide Podcast:
  www.nyc.gov/site/dcas/about/inside-citywide-podcast.page

- Internships and Fellowships with the City:
  www.nyc.gov/site/dcas/employment/internship-and-fellowships.page

- NYC Clean Fleet Plan:
  www.nyc.gov/assets/dcas/downloads/pdf/fleet/NYC-Clean-Fleet-Update-September-2021.pdf

- NYC Demand Response Program:
  www.nyc.gov/site/dcas/agencies/demand-response.page

- NYC Equal Employment Opportunity Policy:
  www.nyc.gov/assets/dcas/downloads/pdf/agencies/nyc_eeo_policy.pdf

- NYC Fleet Newsletter:
  www1.nyc.gov/site/dcas/agencies/fleet-news.page

- NYC Jobs:
  www1.nyc.gov/jobs/index.page

- NYC Workforce Profile Reports:
  www1.nyc.gov/site/dcas/reports/workforce-reports.page

- One City: Built to Last:
  www.nyc.gov/builttolast

- OneNYC: Government Workforce:
  onenyc.cityofnewyork.us

- Online Application System (OASys):
  www.nyc.gov/examsforjobs

- Resources for City Agencies:
  www.nyc.gov/site/dcas/agencies/for-city-agencies.page

- The Social Indicators and Equity Report, EquityNYC:
  equity.nyc.gov

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