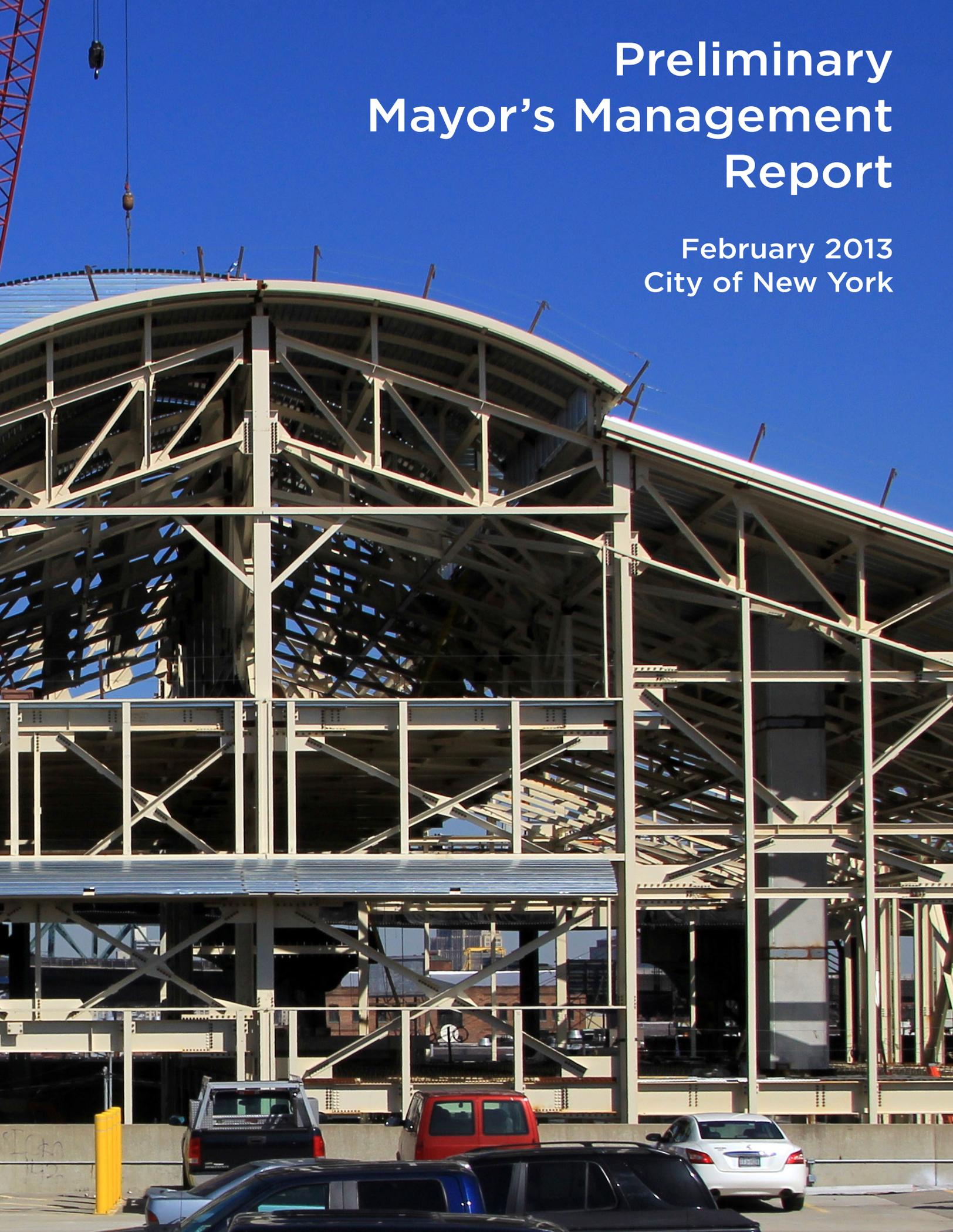


Preliminary Mayor's Management Report

February 2013
City of New York



CELEBRATING OUR CITY

Cover Photo: The Hamilton Avenue Marine Transfer Station
500 Hamilton Avenue, Brooklyn, NY
Photo Courtesy of the NYC Department of Sanitation

The Hamilton Avenue Marine Transfer Station, expected to be completed in fall 2013, is one of four Marine Transfer Stations (MTSs) that the Department of Sanitation will build by 2016 to handle waste as part of the Solid Waste Management Plan (SWMP). Signed into law by Mayor Bloomberg in 2006, the SWMP is a comprehensive blueprint for the long-term management of New York City's municipal solid waste. The MTSs are the linchpins of this plan, allowing the City to replace the current truck-based export system with an environmentally sound and more equitable rail and barge system. The SWMP will ultimately eliminate over 55 million truck miles and reduce greenhouse gas emissions by 192,000 tons annually.

The Hamilton Avenue MTS will handle a significant portion of waste from Brooklyn. Waste accepted at the facility will be loaded into sealed containers and then transported for disposal or energy recovery.

For more information about the Department of Sanitation, please visit nyc.gov or call 311.



TABLE OF CONTENTS

Introduction..... i

Agencies Working Together:

Young Men’s Initiative v
Breaking the Cycle of Povertyvii

PUBLIC SAFETY AND LEGAL AFFAIRS

New York City Police Department..... 3
Fire Department..... 7
Office of Emergency Management 11
Department of Correction 15
Department of Probation..... 19
Civilian Complaint Review Board..... 23
Law Department 27
Department of Investigation..... 31
City Commission on Human Rights 35
Office of Administrative Trials and Hearings 39
Business Integrity Commission..... 43

QUALITY OF LIFE

Department of Sanitation 49
Department of Parks & Recreation 53
Department of Cultural Affairs..... 59
Landmarks Preservation Commission 63

HEALTH AND HUMAN SERVICES

Department of Health and Mental Hygiene..... 69
Office of Chief Medical Examiner 75
Health and Hospitals Corporation..... 79
Human Resources Administration 83
Administration for Children’s Services 89
Department of Homeless Services 95
Department for the Aging..... 101

EDUCATION

Department of Education	107
School Construction Authority.....	113
Department of Youth and Community Development.....	115

INFRASTRUCTURE AND SUSTAINABILITY

Department of Environmental Protection.....	121
Department of Transportation	127
Department of Housing Preservation and Development	133
Department of Buildings	137
New York City Housing Authority	141
Department of City Planning.....	147
Department of Design and Construction.....	151

ECONOMY

New York City Economic Development Corporation.....	157
Department of Small Business Services.....	161
Department of Consumer Affairs.....	165

ADMINISTRATIVE SERVICES

Department of Citywide Administrative Services	171
Department of Records and Information Services.....	177
Department of Finance	181
Department of Information Technology and Telecommunications	185
311 Customer Service Center.....	191
Taxi and Limousine Commission	193

NON-MAYORAL AGENCIES

Public Libraries	199
City University of New York.....	203
Board of Elections.....	205

MMR User's Guide.....	207
------------------------------	------------



INTRODUCTION

PRELIMINARY MAYOR'S MANAGEMENT REPORT (PMMR)

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 Preliminary Mayor's Management Report (PMMR) covers performance for the first four months of the fiscal year, from July through October. The annual Mayor's Management Report (MMR) covers the twelve-month fiscal year period, from July through June. The Charter provisions governing the submission of the MMR can be viewed on the Mayor's Office of Operations' website at NYC.gov.

The PMMR and MMR 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 Statistics" 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, if appropriate, allowing 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. A 5-year trend assessment in the MMR showing whether the indicator is trending upward, downward or is neutral. 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 PMMR and MMR also present, for each agency, an overview of resources used and resources projected for use including staffing levels, overtime, expenditures, revenues and capital commitments.

Agency chapters also contain information regarding how well the agency is serving its customers including timeliness in responding to service requests made through the City's 311 Customer Service Center and direct 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 a section at the beginning called "How Is New York City Doing?" which summarizes information found in the individual agency chapters.

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

For the first time the PMMR/MMR will be 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.

Three related types of MMR related information are available through the Office of Operations website:

1. Definitions of each agency performance measure including the data source. (Note: definitions for some newly added indicators residing exclusively on the new MMR website will be included during the spring of 2013.)
2. Additional tables showing information of interest across agencies including workforce absence rates, fleet vehicle usage, inquiries to the 311 Customer Service Center and budgetary units of appropriation.
3. Community-level information for selected performance measures, disaggregated by local service district (community board, police precinct, or school district). This information is available through the interactive Citywide Performance Reporting (CPR) Agency Performance Mapping feature of the Office of Operations' website. CPR can be found under the Performance Data tab on the Operations' home page.

NYCSTAT

[NYCStat](#) is the City's one-stop-shop for all essential data, reports, and statistics related to City services. From this page the reader can access a wide array of performance-related information including citywide and agency-specific performance, 311-related information, and interactive mapping features for selected performance data and quality of life conditions.

The components of NYCStat are:

- Citywide Performance Reporting – Agency Performance Reporting. This interactive dashboard includes data from the same City agencies and covered organizations that are represented in the MMR. Data for approximately 500 performance measures considered critical are updated monthly, quarterly, or annually depending data availability. This component also provides opportunities to map many MMR indicators at the community level.
- Mayor's Management Report (MMR) – NYCStat is the user's quickest link to the MMR and PMMR, including the additional information described in the first section of this Introduction.
- NYC*SCOUT – Since October 2007, inspectors of the Mayor's Street Condition Observation Unit (SCOUT) have surveyed all the City's streets monthly 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.
- Scorecard 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 Information – Data derived from the 311 Customer Service Center includes:
 - 311 Performance Reports/Most Frequent Inquiries – Basic data on 311 Customer Service Center operations, including the most frequent inquiries, trends in daily call volumes and service levels.
 - Detailed Reports/Local Law 47 of 2005 – Monthly reports, mandated by local law, list selected 311 service requests including the time to respond to each request, broken down by borough, Community Board, City Council District, and zip code.

- NYC Data Mine – 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.



AGENCIES WORKING TOGETHER: YOUNG MEN'S INITIATIVE

Partner agencies & offices



Center for Economic Opportunity
Mayor's Office of Operations
NYC Service
Office of Human Capital Development
Office of the Criminal Justice Coordinator
Center for Innovation through Data Intelligence

New York City's Young Men's Initiative (YMI) is focused on improving outcomes for young black and Latino men through policy changes and innovative programming in four areas: education, employment, justice, and health. In addition, mentoring is a critical part of the YMI strategy to promote black and Latino male achievement and more than 1,400 young people have participated in new mentoring programs. To date, the City has implemented over 40 programs and policies across nearly 20 City agencies and offices, serving over 15,000 youth and young adults.

Education

- The Expanded Success Initiative launched a fellowship program dedicated to the design of eight new high schools to be opened in the fall 2014. The goal of the fellowship is to create breakthrough high school models whose outcomes will be measured by college and career success for black and Latino male students. In Fiscal 2012, while citywide suspensions of black and Latino students decreased by 5.5% and 8.9%, respectively, compared to last year, YMI's pilot effort in 20 schools to promote progressive discipline and alternatives to suspensions resulted in a 36% decrease. From the launch of YMI through December 31, 2012, a total of 167 formerly disconnected young adults have earned a GED or High School Diploma and 184 have been accepted into college as a result of being enrolled in a YMI program. YMI programs that serve low-level readers have helped 605 participants increase at least one grade level in literacy.

Employment

- Through December 31, 2012, YMI programs have placed 4,743 participants into internships and 1,374 in unsubsidized employment. Jobs-Plus was expanded with seven providers who will be starting operations in seven NYCHA developments by the fall. The Get Your ID campaign was successfully implemented across 16 City agencies and has assisted roughly 27,000 people obtain identification since its launch in January 2012.

Justice

- Through December 31, 2012, YMI has served 1,112 justice system-involved youth across seven new or expanded evidence-based programs. In order to ease barriers to employment, 35 City agencies have removed the question about criminal record on employment forms. This requirement has also been extended to all NYC human service provider contracts. Through October 2012, as a result of the juvenile justice reform, "Close to Home," 81 youth were placed in small therapeutic settings closer to their families instead of state-run facilities outside of New York City. In addition, the New York City Department of Probation implemented new evidence based assessment tools to reform its dispositional recommendation process to focus on addressing young people's needs while ensuring public safety.

Health

- Fifty young fathers have completed the CUNY Fatherhood Academy. The program has placed 41 fathers in jobs or internships and helped 22 enroll in college. NYC Cure Violence (formerly Ceasefire), has launched in five communities. As of December 31, 2012, the program has engaged over 4,000 community members in community rallies and events to protest gun violence in their neighborhoods. The Department of Health and Mental Hygiene (DOHMH) has developed a set of best practices in adolescent reproductive health that will result in improved access to health services. An accompanying toolkit is accessible on the DOHMH website.

Detailed descriptions of all Young Men's Initiative programs and policies are available [here](#).

	6 Month Actual FY 12	6 Month Actual FY 13	FY14 Target
EDUCATION			
Cornerstone Mentoring (DYCD) - Launched 1/2012			
Program Participants	n/a	282	300
Mentors	n/a	68	75
Mentoring Hours	n/a	8,553	21,150
IMPACT (CUNY) - Launched 1/2012			
Program Participants	n/a	330	400
Took the GED	n/a	30%	40%
Passed the GED	n/a	20%	25%
Enrolled in College (of those who passed the GED)	n/a	29%	30%
Young Adult Literacy Program/CEPS (DYCD/Public Libraries/DOP) - YMI Expansion began 10/2011			
Program Participants	370	516	n/a
Gained one or more grade levels in literacy	46%	28%	50%
Advanced from basic literacy to GED-level class	28%	14%	n/a
EMPLOYMENT			
Young Adult Internship Program (DYCD) - YMI Expansion began 8/2011			
Program Participants	1,127	1,217	1830
Completed internship	35%	44%	75%
Placed in employment or education	23%	26%	70%
YMI Youth ID Campaign (Executive Order 150) - Launched 1/2012			
Youth receiving advice on how to obtain ID (#)	n/a	27,280	n/a
Number of Informational Posters and Brochures Distributed	n/a	156,567	n/a
JUSTICE			
Justice Community (DOP) - Launched 1/2012			
Newly enrolled participants	n/a	88	242
Total number of participants served	n/a	239	n/a
Completed community benefit projects	n/a	82%	n/a
Placed in employment or education program	n/a	28%	50%
Justice Scholars (DOP) - Launched 1/2012			
Newly enrolled participants	n/a	126	272
Total number of participants served	n/a	234	n/a
Gained one or more grade levels in literacy	n/a	20%	50%
Earned GED or diploma	n/a	8%	30%
NeONS-Neighborhood Opportunity Networks (DOP) - Launched 12/2011			
Number of NeONs opened	1	3	n/a
Number of probation clients served	129	1,225	n/a
HEALTH			
Cure Violence (Formerly CeaseFire; DOHMH/HHC) - YMI Support began in 1/2012			
Newly enrolled participants	n/a	37	n/a
Total number of participants served	n/a	145	n/a
Community events organized in response to neighborhood shootings	n/a	26	n/a
Conflicts successfully mediated	n/a	119	n/a
Fatherhood (CUNY) - Launched 1/2012			
Program participants	n/a	41	80
Job Placements	n/a	20%	33%
College Acceptance	n/a	15%	15%

Represents data for programs launched on or before January 2012



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

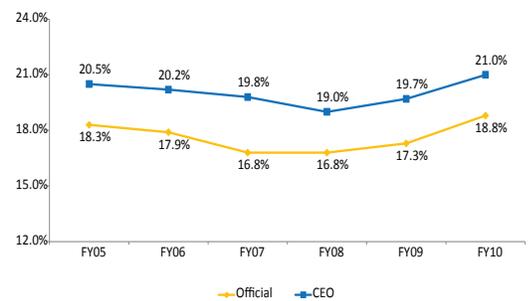
New York City Council
 Mayor's Fund to Advance New York City
 Mayor's Office

New York City's fight against poverty is led by the Center for Economic Opportunity (CEO) through innovative programs that build human capital and improve financial security, focusing on the key policy areas of asset development, disconnected youth, employment, and health. Within the Office of the Mayor, this collaborative effort combines research-based strategies with the resources and specialized knowledge of City agencies to develop and implement innovative programs. To date, more than 50 programs have been launched with 40 agencies, serving more than 400,000 individuals. Most importantly, CEO uses data, research and rigorous program evaluation to ensure that the fight against poverty invests its resources only in what works to improve the lives of low income New Yorkers.

Measuring Poverty in New York City

The recent recession led to employment declines, reduced earnings, and higher poverty rates. These trends are apparent in both the CEO measure and the official poverty rate. The CEO measure shows a higher level of poverty in each year because the official poverty rate does not account for regional differences in the cost of living. The CEO measure, by contrast, compares families' resources against a more realistic set of poverty thresholds that reflect the high cost of housing in New York City.

Official and CEO Poverty Rates, 2005-2010

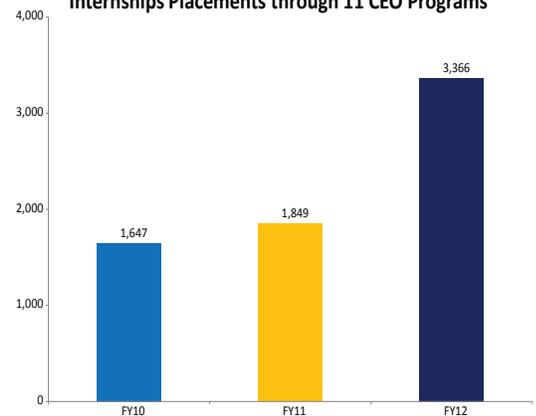


Source: American Community Survey Public Use Micro Sample as augmented by CEO.

Asset Development for Families and Individuals

For individuals and families living in poverty, asset building can be a critical step in achieving financial stability. Working with the Department of Consumer Affairs, CEO developed the Office of Financial Empowerment to provide resources such as one-on-one financial counseling sessions with professionals. Other pilots, such as the SaveUSA program, further exemplify this approach by assisting low-income individuals with tax preparation and providing them with the option to deposit their refund into a savings account.

Internships Placements through 11 CEO Programs



Opportunities for Disconnected Youth

Early work experiences can help young adults gain a foothold in the labor market and increase their earnings over their lifetime. Multiple CEO youth programs use paid internship opportunities to provide valuable skills and workplace preparation, as well as financial assistance that can help meet family needs. Internships are conditioned on participation in education interventions to serve as an incentive for continued participation. Several programs also employ strategies to reduce involvement in the criminal justice system. By joining forces with agencies such as the Department of Youth and Community Development, Department of Probation, and City University of New York, these programs have provided a pathway to high school diplomas, GEDs, internships, and job placements.

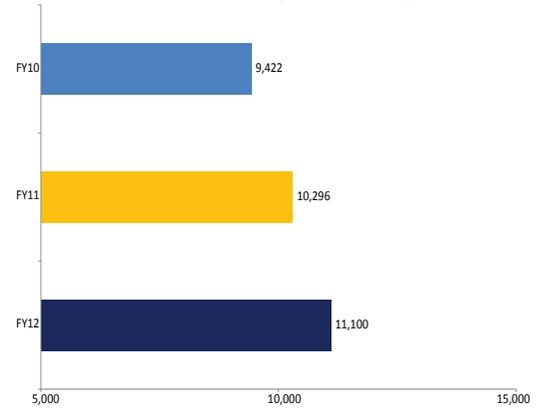
Employment

Unemployed and low-wage workers continue to struggle following the economic downturn. Through partnering with the Department of Small Business Services, CEO programs have placed thousands of New Yorkers in employment using innovative strategies such as sector-specific programming, and stronger connections of the Career Centers to community nonprofits that help disadvantaged job seekers. CEO has also collaborated with the Department of Probation to meet the unique job placement needs of those with a criminal justice background, with the New York City Housing Authority and the Human Resources Agency to develop workforce strategies for public housing residents, and with the Department of Youth and Community Development to shape employment programs for young adults. Over time, the number of job placements and trainings has increased as new programs are piloted.

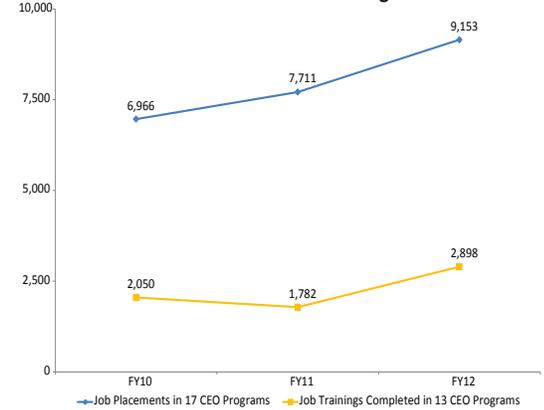
Health

In partnership with the Department of Health and Mental Hygiene and the Department of Education, School-Based Health Centers provide young people with medical care in a supportive environment offering services such as family planning and Sexually Transmitted Infection prevention. CEO has also developed strategies to address the challenges of nutrition and access to healthy food—such as the Shop Healthy NYC initiative—which improve access to healthy foods in low income communities.

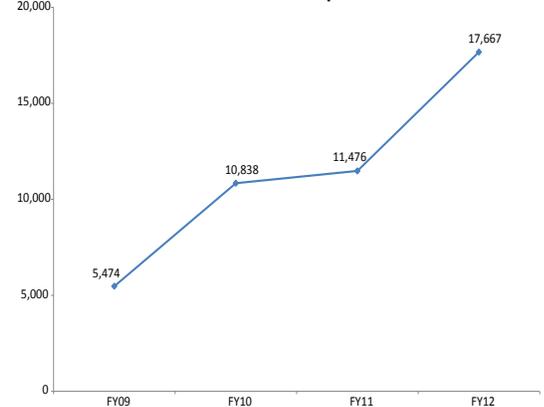
Financial Counseling Sessions Completed



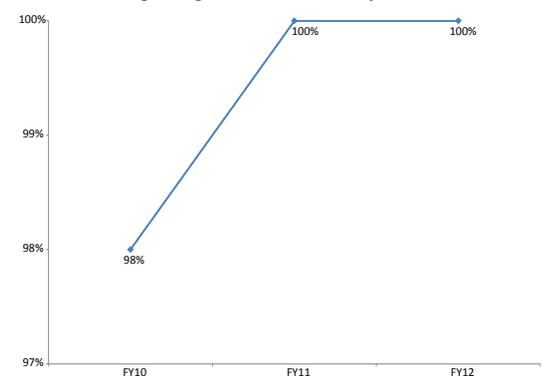
Placements and Training



School Based Health Center Reproductive Health Visits



Percent of Corner Stores in Target Neighborhoods Agreeing to Promote Healthy Foods



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 76 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: July–October

- Based on preliminary FBI total index crime statistics for the first six months of 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.
- During the first four months of Fiscal 2013 murder and non-negligent homicide decreased 23 percent compared to the same period of Fiscal 2012.
- Major felony crime increased 4 percent during the first four months of Fiscal 2013 compared to the same period of Fiscal 2012. Five categories of major felony crime increased, while murder and grand larceny auto decreased during the reporting period.
- Major felony crime in the City's public schools decreased 25 percent during the first four months of Fiscal 2013 compared to the same period of Fiscal 2012. Every category of school safety incident decreased during the reporting period.
- Average response time to crimes in progress remained stable during the reporting period.
- The Department conducted 2,840 Courtesy, Professionalism, and Respect (CPR) tests during the first four months of Fiscal 2013. More than 99 percent of CPR tests conducted yielded "acceptable" results, with "below standard" accounting for less than 1 percent of the total.
- During the first four months of Fiscal 2013 summonses for moving violations increased 8 percent compared to the same period of Fiscal 2012.
- During the reporting period quality-of-life summonses increased 1 percent, with summonses for unreasonable noise increasing 10 percent.

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

Goal 1a: Reduce the incidence of crime.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Major felony crime	105,702	105,496	109,299	*	↓	38,125	39,639
★ - Murder and non-negligent manslaughter	494	526	474	*	↓	199	153
★ - Forcible rape	860	1,138	1,098	*	↓	380	432
★ - Robbery	18,794	19,495	20,291	*	↓	7,226	7,239
★ - Felonious assault	16,906	17,743	18,762	*	↓	6,465	7,026
★ - Burglary	19,617	18,423	19,162	*	↓	6,732	6,806
★ - Grand larceny	38,295	38,193	40,642	*	↓	13,603	15,000
★ - Grand larceny auto	10,736	9,647	8,870	*	↓	3,520	2,983
★ Major felony crime in housing developments	4,090	4,406	4,771	*	↓	1,556	1,734
★ Major felony crime in transit system	2,060	2,321	2,741	*	↓	897	885
Crime related to domestic violence - Murder	68	85	75	*	*	26	24
- Rape	351	502	535	*	*	174	188
- Felonious assault	4,777	5,870	6,781	*	*	2,135	2,450
★ School safety - Major felony crime	839	801	812	*	↓	202	151
- Murder	1	0	0	*	*	0	0
- Rape	2	6	5	*	*	2	0
- Robbery	147	131	148	*	*	37	21
- Burglary	81	86	81	*	*	39	37
- Felonious assault	240	269	250	*	*	41	29
- Grand larceny	361	307	326	*	*	82	64
- Grand larceny auto	7	2	2	*	*	1	0
School safety - Other criminal categories	3,302	3,089	3,295	*	*	595	511
- Other incidents	5,354	5,119	5,365	*	*	1,046	806
Gang motivated incidents	228	303	310	*	*	108	84
Gun arrests	6,097	5,881	5,835	*	*	2,142	2,005
Major felony crime arrests	NA	NA	NA	*	*	NA	13,976
Narcotics arrests	106,655	106,840	99,344	*	*	34,521	30,749
Juvenile arrests for major felonies	4,028	3,767	3,450	*	*	1,079	871

Goal 1b: Prevent terrorist attacks.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Counterterrorism training (hrs) - Uniformed members	239,131	209,081	336,552	*	*	34,651	57,621
- Non-members	80,940	80,527	74,236	*	*	32,946	24,531

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

Goal 1c: Respond to police emergencies quickly.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average response time to all crimes in progress (minutes)	7.5	8.4	9.1	*	↓	9.4	9.4
- Critical	4.4	4.6	4.6	*	*	4.7	4.7
- Serious	5.8	6.2	6.5	*	*	6.6	6.6
- Non-critical	12.1	12.9	13.3	*	*	14.1	13.5
Crime in progress calls	NA	NA	NA	*	*	NA	163,737

Goal 1d: Improve police/community relations.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	8,150	8,379	8,268	*	*	2,783	2,840
- Exceptionally good	8	4	5	*	*	2	1
- Acceptable	8,099	8,335	8,232	*	*	2,766	2,830
- Below standard	43	40	31	*	*	15	9
Total civilian complaints against members of the service	6,954	6,259	5,724	*	*	1,972	2,310

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

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Traffic fatalities (motorists/passengers)	97	78	115	*	↓	39	43
★ Traffic fatalities (bicyclists/pedestrians)	162	158	176	*	↓	52	51
Driving while intoxicated (DWI) related fatalities	20	10	18	*	*	7	6
DWI arrests	NA	NA	NA	*	*	NA	2,827
Total moving violation summonses (000)	1,262	1,189	1,015	*	*	295	320
- Summonses for hazardous violations	903,746	843,171	706,250	*	*	207,967	217,948
- Summonses for prohibited use of cellular phones	231,345	197,746	153,671	*	*	45,178	45,218

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

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Quality-of-life summonses	556,637	538,024	497,656	*	*	169,889	171,111
- Unreasonable noise summonses	17,056	14,030	14,302	*	*	4,154	4,590
- Graffiti summonses	NA	NA	NA	*	*	NA	20
Graffiti arrests	NA	NA	NA	*	*	NA	1,001

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

Agency-wide Management

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Cases commenced against the City in state and federal court	NA	NA	3,629	*	*	1,175	1,327
Payout (\$000)	\$128,842.1	\$166,616.1	\$131,634.3	*	*	\$32,716.3	\$42,330.3

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
Calls answered in 30 seconds (%)	99%	100%	100%	100%	100%	100%	100%
Response to 311 Service Requests (SRs)							
Percent meeting time to action (close) – Blocked Driveway - No Access (0.3 days)	94	94	92	92	*	93	91
Percent meeting time to action (close) – Commercial Noise (0.3 days)	97	96	95	95	*	96	95
Percent meeting time to action (close) – Noise - Street/Sidewalk (0.3 days)	97	96	95	95	*	96	94
Percent meeting time to action (close) – Residential Noise - Banging/Pounding (0.3 days)	94	94	92	92	*	94	91
Percent meeting time to action (close) – Residential Noise - Loud Music/Party (0.3 days)	96	95	94	94	*	95	94

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$4,666.9	\$4,804.8	\$4,867.9	\$4,687.8	\$4,953.3	\$4,667.7	\$1,550.4	\$1,510.6
Revenues (\$000,000)	\$100.2	\$100.0	\$100.3	\$103.1	\$97.2	\$105.6	\$33.0	\$34.1
Personnel (uniformed)	34,636	33,777	34,510	34,413	34,483	34,483	34,799	34,906
Personnel (civilian)	16,079	15,894	15,815	15,510	15,832	15,655	15,803	15,557
Overtime paid (\$000,000)	\$538.4	\$549.5	\$604.8	\$495.5	\$580.5	\$493.8	\$194.1	\$176.0
Capital commitments (\$000,000)	\$805.5	\$80.1	\$62.7	\$176.0	\$296.2	\$175.0	\$20.1	\$13.7
Work Experience Program (WEP) participants assigned	247	231	168	*	*	*	216	172

¹January 2013 Financial Plan ²Expenditures include all funds. "NA" - Not Available in this report
 January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators: 'major felony crime arrests,' 'crime in progress calls,' 'DWI arrests,' 'graffiti arrests' and 'graffiti summonses.'
- 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.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 276,000 fire and non-fire related emergencies and nearly 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: July–October

- During the first four months of Fiscal 2013 the number of structural fires increased 2 percent, while non-structural fires decreased 9 percent compared to the same period of Fiscal 2012. Structural fires per 100,000 people increased 3 percent.
- Completed fire prevention inspections performed by FDNY inspectors who visit sites to ensure compliance with the City's Fire Code decreased 3 percent during the reporting period.
- Field force inspections performed by fire units who visit commercial and residential buildings within designated areas decreased 6 percent during the reporting period due, in part, to a risk-based reclassification of field inspection cycles from annual to multi-year for certain buildings that have non-combustible structures, fire safety directors, fire safety and evacuation plans, and no recent violations or fire incidents. All of these reclassified buildings continue to be inspected annually by civilian fire prevention inspectors.
- Investigations by fire marshals into the causes and origins of fires and other fire-related offenses increased 10 percent during the reporting period because grant funding allowed the Department to focus additional resources on non-structural fire incidents, including burn injuries and automobile fires.
- Fire safety education presentations decreased 3 percent due to the cancellation of numerous presentations during the last three days of October 2012 because of Hurricane Sandy.
- During the first four months of Fiscal 2013 citywide average response time to structural fires was 6 seconds slower compared to the same period of Fiscal 2012 primarily due to unusually long response times on October 29, 30 and 31 during and immediately following Hurricane Sandy. When the last three days of October 2012 are deducted from the average, response time was 4:03 or 1 second slower than last year.
- The average response time for fire units to respond to all emergencies increased by 8 seconds during the reporting period primarily due to unusually long response times during the last three days of October 2012 because of Hurricane Sandy.

- Serious fires per 1,000 structural fires decreased 9 percent during the reporting period. Serious fires reaching second alarm or higher remained the same at 6 percent.
- During the reporting period firefighter injuries and burns decreased by 11 percent and 6 percent, respectively.
- Civilian fire fatalities decreased from 18 to 4 during the reporting period. Civilian fire fatalities per 100,000 people decreased to 0.1.
- Average response time to life-threatening medical emergencies by ambulance units was 6 seconds slower during the reporting period, due in part to unusually long response times during the last three days of October 2012 during Hurricane Sandy. In addition, a 9 percent increase in life-threatening incidents, comparing July 1 to October 28, 2011 with July 1 to October 28, 2012, contributed to the slower average time.
- Combined response time to life-threatening medical emergencies by ambulance and fire units remained the same during the reporting period; however, when the last three days of October 2012 are deducted, the combined average response time was 5:29 or 4 seconds faster than last year.
- Cardiac arrest patients revived by FDNY decreased 2 percentage points, while resuscitations occurring with cardiac arrests that were witnessed increased 3 percentage points. 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 revival outcomes.

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

Goal 1a: Reduce the risk of fire incidents.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Structural fires	26,595	26,432	25,254	*	24,330	7,766	7,960
Structural fires per 100,000 people	NA	NA	306	*	*	94	97
★ Non-structural fires	17,189	17,462	14,580	*	13,244	5,083	4,606
Completed inspections performed by fire prevention staff	164,395	173,695	189,768	180,000	180,000	58,526	56,749
Violation orders issued	NA	NA	38,482	*	*	12,717	14,522
Violation orders corrected	NA	NA	30,781	*	*	9,253	11,235
Violation orders corrected (%)	NA	NA	80%	*	*	73%	77%
Summonses issued	1,535	2,153	1,245	*	*	567	397
★ Hazard complaints resolved within 1 day (%)	70%	61%	57%	*	65%	60%	61%
Field force inspections	57,719	49,876	49,624	*	*	17,660	16,605
Investigations	6,339	6,525	6,636	*	*	2,568	2,812
Arson fires	2,166	2,073	2,008	*	*	655	600
Fire safety education presentations	5,952	8,007	8,776	*	*	2,376	2,310

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average response time to structural fires (minutes:seconds) - Citywide	3:59	4:03	4:01	4:06	4:06	4:02	4:08
★ Average response time to all fire unit emergencies (minutes:seconds)	4:33	4:40	4:35	*	4:37	4:38	4:47
Total fire unit runs	1,009,620	1,004,594	971,947	*	*	338,653	332,168

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

Goal 1c: Minimize damage to persons and property.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Serious fires per 1,000 structural fires	92	105	106	*	105	109	99
★ Serious fires reaching second alarm or higher (%)	NA	NA	NA	*	↓	6%	6%
★ Civilian fire fatalities	67	69	70	*	↓	18	4
Civilian fire fatalities per 100,000 people	0.8	0.9	0.9	*	*	0.2	0.1
★ Firefighter burns	240	302	198	*	↓	90	85
★ Firefighter injuries	10,914	11,210	10,738	*	↓	3,799	3,379

Service 2: Respond to medical emergencies.

Goal 2a: Promptly respond to medical emergencies.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)	6:41	7:00	6:25	6:35	6:35	6:25	6:31
★ Average response time to life-threatening medical emergencies by fire units (minutes:seconds)	4:17	4:20	4:11	4:20	4:20	4:12	4:12
★ Combined response time to life-threatening medical emergencies by ambulance and fire units (minutes:seconds)	5:47	6:05	5:32	5:41	5:41	5:33	5:33
Total emergency medical incidents (ambulance units)	1,236,819	1,263,345	1,277,985	*	*	432,255	443,440

Goal 2b: Provide high quality emergency care.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Cardiac arrest patients revived (%)	NA	NA	NA	*	↑	30.6%	29.1%
★ - Witnessed cardiac arrest patients revived (%)	NA	NA	NA	*	↑	44.9%	47.7%
Average cost of ambulance tour per day (\$)	\$1,733	\$1,731	\$1,799	*	*	\$1,780	\$1,796
Average ambulance tours per day (total 911 system)	945	956	989	*	*	986	997

Agency-wide Management

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Apparatus accidents (fire unit)	521	543	439	*	*	150	160
Ambulance accidents	633	690	699	*	*	258	239
Average annual cost of an engine company (\$000,000)	\$6.6	\$6.6	\$6.7	*	*	NA	NA
Average annual cost of a ladder company (\$000,000)	\$7.7	\$8.0	\$8.4	*	*	NA	NA

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	78%	70%	79%	79%	*	91%	80%
Letters responded to in 14 days (%)	74%	80%	100%	100%	*	75%	63%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$1,670.0	\$1,733.6	\$1,757.2	\$1,785.3	\$1,899.6	\$1,712.8	\$589.7	\$600.9
Revenues (\$000,000)	\$78.7	\$82.0	\$89.1	\$93.0	\$99.5	\$98.9	\$28.9	\$29.5
Personnel (uniformed)	11,080	10,646	10,260	10,282	10,282	10,282	10,513	10,163
Personnel (civilian)	4,890	5,106	5,144	4,884	4,987	4,965	5,084	5,343
Overtime paid (\$000,000)	\$196.9	\$235.8	\$266.6	\$324.5	\$346.6	\$251.7	\$81.7	\$89.9
Capital commitments (\$000,000)	\$135.6	\$94.4	\$87.4	\$115.1	\$287.6	\$54.6	\$24.6	\$14.7
Work Experience Program (WEP) participants assigned	16	23	3	*	*	*	42	4

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators: 'hazard complaints resolved within 1 day(%)', 'structural fires,' 'non-structural fires,' 'structural fires per 100,000 people,' 'average response time for fire units to respond to all emergencies (minutes:seconds),' 'serious fires reaching second alarm or higher (%)', 'civilian fire fatalities per 100,000 people,' 'fire unit runs (total),' 'total emergency medical incidents (ambulance units),' 'average ambulance tours per day (total 911 system),' 'cardiac arrest patients revived (%)', and 'witnessed cardiac arrest patients revived (%)'.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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: July–October

- During the first four months of Fiscal 2013 the total number of incidents remained stable and OEM activated the City's Emergency Operations Center four times compared to five times during the same period of Fiscal 2012. Since October 2012 OEM has been actively involved in Hurricane Sandy response and recovery.
- OEM conducted 46 instructor-led emergency management training sessions with 599 participants during the first four months of Fiscal 2013.
- Total participants at emergency preparedness education sessions decreased 25 percent during the reporting period due to a shift in focus toward staffing education fairs, rather than traditional presentations. At education fairs OEM sets up booths where staff distribute educational materials and answer questions about emergency preparedness.
- During the first four months of Fiscal 2013 OEM trained 115 Community Emergency Response Team (CERT) members. In the same period CERT volunteered more than 8,000 hours for emergency operations.

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

Goal 1a: Efficiently coordinate emergency response and recovery.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Incidents	2,901	2,955	3,347	*	*	1,067	1,054
- Field responses	616	556	720	*	*	252	244
- Incidents monitored from Watch Command	2,285	2,399	2,627	*	*	815	810
Interagency meetings held during field responses	NA	566	716	*	*	254	298
★Emergency Operations Center activations	14	14	8	*	*	5	4

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Full-scale and functional exercises/drills	11	6	9	4	4	3	0
★Tabletop exercises and simulations	4	5	23	12	15	5	8
Participation in drills coordinated by other agencies or organizations	27	31	31	*	*	11	7
★Participants at instructor-led emergency management training sessions	1,822	1,990	2,815	1,500	1,500	633	599

Service 2: Prepare New York City residents and private sector entities for emergencies.

Goal 2a: Increase emergency preparedness and awareness among City residents and private sector and not-for-profit organizations.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Total participants at emergency preparedness education sessions	37,622	25,733	32,078	*	25,000	8,157	6,108
Ready New York guides viewed online	154,901	272,877	891,964	*	*	641,251	110,772
Subscribers to Corpnet System	1,520	1,620	1,570	*	*	NA	NA

Goal 2b: Increase disaster volunteerism through the Community Emergency Response Team (CERT) program and Citizen Corps Council.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Community Emergency Response Team (CERT) volunteer hours	15,290	24,636	22,415	*	*	9,937	8,229
CERT members trained	211	230	191	*	*	NA	115

Goal 2c: Collect and disseminate timely information.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps newsletter	NA	NA	NA	*	*	NA	NA
Notify NYC messages issued	NA	NA	905	*	*	288	456
★Time from incident to issuing of Notify NYC message (minutes:seconds)	NA	NA	NA	*	↓	NA	NA

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	88%	82%	81%	81%	*	75%	100%
Letters responded to in 14 days (%)	100%	100%	97%	97%	*	100%	100%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$27.2	\$33.8	\$23.4	\$21.5	\$76.0	\$12.8	\$9.9	\$12.1
Personnel	110	112	111	70	125	72	108	106
Overtime paid (\$000,000)	\$1.5	\$3.8	\$0.7	\$0.6	\$0.9	\$0.1	\$0.2	\$0.1

¹January 2013 Financial Plan
²Expenditures include all funds.

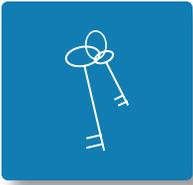
NA - Not Available in this report
January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- OEM added the following indicators: 'total participants at emergency preparedness education sessions,' 'Notify NYC messages issued,' 'time from incident to release of Notify NYC message (minutes:seconds),' and 'subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter.'

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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



What We Do

The Department of Correction (DOC) provides for the care, custody and control of 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 in Brooklyn, the Bronx, Queens and Manhattan, court pens in each of the five boroughs, and two prison hospital wards; processes over 84,500 admissions and releases annually; and manages an average daily inmate population of approximately 12,300 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: July–October

- The rate of uses of force resulting in serious injury fell 21.3 percent in Fiscal 2013, from 1.05 incidents per 1,000 average daily population (ADP) to 0.83 incidents per 1,000 ADP. The rate of uses of force resulting in no injury increased 60.6 percent, from 5.88 percent in Fiscal 2012 to 10 percent in Fiscal 2013. Uses of force with no injury now comprise 45 percent of all uses of force.
- The rate of serious injuries to staff as a result of inmate assaults also decreased 11 percent, from 0.28 per 1,000 ADP to 0.25 per 1,000 ADP, although inmate assaults on staff rose 15 percent. Assaults on staff encompass all physical contacts of any kind with a uniformed employee. The three most frequently occurring assaults on staff in descending order involve throwing a liquid, throwing an article of clothing and bodily physical force.
- The rate of inmate-on-inmate incidents rose from 24.9 per 1,000 ADP in the first four months of Fiscal 2012 to 29.3 in Fiscal 2013, a 17.7 percent increase. This increase is primarily the result of an increase in inmate fights, which rose from 1,046 to 1,390. Because more fights are stopped sooner, serious injuries to inmates resulting from these incidents increased at a lower rate (28 percent) than fights, from 1.11 per 1,000 ADP to 1.43 per 1,000 ADP.
- The Department conducted 3 percent more searches in Fiscal 2013 (79,012 in Fiscal 2013 versus 77,082 in Fiscal 2012) and recovered 3 percent more weapons (676 in Fiscal 2013 versus 654 in Fiscal 2012).

- The Department made 33 percent more jail-based arrests of inmates, with 292 arrests in Fiscal 2013, up from 220 in Fiscal 2012. The issuance of inmate infractions for fights, another form of enforcement, increased 23 percent.
- Population as a percentage of capacity fell 3.5 percentage points from 92.8 percent in Fiscal 2012 to 89.3 percent in Fiscal 2013 as the Department aggressively closed housing areas to complete court-ordered fire safety and sanitation improvements, causing a 71 percent increase in short-term housing area closures. The Department also delivered 95.3 percent of inmates to court on time in Fiscal 2013, down slightly from 97.6 percent in Fiscal 2012 but still within the acceptable range of on-time deliveries.
- The average waiting time in DOC clinics rose 7 percent, from 27 minutes to 29 minutes. Continuing an ongoing trend, the number of inmates with a mental health diagnosis rose to 35 percent of the average daily population (ADP), up from 33 percent in Fiscal 2012, a 6 percent increase.

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

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Admissions	95,385	87,515	84,754	*	*	28,310	28,812
Average daily population	13,049	12,790	12,287	*	*	12,378	12,101
Fight/assault infractions	7,475	7,431	7,552	*	*	2,287	2,804
Jail-based arrests of inmates	526	642	650	*	*	220	292
Searches	203,403	215,038	225,501	*	*	77,082	79,012
Weapons recovered	1,213	1,901	2,324	*	*	654	676
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	24.3	25.2	26.9	*	25.4	24.9	29.3
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	NA	1.2	1.3	*	1.3	1.1	1.4
★ Inmate assault on staff (monthly rate per 1,000 ADP)	3.2	3.5	4.0	*	4.0	3.8	4.3
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	NA	0.3	0.3	*	0.3	0.3	0.3
★ Escapes (monthly rate per 1,000 ADP)	0.01	0.00	0.00	*	0.00	0.00	0.00
★ Non-natural inmate deaths in custody (monthly rate per 1,000 ADP)	0.01	0.01	0.01	*	↓	0.02	0.00

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	NA	NA	1.00	*	1.00	1.05	0.83
Department use of force incidents with minor injury (rate per 1,000 ADP)	NA	NA	8.15	*	*	7.09	11.38
Department use of force incidents with no injury (rate per 1,000 ADP)	NA	NA	7.20	*	*	5.88	10.00
Incidents and allegations of use of force	2,222	2,272	2,837	*	*	819	1,213

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

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Inmates with a mental health diagnosis (% ADP)	29.0%	32.0%	34.0%	*	*	33.0%	35.0%
Inmate health clinic visits	86,130	79,385	83,914	*	*	28,966	27,684
★ - Average clinic waiting time (minutes)	30	29	28	*	*	27	29

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Jail-cells unavailable (short-term repair) (%)	0.9%	1.2%	1.8%	1.0%	1.0%	1.7%	2.9%
★ Population as percent of capacity (%)	93%	94%	92%	96%	96%	93%	89%

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ On-trial inmates delivered to court on time (%)	99.7%	97.5%	96.9%	95.0%	95.0%	97.6%	95.3%

Service 2: Prepare inmates for return to their neighborhoods as civil and contributing members.

Goal 2a: Prepare as many inmates as possible for successful release through participation in skills-building programs including educational opportunities, jobs training, behavioral interventions and mental health services.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Inmates transported directly to community-based service sites upon discharge through Rikers Island Discharge Enhancement (RIDE) program	3,122	NA	2,334	*	*	836	679

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Average daily number of inmates in vocational skills training programs	193	161	148	*	*	183	170
Average daily attendance in school programs	814.0	782.0	713.0	*	*	722.0	682.0
★ Inmates participating in skills-building activities/discharge planning (%)	NA	10.0%	10.0%	*	10.0%	9.0%	10.0%

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

Goal 3a: Provide timely notifications to crime victims.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Victim Identification Notification Everyday (VINE) system registrations	32,308	20,558	16,111	*	*	4,788	5,128
VINE confirmed notifications	24,553	32,604	16,925	*	*	4,695	5,540

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	98%	94%	100%	100%	*	100%	100%
Letters responded to in 14 days (%)	85%	76%	91%	95%	*	94%	68%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$1,012.0	\$1,045.1	\$1,078.8	\$1,050.1	\$1,069.7	\$1,059.2	\$350.7	\$351.5
Revenues (\$000,000)	\$23.1	\$22.8	\$24.4	\$23.6	\$22.9	\$23.7	\$7.6	\$6.9
Personnel (uniformed)	8,772	8,456	8,540	8,854	8,962	8,869	8,395	8,696
Personnel (civilian)	1,444	1,423	1,459	1,756	1,633	1,612	1,426	1,434
Overtime paid (\$000,000)	\$97.4	\$113.8	\$144.7	\$69.9	\$77.3	\$74.6	\$41.5	\$50.3
Capital commitments (\$000,000)	\$67.5	\$69.0	\$95.4	\$271.3	\$461.1	\$561.6	\$36.7	\$6.9
¹ January 2013 Financial Plan		² Expenditures include all funds.						
"NA" - Not Available in this report		January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.						

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators to this report: 'Admissions,' 'Average daily population,' 'Incidents and allegations of use of force,' and 'Inmates transported directly to community-based service sites upon discharge through the Riker's Island Discharge Enhancement (RIDE) program.'
- The Department removed the indicator 'Inmates delivered to court' from this report.
- The Department revised data for the indicator 'Violent inmate-on-inmate violence incidents (monthly rate per 1,000 ADP)' in Fiscal 2011 and Fiscal 2102 to reflect the results of an internal audit.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 is required to supply information and recommendations to the courts on both adult and juvenile cases. 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 27,000 adults and 14,000 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 justice system.

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: July–October

- The average monthly violation rate for adult probationers was 0.9 percent in the first four months of Fiscal 2013, a 10 percent decrease compared to the same period last year. DOP continues to utilize a graduated response protocol to intervene before misconduct is referred to court, and more proactively reaches out to probationers in jeopardy of a violation. The average monthly violation rate for juveniles was 2.4 percent, unchanged compared to the same period in Fiscal 2012.
- The average monthly re-arrest rate for adult probationers was 3.3 percent, compared to a rate of 2.9 percent during the first four months of Fiscal 2012. This increase is consistent with higher arrest totals in the city during the first four months of Fiscal 2013 compared to the same period last year. The juvenile probationer re-arrest rate was 2.6 percent, up from 2.5 percent in Fiscal 2012. When viewed as a percentage of all NYPD arrests, adult re-arrests increased to 2.9 percent, up from 2.6 percent during Fiscal 2012. Juvenile re-arrests as a percentage of NYPD arrests remained unchanged at 0.2 percent. DOP continues to focus its resources on individuals at highest risk of re-offending.
- During the first four months of Fiscal 2013, early discharges represented 13 percent of all probation supervision case closings, compared to 15 percent the previous year. The decline was caused by a reduction in the number of eligible probationers due to an increased focus on discharging qualified candidates during Fiscal Years 2011 and 2012.
- The juvenile intake adjustment rate was 34 percent during the first four months of Fiscal 2013, a reduction of two percentage points from the previous fiscal year.
- The number of youth served by the Enhanced Supervision Program declined by 10 percent to 709, compared to 790 during the first four months of Fiscal 2012. The overall number of juveniles supervised declined by 14 percent during the period. The average daily enrollment in Esperanza, the City's first home-based alternative to placement program, was 92 youths, compared to

93 during the prior period. The Department continues to work with local courts and service providers to identify youth appropriate for community supervision rather than placement.

Service 1: Improve public safety by motivating clients using evidence-based principles and practice.

Goal 1a: Work with clients to minimize misconduct and non-compliance with the conditions of probation, based on risk level.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average monthly violation rate for adult probationers (%)	1.6%	1.0%	0.9%	*	*	1.0%	0.9%
★ Average monthly violation rate for juvenile probationers (%)	2.7%	2.1%	2.8%	2.6%	2.6%	2.4%	2.4%

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Adult probationer rearrest rate (monthly average) (%)	3.0%	3.1%	3.0%	3.0%	3.0%	2.9%	3.3%
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.9%
★ Juvenile probationer rearrest rate (monthly average) (%)	3.0%	3.0%	2.9%	2.9%	2.9%	2.5%	2.6%
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.3%	0.3%	*	*	0.2%	0.2%

Service 2: Assist all probationers in minimizing contact with the criminal justice system.

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Adult probationer early discharge rate (%)	6%	19%	17%	*	*	15%	13%

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Youth participating in Esperanza	79	77	85	*	*	93	92
Total probationers supervised in Enhanced Supervision Program (ESP)	1,290	1,287	1,158	*	*	790	709
★ Juvenile delinquency cases eligible for adjustment (%)	27.4%	40.0%	37.0%	37.0%	37.0%	36.0%	34.0%

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	92%	100%	100%	100%	*	100%	100%
Letters responded to in 14 days (%)	100%	100%	100%	100%	*	100%	100%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$83.0	\$81.9	\$79.7	\$82.7	\$85.0	\$80.4	\$26.5	\$30.7
Revenues (\$000)	\$3	\$198	\$266	\$1,021	\$1,021	\$1,021	\$83	\$86
Personnel	1,169	1,024	976	1,034	1,019	1,001	996	966
Overtime paid (\$000,000)	\$0.2	\$0.2	\$0.2	\$0.5	\$0.6	\$0.5	\$0.0	\$0.1

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators: 'Average monthly violation rate for adult probationers (%)', 'Average monthly violation rate for juvenile probationers (%)', and 'Adult probationer early discharge rate (%).'
- Beginning with the full Fiscal Year 2013 Mayor's Management Report, the Department will publish risk-adjusted performance indicators for juvenile intake adjustments.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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



CIVILIAN COMPLAINT REVIEW BOARD

Joan M. Thompson, 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: July–October

- During the first four months of Fiscal 2013 the number of complaints increased 17 percent and the average age of the open docket was 144 days, a 4 percent increase, compared to the same period of Fiscal 2012.
- During the reporting period the average time to complete a full investigation increased 27 percent to 349 days. CCRB has put in place new time-related benchmarks and performance standards for investigative teams that are discussed in more detail below.
- The number of full investigations as a percentage of total cases closed decreased 4 percentage points to 33 percent during the reporting period.
- During the reporting period CCRB closed 11 percent fewer cases. However, the number of closures per investigator increased 16 percent. More than one-third of the current investigative staff was hired during the first four months of the fiscal year. As a result CCRB expects that investigative productivity will increase during the remainder of the year.
- Closed allegations with findings on the merits decreased 7 percentage points to 41 percent during the first four months of Fiscal 2013. The number of unsubstantiated allegations in the categories of abuse of authority, discourtesy and offensive language continued to increase during the reporting period.
- During the first four months of Fiscal 2013 the average time to complete a substantiated investigation increased 19 percent to 409 days. Only 24 percent of substantiated cases were closed in less than a year. Substantiated cases closed at 15 months or older increased by 22 percentage points; 5 percent of substantiated cases were closed after the statute of limitations expired. In response, CCRB has implemented a new set of performance standards and new tools to improve performance, including a docket for the legal team with time monitoring for each investigation, as well as time-triggered reviews and mandatory meetings with the head of investigations for any case reaching 10 months.
- Despite a 94 percent increase in cases where both parties agreed to meditation, the number of successfully completed mediations decreased to 27 cases during the reporting period. However, satisfaction with successful mediations increased 9 percentage points during the period.
- The average completion time for mediated cases increased 20 percent to 217 days. The mediation unit is currently implementing strategies intended to reduce the initial time to review cases referred to mediation.

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

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Total civilian complaints against uniformed members of the New York City Police Department	6,954	6,259	5,724	*	*	1,972	2,310
Average age of open docket (days)	NA	NA	NA	*	*	139	144
★ Average time to complete a full investigation (days)	327	282	293	280	280	274	349
★ Full investigations as a percentage of total cases closed (%)	36%	30%	31%	*	40%	37%	33%
Cases closed	8,269	6,149	5,637	*	*	2,041	1,812
★ Closed allegations with findings on the merits (%)	55%	49%	46%	*	55%	48%	41%
★ Average time to complete a substantiated investigation (days)	NA	NA	384	*	310	343	409
★ Substantiated cases in which the statute of limitations expired (%)	3%	0%	1%	*	0%	0%	5%
★ Officers disciplined (excluding pending and filed cases) (%)	74%	74%	83%	*	*	86%	66%

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Cases with mutual agreement to mediate	250	417	315	*	*	69	134
Officers who accepted mediation (%)	NA	NA	NA	*	*	77%	75%
Civilians who accepted mediation (%)	NA	NA	NA	*	*	54%	53%
Cases successfully mediated	144	147	112	*	*	32	27
★ Average mediation case completion time (days)	174	179	181	150	150	181	217
★ Mediation satisfaction rate (%)	NA	NA	NA	*	94%	87%	96%

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	96%	98%	93%	93%	*	97%	92%
Letters responded to in 14 days (%)	NA	89%	76%	76%	*	84%	71%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated	4-Month Actual		
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$10.1	\$9.6	\$8.7	\$12.0	\$11.4	\$11.3	\$2.5	\$3.0
Personnel	138	135	124	173	175	175	124	144
Overtime paid (\$000,000)	\$0.1	\$0.2	\$0.2	\$0.0	\$0.0	\$0.0	\$0.0	\$0.1

¹January 2013 Financial Plan ²Expenditures include all funds. *NA" - Not Available in this report
 January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- CCRB added the following indicators: 'average age of open docket (days),' 'average time to complete a substantiated investigation (days),' 'substantiated cases in which the statute of limitations expired (%)', 'cases with mutual agreement to mediate,' 'officers who accepted mediation (%)', 'civilians who accepted mediation (%)' 'cases successfully mediated,' and 'mediation satisfaction rate.'
- CCRB replaced 'percent of cases mediated' with two indicators: 'cases successfully mediated' and 'mediation satisfaction rate.'

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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



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 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.

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: July–October

- During the first four months of Fiscal 2013 the total citywide payout for judgments and claims brought against the City in state and federal court increased 30 percent compared to the same period of Fiscal 2012 due to 12 matters with payouts of more than a million dollars each, including one personal injury payout of \$11.5 million.
- Cases pending in state court increased 4 percent during the reporting period as a result of matters filed after the December 2010 blizzard, Hurricane Irene and the snowstorm in October 2011.
- During the reporting period the Department's juvenile conviction rate remained stable. At the same time, cases filed for prosecution decreased 7 percentage points as the Department sought to divert more cases to community-based programs.

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Total citywide payout for judgments and claims (\$000)	\$541,595	\$560,852	\$506,048	*	↓	\$97,895	\$126,964
★ Total cases commenced against the City	8,941	9,030	9,695	*	*	3,172	3,149
- Cases commenced against the City in state court	6,901	6,838	7,682	*	*	2,542	2,518
- Cases commenced against the City in federal court	2,040	2,192	2,013	*	*	630	631

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Cases pending in state court	17,085	16,707	17,020	17,800	17,800	16,927	17,556
Affirmative motions to dismiss or for summary judgment	NA	NA	NA	*	*	NA	564
★ Win rate on affirmative motions (%)	NA	NA	NA	*	↑	NA	71%

Service 2: Prosecute juvenile delinquency cases in Family Court.

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Juveniles successfully referred to a diversion program with no new delinquency referral within 1 year (%)	NA	NA	NA	*	↑	NA	NA
Referred cases filed for prosecution (%)	55%	55%	55%	55%	55%	55%	48%
Juvenile conviction rate (%)	72%	71%	73%	70%	70%	71%	70%
Crime victims assessed for community-based services (%)	34%	46%	44%	35%	35%	50%	16%

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

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Filing of enforcement referrals within 60 days of referral (%)	NA	NA	NA	*	*	NA	100%
★ Families entitled to a support order that get a support order (%)	NA	NA	NA	*	↑	NA	61%

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	100%	*	100%	100%
Letters responded to in 14 days (%)	100%	100%	100%	100%	*	100%	100%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$139.8	\$135.0	\$137.4	\$143.7	\$148.2	\$142.6	\$59.3	\$56.8
Revenues (\$000,000)	\$32.7	\$43.4	\$27.6	\$20.6	\$34.8	\$21.4	\$10.9	\$21.3
Personnel	1,382	1,307	1,399	1,383	1,440	1,418	1,362	1,380
Overtime paid (\$000,000)	\$1.1	\$0.8	\$1.0	\$0.0	\$0.1	\$0.0	\$0.2	\$0.3

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department renamed the indicator 'Total tort payout (\$000) – Citywide' to 'Total citywide payout for judgments and claims (\$000)' to better describe what is being measured – the amount paid by the City to resolve, through verdict or settlement, cases brought against the City in state and federal court. The Department also renamed the indicator 'Tort cases commenced' to 'Cases commenced against the City in state court' to better describe what is being measured.
- The Department removed the following indicator: 'Tort dispositions.'
- The Department added the following indicators to measure its Fiscal 2013 goals: 'Cases commenced against the City in federal court,' 'Cases pending in state court,' 'Affirmative motions to dismiss or for summary judgment,' 'Win rate on affirmative motions (%)', 'Juveniles successfully referred to a diversion program with no new delinquency referral within 1 year (%)', 'Filing of enforcement referrals within 60 days of referral (%)', and 'Families entitled to a support order that get a support order (%)'.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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



What We Do

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations by investigating and referring for prosecution City employees and contractors that 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: July–October

- Complaints decreased by 2 percent during the first four months of Fiscal 2013 compared to the same period of Fiscal 2012.
- The Department prioritized conducting and completing investigations during the reporting period which resulted in a 38 percent decrease in corruption lectures. Notwithstanding a decrease in available investigative resources, the Department anticipates meeting its target for lectures by the end of Fiscal 2013.
- The overall average time to complete an investigation decreased by 22 percent during the reporting period. Turnaround times for significant and routine investigations decreased by 36 percent and 25 percent, respectively, while turnaround time for major investigations increased by 231 percent due to an increase in the closure of older investigations falling within this category.
- Arrests resulting from DOI investigations increased 49 percent during the reporting period due to DOI's expeditious handling of significant and routine investigations, and partnering with other agencies to address chronic corruption and public safety hazards. Referrals for criminal prosecution increased by 51 percent, while civil and administrative referrals decreased by 10 percent.
- During the first four months of Fiscal 2013 financial recoveries to the City increased 128 percent due primarily to a case in which a defendant was ordered to pay \$1.7 million in restitution. Recoveries collected from previously closed cases increased by 171 percent.
- Background investigations closed within six months increased by 4 percentage points, and the average time to complete a background investigation decreased by 26 percent due to procedural changes within DOI's Background Unit that led to greater efficiency in completing a significant volume of cases.
- The average time to notify agencies of prospective childcare workers with criminal records decreased to one day during the first four months of 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Complaints	13,825	13,639	12,595	*	12,000	4,152	4,088
★Written policy and procedure recommendations to City agencies	357	310	369	*	300	100	101
★Corruption prevention and whistleblower lectures conducted	625	446	478	300	375	192	119
Integrity monitoring agreements	5	12	15	*	*	13	15
VENDEX checks completed within 30 days (%)	60%	98%	98%	95%	95%	98%	97%

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Average time to complete an investigation (days)	296	275	229	*	225	239	187
★Referrals for civil and administrative action	1,876	1,100	1,304	*	1,000	368	330
★Referrals for criminal prosecution	753	1,017	1,001	*	750	207	313
★Arrests resulting from DOI investigations	822	790	805	*	*	170	253
★Financial recoveries to the City ordered/agreed (\$)	\$18,086,520	\$20,985,513	\$523,355,872	*	\$18,000,000	\$1,624,568	\$3,701,324
★Financial recoveries to the City collected (\$)	\$8,537,930	\$9,973,645	\$477,784,197	*	\$8,500,000	\$1,120,622	\$3,033,346

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

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Average time to complete a background investigation (days)	451	370	313	*	300	364	270
★Background investigations closed within six months (%)	53%	60%	52%	60%	60%	51%	55%
★Time to notify agencies of prospective childcare workers with criminal records after receipt from State Division of Criminal Justice Services (days)	4	2	1	4	3	2	1
Time to notify agencies of arrest notifications for current childcare workers after receipt from State Division of Criminal Justice Services (days)	NA	2	1	*	*	2	2

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	100%	100%
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	100%	100%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$22.7	\$21.7	\$21.3	\$20.7	\$32.8	\$21.2	\$9.0	\$8.6
Revenues (\$000,000)	\$4.5	\$7.3	\$4.6	\$3.8	\$3.8	\$3.8	\$0.2	\$0.3
Personnel	217	197	192	219	232	221	196	204
Overtime paid (\$000,000)	\$0.0	\$0.1	\$0.0	\$0.0	\$0.1	\$0.0	\$0.0	\$0.0

¹January 2013 Financial Plan *NA" - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department revised 4-Month Fiscal 2012 values for 'complaints,' 'current investigations,' 'investigations closed,' 'referrals for criminal prosecution,' 'referrals for civil and administrative action' 'arrests resulting from DOI investigations,' and 'average time to complete an investigation (days)' to reflect updated data.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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: July–October

- The average value per cash settlement for complainants increased more than \$2,600, to \$18,443, for the first four months of Fiscal 2013. This settlement amount exceeds recent end-of-year averages.
- Despite a noticeable increase in the number of cases pending from one to three years, 81 percent of the Commission's caseload was less than a year old, which is consistent with prior years.
- The Commission's community-based technical assistance rose 51 percent, to 7,728, and the Commission's school-based trainings rose 177 percent, to 119. The increase in each of these performance indicators illustrates the Community Relations Bureau's outreach efforts.

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Cases successfully mediated	9	5	11	*	*	9	0
Pre-complaint resolutions	210	182	190	*	*	67	64
★ Cases filed	410	444	335	*	*	105	163
★ Cases closed	441	462	440	*	↑	161	158
- Cases closed (%) - no probable cause determination	35%	44%	45%	*	*	47%	56%
★ - Cases closed (%) - probable cause determination	8%	13%	5%	*	*	6%	4%
- Cases closed (%) - administrative cause	25%	25%	24%	*	*	22%	23%
★ - Cases closed (%) - settlement	32%	18%	26%	*	↑	25%	17%
Cases referred to the Office of Administrative Trials and Hearings	37	59	23	*	*	10	7
★ Average value of cash settlement for complainant (\$)	\$17,918	\$11,846	\$15,173	*	↑	\$15,805	\$18,443
Modifications for accessibility for handicapped	173	187	193	*	*	71	58
★ Average age of complaint caseload (days)	315	306	335	*	↓	336	338
Caseload	438	524	474	550	550	472	496
Cases pending by age - less than one year	353	438	358	400	400	422	404

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

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Conferences, workshops and training sessions	1,108	1,206	1,217	1,000	1,000	321	456
Community-based technical assistance	17,574	17,055	17,297	13,000	13,000	5,134	7,728
School-based training sessions conducted	370	327	401	325	325	43	119

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	100%	100%
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	100%	100%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$6.9	\$6.1	\$6.0	\$6.5	\$6.5	\$6.3	\$1.7	\$2.1
Personnel	72	70	62	66	66	66	69	63
Overtime paid (\$000)	\$14	\$20	\$18	\$11	\$11	\$11	\$1	\$0

¹January 2013 Financial Plan
²Expenditures include all funds.

"NA" - Not Available in this report
January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The indicator 'Cases successfully mediated' has been added. The indicators 'Cases filed – employment discrimination (%)', 'Cases filed – housing discrimination (%)', 'Cases filed – public accommodation discrimination (%)' and 'Cases filed – bias-related discrimination (%)' have been removed. The indicators 'Cases pending by age – 1-3 years old,' 'Cases pending by age – 3-5 years old' and 'Cases pending by age – Older than 5 years' have been removed.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 and 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 quality-of-life violations, which can be filed by 13 City agencies. The OATH Taxi and 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 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, the OATH Taxi and Limousine Tribunal, and others under the aegis of OATH.

How We Performed: July–October

- The Environmental Control Board (ECB) continued to reduce the average time from hearing assignment to decision. During the first four months of Fiscal 2013, the time was reduced from 12 days to 5 days, a 58 percent decrease in decision wait time from the previous year. The number of Notices of Violation received by the tribunal was down slightly. The number of hearings conducted during the first four months of the fiscal year has decreased by 17 percent.
- The OATH Health Tribunal has reduced the time from when a request for a reschedule or an adjournment is received, to when a new hearing date is scheduled and the respondent is notified, by 75 percent. During the first four months of Fiscal 2013, the time it took to reschedule a case was 30 days, a decrease from 120 days at the same time last fiscal year.
- The number of adjournments at the OATH Health Tribunal decreased by 68 percent from 3,804 to 1,182 due to better trained Hearing Examiners who are now properly scrutinizing requests for adjournments. As a result, respondents are not inconvenienced by having to return to the tribunal to have their hearing on another day.
- The OATH Taxi Tribunal Appeals Unit eliminated the more than 3,000 backlogged appeal decisions inherited from TLC when OATH took over the Taxi Tribunal's operations in July 2011. OATH restructured the management team and revamped the Appeals Unit's operations in order to ensure that the tribunal will always be able to issue appeal decisions within 90 days. Currently, there are no backlogged cases in the Taxi Tribunal Appeals Unit and all decisions are issued within 45 days.
- The OATH Tribunal began hearing Business Integrity Commission (BIC) cases for the first time. Due to this addition, the total number of cases filed at the OATH Tribunal has increased. Despite this increase in caseload, the average time it takes for the OATH Tribunal to issue decisions after the hearing record is closed has decreased by 8 percent, to 13.7 business days, well within the agency's target of 25 business days.

Service 1: Adjudicate the City's administrative matters.

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average time for OATH to issue decisions after records closed (business days)	10.2	12.8	13.4	25.0	25.0	14.9	13.7
OATH cases with decisions issued within 45 business days (%)	95%	96%	98%	*	*	96%	100%
OATH facts and conclusions adopted by agencies (%)	99%	99%	98%	96%	96%	100%	100%
★ Average adjournment time at OATH (business days)	15.3	14.6	14.8	20.0	20.0	14.5	14.0
OATH settlement rate (%)	50%	51%	59%	55%	55%	56%	65%
Cases filed at OATH	2,921	2,611	2,027	*	*	661	748
Cases closed (total)	2,910	2,588	2,001	*	*	NA	NA

Service 2: Adjudicate 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, the OATH Taxi and Limousine Tribunal, and others under the aegis of OATH.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Notices of Violation (NOV) received by ECB Tribunal	694,273	562,418	563,477	*	*	177,923	177,696
ECB Tribunal hearings conducted	306,689	252,371	255,718	*	*	92,021	76,418
★ Average time from ECB Tribunal hearing assignment to decision (days)	72	20	8	*	8	12	5
ECB Tribunal cases with decisions issued within 45 business days of hearing assignment (%)	NA	NA	NA	*	*	NA	99.7%
★ ECB Tribunal decisions rendered	204,192	178,872	172,409	*	*	62,289	50,963
Dockets received by Health Tribunal	NA	NA	NA	*	*	NA	14,341
Health Tribunal hearings conducted	NA	NA	NA	*	*	NA	14,134
★ Health Tribunal decisions rendered	NA	NA	NA	*	*	NA	8,940
Summonses received by Taxi Tribunal	NA	NA	NA	*	*	NA	NA
Taxi Tribunal hearings conducted	NA	NA	NA	*	*	NA	NA
★ Taxi Tribunal decisions rendered	NA	NA	NA	*	*	NA	NA

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
Letters responded to in 14 days (%)	NA	83%	98%	95%	95%	97%	100%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$24.0	\$23.3	\$30.5	\$35.5	\$34.6	\$34.9	\$10.9	\$11.1
Revenues (\$000,000)	\$0.0	\$87.2	\$159.8	\$150.9	\$138.0	\$151.3	\$51.5	\$57.0
Personnel	279	270	372	447	446	449	361	353
Overtime paid (\$000)	\$33	\$29	\$0	\$0	\$124	\$40	\$16	\$17

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The indicator 'Cases closed (total)' has been added to the OATH Tribunal section. The indicator 'ECB Tribunal cases with decision issued within 45 business days of hearing assignment (%)' has been added to the administrative law tribunal section.
- New indicators have been added with data for two administrative law tribunals now under the aegis of OATH. These indicators are: 'Dockets received by Health Tribunal,' 'Health Tribunal hearings conducted,' 'Health Tribunal decisions rendered,' 'Summonses received by Taxi Tribunal,' 'Taxi Tribunal hearings conducted' and 'Taxi Tribunal decisions rendered'. Data for the Taxi Tribunal indicators is not yet available; full-year Taxi Tribunal data will be available for Fiscal 2014.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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

For additional data on the OATH Tribunal and OATH's administrative law tribunals please visit:

http://www.nyc.gov/html/oath/downloads/pdf/oath_stats/OATH.pdf nyc.gov/oath.
http://www.nyc.gov/html/oath/downloads/pdf/health_trib_stats/Health.pdf nyc.gov/oath.
http://www.nyc.gov/html/oath/downloads/pdf/tlc_trib_stats/Taxi.pdf nyc.gov/oath.
http://www.nyc.gov/html/ecb/downloads/pdf/ecb_trib_stats/ECB.pdf 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 also 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: July–October

- BIC administrative improvements have led to increases in output capacity. The number of trade waste hauling license and registration approvals granted increased 8 percent and 17 percent, respectively, when compared to the same period in Fiscal 2012. Background investigations conducted as part of all trade waste applications increased 24 percent. BIC continues to focus on workflow and operational solutions to reduce processing time and increase output.
- BIC continues to actively ensure regulatory compliance and combat unlicensed activity in the industry and has pursued targeted enforcement efforts that focus on the most problematic trends and areas. As a result, violations issued to all private waste haulers increased 45 percent this reporting period, including 306 percent growth in violations issued for unlicensed activity, when compared to the same reporting period in Fiscal 2012.
- Ongoing administrative improvements at BIC have resulted in improvements in output capacity and processing time in regulation of public wholesale markets, as well. Approvals for registration of businesses in the regulated areas rose 214 percent and background investigations of employees in such businesses increased 27 percent from the same period in Fiscal 2012. Additionally, the average time to process market registrations was reduced by nearly 50 percent.

Service 1: Regulate the City's commercial waste hauling industry.

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Violations issued to private waste haulers	1,672	1,280	1,601	*	↑	439	638
★ Violations issued - Other (not licensees or registrants)	996	581	271	*	↑	34	138
Waste hauling background investigations completed	1,289	1,088	998	*	*	336	417
★ Total waste hauling applications denied (%)	3.7%	3.6%	3.6%	*	*	3.6%	3.6%
Waste hauling complaints received	1,218	592	594	*	*	228	182

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average time to approve waste hauling licenses (days)	184	155	175	190	175	169	141
★ Average time to approve waste hauling registrations (days)	127	99	112	120	120	92	116
★ Average age of pending waste hauling applications (days)	167	167	168	190	190	163	194
★ Waste hauling applications pending	336	363	419	*	300	321	337
Waste hauling licenses approved	133	95	103	*	*	49	53
Waste hauling registrations approved	943	860	747	*	*	258	303

Service 2: Regulate businesses in and around the City's public wholesale markets.

Goal 2a: Ensure that businesses in and around public wholesale markets abide by the law.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Violations issued at public wholesale markets	417	345	323	*	*	129	55
★ Public wholesale market applications denied (%)	2.2%	1.9%	2.2%	*	*	2.5%	2.3%
Public wholesale market background investigations completed	265	397	726	*	*	157	200

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average time to approve public wholesale market registrations (days)	226	221	221	250	225	235	121
Average age of pending public wholesale market applications (days)	159	267	243	*	*	260	264
Public wholesale market registrations approved	114	80	50	*	*	7	22

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	100%	100%
Letters responded to in 14 days (%)	75%	100%	100%	100%	100%	100%	100%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$6.9	\$6.9	\$6.8	\$7.1	\$7.4	\$7.0	\$3.3	\$3.3
Revenues (\$000,000)	\$5.5	\$6.8	\$5.8	\$5.9	\$6.3	\$6.2	\$2.0	\$2.3
Personnel	75	72	72	80	82	81	77	70
Overtime paid (\$000,000)	\$0.0	\$0.1	\$0.1	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0

¹January 2013 Financial Plan *NA" - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The term “carting” was changed to “waste hauling,” and “carter” to “waste hauler,” for every relevant indicator; data was not affected.
- The indicators ‘Carting license applications denied (%)’ and ‘Carting registration applications denied (%)’ were removed. The indicators ‘Waste hauling complaints received,’ ‘Average age of pending public wholesale market applications (days)’ and ‘Public wholesale market registrations approved’ were added.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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: July–October

- During the first four months of Fiscal 2013 the citywide average for streets rated acceptably clean was 95.4 percent, slightly higher than 95.1 percent achieved for the same period last year.
- Refuse tons per truck decreased from 10.2 to 9.8 during the reporting period partly due to the spike in tonnage last year from Hurricane Irene. Tons of refuse disposed decreased 5 percent during the reporting period.
- The curbside and containerized recycling diversion rate and the recycling tons per truck shift decreased to 14.8 percent and 5.0 tons on average, respectively, as a result of less recycling tonnage during the first four months of Fiscal 2013. The decrease in tonnage was most likely due to increased scavenging, as well as fewer newspapers and magazines.
- Missed recycling collections increased to 2.2 percent primarily due to the suspension of recycling collection during the last three days of October 2012 as a result of Hurricane Sandy.
- Recycling summonses increased 45 percent because the Department redeployed personnel to recycling enforcement.

Service 1: Clean streets, sidewalks and vacant lots.

Goal 1a: Increase street and sidewalk cleanliness.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Streets rated acceptably clean (%)	95.3%	94.5%	95.5%	92.0%	92.0%	95.1%	95.4%
Streets rated filthy (%)	0.4%	0.3%	0.2%	*	*	0.2%	0.1%
★Sidewalks rated acceptably clean (%)	97.2%	96.7%	96.3%	*	97.0%	96.0%	96.0%
Sidewalks rated filthy (%)	0.2%	0.3%	0.3%	*	*	0.3%	0.4%
Violations issued for dirty sidewalks	NA	NA	35,407	*	*	11,832	13,785
Violations issued for illegal posting	66,917	41,286	30,512	*	*	13,824	9,629

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Vacant lot cleaning requests	NA	NA	NA	*	*	NA	1,049
★Lots cleaned citywide	4,519	4,233	4,544	*	4,500	1,688	1,463

Service 2: Collect and dispose of refuse.

Goal 2a: Improve efficiency of refuse handling.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Tons of refuse disposed (000)	3,308.4	3,261.2	3,269.5	3,413.0	3,413.0	1,122.2	1,070.2
★Refuse tons per truck-shift	10.1	10.0	10.0	10.7	10.7	10.2	9.8
★Trucks dumped on shift (%)	50.4%	45.9%	48.1%	*	46.8%	48.9%	48.7%
Tons per day disposed	10,991	10,835	10,826	11,327	11,327	11,002	10,492
Average outage rate for all collection trucks (%)	NA	NA	17%	*	*	18%	19%
Missed refuse collections (%)	0.3%	1.8%	0.1%	*	*	0.1%	0.2%

Service 3: Recycle refuse.

Goal 3a: Increase the percentage of waste recycled.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Curbside and containerized recycling diversion rate (%)	15.7%	15.4%	15.1%	*	18.0%	15.2%	14.8%
★Recycled tons per day	3,779	3,944	2,065	*	2,270	NA	NA
Total recycling diversion rate (%)	25.6%	26.6%	16.6%	*	*	NA	NA
Annual tons recycled (000)	1,202	1,231	644	*	*	NA	NA
★Recycling tons per truck-shift	5.5	5.2	5.1	6.2	6.2	5.1	5.0
Missed recycling collections (%)	0.0%	1.3%	0.0%	*	*	0.0%	2.2%
Recycling trucks dumped on shift (%)	28.4%	25.6%	29.7%	*	*	28.0%	30.8%
Recycling summonses issued	122,010	65,578	75,216	*	*	16,735	24,343

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Snowfall (total inches)	52.5	61.5	6.8	*	*	3.5	0.0
Salt used (tons)	270,010	353,769	59,274	*	*	10,638	0

Agency-wide Management

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Private transfer station permits	59	59	60	*	*	58	60
Private transfer station inspections performed	6,303	5,168	4,967	6,102	6,102	1,845	1,673
Health and administrative code violations issued	339,723	284,136	259,220	*	*	82,451	82,501
Total ECB violations issued	461,733	349,714	334,436	*	*	99,186	106,844
ECB violations upheld (%)	NA	NA	NA	*	*	NA	NA
Refuse collection cost per ton (\$)	\$241	\$261	NA	*	*	NA	NA
Refuse cost per ton (fully loaded) (\$)	\$392	\$413	NA	*	*	NA	NA
Disposal cost per ton (\$)	\$151	\$152	NA	*	*	NA	NA
Recycling cost per ton (fully loaded) (\$)	\$575	\$642	NA	*	*	NA	NA
Recycling collection cost per ton (\$)	\$548	\$615	NA	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$10	\$12	\$25	*	*	\$33	\$13
Removal cost per inch of snow (\$)	NA	NA	NA	*	*	NA	NA
Cases commenced against the City in state and federal court	NA	NA	574	*	*	190	105
Payout (\$000)	\$34,295.8	\$24,405.1	\$31,121.9	*	*	\$9,426.8	\$9,195.6

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	84%	83%	75%	75%	*	81%	66%
Letters responded to in 14 days (%)	68%	71%	65%	65%	*	67%	42%
Response to 311 Service Requests (SRs)							
Percent meeting time to action (close) – Dirty Conditions - Illegal Postering (7 days)	93	95	95	95	*	96	88
Percent meeting time to action (close) – Literature Request - Blue Recycling Decals (7 days)	100	100	100	100	*	100	100
Percent meeting time to action (close) – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	100	*	100	100
Percent meeting time to action (close)– Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	97	94	96	96	*	94	96

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$1,301.2	\$1,408.4	\$1,281.2	\$1,353.9	\$1,476.0	\$1,423.2	\$698.9	\$630.0
Revenues (\$000,000)	\$19.0	\$17.6	\$22.5	\$38.4	\$17.3	\$36.4	\$7.2	\$6.1
Personnel (uniformed)	7,227	6,954	6,991	7,181	7,181	7,271	7,080	7,325
Personnel (civilian)	2,127	2,068	2,007	2,117	2,149	2,228	2,029	2,017
Overtime paid (\$000,000)	\$77.3	\$119.5	\$55.0	\$82.2	\$125.3	\$80.9	\$21.4	\$12.6
Capital commitments (\$000,000)	\$502.9	\$319.9	\$221.9	\$709.0	\$845.4	\$278.6	\$198.7	\$62.9
Work Experience Program (WEP) participants assigned	1,852	1,727	830	*	*	*	1,388	914

¹January 2013 Financial Plan *NA" - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators: 'Streets rated filthy(%),' 'Sidewalks rated acceptably clean (%)', 'Sidewalks rated filthy(%),' 'Violations issued for dirty sidewalks,' 'Violations issued for illegal posting,' 'Vacant lot cleaning requests,' 'Average outage rate for all collection trucks (%)', 'Health and administrative code violations issued,' 'Total ECB violations issued,' and ' ECB violations upheld (%)'.
- The Department re-named the indicator 'Annual tons disposed' to 'Tons of refuse disposed' to more accurately reflect what is being measured.
- 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.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 and over 1,000 playgrounds. DPR facilities range from community and recreation centers to golf courses and swimming pools throughout the five boroughs. The Department is also responsible for approximately 650,000 street trees and two million park trees.

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: Ensure an overall safe 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 the number of volunteers in the City's park system.

How We Performed: July–October

- Overall condition ratings of parks increased by 2 percentage points to 83 percent, while cleanliness ratings improved by 3 percentage points to 89 percent. Both fell just short of their performance targets.
- Crimes in the 30 largest parks increased by 7 percent, from 97 to 104.
- The number of trees pruned topped 13,100, more than twice as many trees as last year when resources were temporarily redirected to clean up operations following Tropical Storm Irene.
- DPR removed approximately 6,100 trees this year compared to more than 7,500 last year. The percentage of trees removed within 30 days of a service request improved to 99 percent from 95 percent.
- As part of the MillionTreesNYC initiative, the Department hosted over 85 volunteer tree care and planting events involving more than 2,500 community volunteers and, together with its partners, planted nearly 28,000 trees, an increase of 11 percent from last year.
- Thirty-three capital projects were completed during the July through October reporting period. Seventy-three percent were completed on time, significantly better than the prior year. The percent of projects completed within budget fell to 73 percent, below the 85 percent performance target.

- Membership at the City's recreation centers rebounded, growing by 35 percent after experiencing a similar-sized decrease a year ago; memberships increased across all age categories. Overall attendance decreased by 7 percent to approximately 930,000, with non-member attendance accounting for the largest proportion of the decrease. Attendance among youths grew by almost 30 percent. As part of its efforts to encourage membership, the Department began conducting outreach and registration at outdoor events this past summer.

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

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Parks rated acceptable for overall condition (%)	83%	84%	82%	85%	85%	81%	83%
- Overall condition of small parks and playgrounds (%)	81%	83%	79%	*	*	77%	79%
- Overall condition of large parks (%)	67%	70%	69%	*	*	68%	77%
- Overall condition of greenstreets (%)	96%	96%	96%	*	*	97%	94%
★ Parks rated acceptable for cleanliness (%)	88%	88%	88%	90%	90%	86%	89%
- Cleanliness of small parks and playgrounds (%)	88%	88%	87%	*	*	85%	86%
- Cleanliness of large parks (%)	76%	75%	77%	*	*	74%	82%
- Cleanliness of greenstreets (%)	98%	97%	97%	*	*	97%	97%
★ Play equipment rated acceptable (%)	91%	91%	92%	90%	90%	90%	91%
★ Safety surfaces rated acceptable (%)	94%	92%	92%	90%	90%	92%	91%
★ Comfort stations in service (in season only) (%)	94%	92%	93%	90%	90%	93%	94%
★ Spray showers in service (in season only) (%)	94%	91%	97%	*	90%	96%	92%
★ Drinking fountains in service (in season only) (%)	94%	93%	93%	*	90%	93%	95%
★ Recreation centers rated acceptable for cleanliness (%)	96%	94%	100%	*	90%	NA	NA
★ Recreation centers rated acceptable for overall condition (%)	88%	87%	87%	*	85%	NA	NA
Monuments receiving annual maintenance (%)	69%	67%	75%	*	*	33%	27%

Goal 1b: Ensure an overall safe park experience.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Major felonies in 30 largest parks (excludes Central Park) - Crimes against persons	97	113	93	*	↓	37	52
★ - Crimes against property	118	113	134	*	↓	60	52
Summons issued	17,264	17,071	15,795	*	*	5,103	5,430

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

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Trees pruned - Block program	29,782	30,776	29,497	27,000	60,000	5,653	13,196
- Annual pruning goal completed (%)	149%	114%	109%	*	*	21%	49%
- Pruning completed within established cycle (%)	6%	6%	6%	*	*	NA	NA

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

Goal 2b: Resolve tree-related emergencies promptly.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Trees removed	13,216	14,117	16,248	*	*	7,540	6,092
- Street trees removed (in response to service request)	8,161	8,935	8,688	*	*	4,007	3,335
★ - Removed within 30 days of service request (%)	99%	93%	94%	95%	95%	95%	99%
★Public service requests received - Forestry	95,547	85,257	77,072	*	*	NA	NA

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★MillionTreesNYC - Trees planted - Parks	107,751	100,604	81,597	70,000	70,000	24,455	24,488
- Trees planted - Other	22,526	13,477	16,534	30,000	30,000	730	3,416

Service 3: Preserve and expand the infrastructure of New York's park system.

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Capital projects completed	150	165	132	120	120	44	33
★Capital projects completed on time or early (%)	61%	56%	49%	80%	80%	45%	73%
Capital projects completed within budget (%)	89%	85%	80%	85%	85%	84%	73%

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
New Yorkers living within 1/4 mile of a park (%)	73.0%	74.0%	75.6%	*	*	NA	NA

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

Goal 4a: Increase public attendance at educational programs, recreation centers and other venues.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Recreation center memberships issued	173,944	177,901	125,334	*	↑	38,229	51,774
★Recreation center attendance	3,271,198	3,163,028	3,098,257	*	↑	1,001,683	929,233
★Attendance at outdoor Olympic and intermediate pools (calendar year)	1,727,436	1,728,318	1,725,257	*	*	NA	NA
Attendance at non-recreation center venues	NA	NA	NA	*	*	NA	NA
Attendance at historic house museums	795,916	797,259	834,208	*	*	422,551	385,171
Attendance at skating rinks	603,529	527,313	528,511	*	*	NA	NA

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

Goal 4b: Increase the number of volunteers in the City's park system.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Parks with an affiliated volunteer group (%)	58%	60%	63%	*	*	62%	63%
Park volunteers	NA	NA	NA	*	*	NA	NA

Agency-wide Management

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Cases commenced against the City in state and federal court	NA	NA	300	*	*	117	76
Payout (\$000)	\$16,733.8	\$16,248.4	\$17,708.0	*	*	\$2,252.3	\$13,519.3

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	76%	57%	58%	58%	*	58%	54%
Letters responded to in 14 days (%)	60%	55%	54%	54%	*	50%	44%
Response to 311 Service Requests (SRs)							
Percent meeting time to (first) action – Damaged Tree - Branch or Limb Has Fallen Down (8 days)	94	97	94	94	*	96	97
Percent meeting time to (first) action – Dead Tree - Dead/Dying Tree (7 days)	87	94	87	87	*	89	95
Percent meeting time to (first) action – New Tree Request - For One Address (180 days)	94	87	80	80	*	42	98
Percent meeting time to (first) action – Overgrown Tree/Branches - Hitting Building (30 days)	95	96	93	93	*	96	92
Percent meeting time to (first) action – Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	93	92	74	74	*	63	89

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$382.7	\$393.7	\$361.3	\$337.6	\$451.0	\$344.1	\$143.7	\$141.3
Revenues (\$000,000)	\$59.0	\$63.9	\$63.4	\$85.6	\$85.9	\$83.6	\$25.2	\$25.3
Personnel (Total FT and FTE)	7,242	6,364	5,598	5,744	6,506	5,331	5,547	5,533
Full-time personnel	3,581	3,354	3,095	3,197	3,632	3,699	3,280	3,085
Full-time equivalent (FTE) personnel	3,661	3,010	2,503	2,547	2,874	1,632	2,267	2,448
- Parks Opportunity Program (POP) participants ³	2,053	1,742	1,405	1,734	1,734	904	1,774	1,321
Overtime paid (\$000,000)	\$6.7	\$7.5	\$8.7	\$3.6	\$3.7	\$3.6	\$4.0	\$3.3
Capital commitments (\$000,000)	\$542.1	\$395.9	\$290.4	\$339.3	\$1,383.2	\$364.6	\$57.0	\$123.3
Work Experience Program (WEP) participants assigned	59	87	787	*	*	*	606	728

¹January 2013 Financial Plan *NA" - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.
³The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above. Four-month headcount data is based on the average headcount for the 12-month period of November 1, 2011 through October 31, 2012.

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.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 1,200 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: July–October

- Payment processing was on par with last year, with all operating support payments to the City's cultural institutions made within the 5-day performance standard and initial grant payments issued in an average of 5 days.
- Largely as a result of targeted outreach to public schools and greater use of social media by the Department's Material for the Arts program, the number of schools and organizations served and the overall number of warehouse transactions increased.
- More arts and cultural organizations took advantage of the opportunity to post events for free on the NYCulture calendar than in the prior year.

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

Goal 1a: Process grant payments promptly.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	100%	100%	100%
★ Average days to issue initial Cultural Development Fund payments after complying with all City requirements	9	7	6	*	7	5	5
★ Average days to issue program grant final payments	10	4	4	*	5	NA	NA
Total financial support provided to qualifying organizations (\$000,000)	\$141.7	\$137.2	\$140.3	*	*	NA	NA

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Capital projects authorized to proceed	54	71	69	*	*	NA	NA
★ Capital projects initiated (%)	74%	99%	67%	66%	66%	NA	NA

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Schools, nonprofits and City/State agencies served by Materials for the Arts (MFTA)	NA	1,851	1,901	*	*	992	1,029
★ MFTA transactions	5,534	5,276	5,550	5,300	5,300	1,765	1,934

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

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Events listed on NYCulture Calendar	6,631	6,120	6,425	*	*	1,482	1,606
Total visitors to the Cultural Institutions Group	19,266,938	18,743,457	20,188,062	*	*	NA	NA
- Visitors using free admission and/or tickets (%)	16%	16%	21%	*	*	NA	NA

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	NA	NA	88%	88%	*	92%	80%
Letters responded to in 14 days (%)	NA	NA	61%	61%	*	50%	100%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$142.9	\$144.1	\$147.7	\$156.4	\$154.3	\$92.8	\$80.2	\$82.1
Personnel	59	56	57	59	62	59	54	55
Overtime paid (\$000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital commitments (\$000,000)	\$337.8	\$161.3	\$134.7	\$247.7	\$718.2	\$48.4	\$13.3	\$23.7
¹ January 2013 Financial Plan *NA* - Not Available in this report ² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.								

Noteworthy Changes, Additions or Deletions

- The Department added indicators on the amount of financial support provided to qualifying organizations; the number of capital projects authorized to proceed; and the overall number of schools, nonprofits and City/State agencies that are served by the Materials for the Arts program.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 1,319 individual landmarks and more than 30,000 properties in 109 historic districts and 18 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: July–October

- During the reporting period, the Commission designated one historic district and three individual landmarks, for a total of 329 buildings and sites including Brinckerhoff Cemetery in Queens and the Rainbow Room in Manhattan. The designation of the East Village/Lower East Side Historic District capped a two-year effort initiated by LPC to protect 324 architecturally and historically significant buildings that reflect the American 19th-century immigrant experience.
- The Commission had a slight decrease in the number of permit applications received during the reporting period, which contributed to quicker permit processing times.
- Although fewer investigations were completed overall, a higher percentage of those investigations resulted in enforcement action. Fewer violations were issued per investigation than in previous years, when some investigations yielded multiple violations per property.
- The Commission received fewer archaeological applications during the reporting period.

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

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Individual landmarks and historic districts designated	40	40	36	20	20	10	4
★ - Total number of buildings designated	598	1,528	1,040	*	*	173	329
Requests for evaluation received and acknowledged	253	147	116	*	*	32	65

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Work permit applications received	9,358	10,753	11,823	*	*	4,030	3,917
★ Actions taken on work permit applications received	9,274	11,738	11,238	*	*	4,003	3,827
Certificates of No Effect issued within 10 days (%)	86%	85%	80%	85%	85%	77%	84%
Expedited Certificates of No Effect issued within two days (%)	100%	100%	92%	100%	100%	95%	99%
Permits for minor work issued within 10 days (%)	85%	81%	81%	*	*	78%	83%

Goal 1c: Increase compliance with landmark regulations.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Number of complaints received	NA	NA	NA	*	*	NA	NA
Investigations completed	1,165	927	796	*	*	297	275
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	1,610	1,111	1,100	*	*	397	346

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Archaeology applications received	298	273	283	*	*	91	82
Archaeology applications reviewed within 10 days (%)	96%	96%	96%	85%	85%	98%	98%

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	98%	98%	98%	98%	98%
Letters responded to in 14 days (%)	100%	87%	88%	88%	88%	92%	92%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$4.6	\$4.5	\$4.3	\$4.7	\$5.0	\$5.0	\$1.4	\$1.4
Revenues (\$000,000)	\$1.3	\$2.4	\$4.7	\$2.9	\$3.4	\$3.8	\$1.5	\$1.7
Personnel	60	53	58	66	73	73	54	58
Overtime paid (\$000)	\$4	\$6	\$6	\$7	\$7	\$7	\$1	\$0
¹ January 2013 Financial Plan		*NA* - Not Available in this report						
² Expenditures include all funds.		January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.						

Noteworthy Changes, Additions or Deletions

- The indicators 'Percent of investigations resulting in enforcement action' and 'Notices of Violation upheld at the Environmental Control Board (%)' were removed. The indicators 'Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued' and 'Requests for evaluation received and acknowledged' were added. The new indicator 'Number of complaints received' was added; data will first appear in the Fiscal 2013 MMR.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 health and mental well being of all New Yorkers. The Department contracts for: mental health services; developmental disability services; alcohol and drug use services; and Early Intervention services to developmentally delayed infants and toddlers. DOHMH's community-based services include: District Public Health Offices; five borough-based Early Intervention Offices, three year round immunization walk-in clinics; five tuberculosis (TB) chest centers; nine sexually transmitted disease (STD) clinics; Human immunodeficiency virus (HIV) prevention and control services; health services at more than 1,250 schools; and health and mental health services in the City's correctional facilities. DOHMH has programs to prevent and control chronic diseases such as heart disease, diabetes, asthma and cancer. The Department has also made reducing obesity- and tobacco-related illnesses a priority. DOHMH issues birth and death certificates; conducts health and safety inspections to enforce the City Health Code; 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: July–October

- The number of male condoms distributed decreased by 17.5 percent during the first four months of Fiscal 2013 from the same period last year. The decline is an artifact of last year's numbers being inflated to compensate for a short-term interruption in the condom ordering process in Calendar 2011. The Department expects to distribute the targeted number of condoms in Fiscal 2013.
- While syphilis cases have declined for the past several years, the preliminary number of reported cases during the first four months of Fiscal 2013 increased 6.8 percent from the same period in Fiscal 2012, to 328. This increase is attributed to ongoing unprotected anal intercourse among men who have sex with men. The Department will continue to monitor reports as well as to continue activities to prevent further disease transmission, including elicitation and testing/treatment of partners of individuals diagnosed with syphilis.
- The small increase in new tuberculosis cases is due to normal fluctuations in case reporting. Preliminary data for Calendar 2012 are projecting a decline of 3.1 percent compared to Calendar 2011, a new historical low.

- The percent of children 19-35 months old who are up to date for immunizations increased more than 3.8 percentage points for the first four months of Fiscal 2013 compared to the same period in Fiscal 2012. The Department conducts several activities to increase pediatric immunization rates including providing facility and provider-specific immunization rates and a list of children in need of immunizations to providers.
- During the first four months of Fiscal 2013, new cases among children younger than 6 with blood lead levels greater than or equal to 10 micrograms per deciliter decreased by 21 percent compared to the same period in Fiscal 2012. Performance reflects the continued success of the Department's lead poisoning prevention activities and the reduction of lead environmental hazards citywide.
- The percentage of total restaurants that received an initial inspection decreased from 64.7 percent to 51.6 percent during the first four months of Fiscal 2013 compared to the same period during the previous year. The Department aims to perform sanitary inspections for every restaurant annually and is on target to complete 100 percent by the end of Fiscal 2013.
- Initial pest control inspections increased 23 percent in the first four months of Fiscal 2013 compared to Fiscal 2012 - more than 7,000 additional inspections. At the same time, the percentage of inspections finding active rat signs (ARS) declined 3 percentage points to 9 percent. These changes are due to the expansion of the rat indexing program into two additional boroughs, Queens and Brooklyn. Since rat indexing inspects all properties in a neighborhood, the number of inspections increases where it is introduced, and the percent with ARS decreases.
- The number of unintentional drug poisoning deaths in Calendar 2011 increased over the last year's historic low. The Health Department is investigating potential contributing drugs and other factors, including increases in deaths from both heroin and prescription opioids. The Department continues to focus on preventing overdose on a number of fronts, including increasing access to substance use treatment, promoting judicious prescribing of opioids, and promoting the availability of naloxone, an antidote to opioid overdose.
- LifeNet calls decreased 14.5 percent to 26,500 during the first 4 months of Fiscal 2013 compared to the same period in Fiscal 2012. LifeNet calls have gradually decreased since November 2011 due to a reduction of community outreach efforts and by directing providers to access LifeNet services through the LifeNet website to allow more time for LifeNet representatives to answer calls from the public. During this period LifeNet website activity has increased.
- Average response time for mail/internet requests for birth certificates increased from 4.1 to 5.4 days in the first 4 months of Fiscal 2013 compared to the same period Fiscal 2012 due to a temporary staffing shortage.

Service 1: Detect and control infectious diseases.

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Male condoms distributed (000)	36,838	36,309	36,108	36,400	37,000	14,203	11,711
★New HIV diagnoses	3,868	3,532	3,404	*	↓	822	NA
★Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)	NA	NA	NA	85.0%	85.0%	80.0%	82.8%
★Syphilis cases	978	966	903	*	↓	307	328

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★New tuberculosis cases (CY)	760	711	717	*	↓	221	234
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (CY)	52.6%	62.3%	67.4%	65.0%	65.0%	NA	NA
★Children aged 19-35 months with up-to-date immunizations (%)	52.5%	58.4%	62.7%	65.0%	67.0%	59.5%	63.3%
★Children in the public schools who are in compliance with required immunizations (%)	98.8%	98.8%	99.1%	99.0%	99.0%	91.9%	94.9%

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Adults who smoke %(CY)	15.8%	14.0%	14.8%	14.2%	13.7%	NA	NA
Adults who are obese (%)	23.3%	23.4%	23.7%	23.2%	23.2%	NA	NA
Adults who consume an average of one or more sugar-sweetened beverages per day %(CY)	31.6%	30.3%	29.9%	28.2%	26.4%	NA	NA

Goal 2b: Improve preventive health care.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Adult New Yorkers without a regular doctor %(CY)	18.1%	16.7%	16.9%	*	*	NA	NA
Adults, aged 50+, who received a colonoscopy in the past ten years %(CY)	66.0%	67.5%	68.6%	73.0%	73.0%	NA	NA
★ Hospitalization rate for asthma among children ages 0-14 (per 1,000 children)(CY)	5.5	4.7	NA	4.7	4.7	NA	NA
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health, and dental)	817,012	803,871	877,270	*	*	294,814	300,739
★ Infant mortality rate (per 1,000 live births)(CY)	5.3	4.9	4.7	4.7	4.7	NA	NA

Service 3: Promote a safe environment.

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Childhood blood lead levels - new cases among children aged 6 months to less than 6 years with blood lead levels greater than or equal to 10 micrograms per deciliter	1,398	1,319	1,042	*	↓	459	361
Day care initial site inspections	20,280	21,610	22,219	*	*	6,985	7,077
★ Child care inspections that do not require a compliance inspection (%)	68.0%	72.0%	70.0%	*	*	70.0%	66.0%

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Restaurants inspected (%)	99.7%	99.8%	99.4%	100.0%	100.0%	64.7%	51.6%
★ Restaurants scoring an 'A' grade (%)	NA	81.7%	85.6%	*	*	82.5%	86.5%

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Initial pest control inspections (000)	85	114	124	*	*	31	38
Initial inspections with active rat signs (ARS) (%)	15.1%	9.8%	11.0%	*	*	12.3%	9.2%
★ Compliance inspections found to be rat free (%)	43.5%	47.1%	51.0%	*	*	47.5%	47.6%
Dog licenses issued (000)	99.4	97.6	92.7	105.0	105.0	31.9	32.5

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
NYC jail inmates who complete 30-day substance use program ('A Road Not Taken')	NA	NA	NA	450	500	NA	NA
New buprenorphine patients (CY)	7,006	7,757	9,913	8,000	8,000	2,389	2,408
★Deaths from unintentional drug overdose (CY)	587	555	651	*	↓	NA	NA

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Individuals in the assisted outpatient mental health treatment program	1,344	1,315	1,245	*	*	1,222	1,236
Units of supportive housing available to persons with serious mental illness (000)	4.5	4.7	5.0	5.3	5.4	4.8	5.0
New children receiving services from the Early Intervention Program (000)	17.0	15.4	NA	*	*	4.7	NA
Calls to LifeNet (000)	97.2	92.9	85.8	*	*	31.0	26.5

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

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Average response time for birth certificates by mail/online (days)	5.7	4.4	3.0	5.0	5.0	4.1	5.4
★Average response time for death certificates by mail/online (days)	9.8	7.1	4.1	8.0	8.0	4.9	4.7

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	76%	63%	39%	70%	70%	37%	40%
Letters responded to in 14 days (%)	43%	28%	31%	40%	40%	25%	22%
Calls answered in 30 seconds (%)	83%	35%	65%	70%	70%	64%	67%
Response to 311 Service Requests (SRs)							
Percent meeting time to action – Food Establishment (14 days)	90	87	94	90	90	95	99
Percent meeting time to action – Food poisoning (3 days)	93	94	96	90	90	95	97
Percent meeting time to action – Indoor Air Quality (14 days)	96	98	99	95	95	99	96
Percent meeting time to action – Smoking (14 days)	86	72	77	70	70	80	87
Percent meeting time to action – Rodent (14 days)	71	64	72	70	70	76	61

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$1,619.9	\$1,564.3	\$1,525.7	\$1,517.2	\$1,607.7	\$1,477.3	\$861.2	\$772.5
Revenues (\$000,000)	\$69.2	\$79.0	\$36.8	\$35.4	\$35.3	\$36.7	\$11.3	\$11.9
Personnel	5,578	5,270	5,179	5,292	5,812	5,111	5,189	4,994
Overtime paid (\$000,000)	\$7.8	\$5.4	\$5.7	\$3.2	\$4.0	\$4.1	\$2.3	\$1.3
Capital commitments (\$000,000)	\$50.5	\$138.9	\$25.5	\$141.0	\$408.3	\$22.4	\$12.4	\$0.0
Human services contract budget (\$000,000)	\$934.4	\$900.9	\$836.3	\$882.2	\$896.6	\$889.4	\$262.2	\$220.0
Work Experience Program (WEP) participants assigned	293	38	113	*	*	*	60	117

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators to this report: 'New HIV diagnoses' (which will be reported on quarterly basis), 'Patients enrolled in Ryan White with current ARV prescription at last assessment (%)', 'Children 19-35 months up-to-date with immunizations (%)', 'Adults who are obese (BMI>30)', 'Child care inspections that do not require a compliance inspection (%)' and 'NYC jail inmates who complete a 30-day substance use program ('A Road Not Taken')'. This is a new program and data are not yet available.
- The Department deleted the following indicators from this report: 'New adult AIDS cases diagnoses,' 'New Yorkers who die from AIDS,' 'Persons diagnosed, living and reported with HIV/AIDS,' 'HIV tests conducted,' 'Unduplicated clients enrolled in HIV/AIDS (Ryan White) health and supportive services (000),' 'Patients who complete treatment for active tuberculosis (%)', 'Primary Address Inspected within 5 Business Days (%)', 'Day Care Site Complaints Received,' 'Pest Control Complaints Received by DOHMH,' 'All children receiving services for the Early Intervention Program,' 'Screening rates for breast cancer (CY),' 'Screening rates for cervical cancer (CY)' and 'Alcohol-attributable mortality (CY).'
- The Department revised its Fiscal 2013 target for "Male condoms distributed (000)." The target is now based on a 1 percent increase on Fiscal 2012 performance.
- The Department changed the title of one indicator from 'Children in the public schools who have completed required immunizations (%)' to 'Children in the public schools who are in compliance with required immunizations (%)', to more accurately represent the available data.
- Data for the indicator 'Hospitalization rate for asthma among children ages 0-14 is available for calendar years only (FY11=CY10). Data for Calendar 2011 is not yet available.
- Last year, the New York State Department of Health (NYS DOH) implemented a new database, from which Early Intervention data is reported. The new system is still not able to transmit accurate data, which is a state-wide problem. DOHMH is actively working with NYS DOH to fix the system and will report updated Early Intervention data as soon as it is available
- The percent of letters and percent of emails responded to in 14 days were incorrectly reported in the Fiscal 2012 Mayor's Management Report, and are corrected in this report.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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: July–October

- In the first four months of the year, OCME has performed well in achieving its goals in light of the constraints imposed by economic pressures. The exceptions were in turnaround time for toxicology reports and some areas of DNA services, the latter attributable to attrition and lengthy recruitment and training periods for new hires.
- OCME's Laboratory Information Management System (LIMS) and Case Management System (CMS), each developed over the long term, had first phase implementations and should enable OCME to achieve new levels of accuracy and efficiency.
- Toxicology revamped its testing protocols, which should result in fewer and faster administrative reviews, and reduce turnaround times in the long run.
- Forensic Biology, working with OCME Human Resources, OCME Legal, and the Law Department, initiated an effort to reduce attrition of newly trained entry level Criminalists at OCME.

Service 1: Perform the processes necessary to certify deaths falling within the agency's jurisdiction.

Goal 1a: Respond promptly to scenes of reportable fatalities and conduct related investigations.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.6	1.7	1.8	*	↓	1.8	1.8
Deaths reported	26,105	26,503	25,941	*	*	8,537	8,573
Cases where Chief Medical Examiner takes jurisdiction	7,135	7,114	7,152	*	*	2,496	2,401

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Median time to complete autopsy reports (days)	53.5	61.5	69.5	51.0	51.0	72.0	68.0
★ Median time to complete toxicology cases (days)	35.0	40.5	60.0	28.0	28.0	64.0	66.0
Median time to complete toxicology DUI (driving under the influence) cases (days)	13.0	16.0	15.0	10.0	10.0	13.5	18.0
Median time to complete toxicology sexual assault cases (days)	17.0	21.0	30.5	17.0	17.0	23.0	38.0

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Median time to process cremation requests (hours)	1.2	1.2	1.3	1.5	1.5	1.2	1.4

Service 2: Provide mortuary services to the City.

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Number of decedents' remains transported and stored by OCME	9,620	9,714	9,558	*	*	3,267	3,212
Median time to remove decedents from scene (non-hospital) after investigation (hours)	0.7	0.9	0.9	*	*	0.9	0.9

Service 3: Respond to disasters and emergencies when fatalities are involved.

Goal 3a: Provide rapid response and safe fatality management services to the City.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Remains recovered following a disaster or mass fatality incident (cumulative)	21,813	21,818	21,818	*	*	21,818	21,817

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Remains identified following a disaster (cumulative)	12,770	12,810	13,024	*	*	12,811	13,270

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Median days to complete analysis of a DNA case	76.0	83.0	88.0	75.0	75.0	78.0	109.0
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	112.0	114.0	111.0	90.0	90.0	90.0	156.0
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	19.0	27.0	46.0	50.0	50.0	36.0	63.0
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	58.0	65.0	68.0	70.0	70.0	57.0	86.0
DNA matches with profiles in database	1,264	1,629	1,791	*	*	598	533

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	100%	100%
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	100%	100%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$65.6	\$62.6	\$43.9	\$62.2	\$73.3	\$57.6	\$22.9	\$21.8
Revenues (\$000)	\$2	\$39	\$92	\$503	\$503	\$503	\$36	\$29
Personnel	652	606	582	650	654	651	596	572
Overtime paid (\$000,000)	\$1.8	\$1.9	\$2.5	\$1.8	\$2.3	\$1.8	\$0.7	\$0.6

¹January 2013 Financial Plan ²Expenditures include all funds. *NA" - Not Available in this report
 January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- Dr. Charles S. Hirsch, after serving as Chief Medical Examiner since 1989, retired from that position in February 2013.
- The total of 21,817 for 'Remains recovered following a disaster or mass fatality incident (cumulative)' reflects a correction due to a minor computational error.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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: July–October

- The percentage of eligible women ages 40 to 70 receiving a mammogram at the end of the first quarter of Fiscal 2012 to the end of the first quarter of Fiscal 2013 increased slightly to 72.2 percent and surpassed the Corporate target of 70 percent and the federal Healthy People 2020 target. All HHC hospitals have individual programs that focus on women's health needs. Outreach efforts such as the "Give your Mother a Gift" mammogram outreach campaign which provides mammograms at no cost to eligible patients is offered every year during the month of May.
- In the first four months of Fiscal 2013, HHC was able to retain 89.8 percent of prenatal patients through delivery as compared to 89.1 percent in the first quarter of last year. This increase may be attributed to facility efforts to promote prenatal patient education and patient-centered birthing environments. A number of HHC facilities have been recognized across the country for their family-friendly approach.
- The proportion of patients living with HIV/AIDS at HHC acute care facilities who use dedicated HIV clinics remained unchanged at 99.4 percent in the first quarter of Fiscal 2013 as compared to a year ago. HHC is committed to improving the quality of life for its patients living with HIV/AIDS and serves about 19,000 HIV/AIDS patients or nearly one fifth of the estimated 100,000 people known to be living with HIV/AIDS in New York City.
- The percentage of adult psychiatry re-hospitalizations within 15 days of discharge decreased significantly from 5.5 percent in the first quarter of Fiscal 2012 to 3.9 percent in first quarter of Fiscal 2013. Facilities have implemented targeted efforts to reduce psychiatric re-hospitalizations and effectively transition patients from the hospital to the community through such approaches as bringing patients to psychiatric outpatient clinics to meet staff before discharge, referring non-compliant patients to home care, and placing patients on assisted outpatient treatment (AOT), a state court-ordered program. In addition, HHC provides a post-hospitalization treatment and discharge plan for each psychiatric patient.

- The average time for a primary care clinic visit for adult medicine and women's health has increased in the first four months of Fiscal 2013 compared to the same period last year. The increase is attributable to a number of factors including temporary staffing vacancies, which HHC expects to fill shortly.

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Prenatal patients retained in care through delivery (%)	86.5%	86.4%	85.8%	90.0%	90.0%	89.1%	89.8%
★ HIV patients retained in care (%)	87.1%	87.4%	87.4%	80.0%	80.0%	NA	NA
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine	59.0	61.0	75.0	60.0	60.0	69.0	72.0
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine	58.0	60.0	59.0	60.0	60.0	66.0	63.0
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health	61.0	61.0	75.0	60.0	60.0	71.0	81.0

Goal 1b: Expand enrollment in insurance programs.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Uninsured patients served	452,576	477,957	478,731	*	↓	NA	NA
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	474,118	498,324	521,434	513,400	513,400	502,688	524,635
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	383,797	401,967	420,459	446,932	446,932	404,778	420,555

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Two-year olds immunized (%)	96.5%	97.0%	97.0%	98.0%	98.0%	NA	NA
★ Eligible women, aged 40-70, receiving a mammogram screening from HHC (%)	72.8%	72.0%	73.0%	70.0%	70.0%	72.1%	72.2%
★ General care average length of stay (days)	4.6	4.6	4.7	4.7	4.7	4.6	4.8
★ Net days of revenue for accounts receivable	55.5	52.3	56.4	56.0	56.0	50.3	59.4

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Emergency room revisits for adult asthma patients (%)	5.1%	5.1%	5.4%	5.0%	5.0%	5.8%	5.8%
★ Emergency room revisits for pediatric asthma patients (%)	3.2%	2.7%	3.7%	3.2%	3.2%	2.7%	3.5%
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days (%)	5.1%	4.8%	4.6%	5.0%	5.0%	5.5%	3.9%

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

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$6,113.4	\$6,294.7	\$6,554.7	\$6,850.4	\$6,892.9	\$6,854.4	\$2,181.5	\$1,950.1
Revenues (\$000,000)	\$6,478.7	\$6,847.9	\$7,015.2	\$6,978.0	\$6,851.6	\$6,315.6	\$2,842.1	\$2,608.6
Personnel	39,872	38,898	38,387	37,748	38,243	37,864	38,726	37,902
Overtime paid (\$000,000)	\$123.1	\$125.9	\$128.5	\$120.3	\$120.3	\$121.8	\$45.9	\$42.4
Capital commitments (\$000,000)	\$124.4	\$147.4	\$272.7	\$124.5	\$824.2	\$504.4	\$65.8	\$100.1
¹ January 2013 Financial Plan ² NA - Not Available in this report ² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.								

Noteworthy Changes, Additions or Deletions

- HHC has replaced the indicator 'Percent of HIV patients using dedicated HIV clinics' with 'Percent of HIV patients retained in care.' Advances in HIV prevention, care, and treatment have changed the landscape of how HIV care is provided. Retention in care has been shown to be one of the key factors for successful care and treatment of HIV-positive individuals. Retention in care is recognized as an important indicator for success by the New York State Department of Health and the New York City Department of Health and Mental Hygiene.
- The following indicators are reported on a quarterly basis: 'Prenatal patients retained in care through delivery (%)', 'Eligible women, aged 40-70, receiving a mammogram screening from HHC (%)' and 'Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days (%)'.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 in achieving and sustaining their maximum degree of self-sufficiency. HRA provides cash assistance and 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 14 Medicaid Community Model Offices. HRA provides HIV/AIDS Services Administration (HASA) support services to medically eligible individuals at 12 centers (nine are Model Offices) and adult protective services through six 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 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, school based programs, and include DHS and 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 WeCARE services to all eligible cash assistance recipients to assist them to become healthy enough to work, or 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: Expand public health insurance coverage for low-income residents.

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: July-October

- For the first four months of Fiscal 2013, HRA assisted 31,930 clients to obtain employment, which is 15.2 percent more than was achieved in the same period in Fiscal 2012. As of October 2012, HRA was on track to achieve or exceed the calendar 2012 annual goal of helping 85,000 clients obtain employment. In calendar 2011, this goal was expanded to include all clients HRA assists in gaining employment in addition to cash assistance recipients. For the first four months of Fiscal 2013, the percent of cash assistance cases that retained employment for 180 days remained above target.
- For the first seven months of the current state fiscal year, which began in April 2012, the City achieved a Safety Net Assistance work participation rate that was above the State requirement of 50 percent. As of the end of the federal fiscal year in September 2012, the City's federal family work participation rate was 33.4 percent, well under the federal annual work participation target of 50 percent. Because of its family caseload reduction, however, the State and the City will receive percentage point credits toward meeting the work participation target.

- As of the end of the first four months of Fiscal 2013, the number of persons receiving cash assistance increased by 1.4 percent compared to the same time in Fiscal 2012.
- The percent of current child support obligations collected on behalf of cash assistance and non-cash assistance custodial parents remained above target and increased by 9.6 percentage points in the July-October period in Fiscal 2013 compared to the same period in the previous fiscal year. This change is largely due to accounting adjustments and HRA expects to remain above the target through the end of the fiscal year.
- The number of persons receiving Supplemental Nutritional Assistance Program (SNAP) benefits increased slightly during the first four months of Fiscal 2013 compared to the same period in Fiscal 2012. A streamlined application process now includes telephone interviews and the opportunity to submit applications via mail, fax, or online.
- The total number of all Public Health Insurance enrollees was 3.6 percent higher in October 2012, compared to October 2011 and Medicaid-only enrollees increased by 4.8 percent over the same period last year.
- The total number of home care services cases increased by 17.4 percent in the July-October period in Fiscal 2013 compared to the same period in Fiscal 2012. This is largely due to a change implemented by the New York State Department of Health that now permits managed long term care plans to market their product directly to consumers. Of the nearly 105,000 home care cases as of October 2012, 58 percent were in managed long term care plans compared to 42 percent in 2011 and 34 percent in 2010. The average number of days to initiate home attendant and housekeeper services decreased by approximately 15 days, or 37.6 percent, due to staff efforts and supervisory monitoring.
- Enhanced housing benefits were issued to HIV/AIDS Services Administration (HASA) clients well within the state mandated 30 days and the percent of HASA clients receiving these benefits increased by 2.1 percentage points during the first four months of Fiscal 2013 compared to the same period in Fiscal 2012. The time to complete the review of applications for enhanced housing benefits for HASA clients decreased by 1.3 days, or 15.9 percent compared to the first four months of Fiscal 2012. The time required to issue ongoing enhanced housing benefits to eligible clients decreased by 3.9 days, or 20.5 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 review and supervision.
- The domestic violence non-residential caseload increased by 5.4 percent by the end of the first quarter of Fiscal 2013, compared to the same point in time in Fiscal 2012.
- The percent of families who were found eligible for services at the Department of Homeless Services' (DHS) Prevention Assistance in Transition for Homelessness (PATH) and who were placed in an HRA domestic violence (DV) shelter decreased by 5.5 percentage points during the first four months of Fiscal 2013, compared to the same period in Fiscal 2012. In the shelters, clients receive a full complement of services to support their transition into safety and stability. The PATH placement rate into DV shelters depends on several factors, including the occupancy rate for the DV shelters. During the first four months of Fiscal 2013, the occupancy rate in the DV shelters was higher compared to last year, which reduced available shelter capacity.
- During the first four months of Fiscal 2013, referrals to Adult Protective Services (APS) increased by 729 cases or 11 percent compared to the same period in Fiscal 2012. Over the same period of time the number of assessment cases increased by 745 or 26 percent; however, cases found eligible for APS services increased by 97, or approximately 2 percent. The increases in the APS caseloads are due, in large part, to the increase in referrals to APS.
- For the first four months of Fiscal 2013, the amounts collected and costs avoided because of efforts to combat Medicaid fraud, waste and abuse was approximately \$87.3 million and for calendar year 2012, the total amount collected and costs avoided was \$261.8 million. Savings were generated by efforts focused on client and provider Medicaid fraud, including provider prescription drug fraud, and database matches with other states and with systems of record.

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Clients whom HRA helped to obtain employment (000)	76.8	78.7	89.5	*	*	27.7	31.9
★ Percent of HRA clients whom HRA helped to obtain employment compared to monthly goal (calendar year-to-date) (%)	99.0%	95.1%	94.9%	*	94.9%	96.2%	102.0%
★ Current and former cash assistance cases that retained employment income 180 days after being placed in a job (calendar year-to-date average) (%)	80.4%	80.0%	80.8%	75.0%	75.0%	80.1%	81.1%
★ Cash assistance cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)	53.7%	52.8%	54.8%	*	*	54.9%	53.3%
★ Safety Net Assistance (SNA) cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)	65.6%	64.6%	67.4%	*	*	67.2%	65.1%
Cash assistance family cases estimated to be participating in work or work-related activities per federal guidelines (Federal fiscal year-to-date average) (%)	32.3%	33.1%	34.0%	*	*	35.4%	34.7%
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	35.6%	36.2%	33.4%	50.0%	50.0%	NA	NA

Goal 1b: Provide WeCARE services to all eligible cash assistance recipients to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Total WeCARE cases	25,629	24,395	25,454	*	*	23,693	25,729
★ Number of WeCARE federal disability awards	7,128	6,305	4,957	*	*	1,962	1,428

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Persons receiving cash assistance (000)	346.3	355.6	353.3	*	*	352.4	357.3
Temporary Assistance for Needy Families (TANF) recipients (000)	150.6	151.9	143.9	*	*	150.2	148.6
60-month converted to SNA recipients (000)	87.4	84.6	88.7	*	*	86.9	84.5
SNA recipients (000)	108.3	119.0	120.7	*	*	115.3	124.1
★ Cash assistance caseload (000)	185.7	191.6	190.3	*	*	189.2	191.4
★ Cash assistance fair hearing win rate (%)	87.9%	89.3%	90.3%	*	92.0%	88.6%	89.9%
★ Cash assistance application timeliness rate (%)	91.9%	94.4%	94.5%	*	96.0%	93.1%	93.3%

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,731.9	1,830.9	1,834.2	*	*	1,832.7	1,838.9
- Cash assistance persons receiving SNAP benefits (000)	402.4	408.9	404.4	*	*	399.9	398.1
- Non-cash assistance persons receiving SNAP benefits (000)	1,071.0	1,159.1	1,159.4	*	*	1,167.7	1,165.7
- SSI persons receiving SNAP benefits (000)	258.4	262.9	274.4	*	*	265.1	275.2
Total SNAP households (000)	950.1	1,006.6	1,009.9	*	*	1,004.2	1,012.9
- Cash assistance households receiving SNAP benefits (000)	194.0	198.3	194.4	*	*	193.4	192.7
- Non-cash assistance households receiving SNAP benefits (000)	520.6	568.4	565.3	*	*	568.5	569.2
- SSI households receiving SNAP benefits (000)	235.4	239.8	250.2	*	*	242.3	251.1
★ SNAP estimated payment error rate (%)	6.74%	4.37%	6.10%	*	6.00%	7.91%	NA
★ SNAP application timeliness rate (%)	95.2%	96.8%	95.7%	*	90.6%	95.3%	94.7%

Goal 2c: Expand public health insurance coverage for low-income residents.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Public health insurance enrollees (000)	2,843.6	2,912.7	3,006.5	*	*	2,949.1	3,055.6
- Public health insurance Medicaid-only enrollees (000)	2,088.4	2,150.9	2,241.6	*	*	2,186.3	2,291.9
★ Public health insurance fair hearing win rate (%)	84.6%	88.8%	91.3%	*	91.3%	90.9%	87.5%
★ Public health Insurance application timeliness rate (%)	98.9%	98.9%	99.4%	*	99.4%	99.1%	99.6%

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Total new Support Orders obtained	13,295	14,236	14,988	*	*	5,002	5,584
Total Child Support Cases with Active Orders (End of Period)	280,890	281,796	287,832	*	*	283,817	287,440
★ Child support cases with orders of support (%)	70.5%	69.7%	70.1%	73.0%	73.0%	70.1%	70.7%
★ Current obligations collected (%)	69.3%	69.1%	68.5%	69.0%	69.0%	78.6%	88.2%
Child support collected (\$000,000)	\$686.4	\$718.3	\$748.8	\$732.7	\$751.0	\$243.5	\$234.7

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Adult Protective Services (APS) assessment cases	3,362	3,159	3,050	*	*	2,835	3,580
★ Individuals referred to an APS field office visited within three working days (%)	98.9%	99.7%	99.7%	85.0%	85.0%	99.8%	99.7%
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	96.4%	98.4%	98.5%	*	*	99.7%	98.7%
★ APS cases eligible for services	6,129	6,113	6,227	*	*	6,296	6,393
Total referrals received for APS	18,727	19,525	20,791	*	*	6,901	7,630
Domestic violence non-residential services programs active caseload	2,901	2,849	3,065	*	*	3,009	3,172
★ Families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	70.0%	79.8%	83.5%	*	*	83.4%	77.9%
Average number of families served per day in the domestic violence shelter program	794	773	766	*	*	786	789
Number of domestic violence emergency beds (capacity)	2,208	2,228	2,228	*	*	2,228	2,228
★ Individuals and families at imminent risk diverted from becoming homeless (%)	94.4%	90.1%	92.0%	95.0%	95.0%	95.3%	94.0%
New applicants for HIV/AIDS Services Administration (HASA) services	5,166	5,800	5,797	*	*	1,934	1,686
★ Individuals receiving HASA services	32,119	32,618	32,427	*	*	32,889	32,666
HASA clients receiving ongoing enhanced housing benefits (%)	80.7%	81.4%	83.7%	*	*	81.9%	84.0%
★ 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	6.8	6.0	7.9	*	7.9	8.2	6.9
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	17.5	16.6	17.3	*	17.3	19.0	15.1
Cases receiving home care services	85,251	88,722	99,716	*	*	89,024	104,553
★ Personal care services - average weekly billable hours	48.3	47.8	48.4	*	*	48.1	48.7
★ Average days to initiate home attendant and housekeeper services for all cases	NA	NA	33.1	*	30.0	41.0	25.6
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	*	100.0%	100.0%	100.0%

Agency-wide Management

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	NA	NA	NA	*	↑	NA	\$87.3
Billed revenue as a percentage of budgeted revenue (%)	78.21%	80.21%	78.30%	*	*	8.50%	16.00%
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
Calls resolved within 48 hours to the customer service call line for vendors (%)	58.60%	70.03%	71.30%	*	*	74.97%	71.89%

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	83%	89%	93%	90%	90%	94%	95%
Letters responded to in 14 days (%)	73%	68%	76%	90%	90%	74%	76%
Calls answered in 30 seconds (%)	31%	46%	57%	80%	80%	59%	60%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$8,482.4	\$8,068.8	\$9,391.2	\$9,281.3	\$9,355.9	\$9,306.6	\$3,725.1	\$3,602.1
Revenues (\$000,000)	\$25.8	\$26.9	\$39.8	\$48.7	\$48.7	\$42.7	\$6.5	\$7.7
Personnel	14,019	13,840	13,948	14,510	14,610	14,119	13,872	14,089
Overtime paid (\$000,000)	\$19.4	\$21.9	\$18.6	\$18.3	\$23.7	\$16.7	\$4.8	\$5.3
Capital commitments (\$000,000)	\$11.4	\$23.7	\$22.7	\$41.2	\$64.7	\$49.8	\$4.6	\$5.4
Human services contract budget (\$000,000)	\$609.2	\$599.3	\$636.6	\$612.1	\$642.9	\$602.0	\$178.6	\$166.5
Work Experience Program (WEP) participants assigned	663	1,213	901	*	*	*	1,038	915

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- HRA added the following indicators to this report: 'Current and former cash assistance cases that retained employment income 180 days after being placed in a job (calendar year-to-date average) (%)', 'Cash assistance family cases estimated to be participating in work or work-related activities per federal guidelines (Federal fiscal year-to-date average - %)', 'Temporary Assistance for Needy Families (TANF) recipients (000)', '60-month converted to SNA recipients (000)', 'SNA recipients (000)', 'Cash assistance caseload (000)', '- Cash assistance persons receiving SNAP benefits (000)', 'Total SNAP households (000)', '- Cash assistance households receiving SNAP benefits (000)', '- Non-cash assistance households receiving SNAP benefits (000)', '- SSI households receiving SNAP benefits (000)', 'SNAP application timeliness rate (%)', 'Public health Insurance application timeliness rate (%)', 'Total new Support Orders obtained', 'Total Child Support Cases with Active Orders (End of Period)', 'Total referrals received for APS', 'Average number of families served per day in the domestic violence shelter program' and 'New applicants for HIV/AIDS Services Administration (HASA) services.'
- HRA removed the following indicators from this report: 'Cash assistance cases with an adult head of household who is temporarily or permanently unable to engage in any work or work-related activity (%)', 'Safety net assistance (SNA) cases participating in work or work-related activities as calculated in accordance with State guidelines (State fiscal year-to-date average) (%)', 'Cash assistance cases that retained employment income 180 days after being placed in a job (Calendar year-to-date average) (%)', 'Cash assistance cases that remained closed for 180 days due to employment (Calendar year-to-date average) (%)', 'Client responses to public health insurance mailed renewal notices (%)', and 'Clients found eligible for public health insurance who responded to a mailed renewal notice (%)'.
- In Fiscal 2013 HRA developed a new methodology to more precisely calculate cost avoidance related to Medicaid fraud, waste, and abuse. The change does not permit 2012 activity to be compared with previous periods. The first four months of 2012 actual is one third of the 2012 calendar year total due to the methodology change. Going forward the four month actual will reflect quarterly activity.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 56,000 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: July–October

- Investigations of child abuse and/or neglect declined by 4.2 percent from Fiscal 2011 to 2012. This trend continued into the beginning of Fiscal 2013 as the number of consolidated investigations declined by 3.6 percent for the first four months of Fiscal 2013 as compared with the first four months of Fiscal 2012. During this period the percent of children with completed investigations with repeat investigations within a year increased from 23.3 to 24.5 percent, but the rate of repeat substantiated investigations remained stable at 15.2 percent.
- During the first four months of the fiscal year, the percentage of abuse and neglect reports that were responded to within 24 hours declined by 3.4 percentage points from 91.1 percent to 87.7 percent. In December 2012, ACS began using an automated system to record and report the 24-hour response rate to improve monitoring of these contacts. Through clear policy guidance and improved routine reviews, ACS expects that these efforts will improve 24-hour response rates during Fiscal 2013.
- During the first four months of the fiscal year, the number of new families receiving preventive services through ACS contracted programs increased 17.6 percent from 2,867 to 3,372.

- A decline from 1,915 during the first four months of Fiscal 2012 to 1,645 during the same period in Fiscal 2013 continues a four-year trend in the reduced number of children entering foster care. The percent of children placed with relatives and the proportion of siblings who were placed together in the same foster home, both ACS priorities, remained stable during the first four months of Fiscal 2013 as compared to Fiscal 2012, while the percent of children placed in their home communities declined from 32.8 percent to 30.4 percent.
- The foster care census, which reached a recent peak of 16,701 in Fiscal 2008 declined 5.2 percent from 14,201 during the first four months of Fiscal 2012 to 13,458 during the same period in Fiscal 2013. During this period the number of children in kinship homes and non-relative foster boarding homes declined by 6.1 percent and 5.1 percent, respectively.
- The total number of reports of abuse and/or neglect of children in foster care or child care received by ACS increased 8.0 percent compared to the same period in Fiscal 2012: foster care reports during the period increased 5.8 percent from 621 to 657, and reports for child care increased by 20.8 percent from 106 to 128. Reports of abuse/neglect in foster care that were substantiated fell from 35.4 percent to 31.1 percent, while substantiated child care reports increased from 20.8 percent to 28.9 percent compared to the same period in Fiscal 2012. The increase in the child care indication rate coincides with improvements in child protective investigative practice within Office of Special Investigations.
- While the percent of children reunified with their parents within twelve months remained stable during the first four months of Fiscal 2013 as compared to Fiscal 2012, the re-entry rate increased 1.2 percentage points from 9.4 percent to 10.6 percent. To address this issue ACS is piloting evidence-based models employing a comprehensive approach to families and children to improve permanency outcomes.
- Finalized adoptions increased 16.8 percent from 316 to 369 during the first four months of Fiscal 2013 compared to the same period in Fiscal 2012. During this same period the number of children eligible for adoption declined by 7.4 percent from 1,691 to 1,566.
- Head Start utilization declined 11.3 percentage points from 92.5 percent during the first three months of Fiscal 2012 to 81.2 percent during the same period in Fiscal 2013. During this period Head Start enrollment also declined by 12.1 percent from 17,857 to 15,701 and contracted child care capacity declined by 2.3 percentage points from 83.4 percent to 81.1 percent. The transfer of services to new providers, with the launch of EarlyLearn NYC on October 1, 2012, caused enrollment to lag during the changeover from the prior providers. Enrollment is expected to be on par with previous fiscal years as the new portfolio of contractors completes the process of recruiting and enrolling eligible children.
- The average length of stay in detention increased by 28 percent from 25 days in the first four months of Fiscal 2012 to 32.0 days in the first four months of Fiscal 2013. 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, discharges to non-secure placement of many of the longer staying youth in detention were delayed this summer until the New York City capacity became available. Additionally, police admissions of youth to detention decreased, resulting in a substantial decrease in the number of youth who spend one day in detention.
- During the first four months of the fiscal year, the rate of youth on youth assaults with injury declined by 15.8 percent from 0.38 per 100 average daily population in Fiscal 2012 to 0.32 in Fiscal 2013. However, during this same period the youth on staff assault with injury rate doubled from 0.03 to 0.06. 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, and new behavioral support and case management protocols are expected to help to further reduce problematic behavior among youth and reduce injuries to staff and youth.
- The rate of incidents where a weapon was recovered increased 85.7 percent during the first four months of Fiscal 2013 to 0.13. The rate of narcotics recovered in detention also went up during this period, from 0.04 to 0.10. These increases were driven by a 7.7 percent increase in searches and enhanced training for new and existing staff that increased adherence to search protocols.

Service 1: Protect children from child abuse.

Goal 1a: Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Number of State Central Register consolidated investigations	59,228	59,982	57,453	*	*	15,924	15,352
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)	95.8%	93.5%	92.1%	100.0%	100.0%	91.1%	87.7%
Substantiation rate	41.9%	40.1%	39.6%	*	*	39.3%	40.1%
Abuse and/or neglect reports for children in foster care and child care that are substantiated %(preliminary)	32.5%	33.9%	30.1%	*	*	33.3%	30.7%
★ Children in substantiated investigations with repeat substantiated investigations within a year %(preliminary)	16.9%	17.1%	16.2%	14.0%	12.0%	15.2%	15.2%
Children in complete investigations with repeat investigations within a year (%)	23.0%	24.2%	23.8%	*	*	23.3%	24.5%
Abuse and/or neglect reports for children in foster care and child care	2,548	2,416	2,223	*	*	727	785
★ Average child protective specialist caseload	9.1	9.4	8.7	12.0	12.0	7.5	6.7

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Families entering purchased preventive services	10,207	7,865	10,124	*	12,000	2,867	3,372

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Children who re-enter foster care within a year of discharge to family %(preliminary)	11.0%	11.2%	10.4%	10.0%	10.0%	9.4%	10.6%
★ Children placed in foster care in their community	31.2%	35.1%	33.5%	*	33.0%	32.8%	30.4%
★ Children in foster care (average)	15,896	14,843	14,013	*	*	14,201	13,458
- Children in foster kinship homes	5,559	5,178	4,843	*	*	4,960	4,657
- Children in nonrelative foster boarding homes	8,367	8,144	7,896	*	*	7,979	7,573
- Children in residential care	1,970	1,521	1,274	*	*	1,262	1,229
All children entering foster care (preliminary)	7,108	6,356	5,698	*	*	1,915	1,645
Abuse and/or neglect reports for children in foster care	2,170	2,040	1,902	*	*	621	657
Abuse and/or neglect reports for children in foster care that are substantiated (%)	33.3%	34.7%	31.0%	*	*	35.4%	31.1%

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Siblings placed simultaneously in the same foster home (%) (preliminary)	83.0%	85.0%	86.3%	*	*	87.3%	90.3%
★ Children entering foster care who are placed with relatives (%) (preliminary)	25.0%	27.0%	27.1%	*	30.0%	29.5%	28.8%

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Children adopted	1,156	1,186	1,295	*	*	316	369
Median length of stay in foster care before child is adopted (months)	53.1	52.9	53.2	50.0	50.0	NA	NA
Median length of stay for children entering foster care for the first time who are returned to parent (months)	5.3	6.4	5.5	6.0	6.0	NA	NA
Children returned to parent(s) within 12 months (%)(preliminary)	64.2%	61.5%	62.2%	64.0%	64.0%	64.2%	63.4%
Children eligible for adoption (average)	1,780	1,697	1,675	*	*	1,691	1,566
★ Children eligible for adoption who are adopted (%)	64.9%	69.9%	77.3%	*	80.0%	NA	NA
Average time to complete adoption (years)	3.2	3.0	3.1	3.0	3.0	3.2	3.0

Service 2: Ensure access to quality early child care and education services in all communities.

Goal 2a: Ensure access to quality early child care services in communities of need and achieve maximum capacity enrollment at all participating centers.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Total Head Start enrollment	18,563	18,423	18,351	*	↑	17,857	15,701
★ Head Start capacity filled (%)	96.1%	95.4%	95.0%	95.0%	95.0%	92.5%	81.2%
Cost per Head Start slot (\$)	\$10,359	\$11,271	\$11,271	*	*	NA	NA
★ Total enrollment in subsidized child-care (low-income working/other families and TANF)	102,246	98,643	95,979	110,000	110,000	94,345	93,283
Total Number of Children using Vouchers for Child Care	72,200	68,484	69,020	*	*	68,268	68,750
Total Number of Children using Vouchers for Child Care (TANF)	51,399	49,889	51,782	*	*	51,260	51,486
Total Number of Children using Vouchers for Child Care (Low-Income Working/ Other Families)	20,801	18,595	17,238	*	*	17,008	16,890
★ Total contracted child care capacity filled (%)	90.6%	89.9%	87.6%	99.0%	99.0%	83.4%	81.1%
Contracted Group Child Care capacity filled (%)	85.6%	88.1%	86.7%	99.0%	99.0%	81.0%	84.2%
Contracted Family Child Care capacity filled (%)	102.5%	94.0%	89.6%	99.0%	99.0%	88.7%	88.3%
Abuse and/or neglect reports for children in child care	377	375	322	*	*	106	128
Abuse and/or neglect reports for children in child care that are substantiated (%)	28.3%	29.7%	24.8%	*	*	20.8%	28.9%

Service 3: Provide custody and care of youth in secure and safe detention and placement facilities while providing casework services.

Goal 3a: Assure that detention facilities are safe and secure.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Total admissions	5,387	4,868	4,416	*	*	1,468	1,119
★ Average daily population (ADP)	388.2	337.4	326.5	*	300.0	314.0	276.8
Secure detention - ADP	244.0	210.3	188.4	*	*	188.9	158.4
Nonsecure detention - ADP	144.2	127.1	188.4	*	*	125.1	118.2
★ Average length of stay	26	26	27	*	*	25	32
★ Escapes from secure detention	1	0	0	0	0	0	0
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.02	0.02	0.02	0.02	0.02	0.03	0.05
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP)	0.35	0.36	0.44	*	0.35	0.38	0.32
★ Youth on staff assault w/injury rate (per 100 total ADP)	0.02	0.03	0.04	*	0.03	0.03	0.06

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Weapon recovery rate (average per 100 total ADP)	0.03	0.04	0.10	*	*	0.07	0.13
★ Narcotics recovery rate (average per 100 total ADP)	0.03	0.04	0.08	*	*	0.04	0.10
★ Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP)	0.11	0.09	0.09	*	0.09	0.08	0.08
Child abuse/neglect allegations cases (internal) reported by the Office of Children and Family Services (OCFS) as Substantiated	22	13	5	*	*	0	0
★ Average daily cost per youth per day (\$)	\$706	\$705	\$634	*	*	NA	NA

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%
★ General health care cost per youth per day (\$)	\$88	\$47	\$52	*	*	NA	NA
★ In-care youth who were referred for and received mental health services (%)	44%	48%	55%	*	*	53%	52%
★ In-care youth who were referred for mental health services (%)	48%	44%	43%	*	*	37%	42%

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Youth with previous admission(s) to detention (%)	53.0%	54.0%	59.5%	*	*	NA	NA

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	NA	NA	NA	40%	*	NA	91%
Letters responded to in 14 days (%)	NA	NA	NA	40%	*	NA	82%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$3,015.8	\$2,964.2	\$2,854.5	\$2,825.1	\$2,872.0	\$2,746.9	\$1,524.9	\$1,477.1
Revenues (\$000,000)	\$3.1	\$2.8	\$3.8	\$3.4	\$3.4	\$3.4	\$0.8	\$2.3
Personnel	6,564	6,213	6,196	6,634	6,562	6,627	6,138	6,144
Overtime paid (\$000,000)	\$221.8	\$20.8	\$21.2	\$13.3	\$13.3	\$13.3	\$5.1	\$5.3
Capital commitments (\$000,000)	\$6.8	\$10.1	\$13.5	\$30.6	\$101.0	\$8.8	\$0.0	\$7.2
Human services contract budget (\$000,000)	\$1,716.3	\$1,614.7	\$1,568.9	\$1,534.6	\$1,663.2	\$1,500.1	\$471.5	\$470.7
Work Experience Program (WEP) participants assigned	76	143	96	*	*	*	130	41

¹January 2013 Financial Plan
²Expenditures include all funds.

"NA" - Not Available in this report
January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- Beginning October 1, 2012, ACS converted its early care and education contracted system to a new model - EarlyLearn NYC. New performance indicators have been developed for the system which do not 100% align with past indicators. Reporting on these new indicators will begin during the third quarter of Fiscal 2013. This report includes pre-EarlyLearn Child Care and Head Start performance statistics through September 2012.
- ACS added the following indicators to this report: 'Children in complete investigations with repeat investigations within a year (%)', 'Secure detention - ADP' and 'Nonsecure detention - ADP.'
- ACS removed the following indicators from this report: Children in foster care who had one or fewer transfers from one facility to another (%), 'Cost per foster care case \$ - Congregate care by level of need - Level 1,' '- Level 2,' '- Level 3,' '- Foster boarding home,' 'Cost per child care slot - Group child care (voucher) (\$),' '- Family child care (voucher) (\$),' '- Group child care (contract) (\$)' and '- Family child care (contract) (\$).'
- ACS corrected the calculation method for its customer service correspondence indicators for the first four months of Fiscal 2013. Data for prior periods is not available.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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



DEPARTMENT OF HOMELESS SERVICES

Seth Diamond, Commissioner

What We Do

The Department of Homeless Services (DHS) manages nine City-run and 222 provider-run shelter facilities, consisting of 64 adult facilities, 18 adult family facilities and 149 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: July–October

- DHS continued to exceed its prevention target for all populations by helping more than 90 percent of clients in all populations receiving prevention services to stay in their communities and avoid shelter entry. The success rate for single adults (97 percent) and families with children (92 percent) increased by 6 percentage points each between the first 4 months of Fiscal 2012 and Fiscal 2013. The rate for adult families remained stable near 96 percent. This overall success can be attributed to the assistance provided by DHS's community-based homelessness prevention program, HomeBase.
- The number of families with children and adult family entrants increased by 16 percent and 17 percent, respectively, during Fiscal 2013 through October as compared to Fiscal 2012 through October.
- During the first four months of Fiscal 2013, an average of 95 percent of families with children in shelter were applying for or receiving public assistance. DHS works to link families to public assistance in order to engage clients in employment activities and connect them to mainstream benefits that will assist them in exiting shelter and moving toward independent living in the community.
- The average number of families with children, adult families, and single adults in shelter per day increased between the first four months of Fiscal 2012 and Fiscal 2013. DHS continues to focus efforts on engaging families and individuals in employment activities to assist them in exiting shelter.

- The average length of stay in shelter increased across all client groups: single adults' length of stay increased by 5 percent, and adult families' and families with children length of stay rose by 13 percent. DHS Family Services and Adults Services hold shelter providers accountable through measuring their performance against a range of key agency goals including success in connecting people to employment, moving people out of the shelter system, and whether those who leave shelter return. Additionally, shelter provider performance on these measures is available to the public and single adult provider performance has an impact on their budgets.
- In Fiscal 2013 through October, DHS achieved 94 percent of its monthly goal for families with children exiting shelter and 101 percent of its goal for adult families exiting shelter. A family is considered to have exited shelter if they leave shelter and do not return for at least 30 days.
- The number of single adults who exited to permanent housing decreased by 3 percent from the first four months of Fiscal 2012 to Fiscal 2013. Despite the decrease in overall exits, 19 percent more single adults exited to supportive housing between the first four months in Fiscal 2012 (552 exits to supportive housing) and Fiscal 2013 (656 exits to supportive housing). Supportive housing is a cost-effective resource that enables clients with disabilities to exit shelter and remain housed in the community.
- The percentage of single adults who returned to shelter within one year of exiting to permanent housing remained stable at 4 percent during the first four months of Fiscal 2013. The percentage increased among adult families and families with children due to a shift in the type of exits to permanent housing, from primarily subsidized to unsubsidized exits. Historically, unsubsidized exits have a higher recidivism rate than subsidized exits. To minimize shelter recidivism, DHS and the Human Resources Administration (HRA) continue to provide an array of aftercare services to clients, who are in jeopardy of losing their housing after exiting shelter.
- The East River Job Center, which is operated by HRA and serves homeless individuals and families, placed 2,073 homeless individuals and families into jobs from July 2012 through October 2012. This is 87 percent of the four-month goal, a success rate that is 18 percentage points higher than the rate achieved during the same period in 2011. Employment remains a cornerstone of DHS' efforts to help homeless New Yorkers move back to independence.
- During the first four months of Fiscal 2013, the number of critical incidents per 1,000 residents increased for all three populations. DHS expanded the incident reporting criteria to more thoroughly track shelter activity, conducted additional domestic violence training for staff to appropriately report domestic violence incidents, and continued to encourage providers to report all critical incidents. These efforts contributed to a higher number of reported incidents. In addition, DHS has tightened protocols for handling incidents to ensure that clients and the shelters in which they are staying are safe.
- During the first four months of Fiscal 2013, DHS and its outreach providers placed 247 chronically homeless individuals into permanent and temporary housing, a 20 percent increase from the same time period in Fiscal 2012. Part of this increase is attributable to special initiatives aimed at linking clients to housing. DHS' outreach providers also operate under performance-based contracts, which rate providers on their successful housing placements.
- DHS and its outreach providers reached out to 100 percent of citizens who called 311 to assist a street homeless individual and requested a call back. In the first four months of Fiscal 2013, street outreach teams returned 467 phone calls from citizens who saw an individual on the street in need of assistance and alerted DHS by calling 311. Public involvement is essential to reducing the number of street homeless individuals in New York City.

Service 1: Help prevent at-risk individuals and families from becoming homeless.

Goal 1a: Provide effective interventions to households most at risk of homelessness.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	94.6%	91.4%	91.4%	70.0%	70.0%	91.1%	96.6%
★ Adult families receiving preventive services who did not enter the shelter system (%)	94.6%	95.5%	97.0%	70.0%	70.0%	95.1%	95.8%
★ Families with children receiving preventive services who did not enter the shelter system (%)	92.6%	90.7%	93.9%	70.0%	70.0%	85.9%	91.9%

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Adult families entering the DHS shelter services system	1,208	1,096	1,104	*	*	324	380
★Single adults entering the DHS shelter services system	NA	NA	17,872	*	*	NA	5,721
★Families with children entering the DHS shelter services system	14,586	12,444	10,842	*	*	3,936	4,561
★Average number of adult families in shelters per day	1,309	1,315	1,450	*	1,450	1,330	1,665
★Average number of families with children in shelters per day	8,629	8,165	8,445	*	8,445	8,184	9,429
★Average number of single adults in shelter per day	7,167	8,387	8,622	*	8,622	8,335	9,176
Families with children applying for or receiving public assistance (average) (%)	NA	NA	NA	*	*	NA	95.0%
Average school attendance rate for children in the DHS shelter services system (%)	82.0%	82.0%	82.7%	*	*	85.2%	84.9%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	84.3%	83.3%	76.5%	85.0%	85.0%	75.4%	74.3%
East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal (%)	NA	125.0%	80.0%	*	*	69.0%	87.0%

Goal 2b: Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	2.7	1.7	0.3	*	↓	NA	NA
★Critical incidents in the adult shelter system, per 1,000 residents	0.8	0.2	1.1	*	↓	0.2	0.9
★Critical incidents in the adult family shelter system, per 1,000 residents	7.4	8.2	4.5	*	↓	1.7	8.8
★Critical incidents in the families with children shelter system, per 1,000 residents	0.3	1.7	6.5	*	↓	2.2	2.9
Cost per day for shelter facilities - Single adult facilities (\$)	\$69.25	\$73.58	\$77.58	*	*	NA	NA
- Family facilities (\$)	\$100.49	\$100.12	\$100.82	*	*	NA	NA
Evaluations for human services contracts completed on time, as compared to the goal (%)	NA	93.6%	97.8%	*	*	NA	NA

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Single adults exiting to permanent housing	7,573	8,825	7,541	8,000	8,000	2,642	2,564
Exits from the adult family shelter system, as compared to monthly goal (%)	NA	NA	70	*	*	85	101
Exits from the families with children shelter system, as compared to monthly goal (%)	NA	NA	99	*	*	101	94
★Average length of stay for single adults in shelter (days)	245	250	266	*	266	263	275
★Average length of stay for adult families in shelter (days)	325	349	416	*	416	392	443
★Average length of stay for families with children in shelter (days)	243	258	337	*	337	315	355

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

Goal 3b: Minimize re-entries into the shelter services system.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	4.1%	4.0%	3.9%	*	3.9%	3.1%	4.0%
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	6.4%	8.3%	5.6%	*	5.6%	3.4%	14.4%
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	3.8%	2.8%	4.4%	*	4.4%	2.3%	7.2%

Service 4: Help chronically unsheltered homeless individuals find stable, safe living situations.

Goal 4a: Reduce the number of unsheltered homeless individuals.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	3,111	2,648	3,262	*	3,262	NA	NA
Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams	880	577	545	*	*	205	247
Response rate to 311 calls for homeless person assistance from constituents requesting a call back	94.6%	100.0%	100.0%	*	*	100.0%	100.0%

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	68%	71%	88%	80%	*	91%	66%
Letters responded to in 14 days (%)	65%	73%	70%	70%	*	64%	70%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$942.0	\$1,019.2	\$900.5	\$801.9	\$955.3	\$848.5	\$648.0	\$638.5
Personnel	1,927	1,838	1,819	1,935	1,953	1,960	1,836	1,814
Overtime paid (\$000,000)	\$9.1	\$8.0	\$7.4	\$6.9	\$7.9	\$6.9	\$2.1	\$2.5
Capital commitments (\$000,000)	\$33.7	\$19.1	\$24.2	\$27.9	\$49.6	\$26.1	\$5.0	\$8.4
Human services contract budget (\$000,000)	\$739.2	\$811.3	\$698.8	\$592.7	\$741.6	\$636.2	\$239.3	\$239.2

¹January 2013 Financial Plan

*NA" - Not Available in this report

²Expenditures include all funds.

January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department added the following indicator to this report: 'Families with children applying for or receiving public assistance (average) (%).'
- The indicator 'Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds' is a measure of the rate of inspections with deficiencies. It replaces the measure of the number of deficiencies reported previously.
- DHS converted to a new data system in Fiscal 2012. As a result, single adult entrant data for the four-month actual Fiscal 2012 is not comparable to the four-month actual 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.
- Since the end of the Advantage program in Fiscal 2011, DHS has been tracking exits that lasted at least 30 days. The recidivism rates for Fiscal 2012 and 2013 are based on families who exited to permanent housing and remained out of the system for at least 30 days. Prior to Fiscal 2012, the recidivism rates were based on all family exits to permanent housing.
- In 2013 DHS eliminated the 'Families suitably placed in the shelter services system within 10 days (%)' indicator. DHS routinely places 100 percent of all clients in conditional shelter within 10 days, and almost always the same day. Prior to the opening of PATH in 2004, families seeking shelter at the EAU may have waited longer for placement and therefore this was an important indicator to track at the time.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 over 700 contracts. Services include providing discretionary funds for community-based organizations, including the administration of 246 contracted senior centers, and ten 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: July–October

- During the first four months of Fiscal 2013, the average daily attendance at senior centers declined to 24,830 compared to the same period in Fiscal 2012, and the number of meals served by the centers to older New Yorkers declined by 1.8 percent, to approximately 2.1 million meals. The average daily attendance decline is due to the closing of senior centers for three days due to Hurricane Sandy. Prior to the closings, Fiscal 2013 numbers were running ahead of the prior year.
- Because the Department launched a pilot project last year to increase the number of home-delivered-meal clients, the number of meals delivered to older New Yorkers increased by 9 percent compared to the prior year. Approximately 1.36 million meals were delivered to seniors in their homes.
- Through October 2012, per the current budgeted capacity of the system, approximately 286,946 hours of home care services were provided. This is a 4.2 percent increase from the same period last year.
- During this period, 4,484 caregivers received supportive services from DFTA's contracted providers, and 3,333 received services through DFTA's In-house Long-Term Care Unit and Grandparent Resource Center.

Service 1: Provide health and nutrition opportunities to older New Yorkers.

Goal 1a: Increase utilization of nutrition programs.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Total meals served	NA	NA	11,275,545	*	*	NA	NA

Goal 1b: Increase utilization of senior centers.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Senior center utilization rate (%)	NA	88.0%	93.0%	*	*	NA	NA
Average daily attendance at senior centers	27,046	25,107	25,337	*	*	25,434	24,830

Service 2: Provide supportive services for seniors.

Goal 2a: Increase supportive services to caregivers.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Caregivers who received casework services or training through DFTA's In-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center	8,770	9,359	NA	*	9,359	1,365	3,333
★ Caregivers who received supportive services through DFTA's contracted providers	6,202	8,783	NA	*	8,783	1,365	4,484

Goal 2b: Increase supportive services to the homebound.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Hours of home care services provided	1,622,966	1,033,407	823,831	1,039,003	1,039,003	275,490	286,946
★ Total recipients of home care services (annual)	5,206	3,012	2,861	*	2,861	NA	NA
Hours of case management services provided	527,144	499,867	398,013	*	*	NA	NA
Total annual recipients of case management services	NA	NA	16,899	*	*	NA	NA

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	92%	83%	90%	90%	*	91%	88%
Letters responded to in 14 days (%)	67%	65%	73%	75%	*	65%	78%
Response to 311 Service Requests (SRs)							
Percent meeting time to (first) action – Elder Abuse (5 days)	66	88	82	85	*	84	79
Percent meeting time to (first) action – Eviction (3 days)	85	NA	NA	NA	*	NA	NA
Percent meeting time to (first) action – Home Repair (14 days)	99	100	99	100	*	98	100
Percent meeting time to (first) action – Housing Options (14 days)	86	96	96	100	*	97	93
Percent meeting time to (first) action – Weatherization (14 days)	99	100	100	100	*	100	100

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$281.6	\$263.7	\$257.8	\$263.3	\$265.8	\$233.0	\$172.8	\$183.1
Revenues (\$000,000)	\$3.5	\$2.1	\$0.7	\$1.0	\$1.0	\$1.0	\$0.3	\$0.2
Personnel	900	1,034	833	733	703	746	845	627
Overtime paid (\$000)	\$28	\$14	\$38	\$3	\$638	\$3	\$26	\$2
Capital commitments (\$000,000)	\$4.2	\$1.1	\$4.3	\$12.4	\$31.8	\$2.9	\$0.0	\$1.9
Human services contract budget (\$000,000)	\$215.4	\$194.5	\$191.9	\$200.1	\$212.8	\$187.1	\$64.0	\$72.1
Work Experience Program (WEP) participants assigned	566	795	704	*	*	*	854	731
¹ January 2013 Financial Plan ² Expenditures include all funds. *NA* - Not Available in this report January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.								

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators to this report: 'Total meals served,' 'Hours of case management provided' and 'Total annual recipients of case management services.'
- The Department removed the following indicators from this report: 'Senior center lunches served,' 'Home delivered meals served,' 'Seniors trained for unsubsidized employment (Title V)' and 'Senior trainees placed in unsubsidized employment (Title V).'
- DFTA is unable to report Fiscal 2012 full-year data for the caregiver indicators due to data processing issues. Missing values will be reported in the Fiscal 2013 Mayor's Management Report.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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

EDUCATION



Department of Education
School Construction Authority



Department of Youth and Community Development



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 1,700 schools, and employs approximately 73,000 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 academic outcomes of non-English speaking students and students with disabilities.
- Goal 2b: Improve the ability of children with developmental 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 middle and high school students taking coursework that prepares them for future academic success.

Service 4: Maintain and enhance the City's educational facilities.

- Goal 4a: Work with the SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

How We Performed: July–October

- Progress Report results were released in October and November 2012. As part of the Department's increased focus on rigorous instruction in the classroom, for the first time, readiness for college and careers was included in the high school Progress Report. Performance on the Progress Reports improved slightly, even as the Department and New York State continued to raise standards. 64 percent of schools received an A or B on school Progress Reports in School Year 2011-2012, a slight increase from 61 percent in School Year 2010-11. Schools that received a D or F declined by nearly 2 percentage points to 8 percent.
- In the 2011-12 School Year, DOE implemented a new data system for collecting parent engagement indicators. School adoption of the system took longer than expected. More than 650 schools did not submit data on parent coordinator activities through the new system in the 2011-12 school year. This resulted in artificially low parent engagement indicators reported in 2011-12. The DOE conducted a data verification process in which schools reported missing information for the 2011-12 School Year to improve accuracy of these indicators.
- Average daily attendance rates remained flat from the reporting period of September-October 2012 to the reporting period of September-October 2013. The number of students with 90 percent or better attendance increased slightly during the same period, to 82.1 percent.
- Students recommended for special education services (preliminary unaudited) declined slightly to 4,229 for the reporting period of September/

October 2013 and the number of students no longer in need of special education services increased slightly to 2,557. These results are in line with the Department's Special Education reform agenda designed to increase opportunities for students to be integrated into general education classrooms.

Service 1: Educate New York City's children.
Goal 1a: Improve academic achievement.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Schools with scores of Well Developed on Quality Reviews (%)	43.8%	14.3%	9.0%	*	9.0%	NA	NA
★ Schools with scores of Proficient on Quality Reviews (%)	50.9%	45.3%	47.0%	*	*	NA	NA
★ Schools with scores of Developing on Quality Reviews (%)	3.3%	35.4%	41.0%	*	41.0%	NA	NA
★ Schools with scores of Underdeveloped on Quality Reviews (%)	2.0%	5.0%	2.0%	*	2.0%	NA	NA
★ Schools receiving an A on school Progress Report (%)	28.8%	27.2%	27.7%	*	27.7%	NA	NA
★ Schools receiving a B on school Progress Report (%)	33.5%	34.2%	36.0%	*	36.0%	NA	NA
★ Schools receiving a C on school Progress Report (%)	32.0%	28.6%	28.1%	*	*	NA	NA
★ Schools receiving a D on school Progress Report (%)	4.7%	7.1%	6.3%	*	6.3%	NA	NA
★ Schools receiving an F on school Progress Report (%)	1.0%	2.9%	2.0%	*	2.0%	NA	NA
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000) (preliminary unaudited)	1,036.7	1,043.8	1,041.5	*	*	1,006.0	1,004.0
★ Average daily attendance (%)	90.7%	90.5%	91.6%	90.0%	90.0%	92.4%	92.7%
- Elementary/middle (%)	93.3%	93.1%	93.8%	92.0%	92.0%	95.3%	95.3%
- High school (%)	86.9%	86.5%	86.7%	83.0%	83.0%	86.2%	87.1%
Students with 90% or better attendance rate (%)	74.3%	73.9%	77.3%	72.0%	72.0%	80.1%	82.1%
★ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	42.4%	43.9%	46.9%	62.0%	62.0%	NA	NA
★ - Math (%)	54.0%	57.3%	60.0%	78.0%	78.0%	NA	NA
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	25.7%	50.3%	46.2%	*	*	NA	NA
- Math (%)	30.5%	54.9%	52.1%	*	*	NA	NA
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	5.9%	18.4%	17.7%	*	*	NA	NA
- Math (%)	4.3%	24.3%	24.8%	*	*	NA	NA
Students in grades 1 to 9 promoted (%)	93.2%	93.7%	94.6%	98.0%	98.0%	NA	NA
Students in the graduating class taking required Regents examinations	55,378	58,396	NA	45,000	45,000	NA	NA
Students passing required Regents examinations (%)	70.8%	70.3%	NA	66.0%	66.0%	NA	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	87.4%	89.8%	NA	82.0%	82.0%	NA	NA
- Math (%)	82.2%	84.6%	NA	79.0%	79.0%	NA	NA
- United States history and government (%)	83.6%	86.4%	NA	76.0%	76.0%	NA	NA
- Global history (%)	76.7%	82.6%	NA	71.0%	71.0%	NA	NA
- Science (%)	80.6%	86.6%	NA	76.0%	76.0%	NA	NA
Students in graduating class with a 55 to 100 passing score on the Regents Examination - English (%)	91.8%	94.2%	NA	93.0%	93.0%	NA	NA
- Math (%)	91.9%	93.3%	NA	96.0%	96.0%	NA	NA
- United States history and government (%)	91.7%	93.2%	NA	96.0%	96.0%	NA	NA
- Global history (%)	87.9%	90.6%	NA	90.0%	90.0%	NA	NA
- Science (%)	91.6%	93.9%	NA	92.0%	92.0%	NA	NA
★ Students in cohort graduating from high school in 4 years (%) (NYSEd)	61.0%	60.9%	NA	*	60.9%	NA	NA
★ Students in cohort graduating from high school in 6 years (%) (NYSEd)	NA	NA	NA	*	↑	NA	NA
★ Students in cohort dropping out from high school in 4 years (%) (NYSEd)	12.1%	12.3%	NA	*	12.3%	NA	NA

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Students in cohort dropping out from high school in 6 years (%) (NYSED)	NA	NA	NA	*	*	NA	NA
★ Average class size - Kindergarten (end of October)(preliminary unaudited)	21.7	22.1	22.8	*	22.8	22.8	23.1
★ - Grade 1	22.0	22.9	23.9	*	23.9	24.0	24.8
★ - Grade 2	22.2	23.2	24.2	*	24.2	24.2	24.7
★ - Grade 3	22.5	23.7	24.5	*	24.5	24.6	25.2
★ - Grade 4	24.4	25.0	25.3	*	25.3	25.3	25.5
★ - Grade 5	24.8	25.4	25.8	*	25.8	25.7	25.8
★ - Grade 6	26.1	26.2	27.0	*	27.0	27.0	26.8
★ - Grade 7	26.8	27.1	27.2	*	27.2	27.2	27.6
★ - Grade 8	27.5	27.3	27.4	*	27.4	27.4	27.7
Schools under registration review	14	NA	NA	*	*	NA	NA

Goal 1b: Promote parental involvement in education.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Phone calls responded to by parent coordinator (000)	1,973	1,613	1,792	1,500	1,500	265	444
Parent walk-ins receiving parent coordinator assistance (000)	857	735	698	759	759	104	232
Parent coordinator workshops held for parents (000)	26	34	20	35	35	10	5
Parents attending parent coordinator workshops (000)	595	459	461	600	600	48	164
Parents attending parent-teacher conferences (000)	792	639	849	1,282	1,282	33	93

Service 2: Support children with special needs.

Goal 2a: Improve the ability of non-English speaking students to learn English and improve academic progress.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Students enrolled as English Language Learners (000)	165	164	159	*	*	NA	NA
English language learners testing out of ELL Programs (%)	15.4%	16.4%	16.5%	17.0%	17.0%	NA	NA
★ English language learners testing out of ELL programs within 3 years (%)	54.1%	51.5%	54.6%	55.0%	55.0%	NA	NA

Goal 2b: Improve the ability of children with developmental disabilities to progress academically and socially.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	27.9%	27.2%	NA	*	27.2%	NA	NA
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	NA	NA	NA	*	↑	NA	NA
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	20.9%	20.9%	NA	*	20.9%	NA	NA
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	NA	NA	NA	*	*	NA	NA
Students receiving special education services (preliminary unaudited)	213,831	220,289	221,661	*	*	193,583	195,460

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Special education enrollment - School-age	190,092	194,503	194,073	*	*	177,380	179,296
- Public school	166,761	169,948	169,503	*	*	162,069	164,884
- Non-public school	23,331	25,253	24,570	*	*	15,311	14,412
Special education enrollment - Pre-school	23,739	25,786	27,588	*	*	16,203	16,164
- Public school	748	699	703	*	*	302	369
- Non-public school	22,991	25,087	26,885	*	*	15,901	15,795
Students recommended for special education services	22,967	15,528	15,653	*	*	4,708	4,229
Students no longer in need of special education services	6,469	6,438	6,689	*	*	2,389	2,557
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	20.0%	36.4%	29.3%	*	29.3%	NA	NA
★ - Math (%)	23.2%	42.0%	37.7%	*	37.7%	NA	NA

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 statistics under development.

Goal 3b: Increase the percentage of middle and high school students participating in volunteer activities.
Performance statistics 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Schools that exceed capacity - Elementary schools (%)	31.0%	32.0%	NA	*	*	NA	NA
- Middle schools (%)	9.0%	12.0%	NA	*	*	NA	NA
- High schools (%)	37.0%	37.0%	NA	*	*	NA	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	24.0%	26.0%	NA	*	*	NA	NA
- High schools (%)	53.0%	55.0%	NA	*	*	NA	NA
Total new seats created	18,525	5,593	10,766	9,137	9,137	0	NA
Hazardous building violations total backlog	204	108	103	*	*	126	102
★ School building ratings - Good condition (%)	1.7%	1.3%	NA	*	1.3%	NA	NA
★ - Fair to good condition (%)	47.2%	50.0%	NA	*	50.0%	NA	NA
★ - Fair condition (%)	51.0%	48.5%	NA	*	*	NA	NA
★ - Fair to poor condition (%)	0.1%	0.1%	NA	*	0.1%	NA	NA
- Poor condition (%)	0.0%	0.0%	NA	*	0.0%	NA	NA

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

Agency-wide Management

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ School safety - Seven major felony crimes	839	801	812	*	↓	202	151
★ - Other criminal categories	3,302	3,089	3,295	*	↓	595	511
★ - Other incidents	5,354	5,119	5,365	*	↓	1,046	806
Average lunches served daily	642,264	648,141	661,102	*	*	662,316	NA
Average breakfasts served daily	220,923	224,623	224,641	*	*	217,981	NA
Average expenditure per student (\$)	\$18,419	NA	NA	*	*	NA	NA
- Elementary school (\$)	\$18,617	NA	NA	*	*	NA	NA
- Middle school (\$)	\$17,972	NA	NA	*	*	NA	NA
- High school (\$)	\$16,152	NA	NA	*	*	NA	NA
- Full-time special education (District 75) (\$)	\$72,718	NA	NA	*	*	NA	NA
Average direct services to schools expenditure per student (\$)	\$16,541	NA	NA	*	*	NA	NA
Teachers	76,795	74,958	72,787	*	*	73,714	73,844
Teachers with 5 or more years teaching experience (%)	69.2%	72.2%	75.0%	*	*	74.6%	75.8%
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Principals with more than 3 years experience as principal (%)	59.7%	61.3%	61.6%	*	*	NA	NA
Teachers absent more than 10 days (%)	12.6%	12.8%	11.4%	*	*	1.3%	1.0%

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	74%	NA	75%	75%	*	70%	NA
Letters responded to in 14 days (%)	85%	NA	93%	93%	*	93%	NA

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$18,498.5	\$18,938.9	\$19,283.3	\$19,720.9	\$19,222.8	\$19,527.4	\$6,328.1	\$6,354.5
Revenues (\$000,000)	\$68.1	\$68.3	\$68.0	\$57.9	\$57.9	\$66.7	\$16.2	\$16.5
Personnel	136,368	134,209	132,273	132,367	131,121	131,885	132,039	132,608
Overtime paid (\$000,000)	\$13.3	\$14.7	\$15.0	\$9.3	\$9.4	\$9.4	\$2.5	\$7.1
Human services contract budget (\$000,000)	\$837.2	\$938.9	\$1,110.7	\$940.9	\$1,056.7	\$1,099.2	\$139.2	\$156.4
Work Experience Program (WEP) participants assigned	238	296	210	*	*	*	220	129

¹January 2013 Financial Plan
²Expenditures include all funds.

"NA" - Not Available in this report
January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

None

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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.

Goal 1a: Produce the number of new school seats authorized by the Department of Education.

Goal 1b: Improve cost efficiencies in construction.

Goal 1c: Increase the number of capital improvement projects completed on schedule and within budget.

Goal 1d: Maximize project safety and quality.

How We Performed: July–October

- During the first four months of Fiscal 2013, the percentage of capital improvement projects constructed within budget improved 9 percentage points to 86 percent. The percentage of projects constructed on-time declined by 11 percentage points to 63 percent.

Service 1: Design and construct new schools, additions and capital improvement projects authorized by the Department of Education.

Goal 1a: Produce the number of new school seats authorized by the Department of Education.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Total new seats created	18,525	5,593	10,766	9,137	9,137	0	NA
★New schools and additions constructed	26	10	14	17	17	NA	NA

Goal 1b: Improve cost efficiencies in construction.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Construction bid price for school capacity projects per square foot (\$)	\$443	\$475	\$514	*	\$514	NA	NA
Average new school construction cost per square foot - Early childhood (\$)	\$628	NA	NA	*	*	NA	NA
- Elementary (\$)	\$561	\$581	\$525	*	*	NA	NA
- Intermediate (\$)	\$515	NA	NA	*	*	NA	NA
- High school (\$)	\$586	NA	\$513	*	*	NA	NA

Goal 1c: Increase the number of capital improvement projects completed on schedule and within budget.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	94.6%	92.9%	92.9%	100.0%	100.0%	NA	NA
★Scheduled new seats constructed on time (%)	100%	100%	100%	100%	100%	NA	NA
★Capital improvement projects constructed on time or early (%)	83%	69%	72%	80%	80%	74%	63%
★Capital improvement projects constructed within budget (%)	88%	73%	77%	80%	80%	77%	86%

Goal 1d: Maximize project safety and quality.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Ultimate cost of insurance losses as % of construction value (per calendar year)	5.97%	7.51%	NA	*	*	NA	NA

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

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated	4-Month Actual		
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Personnel	690	674	660	715	715	715	662	662
Capital commitments (\$000,000)	\$2,247.1	\$1,726.2	\$2,586.7	\$2,400.1	\$2,780.6	\$2,494.0	\$482.6	\$303.8

¹January 2013 Financial Plan "NA" - Not Available in this report
January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

None

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 2,631 contracts with community-based organizations throughout New York City. These include 451 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 274 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 10 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 DYCD-funded community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Community Development (CD), 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: July–October

- In the first four months of the fiscal year, the percentage of Out-of-School-Time (OST) high school programs that met their target enrollments was 84 percent, compared to 72 percent in the first four months last year. This was due to the Transition to High School programs becoming more expert in working with schools to recruit a ninth grade cohort early in the current school year.
- The number of runaway and homeless youth served in crisis intervention beds was 645 in the first four months of Fiscal 2013, an increase of 28 percent from 505 during the first four months of Fiscal 2012. This was the result of youth services providers increasing their visibility in the community and providing more outreach to schools and other youth-serving organizations to make them aware of the crisis shelter facilities.

- Applications for citizenship rose from 43 in the first four months of Fiscal 2012 to 104 during the same reporting period of Fiscal 2013. This increase resulted from the provision of tailored technical assistance and additional experience in administering the more stringent reporting requirements of the indicator that took effect in Fiscal 2012.
- Calls to Youth Connect, DYCD's youth information and assistance hotline, increased from 8,578 for the first four months of Fiscal 2012 to 12,162 during the same timeframe in Fiscal 2013. The call increase was due to youth calling for information on immigration services and GED programs, and community-based organizations inquiring about transportation programs.

Service1: Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

Goal 1a: Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Number of young people involved in DYCD-funded programs	219,812	214,603	201,194	*	*	NA	NA
Out-of-School Time (OST) enrollment	73,186	68,680	63,000	56,700	56,700	51,718	52,093
★OST programs meeting attendance rate goal - elementary (school year) (%)	86%	86%	87%	80%	80%	65%	73%
★OST programs meeting target enrollment (school year) (%)	98%	97%	98%	85%	85%	90%	86%
★OST programs meeting target enrollment (summer) (%)	97%	99%	97%	85%	85%	93%	95%
Beacon programs' enrollment as a percentage of the minimum annual target (%)	119%	108%	117%	100%	100%	71%	73%
Calls to Youth Connect	46,685	41,621	34,609	48,000	48,000	8,578	12,162

Goal 1b: Runaway and homeless youth will reunite with their families or live independently.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Youth reunited with family or placed in a suitable environment from crisis shelters (%)	81%	79%	80%	60%	85%	95%	86%
★Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	86%	87%	93%	85%	85%	96%	96%
Certified residential beds for runaway or homeless youth	245	256	250	*	*	228	241
Runaway and homeless youth served - crisis beds	1,489	1,686	1,346	1,400	1,400	505	645
Runaway and homeless youth served - transitional independent living beds	294	248	341	250	250	197	182
★Utilization rate for crisis beds (%)	98%	82%	98%	90%	95%	99%	98%
★Utilization rate for transitional independent living beds (%)	80%	73%	86%	85%	95%	84%	93%

Service 2: Implement and manage contracts for programs that provide work-related education, skills training and employment opportunities to increase youth capacity for economic independence.

Goal 2a: Young people will complete DYCD-funded training and employment programs at high levels.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Summer Youth Employment Program (SYEP) participants	52,255	35,725	30,628	30,000	30,000	30,628	29,416
Number of Summer Youth Employment Program contracts	69	68	64	*	*	NA	NA
Value of Summer Youth Employment Program contracts	\$14,231,239	\$9,443,357	\$8,115,733	*	*	NA	NA
Participants in WIA-funded Out-of-School Youth program	1,729	1,778	1,900	*	*	NA	NA
Participants in WIA-funded In-School Youth program	6,901	5,024	2,401	*	*	NA	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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Youth who are out-of-school youth, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	68%	67%	68%	62%	62%	88%	75%
★ Youth who attend a DYCD-funded training or employment program while in school and are placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	73%	77%	78%	62%	62%	36%	21%
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 (%)	63%	61%	68%	50%	50%	72%	79%
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 (%)	65%	72%	75%	50%	50%	NA	NA

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 DYCD-funded community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Community Development (CD), Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	66%	52%	59%	60%	60%	21%	23%
Participants in community anti-poverty programs	42,264	29,502	22,239	*	*	NA	NA

Goal 3b: Maximize participation and success in programs improving English literacy skills among adults, adolescents, children, and recent immigrants.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Participants in DYCD-funded English literacy programs	9,812	7,350	4,647	6,500	6,500	1,236	1,253
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	53%	55%	56%	45%	55%	NA	NA

Goal 3c: Maximize the number of immigrants who file for visas, residency and United States citizenship through DYCD-funded programs.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)	751	862	245	250	250	43	104
Participants achieving positive outcomes in immigration assistance programs (%)	59%	60%	51%	50%	50%	16%	37%
Participants in immigration assistance programs	5,730	5,780	4,047	*	*	NA	NA

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

Agency-wide Management

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Contracts terminated	2	2	2	2	2	2	0
★ Agency assessments completed as a percent of total agency contracts (%)	90%	90%	90%	90%	90%	NA	NA
Fiscal audits conducted	347	345	340	345	345	0	0
Expenditure report reviews	26,201	23,906	24,185	*	*	NA	NA
Programmatic reviews/contract monitoring	16,627	9,832	10,665	*	*	NA	NA
Agency assessments completed	1,509	892	1,110	*	*	NA	NA
Contracts funded	2,808	2,572	2,631	*	*	NA	NA
Value of agency contracts	\$318,428,510	\$272,167,455	\$249,525,975	*	*	NA	NA
Value of intracity agreements	\$5,689,448	\$4,104,981	\$4,244,258	*	*	NA	NA

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	100%	100%
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	100%	100%
Calls answered in 30 seconds (%)	65%	53%	38%	65%	65%	78%	57%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated	4-Month Actual		
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$405.9	\$350.3	\$325.0	\$344.7	\$354.0	\$253.5	\$203.9	\$193.0
Personnel	424	398	388	386	403	388	367	379
Overtime paid (\$000,000)	\$0.2	\$0.1	\$0.1	\$0.2	\$0.2	\$0.2	\$0.0	\$0.0
Human services contract budget (\$000,000)	\$300.5	\$264.9	\$245.1	\$271.8	\$270.4	\$187.7	\$76.9	\$71.4

¹January 2013 Financial Plan ²Expenditures include all funds. *NA" - Not Available in this report
 January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The following indicators were added: 'Number of young people involved in DYCD-funded programs,' 'Certified residential beds for runaway or homeless youth,' 'Number of Summer Youth Employment Program (SYEP) contracts,' 'Value of Summer Youth Employment Program contracts,' 'Participants in WIA-funded Out-of-School Youth Program,' 'Participants in WIA-funded In-School Youth Program,' 'Participants in community anti-poverty programs,' 'Participants in immigration assistance programs,' 'Expenditure report reviews,' 'Programmatic reviews/contract monitoring' and 'Agency assessments completed'.
- The indicators 'OST programs meeting target enrollment – elementary (school-year) (%)', 'OST programs meeting target enrollment – middle school (school-year) (%)' and 'OST programs meeting target enrollment – high school (school-year) (%)' were removed.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 environmental health, welfare, and natural resources 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; maintains the City's water distribution network, fire hydrants, and storm and sanitary sewage collection systems; and manages 14 in-City wastewater treatment plants as well as seven treatment plants upstate. 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: July–October

- The Department reduced the number of water main breaks by over 26 percent to 65, the lowest number of breaks in any comparable four-month period in at least ten years. The decrease is due, in large part, to an enhanced preventive maintenance program for water main valves and regulators that is designed to minimize the potential for water main breaks and establishes proper water pressure zones. Other improvements include an expanded network of remote water pressure sensors at key locations, allowing engineers to identify problems and make repairs proactively.
- On average, DEP resolved sewer backup complaints in 4.6 hours, 30 percent faster than during the same period last year. Factors contributing to the faster turnaround time include: the reorganization of overnight operations, which created more locations throughout the City with a 24/7 response capability, and new proactive maintenance programs, which have helped to reduce the number of complaints. Compared to the July to October 2011 four-month period, DEP received almost 19 percent fewer complaints – 4,944 compared to 6,066. For similar reasons, resolution times for catch basin complaints also improved, decreasing by more than half, from seven days to four days.

- On average, DEP repaired/replaced high priority broken hydrants in 2.4 days compared to 6.6 days a year ago. The faster resolution time is mainly the result of program improvements implemented jointly with the Fire Department (FDNY). In addition to inspecting hydrants, which FDNY already did on behalf of DEP, the FDNY is entering work orders directly into DEP's system and doing more routine maintenance tasks, freeing DEP resources to address high priority complicated work. Repair times have been gradually decreasing over the last few years as these changes were phased in throughout the City; other procedural improvements have also contributed to the positive trend.

Service 1: Ensure the sufficiency, quality, and security of the City's drinking water supply.

Goal 1a: Comply with all federal and State drinking water quality standards.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Samples testing positive for coliform bacteria (%)	0.3%	0.4%	0.4%	*	*	1.1%	0.6%
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	*	100%	100%	100%
Acres of land solicited in watershed area	91,676	77,524	69,789	*	*	35,073	36,981

Goal 1b: Assure the integrity of the drinking water supply and distribution systems.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Water supply - Critical equipment out of service (%)	NA	2.0%	1.5%	*	*	1.5%	1.3%
★ Facility security checks	NA	225,180	263,436	*	263,000	83,641	92,963
Overall enforcement activity	NA	936	1,777	*	*	557	470

Service 2: Maintain the City's water delivery and sewer collection systems.

Goal 2a: Resolve water and wastewater system emergencies in a timely manner.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Sewer backup complaints received	14,883	14,460	13,933	*	*	6,066	4,944
Sewer backup complaints resolved - Confirmed	NA	5,337	4,567	*	*	1,710	1,412
- Unconfirmed	NA	9,086	8,982	*	*	3,978	3,487
★ Sewer backup resolution time (hours)	5.8	5.5	5.6	7.0	7.0	6.6	4.6
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	NA	2.2%	2.0%	*	*	2.1%	1.7%
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	NA	0.8%	0.7%	*	1.0%	0.7%	0.6%
Street cave-in complaints received	6,302	4,656	3,467	*	*	1,870	1,393
Average time to respond to street cave-in complaints and make safe (days)	8.3	2.4	3.2	*	*	3.8	2.7
Water main breaks	421	481	370	*	*	88	65
Water main breaks per 100 miles of main in the last 12 months	NA	6.5	6.2	*	*	6.9	5.1
★ Average time to restore water to customers after confirming breaks (hours)	5.5	5.4	4.8	*	6.0	6.0	4.5
★ Broken and inoperative hydrants (%)	0.52%	0.55%	0.36%	1.00%	1.00%	0.42%	0.26%
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	7.5	5.9	4.4	*	8.0	6.6	2.4

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Catch basin complaints received	11,330	10,539	12,357	*	*	6,675	4,568
★ Catch basin backup resolution time (days)	8.4	5.1	5.1	9.0	9.0	7.0	3.0
Catch basins surveyed/inspected (%)	35.1%	29.3%	33.1%	33.3%	33.3%	8.1%	7.3%
Catch basins cleaned - Total	27,296	20,417	24,224	*	*	6,732	9,348
★ Backlog of catch basin repairs (% of system)	NA	NA	1.1%	*	1.0%	1.4%	0.6%
Leak complaints received	3,908	4,198	3,751	*	*	1,138	975
★ Leak resolution time (days) (City infrastructure only)	NA	15.5	10.7	*	12.0	12.6	7.8

Service 3: Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.

Goal 3a: Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	100.0%	100.0%	99.9%	100.0%	100.0%	99.9%	99.9%
Harbor survey stations meeting the swimmable standard of 5mg/L for dissolved oxygen (%)	88%	87%	87%	89%	89%	64%	56%
★ WWTPs - Critical equipment out-of-service (% below minimum)	NA	4.2%	3.0%	*	5.0%	3.6%	3.7%

Service 4: Bill and collect revenue for water and sewer usage.

Goal 4a: Ensure that customer billing is accurate, transparent and fair.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Estimated bills (%)	17.0%	12.2%	6.8%	6.0%	6.0%	7.7%	4.5%

Goal 4b: Meet revenue targets established by the NYC Water Board.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Total revenue collected (\$000,000)	\$2,552.4	\$2,918.8	\$3,139.8	\$3,232.6	\$3,447.0	\$1,426.8	\$1,486.0
★ Total revenue as percent of target (%)	95.2%	102.9%	101.1%	*	100.0%	99.3%	100.7%
Accounts receivable - Total balance (\$000,000)	\$1,242	\$1,385	\$1,487	*	*	\$737	\$839
Billed amount collected in 30 days (%)	56.4%	53.8%	54.6%	*	*	56.7%	57.3%

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Air complaints received	9,699	8,623	7,931	*	*	2,977	2,782
★ Average days to close air quality complaints	10.8	7.7	7.0	*	10.0	7.0	5.3
Air complaints responded to within seven days (%)	76%	73%	82%	85%	85%	79%	89%
Noise complaints received	31,778	31,400	35,363	*	*	11,229	11,634
★ Average days to close noise complaints	15.3	9.9	9.1	*	10.0	9.5	8.5
Noise complaints not requiring access to premises responded to within seven days (%)	86%	89%	88%	85%	85%	87%	86%
Asbestos complaints received	1,180	1,320	1,461	*	*	498	548
★ Average days to close asbestos complaints	0.27	0.24	0.20	*	1.00	0.21	0.20
Asbestos complaints responded to within three hours (%)	100%	100%	100%	90%	90%	100%	100%
DEP - issued violations	9,466	12,171	10,629	*	*	3,679	3,249
Notices of Violation (all categories) upheld at the Environmental Control Board (%)	77.1%	75.5%	72.9%	*	*	74.4%	73.1%

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	NA	93%	91%	95%	*	76%	96%
Letters responded to in 14 days (%)	NA	95%	96%	95%	*	96%	98%
Calls answered in 30 seconds (%)	64%	65%	76%	76%	*	80%	59%
Response to 311 Service Requests (SRs)							
Percent meeting time to (first) action – Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	NA	87	81	85	*	73	92
Percent meeting time to (first) action – Sewer Maintenance - Sewer Backup (0.3 days)	NA	73	78	85	*	73	84
Percent meeting time to (first) action – Water Maintenance - Hydrant Running (2 days)	NA	86	91	85	*	89	83
Percent meeting time to (first) action – Water Maintenance - Hydrant Running Full (1 days)	NA	82	89	85	*	88	82
Percent meeting time to (first) action – Water Maintenance - Leak (0.7 days)	NA	84	83	85	*	81	83

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated	4-Month Actual		
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$1,470.9	\$1,021.6	\$1,059.0	\$1,134.6	\$1,694.3	\$1,108.0	\$423.7	\$431.2
Revenues (\$000,000) ³	\$24.0	\$24.6	\$22.8	\$23.2	\$23.4	\$24.3	\$8.6	\$9.0
Personnel	5,963	5,802	5,740	6,120	6,107	6,080	5,772	5,655
Overtime paid (\$000,000)	\$32.0	\$32.2	\$36.3	\$21.7	\$24.7	\$21.6	\$12.1	\$9.5
Capital commitments (\$000,000)	\$2,649.9	\$1,252.4	\$1,685.5	\$2,512.0	\$2,268.7	\$2,028.8	\$428.9	\$275.7

¹January 2013 Financial Plan *NA* - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

³DEP revenues shown here do not include any of the approximately \$1.5 billion the City receives annually from the NYC Water Board in reimbursement for operations & maintenance and in rent.

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators: 'Acres of land solicited in watershed area,' 'Water supply critical equipment out of service (%)', 'Facility security checks,' 'Overall enforcement activity,' 'Sewer backup complaints resolved – Confirmed,' 'Sewer backup complaints resolved – Unconfirmed,' 'Street segments with confirmed sewer backup in the last 12 months (% of total),' 'Street segments with recurring confirmed sewer backups in the last 12 months (% of total),' 'Water main breaks per 100 miles of main in the last 12 months,' 'Catch basins cleaned – Total,' 'Backlog of catch basin repairs (% of system),' and 'Leak resolution time (days) (City infrastructure only).'
- Additionally, the Department removed the following indicators: 'Number of drinking water analyses above maximum contaminant level,' 'Completed applications for work to comply with Watershed Rules and Regulations,' 'Notices of Violation and Notices of Warning issued in the watershed,' 'Patrol hours for Environmental Police and watershed protection staff (000),' 'Percent of reservoir capacity filled (end of month),' 'Average daily in-City water consumption,' 'Repairs to distribution system,' 'Percent of sewer backups recurring locally within 2 years,' 'Leak resolution time (days),' 'Water main surveyed for leak detection (% linear feet),' 'Average backlog of broken and inoperative hydrants,' 'Emergencies responded to within one hour (%)', and 'Percent of catch basin backups recurring locally within 2 years.'

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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



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, 787 bridge structures, and the nine boats for the Staten Island Ferry program. DOT ensures safety of its operations through a variety of approaches including: continuous analysis of traffic operations in key intersections and corridors; daily operation of traffic signals at more than 12,300 signalized intersections and over 300,000 street lights; and enhancing conditions for pedestrians near schools and in communities with high concentrations of seniors. DOT maintains 69 million linear feet of markings on City streets and highways. DOT manages mobility through the Joint Traffic Management Center; emergency response operations; the Bus Rapid Transit program; the Staten Island Ferry operation; pedestrian programs; sidewalk repair; and the on-street parking system encompassing approximately 39,000 parking meters. DOT's infrastructure programs comprise 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: July–October

- The average time to close a pothole work order improved by more than 76 percent to 1.5 days from 6.3 days. The faster turnaround time is due, in large part, to the milder temperatures of the 2011-2012 winter season, resulting in comparatively fewer potholes and a smaller volume of open work orders at the beginning of the July 2012 reporting period. In total, DOT repaired 47,126 potholes compared to 52,820 during the same four months a year ago.
- The number of summonses issued for street-related work decreased by almost one-third to 7,464. This corresponds with a 25 percent decrease in complaints, from 12,721 to 9,490.
- Traffic signal response time grew by more than one hour to 4.6 hours as a result of the high volume of signal outages caused by Hurricane Sandy. From October 29th, when Sandy struck, to the end of the month, DOT averaged 544 signal repair calls per day compared to a normal daily average of 95. This drove the October average response time up which, in turn, had a disproportionate impact on the four-month average. Prior to October, response times were on par with the prior year.
- Despite the temporary suspension of Staten Island Ferry service due to Hurricane Sandy, ferry ridership during the reporting period held steady at 7.9 million. On-time service rose to 88.9 percent, more than four percentage points better than performance a year ago, and consistent with the Fiscal 2012 year-end average.

Service 1: Maintain the City's transportation infrastructure.

Goal 1a: Manage the City's bridge inventory to achieve a high state of repair.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Bridges rated - Good or very good (%) (calendar year)	41.4%	40.7%	41.2%	*	40.7%	NA	NA
- Fair (%)	58.1%	58.8%	58.4%	*	*	NA	NA
- Poor (%)	0.5%	0.5%	0.4%	*	*	NA	NA
Bridge projects (structural work) substantially completed on schedule - East River (%)	NA	100%	NA	100%	100%	NA	NA
- Non-East River (%)	100%	100%	91%	100%	100%	NA	NA

Goal 1b: Maintain a state of good repair for the City's streets, sidewalks, and highways.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Streets maintained with a pavement rating of - Good (%)	70.8%	71.4%	73.4%	*	73.0%	NA	NA
- Fair (%)	28.9%	28.1%	26.2%	*	*	NA	NA
- Poor (%)	0.4%	0.5%	0.4%	*	*	NA	NA
Lane miles resurfaced citywide	828.0	1,003.0	1,006.6	*	*	NA	NA
Construction permits issued	244,091	264,532	325,839	*	*	107,963	113,754
Inspections of permitted street work	550,906	539,933	564,852	*	*	211,264	193,306
Inspected street work rated satisfactory (%)	75%	74%	76%	75%	75%	75%	77%
Summonses issued for street-related work	25,622	27,511	30,438	*	*	10,784	7,464
Post-audit inspections for completed street work	228,440	240,634	274,714	*	*	103,820	112,942
Post-audit inspections for completed street work that passed inspection (%)	80%	80%	81%	*	*	80%	81%
★ Average time to close a pothole work order where repair was done (days)	5.6	10.8	2.3	*	5.0	6.3	1.5
Pothole work orders	59,254	56,399	61,249	*	*	11,177	18,914
Potholes repaired (Local streets)	295,297	305,001	200,666	*	*	52,820	47,126
Potholes repaired (Arterials)	72,040	92,559	37,962	*	*	6,565	5,370
★ NYC highways that receive a cleanliness rating of - Good (%)	98.1%	97.6%	99.1%	*	98.0%	NA	NA
Audited adopted highway miles that receive cleanliness rating of good (%)	99.4%	100.0%	100.0%	*	*	97.3%	100.0%
Arterial highway system that is adopted (%)	61.3%	69.3%	66.3%	75.0%	70.0%	69.1%	67.7%
Average cost per lane mile resurfaced citywide (\$)	\$166,203	\$153,790	\$150,830	*	*	NA	NA
Average cost per ton of asphalt placed citywide (\$)	\$172.39	\$162.01	\$149.56	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$58.65	\$63.18	\$61.26	*	*	NA	NA
Average vendor cost of asphalt per ton (\$)	\$66.94	\$69.06	\$73.29	*	*	NA	NA

Goal 1c: Ensure timely installation and repairs of the City's street lights, traffic signs and signals.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average time to respond to traffic signal defect and make safe (hours)	3.7	4.1	3.8	*	4.0	3.5	4.6
★ Average time to repair priority regulatory signs after notification (days)	1.8	1.9	1.9	*	3.0	1.9	1.9
Average time to repair street lights - by DOT (days)	2.2	2.2	2.5	*	*	2.6	2.4
Average time to repair street lights - by ConEd (days)	13.5	14.3	12.5	*	*	14.5	12.4

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Staten Island Ferry - Trips that are on-time (%)	90.6%	90.9%	88.9%	90.0%	90.0%	84.6%	88.9%
- Ridership	21,464,000	21,404,000	22,178,000	*	*	7,917,800	7,926,000
- Average cost per passenger (\$)	\$5.32	\$5.16	\$4.86	*	*	NA	NA

Goal 2b: Promote private ferry services throughout the City.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Private ferry service - Total ridership	7,939,090	8,326,237	9,020,494	*	*	3,529,600	3,577,808
- Number of routes	21	20	21	*	*	21	21

Service 3: Design streets.

Goal 3a: Improve safety for pedestrians, motorists, and bus and bike riders.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Overall traffic crashes	183,278	179,112	176,482	*	↓	NA	NA
★ Citywide traffic fatalities	259	236	291	*	↓	91	94
- Motorists/passengers	97	78	115	*	*	39	43
- Bicyclists/pedestrians	162	158	176	*	*	52	51

Goal 3b: Increase mobility and accessibility throughout the City.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Pedestrian volume index	103.4	113.2	NA	*	*	NA	NA
Crossing points with pedestrian ramps (%)	86%	91%	94%	*	*	NA	NA
Average travel speed (miles per hour) - Manhattan Central Business District	9.3	9.2	9.1	*	*	NA	NA
★ Bicycle network connectivity index	1,018	1,134	1,254	*	1,254	NA	NA
Bicycle lane miles installed	52.3	33.1	25.8	50.0	20.0	NA	NA
Bicycle racks installed	775	2,750	1,286	1,500	1,500	NA	NA

Goal 3c: Increase public engagement by expanding availability of agency information.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Facebook friends	NA	1,941	3,446	*	*	3,230	4,747
Twitter followers	NA	4,655	13,118	*	*	11,873	19,852

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ On-street parking meters that are operable (%)	82.9%	92.9%	97.9%	90.0%	95.0%	96.8%	98.8%
Metered spaces that have muni-meters (%)	40.9%	42.3%	63.7%	*	*	51.8%	69.6%
Existing bus shelters converted to new model (%)	72.7%	89.5%	97.8%	*	*	92.5%	99.5%
Existing newsstands converted to new model (%)	55.1%	77.7%	86.4%	*	*	84.5%	88.8%

Agency-wide Management

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Cases commenced against the City in state and federal court	NA	NA	2,244	*	*	752	665
Payout (\$000)	\$70,579.1	\$65,406.9	\$63,360.8	*	*	\$16,992.0	\$24,188.7

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	96%	92%	93%	90%	*	92%	92%
Letters responded to in 14 days (%)	95%	93%	94%	90%	*	92%	83%
Calls answered in 30 seconds (%)	66%	61%	31%	75%	*	28%	49%
Response to 311 Service Requests (SRs)							
Percent meeting time to action (close) – Street Condition - Pothole (30 days)	99	90	100	98	*	100	100
Percent meeting time to (first) action – Street Light Condition - Street Light Out (10 days)	98	100	96	95	*	89	100
Percent meeting time to (first) action – Traffic Signal Condition - Controller (0.1 days)	79	81	78	80	*	70	81
Percent meeting time to (first) action – Street Condition - Failed Street Repair (10 days)	90	86	81	85	*	80	89
Percent meeting time to action (close) – Broken Muni Meter - No Receipt (14 days)	84	94	87	90	*	98	56

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated	4-Month Actual		
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$800.8	\$864.9	\$839.8	\$711.4	\$913.2	\$685.0	\$399.5	\$401.6
Revenues (\$000,000)	\$266.7	\$279.8	\$331.2	\$335.8	\$339.5	\$359.6	\$89.5	\$87.4
Personnel	4,988	4,853	4,807	4,287	4,690	4,113	4,819	4,711
Overtime paid (\$000,000)	\$52.7	\$51.7	\$45.8	\$32.0	\$44.5	\$30.8	\$16.1	\$14.5
Capital commitments (\$000,000)	\$1,697.5	\$640.8	\$491.7	\$1,684.6	\$2,580.2	\$1,904.0	\$88.4	\$65.6
Work Experience Program (WEP) participants assigned	199	78	67	*	*	*	77	57

¹January 2013 Financial Plan

"NA" - Not Available in this report

²Expenditures include all funds.

January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department corrected Fiscal 2012 data for the percent of bridges rated poor and four-month data for the number of private ferry routes.
- Fiscal 2012 data for the four metrics that report on the average cost of asphalt and roadway resurfacing and, previously reported as “NA,” has been provided, as has Fiscal 2012 data for ‘Crossing points with pedestrian ramps (%)’ However, DOT will not be able to provide data for the pedestrian volume index as it had expected.
- The Department added the following indicators: ‘Lane miles resurfaced citywide,’ ‘Potholes repaired (Arterials),’ ‘Facebook friends’ and ‘Twitter followers.’
- In addition, DOT removed two metrics, ‘Street pavement ratings: percent of lane miles assessed in the 12 months ending June 30th’ and ‘Traffic-monitoring cameras.’
- 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.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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: July-October

- HPD experienced a nearly 23 percent decrease in complaints compared to the same four months a year ago when housing-related complaints were at a five-year high. All complaint categories saw sizeable decreases.
- On average, the time to close emergency complaints improved by almost two days to 10.7 days, largely due to the lower volume of complaints. While nonemergencies were also handled more quickly, and most likely were also affected by the drop in complaints, a comparison to Fiscal 2012 is less straightforward. In Fiscal 2012 HPD completed a clean up of older nonemergency complaints that met specific criteria. This drove the average time to close nonemergency complaints higher, with the July to October 2011 average reaching 69.1 days. The average time to close a nonemergency complaint for the four-month period ending October 2012 was 11.9 days.
- Significantly fewer violations were issued in July through October 2012 than in the previous year, also as a result of the decrease in the number of complaints received.
- Total housing starts and completions from July through October 2012 were comparatively lower than the July to October 2011 period, which included two large preservation projects that accounted for more than 1,600 units. There can be marked differences in performance from year to year depending on the presence or absence of a few large projects, construction schedules, and annual targets. Units started this fiscal year will bring total NHMP housing starts to more than 94 percent of the Plan's overall goal of 165,000 units.
- In May 2012 the Department gained access to the electronic financial data of approximately 300 Low Income Housing Tax Credit projects that are part of its asset management portfolio. This has enabled the Agency to conduct more in-depth analysis of the portfolio's finances, but has resulted in fewer financial reviews. As a result, HPD completed approximately one-third fewer financial reviews of projects - 98 compared to 141.

- HPD issued more Section 8 rental assistance vouchers during the current reporting period in order to maintain an optimal utilization rate of 96 percent.

Service 1: Enforce the Housing Maintenance Code.

Goal 1a: Close housing maintenance complaints promptly.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Total complaints reported	616,408	611,989	589,245	*	*	205,783	159,515
★ - Emergency complaints reported	409,354	407,772	388,276	*	*	127,568	97,615
- Heat and hot water	114,009	115,629	99,409	*	*	16,354	12,100
- Lead	40,109	38,749	39,340	*	*	15,752	11,048
- Other emergency	255,236	253,394	249,527	*	*	95,462	74,467
- Nonemergency complaints reported	207,054	204,217	200,969	*	*	78,215	61,900
Inspections completed	689,872	678,038	697,736	600,000	600,000	216,242	207,954
Inspection visits per team per day	11.0	11.3	11.8	*	*	10.0	11.2
Ratio of completed inspections to attempted inspections (%)	72%	71%	71%	*	*	67%	70%
Total complaints closed	613,836	612,428	599,374	*	*	199,861	158,243
- Emergency complaints closed	407,826	408,379	389,952	*	*	118,966	96,898
- Nonemergency complaints closed	206,010	204,049	209,422	*	*	80,895	61,345
★ Average time to close emergency complaints (days)	12.0	12.3	10.3	*	12.0	12.6	10.7
★ Average time to close non-emergency complaints (days)	19.1	16.8	41.7	*	30.0	69.1	11.9
★ Outstanding emergency complaints at end of month	12,210	11,603	10,089	*	11,000	20,205	10,806
★ Outstanding nonemergency complaints at end of month	14,365	14,533	6,229	*	14,500	11,853	6,784

Goal 1b: Improve compliance with the Housing Maintenance Code through enforcement.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Total violations issued	495,726	462,721	468,644	*	*	171,867	134,120
- Emergency violations issued	97,506	88,342	92,665	*	*	29,189	23,431
- Heat and hot water	12,436	12,945	10,869	*	*	1,846	1,472
- Lead	26,022	21,973	20,496	*	*	8,116	4,803
- Other emergency	59,048	53,424	61,300	*	*	19,227	17,156
- Nonemergency violations issued	398,220	374,379	375,979	*	*	142,678	110,689
★ Violations issued and removed in the same fiscal year (%)	38%	41%	43%	*	38%	NA	NA
★ Emergency violations corrected by owner (%)	55%	56%	57%	*	55%	NA	NA
Emergency violations corrected by HPD (%)	15%	14%	15%	*	*	NA	NA
Violations removed	608,214	556,777	536,010	*	*	188,684	153,062
Housing Maintenance Code compliance							
- Cases opened	14,233	13,687	13,251	*	*	3,596	3,016
- Cases closed	15,226	14,846	14,109	*	*	4,584	3,553
Average cost of repair work performed by HPD (\$)	\$737	\$657	\$537	*	*	NA	NA
- Emergency (non-lead) (\$)	\$635	\$562	\$465	*	*	NA	NA
- Lead (\$)	\$2,338	\$2,623	\$2,302	*	*	NA	NA
Alternative Enforcement Program							
- Buildings currently active	NA	478	473	*	*	NA	NA
- Buildings discharged (cumulative)	NA	322	527	*	*	NA	NA
- Buildings discharged from program (%) (cumulative)	NA	40%	53%	*	*	NA	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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Total starts financed or assisted under the New Housing Marketplace Plan (units)	14,767	15,735	16,942	14,500	14,500	2,519	1,209
- New construction starts	3,144	3,873	2,521	5,515	4,042	234	414
- Preservation starts	11,337	11,680	14,298	8,835	10,458	2,243	795
Planned starts initiated (%)	102%	109%	117%	*	*	17%	14%
★ Total completions financed or assisted under the New Housing Marketplace Plan (units)	16,946	13,914	13,069	11,763	11,227	4,524	1,571
- New construction completions	5,281	7,738	4,482	3,705	4,150	1,845	879
- Preservation completions	11,665	6,176	8,587	8,058	7,077	2,679	692
Planned units completed (%)	101%	99%	125%	*	*	43%	11%

Service 3: Manage HPD affordable housing assets and federal rent subsidies.

Goal 3a: Ensure continued viability of existing affordable housing.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Asset management							
- Projects in workload	1,861	1,861	1,861	*	*	1,861	1,861
- Financial reviews completed	534	486	258	*	*	141	98
- Buildings inspected	377	476	474	*	*	150	138

Goal 3b: Maximize federal rent subsidies to make housing affordable for low income New Yorkers.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Section 8							
- Utilization rate	97.3%	96.8%	97.1%	*	96.0%	96.9%	98.0%
- Vouchers issued	1,456	1,821	2,786	*	*	408	724
- Households assisted	33,453	36,259	37,116	*	*	36,255	37,460

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	64%	48%	58%	58%	*	62%	73%
Letters responded to in 14 days (%)	57%	54%	49%	49%	*	53%	45%
Response to 311 Service Requests (SRs)							
Percent meeting time to action (close) – Heating (5 days)	68	NA	83	76	*	76	83
Percent meeting time to action (close) – Non-Construction - Vermin (17 days)	46	NA	65	56	*	61	70
Percent meeting time to action (close) – Paint/Plaster - Ceiling (17 days)	65	NA	74	70	*	72	82
Percent meeting time to action (close) – Paint/Plaster - Walls (17 days)	61	NA	72	67	*	68	81
Percent meeting time to action (close) – Plumbing - Water-Leaks (17 days)	59	NA	71	65	*	69	82

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$727.9	\$705.4	\$731.3	\$571.3	\$659.9	\$559.8	\$305.1	\$280.1
Revenues (\$000,000)	\$60.1	\$72.4	\$43.8	\$18.8	\$31.2	\$21.8	\$15.3	\$13.9
Personnel	2,424	2,282	2,153	2,397	2,401	2,387	2,215	2,107
Overtime paid (\$000,000)	\$0.7	\$0.4	\$0.4	\$0.8	\$1.2	\$0.8	\$0.2	\$0.1
Capital commitments (\$000,000)	\$292.8	\$342.9	\$297.7	\$453.5	\$1,245.2	\$358.8	\$37.7	\$26.1
Work Experience Program (WEP) participants assigned	382	260	234	*	*	*	260	271

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- HPD revised Fiscal 2012 New Housing Marketplace (NHMP) data for starts financed or assisted to reflect an increase of 441 preservation units.
- All previously reported NHMP data for units completed has been updated, resulting in a net increase of approximately 2,000 units. Prior to Fiscal 2011 units in the down payment assistance program were only counted as starts; the revision counts the corresponding completions, adding 1,500 units to the overall number of units completed. The other adjustments, or 500 units, reflect updates resulting from HPD's ongoing and detailed review of all NHMP projects.
- The Department added three indicators about the Alternative Enforcement Program and removed the two indicators that reported on the percent of pending non-lead emergency C violations as well as the metric that reported on the amount of judgments and settlements collected from housing litigation cases. Additionally, HPD will no longer report data on the number of homeowners receiving down payment assistance as a separate category under the NHMP statistics for units started.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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.

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: July–October

- The Department completed initial reviews of construction plans for new buildings, major renovations and minor renovations more quickly, reducing turnaround times by 1.3, 2.7 and 0.9 days, respectively – an overall reduction of 17 percent. The Development Hub, the Department's state-of-the-art plan review center that accepts digital construction plans to accelerate the plan review process, was a major contributor to the improved review time.
- The Department received and responded to more Priority A (emergency) complaints and fewer Priority B (nonemergency) complaints. In total, DOB received 26,811 emergency and nonemergency complaints and responded to 22,920 of these complaints compared to 27,512 received and 24,872 responded to a year ago. Average response times to emergency complaints increased to 14.6 hours; however, the Department continued to satisfy its 1.5 day internal response target. Response times to nonemergency complaints were relatively the same at 45.3 days.
- Construction inspections fell by 5.6 percent to 44,939 due to an above average number of vacancies of enforcement inspector positions and the decrease in the overall number of complaints. The Department is in the process of hiring inspectors for the vacant positions. The percent of inspections resulting in violations increased slightly to 18.4 percent.
- The overall number of DOB violations rose by 15 percent to 19,325 largely as a result of an increase in the number of administrative violations issued to property owners for failure to either provide evidence that annual elevator testing had been completed or that past deficiencies had been corrected. In Fiscal 2012 the Department issued these types of violations later in the year.
- All construction-related safety indicators saw increases alongside a modest increase in construction activity. Incidents rose by 33.9 percent, from 121 to 162, and the percent of incident inspections resulting in violations also rose, from 75.4 to 81.8 percent. The number of accidents increased by 13 to 65 and fatalities from 1 to 3; injuries remained unchanged at 68. The most common cause of accidents continues to be worker falls.

Service 1: Facilitate safe and compliant development.

Goal 1a: Improve application processing efficiency.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Jobs filed	60,235	65,358	68,911	*	*	23,388	24,269
Building permits issued - Initial	74,280	83,151	87,190	*	*	30,090	31,159
Building permits issued - Renewals	36,938	37,876	39,321	*	*	11,495	12,298
Certificates of Occupancy issued	7,672	7,044	6,642	*	*	2,261	2,152

Goal 1b: Promptly review initial construction plans.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
First plan reviews completed	58,244	61,507	63,130	*	*	21,868	21,969
Average days to complete first plan review	5.1	4.7	4.6	4.5	4.5	5.2	4.3
★ - New buildings	16.2	14.9	12.6	*	12.0	13.1	11.8
★ - Alteration I (major renovation)	13.7	11.7	11.2	*	10.0	13.1	10.4
- Alterations II and III (minor renovation)	4.0	3.9	3.9	*	*	4.5	3.6
Jobs professionally certified (%)	45.1%	47.6%	50.3%	*	*	52.1%	54.0%
Jobs professionally certified that were audited (%)	24.4%	20.3%	24.8%	20.0%	20.0%	20.1%	21.5%
Audits of professionally certified jobs resulting in revocation notices (%)	20.1%	14.8%	9.8%	*	*	11.7%	8.8%

Service 2: Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

Goal 2a: Promptly address complaints.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Priority A (emergency) complaints received	18,828	15,182	14,662	*	*	4,990	5,514
Priority B (nonemergency) complaints received	76,485	67,228	64,402	*	*	22,522	21,297
Priority A complaints responded to	18,535	15,075	14,540	*	*	4,899	5,407
Priority B complaints responded to	74,708	63,219	59,236	*	*	19,973	17,513
★ Average time to respond to Priority A complaints (days)	0.3	0.5	0.6	*	1.5	0.4	0.6
★ Average time to respond to Priority B complaints (days)	19.8	28.5	41.1	*	40.0	45.7	45.3
★ Residential illegal conversion complaints where access was obtained (%)	49.4%	46.9%	46.4%	*	47.0%	48.9%	44.0%
Residential illegal conversion complaints where access was obtained and violations were written (%)	49.6%	54.7%	53.5%	*	*	51.6%	53.2%
Work without a permit complaints where access was obtained and violations were written (%)	NA	68.9%	67.2%	*	*	64.0%	69.0%

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

Goal 2b: Rigorously enforce construction laws.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Construction inspections completed	212,038	171,547	141,237	*	150,000	47,618	44,939
Average construction inspections per inspector day	NA	NA	12.9	*	*	11.6	13.9
Inspections resulting in violations (%)	NA	15.5%	17.1%	*	*	17.0%	18.4%
DOB violations issued	68,016	56,299	82,606	*	*	16,826	19,325
Environmental Control Board violations issued	74,163	62,070	53,293	*	*	17,614	14,489
★ Notices of Violation upheld by ECB (%)	81.4%	78.2%	77.1%	*	78.0%	NA	NA

Goal 2c: Prevent construction-related fatalities and injuries.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Construction-related incidents	615	422	405	*	*	121	162
- Construction-related accidents	198	119	157	*	*	52	65
★ Construction-related injuries	206	128	187	*	↓	68	68
★ Construction-related fatalities	4	4	7	*	↓	1	3
Incident inspections resulting in violations (%)	77.7%	76.5%	77.1%	*	*	75.4%	81.8%

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	45%	62%	51%	50%	*	57%	69%
Letters responded to in 14 days (%)	37%	67%	58%	60%	*	52%	55%
Calls answered in 30 seconds (%)	87%	91%	91%	90%	*	93%	90%
Response to 311 Service Requests (SRs)							
Percent meeting time to (first) action – Elevator - Defective/Not Working (60 days)	55	30	50	50	*	40	48
Percent meeting time to (first) action – General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	95	86	68	70	*	68	73
Percent meeting time to (first) action – General Construction/Plumbing - Failure To Maintain (60 days)	92	84	77	77	*	79	81
Percent meeting time to (first) action – Illegal Conversion of Residential Building/Space (60 days)	58	50	44	45	*	49	53
Percent meeting time to (first) action – No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	54	77	70	70	*	68	77

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$101.5	\$99.0	\$95.1	\$96.4	\$106.1	\$93.8	\$32.4	\$32.8
Revenues (\$000,000)	\$132.9	\$165.2	\$198.2	\$157.1	\$176.9	\$162.9	\$59.7	\$72.0
Personnel	1,174	1,094	1,067	1,126	1,135	1,135	1,061	1,055
Overtime paid (\$000,000)	\$4.3	\$3.1	\$4.5	\$3.2	\$4.9	\$3.2	\$1.2	\$1.4

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators: 'Building permits issued – Initial,' 'Building permits issued - Renewals,' 'First plan reviews completed,' 'Work without a permit complaints where access was obtained and violations were written (%)', 'Inspections resulting in violations,' and 'DOB violations issued.'
- The Department also removed the following indicators: 'Jobs pending with objections by DOB (%)', 'Jobs approved with modifications made (%)', 'Applications resulting in a permit (%)', 'Licenses and registrations issued (new and renewal)', 'Priority A (emergency) complaints responded to within 1.5 days (%)', 'Priority B (nonemergency) complaints responded to within 40 days (%)', 'Percent of after hours work complaints where access was obtained and violations were written,' 'Percent of failure to maintain complaints where access was obtained and violations were written,' 'Percent of unsafe facade conditions and falling debris complaints where access was obtained and violations were written,' 'Construction inspections resulting in a Vacate Order (%)', 'Certificates of Correction approved,' and 'Number of incidents of unsafe facade conditions and falling debris resulting in injuries.'
- DOB updated four-month Fiscal 2012 data for several metrics. All changes were minor.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 over 404,000 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 over 93,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 69 community centers, 38 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: July–October

- The percentage of active projects in construction on schedule increased 12 percent from 77.8 percent during the first four months of Fiscal 2012 to 89.4 percent in Fiscal 2013. These types of projects are not impacted by external factors, such as weather conditions. The percentage of active projects on schedule was up 11 percent from 28.9 percent to 39.5 percent. During this period, 40 percent of NYCHA's capital projects portfolio consisted of elevator and boiler projects, which had a high on-time construction performance. NYCHA's continued focus on improving other capital projects processes such as design and procurement, has had an overall positive impact on the portfolio schedules.
- The number of applicants placed through Section 8 vouchers increased 15 percent during the first four months of Fiscal 2013 to 249 compared to 216 during the same period in Fiscal 2012 due to new rentals from the transfer of applicants formerly in the HPD Home Program.
- The number of applicants placed in public housing decreased 13 percent during the first four months of Fiscal 2013 to 1,711 compared to 1,977 during the same period in Fiscal 2012. The primary reasons for fewer placements in public housing are related to increased preparation time and NYCHA's efforts to offer appropriate sized apartments to existing residents.
- The average time to prepare vacant apartments increased by 19 percent in Fiscal 2013 to 36.8 days compared to 31 days in Fiscal 2012 and was above the target of 20 days. The major contributing factor to the longer time preparation time is the need for more extensive work such as carpentry and tiling in many vacant apartments. NYCHA faces limited resources to address

this type of work and has recently begun reviewing the management of the work orders to develop solutions to tackle the issue in the most effective way.

- The average turnaround days to re-occupy vacant apartments was up 25 percent during the first four months of Fiscal 2013 to 49.8 days compared to 39.7 days for the same period in Fiscal 2012. The longer time to prepare vacant apartments and the renting of Section 8 apartments, which do not have as many referrals as public housing units, are the primary reasons for the longer turnaround time.
- The average time to resolve emergency service requests increased by 26 percent from 6.2 hours during the first four months of Fiscal 2012 to 7.8 hours during the same period in Fiscal 2013. However, it was well below the target of 24 hours. The utilization of limited resources to prepare for Hurricane Sandy during the month of October has negatively impacted the resolution time. NYCHA will continue to monitor this indicator to ensure a timely response to all emergency conditions.
- The average time to resolve non-emergency service requests increased 31 percent from 28.1 days during the first four months of Fiscal 2012 to 36.9 days during the same period in Fiscal 2013. Policy changes, regulatory requirements, and Hurricane Sandy delayed routine work. In September 2012, NYCHA implemented a new policy to keep work orders open until the work is completed. NYCHA experiences a high resident not home rate, which can delay access to apartments to make repairs. Under the leadership of the new general manager, NYCHA has embarked on an effort to conduct a systematic review of the work order management process which will help develop long-term solutions to effectively tackle the work order backlog.
- The average time to resolve elevator outages increased 58 percent from 4 hours during the first four months of Fiscal 2012 to 6.33 hours during the same period in Fiscal 2013. While the time to resolve was longer this period, NYCHA experienced fewer outages. The average number of elevator outages per car was down 9 percent from 1.14 outages per car to 1.04 during the same period. The elevator uptime was 99.1 percent and exceeded the target of 97 percent. The number of elevator related injuries increased from 5 to 7. The increased time to resolve elevator outages is attributable to a staffing shortage and a reduction in overtime available during the period. NYCHA has begun filling 60 vacancies.
- The average daily attendance by the 6-12 age group at community centers decreased 19 percent during the first four months of Fiscal 2013 to 2,034 from 2,502 for the same period in Fiscal 2012. The average daily attendance by the 13-19 age group decreased by 14 percent from 1,036 to 886 during the same period. The declines in attendance are attributable to NYCHA's partnering with other providers to operate centers and programs.
- The initial Social Services tenant contacts conducted within five days decreased 25 percent during the first four months of Fiscal 2013 to 60 percent compared to 85 percent for the same period in Fiscal 2012. Family Services staff are often called away from scheduled home visits to attend to unforeseen emergencies for other tenants. Borough administrators are working closely with their supervisors to monitor and coordinate staff efforts to improve timeliness.
- The referrals to supportive services rendered to senior residents increased by 10 percent during the first four months of Fiscal 2013 to 33,971 compared to 30,813 for the same period in Fiscal 2012. The increase reflects improved monitoring techniques that are better capturing and reporting services provided to residents.
- NYCHA's Emergency Transfer Program (ETP) is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims. The program is intended to enhance safety for at-risk residents by providing case management and confidential relocation services to another NYCHA development. ETP disposition time was up 58 percent from 38.3 days in Fiscal 2012 to 60.7 days in Fiscal 2013. During the reporting period, the backlog of ETP cases for disposition increased. As of October 31, 2012, ETP received 208 more cases compared to the same time period last year. The ETP supervisory staff is working on a plan to ensure that disposition times return below the 45-day target.
- The resident job placements increased by 34 percent in Fiscal 2013 to 818 compared to 610 in Fiscal 2012. This indicator includes the number of residents placed by NYCHA's Department of Resident Economic Empowerment and Sustainability (REES) and through Human Resources (HR). The overall 33 percent increase is due to a 44 percent increase in REES placements from 263 to 379 and a 27 percent increase in HR placements from 347 to 439.

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Apartments vacated	4.5%	4.6%	5.0%	*	*	NA	NA
★ Occupancy rate (%)	99.5%	99.4%	99.2%	*	99.2%	99.2%	99.2%
Applicants placed in public housing	5,554	5,650	6,012	*	*	1,977	1,711
Working families residing in public housing (cumulative) (%)	47.2%	46.7%	48.0%	*	*	NA	NA

Goal 1b: Increase access to affordable housing in privately owned units.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Families on Section 8 waiting list (000)	125	NA	124	*	*	124	124
★ Utilization rate for Section 8 vouchers (%)	101.0%	98.3%	95.3%	97.0%	97.0%	96.4%	94.8%
★ Section 8 Occupied Units (certificates and vouchers)	100,570	95,898	93,789	*	93,789	95,132	92,669
Annual Section 8 inspections	97.73%	NA	89.18%	*	*	85.08%	80.48%
Annual Section 8 recertifications	96.87%	NA	86.36%	*	*	70.96%	94.97%
Applicants placed through Section 8 vouchers	7,523	NA	421	*	*	216	249

Goal 1d: Optimize apartment usage and ensure rental equity.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Apartments (000)	178	179	179	*	*	179	179
Number of developments	334	334	334	*	*	334	334
Number of buildings	2,604	2,597	2,597	*	*	2,597	2,597

Service 2: Provide a safe and clean living environment for public housing residents.

Goal 2a: Preserve the public and affordable housing asset.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Active capital projects on schedule (%)	38.7%	27.5%	29.1%	*	29.1%	28.9%	39.5%
★ Active capital projects in construction phase on schedule (%)	87.4%	71.6%	91.1%	*	91.1%	77.8%	89.4%

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

Goal 2b: Expedite maintenance and repairs.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average time to resolve emergency service requests (hours)	NA	18.3	7.5	24.0	24.0	6.2	7.8
★ Average time to resolve nonemergency service requests (days)	NA	29.0	30.0	15.0	15.0	28.4	36.9
★ Average time to resolve heat service requests (hours)	NA	12.9	11.9	24.0	24.0	10.6	9.0
★ Average time to resolve elevator outages (hours)	13.1	5.2	3.8	10.0	10.0	4.0	6.3
★ Average time to prepare vacant apartments (days)	39.4	30.9	31.8	20.0	20.0	31.0	36.8
★ Average turnaround days for vacant apartments	36.5	35.2	40.0	*	40.0	39.7	49.8
Annual HUD Assessment rating	79.0	80.0	NA	*	*	NA	NA
★ Average outage per elevator per month	1.15	1.08	1.01	*	1.01	1.14	1.04
★ Elevator service uptime	97.9%	99.2%	99.4%	97.0%	97.0%	99.4%	99.1%
★ Alleged elevator injuries reported to DOB	30.0	24.0	13.0	*	↓	5.0	7.0
★ Elevator related fatalities	0	0	0	*	↓	0	0
Management cost per dwelling unit (\$)	\$826	\$858	\$885	\$867	\$875	\$858	\$867

Goal 2c: Improve safety and security.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Crime Rate Year To Date	4.9	5.4	5.8	*	*	9.3	10.3
★ Major felony crimes in public housing developments	4,090	4,406	4,771	*	↓	1,556	1,734

Service 3: Provide access to social services, job training and employment.

Goal 3a: Connect all residents to critical services in their communities.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Residents approved for the Emergency Transfer Program	850	859	849	*	*	332	345
★ Emergency Transfer Program disposition time	40.34	39.76	44.18	45.00	45.00	38.29	60.68
★ Average daily attendance in community centers ages 6-12	2,402	2,800	2,447	*	2,447	2,502	2,034
★ Average daily attendance in community centers ages 13-19	1,616	1,720	1,618	*	1,618	1,036	886
★ Initial social service tenant contacts conducted within five days of referral (%)	78%	76%	76%	*	76%	85%	60%
Referrals to supportive social services rendered to senior residents	96,247	95,299	94,665	*	*	30,813	33,971
Community centers	67	70	70	*	*	70	69
Senior centers	40	38	38	*	*	38	38
Utilization of senior centers (%) ages 60+	155.9%	156.0%	157.0%	85.0%	85.0%	169.4%	136.0%

Goal 3b: Reduce unemployment among NYCHA tenants.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Residents job placements	1,519	2,090	1,593	*	1,593	610	818
Job training programs - ratio of job placements to program graduates (current period)	133%	75%	61%	*	*	NA	NA
Youth placed in jobs through youth employment programs	1,343	1,127	1,188	*	*	NA	NA

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	89%	90%	87%	85%	*	89%	85%
Letters responded to in 14 days (%)	86%	82%	81%	85%	*	81%	77%
Calls answered in 30 seconds (%)	79%	70%	70%	80%	*	73%	43%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$3,052.0	\$3,259.1	\$3,424.9	\$3,061.6	\$3,061.6	\$3,118.6	\$1,049.5	\$1,056.8
Revenues (\$000,000)	\$2,859.2	\$2,999.5	\$3,025.1	\$2,984.3	\$2,984.3	\$3,057.2	\$1,045.7	\$947.3
Personnel	11,509	11,548	11,595	11,867	12,068	12,049	11,254	11,737
Overtime paid (\$000,000)	\$75.5	\$93.8	\$74.7	\$68.8	\$68.8	\$58.1	\$33.1	\$33.5
Capital commitments (\$000,000)	\$48.7	\$1.1	\$1.1	\$24.3	\$177.8	\$6.8	\$1.4	\$1.4

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- Cecil R. House was appointed as NYCHA's General Manager in August 2012.
- NYCHA added the following indicators to this report: 'Annual Section 8 inspections,' 'Annual Section 8 recertifications,' 'Number of developments,' 'Number of buildings,' 'Crime rate (year to date),' 'Community centers' and 'Senior centers.'
- NYCHA deleted the following indicators from this report: 'Public housing apartments that are occupied or available for occupation,' 'Rent collection (%)', ' - Working families placed in public housing (%)', ' - Disabled persons placed in public housing (%)', 'Utilization of community centers (ages 6-12) (%)' and 'Utilization of community centers (ages 13-19) (%)'.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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.

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: July–October

- The Department completed and presented 12 projects and proposals to the public during the reporting period. The projects and proposals span two goals (1a and 3a) and include the [East Midtown Rezoning](#), a proposal which seeks to protect and strengthen East Midtown as a premier business address and key job center for the City and region. The rezoning strategy will complement the ongoing office development in Hudson Yards and Lower Manhattan and support the long term expansion of the City's overall stock of office space.
- Sixty-seven percent of the 130 land use applications referred by the Department from July to October 2012 were referred within six months of receipt, below the target of 70 percent. The median time to refer applications rose to 67 days, slightly higher than last year.
- DCP completed 46 environmental review applications compared to 61 during the same period last year. Of these applications, 85 percent were completed within six months of receipt, consistent with performance a year ago, and the median time to complete application review decreased from 13 days to 9 days.

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Economic development and housing proposals completed and presented to the public	9	9	11	*	*	1	3
Neighborhood enhancement proposals completed and presented to the public	15	8	4	*	*	0	1

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Land use applications referred	459	444	465	*	*	120	130
Environmental review applications completed	249	208	199	*	*	61	46

Goal 2b: Conduct timely and thorough review of land use and environmental applications.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Land use applications referred - Within 6 months (%)	80%	74%	74%	70%	70%	68%	67%
★ Median time to refer land use applications (days)	28	37	43	*	45	65	67
★ Environmental review applications completed - Within 6 months (%)	61%	74%	87%	*	↑	84%	85%
★ Median time to complete environmental review applications (days)	47	39	12	*	45	13	9

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Planning information and policy analysis initiatives presented to the public	11	15	28	*	*	7	8

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	95%	96%	75%	85%	*	74%	71%
Letters responded to in 14 days (%)	42%	70%	52%	50%	*	40%	20%

Agency Resources

Agency Resources	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$26.2	\$23.7	\$22.8	\$22.7	\$24.4	\$20.6	\$7.4	\$7.6
Revenues (\$000,000)	\$2.7	\$1.7	\$2.4	\$2.7	\$2.1	\$2.1	\$1.1	\$0.7
Personnel	284	263	253	269	275	265	255	242
Overtime paid (\$000)	\$38	\$40	\$45	\$15	\$15	\$15	\$12	\$10

¹January 2013 Financial Plan
²Expenditures include all funds.

NA - Not Available in this report
 January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department removed the three indicators that reported on the number of milestones achieved for DCP-facilitated projects in Lower Manhattan, Hudson Yards and open space proposals. All major previous phases of City-initiated planning and land use review actions associated with these projects are completed and implementation is underway. Any future actions associated with these projects will be reported within existing indicators under Service 1. Additionally, DCP will no longer report data for the indicator 'Total number of projects and proposals completed and presented to the public' but will continue to provide data on the three indicators that were subsets of the total.
- The Department corrected four-month Fiscal 2012 data for the indicators 'Land use applications referred' and 'Environmental review applications completed' to reflect updated figures. As a result, the data for the measures that report on the percent of these applications completed within specific time periods and the median time to process each application type was revised as necessary.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 \$7 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: July–October

- The Department completed 30 design and 23 construction projects during the first four months of Fiscal 2013 compared to 42 and 21 during the same period last year. The variance in the number of completed design projects is largely due to differences in schedules as a greater percentage of current year projects are planned for later in the year. DDC is on track to meet annual targets for both design and construction.
- On-time performance for active construction projects was 84 percent, down by four percentage points from last year, and 82 percent for active design projects, also down by four points, reflecting normal fluctuations in a portfolio of diverse projects. The Department closely monitors active projects to ensure on-time targets for completed projects - 88 percent for design and 82 percent for construction - are met.
- Compared to the same period last year, DDC completed more miles of sewer and water main work, but utility interference on some projects resulted in fewer miles of roadway and sewer reconstruction work being completed. On-time performance for all completed work exceeded the 80 percent performance goal.

Service 1: Design and build quality public buildings and infrastructure.

Goal 1a: Complete projects on time and within budget.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Design projects completed	126	127	141	130	*	42	30
Total design projects completed early/on time (%)	NA	95%	90%	*	*	NA	NA
★ - Completed early/on time: Infrastructure (%)	95%	99%	91%	88%	88%	NA	NA
★ - Completed early/on time: Public buildings (%)	88%	91%	89%	88%	88%	NA	NA
Construction projects completed	99	91	111	116	*	21	23
Total construction projects completed early/on time (%)	NA	86%	84%	*	*	NA	NA
★ - Completed early/on time: Infrastructure (%)	82%	83%	87%	82%	82%	NA	NA
★ - Completed early/on time: Public buildings (%)	88%	88%	81%	82%	82%	NA	NA
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	1.7%	1.0%	1.0%	6.0%	6.0%	0.7%	0.4%
Average cost change for all consultant design and construction supervision projects (excluding programmatic scope changes) (%)	1.2%	1.2%	1.1%	6.0%	6.0%	1.0%	0.0%
Projects completed within budget (%)	NA	NA	92%	*	*	91%	94%
Lane miles reconstructed	42.7	32.3	28.0	44.0	*	9.2	4.1
- Construction completed on schedule (%)	78%	75%	93%	80%	80%	75%	83%
Sewers constructed (miles)	10.1	6.1	8.5	12.8	*	1.6	3.4
- Construction completed on schedule (%)	90%	91%	92%	80%	80%	94%	90%
Sewers reconstructed (miles)	4.7	4.6	5.8	9.2	*	2.8	1.8
- Construction completed on schedule (%)	86%	81%	91%	80%	80%	100%	90%
Water mains (new and replaced) (miles)	19.1	20.6	31.5	39.2	*	7.5	9.1
- Construction completed on schedule (%)	83%	89%	89%	80%	80%	100%	87%
★ Active construction projects: Early/on time (%)	87%	91%	88%	*	82%	88%	84%
★ Active design projects: Early/on time (%)	91%	87%	86%	*	88%	86%	82%
★ Active construction projects: Difference between projected and scheduled duration (%)	2.7%	1.6%	1.9%	*	2.5%	2.2%	2.3%
★ Active design projects: Difference between projected and scheduled duration (%)	0.1%	1.1%	1.2%	*	1.5%	1.2%	1.7%

Goal 1b: Meet quality assurance and site safety standards for all active projects.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Projects audited (%)	100%	100%	100%	95%	95%	50%	56%
★ Project inspections with at least one critical deviation (%)	8.5%	6.1%	8.9%	*	8.5%	7.2%	7.9%
Design Quality Indicator - Average project rating	93%	89%	94%	*	*	NA	NA

Goal 1c: Improve customer satisfaction ratings.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Eligible projects with completed post-construction surveys (%)	55%	53%	67%	*	*	60%	46%
Post-construction satisfaction - Surveys returned	42	51	52	*	*	22	39
★ Respondents rating a completed project as adequate or better (%)	86%	86%	94%	*	85%	91%	94%

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	91%	97%	91%	90%	*	91%	95%
Letters responded to in 14 days (%)	94%	92%	97%	90%	*	100%	92%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$107.5	\$111.9	\$127.3	\$107.3	\$126.5	\$116.9	\$40.9	\$41.4
Revenues (\$000)	\$135	\$79	\$79	\$150	\$150	\$150	\$28	\$23
Personnel	1,096	1,090	1,134	1,161	1,324	1,320	1,074	1,107
Overtime paid (\$000,000)	\$1.1	\$1.2	\$1.5	\$1.3	\$1.3	\$1.3	\$0.4	\$0.4
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$1,622.5	\$734.4	\$1,199.6	*	\$2.0	*	NA	NA

¹January 2013 Financial Plan *NA" - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department removed the indicator 'Capital commitment plan committed to within the first six months of the fiscal year (%)' and added the following indicators: 'Total design projects completed early/on-time (%)', 'Total construction projects completed early/on-time,' 'Projects completed within budget (%)', 'Project inspections with at least one critical deviation (%)' and 'Eligible projects with completed post-construction surveys.'
- DDC's annual targets for design and construction projects for the next fiscal year are developed after the release of the Preliminary Mayor's Management Report (PMMR). This allows client agencies the opportunity to review and revise their capital plans to reflect January Financial Plan changes. The current PMMR includes Fiscal 2014 targets for the 12 performance measures that are not impacted by the January Financial Plan.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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

Seth W. Pinsky, 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 City assets.

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: July–October

- During the reporting period new private investment from real estate sales and lease transactions totaled \$109.4 million. In July 2012 NYCEDC signed a long-term lease with the Dermot Company to redevelop the Battery Maritime Building. Dermot's plan for the landmarked ferry building includes a boutique hotel, live performance space with a 2,000 person capacity, areas for art installations and special exhibitions and a rooftop restaurant.
- Capital expenditures during the reporting period exceeded \$80 million. Construction was completed on the Institute for Family Health Care Clinic in Harlem, a 37,000 square foot facility that will provide approximately 80,000 visits annually to patients of all ages. Hunts Point Landing - a new public open space that offers residents of the South Bronx access to the waterfront and amenities such as a kayak launch - was completed and opened to the public in Fall 2012.
- The New York City Industrial Development Agency (NYCIDA) closed eight projects during the July to October 2012 four-month period. The projects are expected to leverage approximately \$221.5 million in private investment, generate nearly \$124 million in City tax revenue, and create 117 new jobs within three years of project completion. Included among these recently-closed projects is a \$127 million tax-exempt bond issuance for the refinancing of an air freight cargo facility at JFK airport, which is an example of the reactivation of NYCIDA's exempt facility bond issuance program. The tax-exempt bond financing provides lower-cost capital for acquisition and/or construction of facilities and equipment and is available only to manufacturing companies.
- During the first four months of Fiscal 2013 Build NYC, which was established in November 2011 to provide access to financing for not-for-profits, closed eight projects, twice as many as were closed in all of Fiscal 2012. These

projects are expected to leverage over \$95 million in private investment, generate approximately \$48 million in City tax revenue, and create 18 new jobs within three years of project completion. Five of the eight recently closed projects represent financings of secondary education and higher education institutions in New York City, such as Wagner College in Staten Island and Manhattan College in the Bronx.

- In total, NYCEDC committed \$26.1 million in capital funding for projects it manages on behalf of other City agencies. A notable funding agreement from this reporting period includes the \$5 million agreement with South Queens Boys and Girls Club to construct a new three-story community center that will house a facility dedicated to recreation, learning, technology as well as a pre-teen center and teen center. The 33,600 square foot modernized community center will be ADA compliant and LEED certified.
- The NYCEDC Innovation Index tracks the City’s transformation into a center for high-tech innovation. It measures innovation in the City’s growing science and technology industries and is designed to capture the effect of innovation on the City’s economy. The NYCEDC Innovation Index reached 119.5 in Calendar 2011, up from 116.7 in Calendar 2010. Contributing to this increase were significant gains in intellectual property (patents and university licensing) as well as increases in both the number and dollar amount of venture capital deals.

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Projected new private investment related to sale/long-term lease of City-owned property (\$000,000)	\$98.0	\$63.0	\$918.3	*	\$918.0	\$72.4	\$109.4
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	NA	NA	NA	*	*	NA	\$80.7
Graffiti sites cleaned	NA	17,210	13,367	*	*	5,143	4,877
Square feet of graffiti removed (000)	NA	5,912.3	4,241.6	*	*	1,658.1	1,548.0

Goal 1b: Facilitate private sector investment and make City investments where necessary, generating a positive return for City taxpayers.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
New York City Industrial Development Agency projects - Contracts closed	7	7	12	*	*	7	8
★ - Projected three-year job growth associated with closed contracts	112	270	1,452	*	1,450	1,380	117
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	NA	\$229.2	\$302.1	*	\$302.0	NA	\$123.6
- Private investment leveraged on closed projects (\$000,000)	NA	NA	NA	*	*	NA	\$221.5
Build NYC Resource Corporation - Contracts closed	NA	NA	4	*	*	NA	8
★ - Projected three-year job growth associated with closed contracts	NA	NA	12	*	↑	NA	19
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	NA	NA	NA	*	↑	NA	\$47.8
- Private investment leveraged on closed projects (\$000,000)	NA	NA	NA	*	*	NA	\$95.3
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$246.4	\$71.1	\$104.8	*	*	\$50.3	\$22.6

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

Service 2: Manage City assets.

Goal 2a: Maintain physical assets to keep them in a state of good repair and attract businesses.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Capital expenditures on asset management (\$000,000)	NA	NA	NA	*	*	NA	\$7.9
★ Occupancy rate of NYCEDC-managed property (%)	91.7%	91.7%	95.0%	*	95.0%	94.9%	95.3%
Portfolio revenue generated (\$000,000)	NA	NA	NA	*	*	NA	NA
Square footage of assets actively managed by NYCEDC (000)	NA	57,274.0	65,570.3	*	*	NA	NA
Outstanding violations at beginning of the period	NA	NA	NA	*	*	NA	142
Outstanding violations closed during the period	NA	NA	NA	*	*	NA	59

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Active Center for Economic Transformation projects managed	NA	36	55	*	*	NA	76
Innovation Index score (calendar year)	NA	116.7	119.5	*	*	NA	NA
New York City unemployment rate (%)	10.1%	8.9%	9.4%	*	*	9.1%	9.7%

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

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated	4-Month Actual		
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Personnel	404	403	400	430	411	411	389	390
Capital commitments (\$000,000)	\$461.3	\$190.4	\$244.4	\$268.5	\$1,220.1	\$64.7	\$71.1	\$119.2

¹January 2013 Financial Plan "NA" - Not Available in this report
January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- NYCEDC added the following indicators: 'Graffiti sites cleaned,' 'Square feet of graffiti removed (000),' 'Private investment leveraged on closed IDA projects (\$000),' 'Private investment leveraged on closed Build NYC projects,' 'Occupancy rate of NYCEDC-managed property,' 'Portfolio revenue generated (\$000,000),' 'Square footage of assets actively managed by NYCEDC,' 'Outstanding violations at beginning of the period,' 'Outstanding violations closed during the period,' 'Active Center for Economic Transformation projects managed,' and 'Innovation index score.'
- Additionally, NYCEDC replaced metrics that reported on projected job growth and tax revenue in connection with NYCIDA and Build NYC projects with similar indicators; however, projections for the new indicators are based on three years for job growth and net tax revenue. NYCEDC continues to report on capital expenditures but instead of one overall number expenditures are shown by program area.
- NYCEDC removed the following metrics: 'Projected jobs created or retained in connection with the sale/long term lease of City-owned property – Permanent jobs,' and '– Construction jobs.'

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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: July–October

- NYC Business Solutions provides services to small businesses seeking to launch, continue operating, and expand. In the first four months of Fiscal 2013, the number of businesses served was consistent with last year, although the number of first-time customers decreased by 20 percent. The stability in ongoing customers can be attributed to greater engagement with companies in the industrial and transportation sectors and the inclusion of business outreach customers. SBS continues to focus on getting businesses the capital they need to start, operate, or expand. NYC Business Solutions helped business customers obtain 163 financing awards totaling over \$23 million.
- The Energy Cost Savings Program helps eligible businesses reduce energy costs associated with relocation or capital improvements. The number of jobs created or retained by the program increased eight percent over the same period last year, to 632, due to an increase in the number of new tenants. During this period, there was also a 25 percent increase in the estimated cost savings for businesses, to \$96,000.
- Between July and October 2012, 27,717 new jobseekers were registered through the Workforce1 Career Center system, a three percent decrease from the same period a year ago, due to fewer unemployment insurance claimants in New York City. There were 7,035 Workforce1 job placements during the

period, down 42 percent from one year earlier. This reflects the revised SBS practice for counting job placements, in which all counted placements are directly verified by an employer.

- SBS certified 351 new Minority and Women-Owned Business Enterprises (M/WBEs) during the first four months of Fiscal 2013, compared to 255 over the same period last year. The total of certified M/WBEs reached 3,586, an increase of five percent from the same time last year. The number of City contracts awarded to M/WBEs that used SBS services was stable, but the overall number of City contracts awarded to M/WBEs increased 12 percent.

Service 1: Help businesses start, operate and expand in New York City.

Goal 1a: Assure that businesses and entrepreneurs have easy access to a variety of high quality support services.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Unique businesses served by NYC Business Solutions	8,957	10,247	8,696	*	*	3,242	3,297
★ Financing awards to businesses facilitated by NYC Business Solutions	575	710	683	683	690	230	163
★ Unique businesses receiving financing awards facilitated by NYC Business Solutions	514	627	588	588	590	NA	NA
Value of financing awards facilitated by NYC Business Solutions (\$000)	\$29,528	\$39,840	\$71,484	*	*	\$32,453	\$23,206
★ Businesses awarded NYC Business Solutions training funds	42	16	26	26	36	0	6
Projected number of individuals receiving wage gains or new employment as a result of Training Funds awards	1,308	270	510	*	*	0	148
★ 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

Goal 1b: Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Value of Energy Cost Savings Program savings for businesses (\$000)	\$967	\$433	\$597	*	*	\$77	\$96
Jobs created or retained by Energy Cost Savings Program	4,656	1,083	2,521	*	*	584	632
Value of Lower Manhattan Energy Program savings for commercial tenants (\$000)	\$31,938	\$24,915	\$25,032	*	*	\$12,155	\$10,543
Commercial tenants active in Lower Manhattan Energy Program	1,458	1,403	1,403	*	*	1,403	1,403

Service 2: Match businesses in need of workers with qualified applicants.

Goal 2a: Assure that businesses have timely access to qualified job applicants.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Workforce1 systemwide job placements	29,456	32,854	30,900	30,900	25,000	12,118	7,035
New jobseekers registered through the Workforce1 Career Center system	97,755	80,083	73,518	*	*	28,564	27,717
Walk-in traffic at Workforce1 Centers	319,736	252,068	312,009	*	*	103,098	78,990

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ City blocks receiving supplemental sanitation services through BIDs	1,262	1,262	1,468	1,468	1,480	1,373	1,468
★ Average acceptably clean BID sidewalk ratings (%)	99.1%	99.0%	99.0%	99.0%	99.0%	98.8%	98.1%
Value of AvenueNYC local development corporations funding (\$000,000)	\$2.21	\$1.80	\$1.74	*	*	NA	NA
Newly certified businesses in Locally-Based Enterprise Program	14	15	26	*	*	9	12

Service 4: Help minority and women-owned businesses identify and compete for City contracts.

Goal 4a: Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Minority and Women-owned Business Enterprises certified	2,791	3,244	3,526	3,526	3,879	3,422	3,586
★ Minority and Women-owned Business Enterprises awarded City contracts	485	529	633	633	665	NA	NA
★ - M/WBEs awarded contracts after receiving direct assistance	356	378	439	439	461	NA	NA
★ Annual M/WBE recertification rate	70.2%	49.4%	62.5%	62.5%	65.0%	NA	NA
Newly certified businesses in M/WBE Program	636	549	1,022	*	*	255	351

Goal 4b: Increase the number and value of City contracts awarded to Minority and Women-owned Business Enterprises (M/WBEs).

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ City contracts awarded to Minority and Women-owned Business Enterprises	6,173	6,564	8,496	8,496	8,921	2,247	2,523
★ - Contracts awarded to M/WBEs after receiving direct assistance	4,707	4,856	5,391	5,391	5,661	1,567	1,561

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	100%	100%
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	100%	100%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$159.6	\$148.7	\$137.6	\$146.0	\$145.3	\$105.1	\$68.9	\$78.6
Revenues (\$000,000)	\$29.5	\$53.2	\$72.8	\$71.3	130.1	51.7	\$0.1	\$0.3
Personnel	306	238	242	245	245	237	229	235
Overtime paid (\$000)	\$36	\$30	\$36	\$15	\$15	\$15	\$16	\$10
Human services contract budget (\$000,000)	\$50.2	\$36.0	24.4	\$31.5	\$35.5	\$31.9	\$5.9	\$4.6
¹ January 2013 Financial Plan *NA* - Not Available in this report ² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.								

Noteworthy Changes, Additions or Deletions

- The indicator 'New businesses served by NYC Business Solutions' was removed. The indicators 'Projected number of individuals receiving wage gains or new employment as a result of Training Fund awards' and 'Walk-in traffic at Workforce1 Centers' were added.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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: July–October

- DCA processed all consumer complaints within 50 days, comparable to last year, while the median complaint processing time rose to 19 days. Complaints resolved to the satisfaction of the business and the consumer held steady at 55 percent.
- DCA continued to provide businesses with timely decisions on hearings. During the first four months of Fiscal 2013, the Department issued 97 percent of its decisions within 30 days of a hearing. In fact, the majority of cases were resolved considerably sooner, with a median time to issue a decision of only 9 days after a hearing. When cases are decided, DCA is able to ensure compliance with most penalties. In the first period of the fiscal year, 86 percent of fines assessed were collected within 45 days, up six percentage points from the same period last year.
- DCA also continued to make licensing easy for businesses, maintaining low application processing times of only 3 days and reducing the amount of time a customer waited in the Licensing Center to an average of only 6 minutes. Concurrent with these efforts, the Department is implementing a new Enterprise Licensing System which will expand online services for businesses. Businesses will be able to monitor the status of applications and adjudicatory cases as well as to upload documents and update contact information, reducing the need to come to the Licensing Center. The system is scheduled to go live in the first quarter of Fiscal 2014.
- DCA's Financial Empowerment Centers began operating with public funds this year. DCA contracted with five community organizations and expanded the previously privately-funded program to more than 20 Centers throughout the five boroughs. Since the inception of the program in 2009, the Centers' financial counselors have helped over 18,500 New Yorkers reduce their debt by more than \$9 million.

Service 1: Protect consumers in the marketplace.

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Total docketed complaints	4,704	4,580	4,610	*	*	1,675	1,418
Resolved consumer complaints	4,856	4,697	4,622	*	*	1,615	1,387
Complaints processed - Within 0-20 days (%)	48%	64%	60%	40%	40%	69%	55%
- Within 21-50 days (%)	46%	32%	40%	50%	50%	31%	45%
- Within 51-90 days (%)	4%	3%	0%	5%	5%	0%	0%
★ Median complaint processing time (days)	21	15	17	*	22	15	19
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	55%	56%	55%	55%	55%	54%	55%
Restitution awarded (\$000)	\$11,728	\$5,424	\$5,486	\$4,500	\$4,500	\$1,749	\$1,107

Goal 1b: Ensure all businesses comply with NYC’s Consumer Protection Law and related laws.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Licensing Law compliance rate (%)	90%	92%	90%	87%	87%	88%	91%
★ Consumer Protection Law - refund and receipt compliance rate (%)	93%	91%	91%	90%	90%	91%	93%
Weights and Measures Law compliance rate - gasoline pumps (%)	97%	96%	95%	98%	98%	95%	96%
Weights and Measures Law compliance rate - fuel trucks (%)	82%	70%	73%	80%	80%	72%	84%
★ Inspected stores complying with tobacco regulations (%)	87%	90%	91%	86%	86%	87%	93%

Goal 1c: Adjudicate violations in a timely manner and ensure compliance with penalties.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Decisions issued in 30 days or less (%)	83.0%	96.0%	99.0%	*	↑	99.0%	97.0%
Total settlements (\$000)	\$4,625	\$7,336	\$8,707	*	*	\$2,678	\$3,818
★ Number of fines collected within 45 days of assessment (%)	82%	84%	82%	75%	75%	81%	86%

Service 2: Help businesses do right by their customers.

Goal 2a: Ensure that business licensing is easy.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Basic license application - Average processing time (days)	4	3	5	*	5	3	3
License applications received online (%)	17%	23%	23%	*	*	23%	27%
★ Licensing Center wait time (minutes)	14	11	13	15	15	15	6

Goal 2b: Ensure that businesses understand their responsibilities toward consumers.

Performance statistics under development.

Service 3: Educate and empower New Yorkers with low incomes.

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Clients served at Financial Empowerment Centers	5,583	5,546	6,620	*	*	NA	2,663

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	83%	93%	93%	87%	*	93%	91%
Response to 311 Service Requests (SRs)							
Percent meeting time to (first) action – Consumer Complaint - Exchange/Refund/Return (4 days)	99	100	100	98	*	99	98
Percent meeting time to (first) action – Consumer Complaint - False Advertising (4 days)	99	99	99	98	*	99	97
Percent meeting time to (first) action – Consumer Complaint - Non-Delivery Goods/Services (4 days)	99	100	99	98	*	99	97
Percent meeting time to (first) action – Consumer Complaint - Overcharge (4 days)	99	99	98	98	*	98	98
Percent meeting time to (first) action – DCA / DOH New License Application Request - General Street Vendor License (7 days)	51	100	100	98	*	100	100

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$22.3	\$21.8	\$26.3	\$28.3	\$28.9	\$26.9	\$9.0	\$9.7
Revenues (\$000,000)	\$27.4	\$29.8	\$36.4	\$26.3	\$30.3	\$31.3	\$10.0	\$10.4
Personnel	288	286	327	370	381	351	304	322
Overtime paid (\$000,000)	\$0.7	\$0.4	\$0.6	\$0.1	\$0.1	\$0.1	\$0.2	\$0.2

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators: ‘Resolved consumer complaints,’ ‘ Decisions issued in 30 days or less,’ ‘License applications received online (%)’ and ‘Clients served at Financial Empowerment Centers.’
- Additionally, DCA removed the following indicators: ‘Current number of licensed home improvement contractors’ and ‘Current number of legally operating sidewalk cafes.’

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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: July–October

- During the reporting period applications received for open competitive civil service exams decreased 73 percent because there was no large scale exam during the first four months of Fiscal 2013 and the firefighter exam was given during the first four months of Fiscal 2012.
- The median time from exam administration to list establishment increased 19 percent to an average of 523 days primarily due to the practice of publishing lists for at least 60 days prior to establishing them in order to give agencies time to evaluate their use of the lists. In addition, lists for the uniformed titles such as police officer are established as needed at the request of the agencies.
- City employees attending training sessions increased 47 percent at the Citywide Training Center due in part to coastal storm training.

- The average time to complete in-house trade shop work orders decreased 26 percent to 5 days due in part to a decrease in work orders received; however, the percentage of all in-house trade shop work orders completed within 30 days decreased 8 percentage points due to a back-log of open work orders.
- Lease revenue generated decreased 12 percent due primarily to a \$1.56 million rent arrears payment in the prior fiscal year.
- Revenue from the sale of surplus goods decreased 13 percent because no heavy equipment was released for sale by the agencies during the first four months of Fiscal 2013. However, revenue generated from auto auctions increased 73 percent during the reporting period.
- The average number of bidders per solicitation increased 9 percent during the reporting period. DCAS expects participation to continue to increase as the Department conducts outreach regarding new online solicitation procedures that are part of the citywide initiative to streamline procurement procedures.

Service 1: Help City agencies fulfill their workforce needs.

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Applications received for open competitive civil service exams	111,316	80,400	112,906	*	*	81,396	21,884

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ New hires - White (%)	NA	NA	NA	*	*	NA	NA
★ New hires - Black (%)	NA	NA	NA	*	↑	NA	NA
★ New hires - Hispanic (%)	NA	NA	NA	*	↑	NA	NA
★ New hires - Asian/Pacific Islander (%)	NA	NA	NA	*	↑	NA	NA
★ New hires - Native American (%)	NA	NA	NA	*	↑	NA	NA
New hires - Unspecified (%)	NA	NA	NA	*	*	NA	NA
★ New hires - Male (%)	NA	NA	NA	*	*	NA	NA
★ New hires - Female (%)	NA	NA	NA	*	↑	NA	NA

Goal 1c: Ensure timely administration of civil service exams.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Exams administered on schedule (%)	100%	100%	100%	100%	100%	100%	100%
★ Median time from exam administration to list establishment (days)	295	326	489	*	500	438	523

Goal 1d: Provide a wide range of training opportunities.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average rating for professional development training sessions (%)	NA	90%	88%	*	88%	88%	89%
★ City employees attending training sessions	17,420	13,207	15,177	*	15,000	2,886	4,246

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average building cleanliness and condition rating for DCAS-managed office buildings (%)	77%	67%	73%	*	70%	NA	NA
CORE customer experience rating of facilities (0-100)	92	86	78	78	78	NA	NA

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average time to complete in-house trade shop work orders (days)	6.4	8.2	7.6	*	5.0	6.8	5.0
★ In-house trade shops work orders completed within 30 days (%)	87%	80%	75%	80%	80%	73%	65%

Goal 2c: Consolidate and reduce City office space.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average square feet of office space per employee	NA	268	280	*	280	NA	NA
Vacant desks (%)	NA	14%	15%	*	*	NA	NA

Service 3: Manage the City's surplus real and personal property.

Goal 3a: Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Lease revenue generated (\$000)	\$63,339	\$65,553	\$66,900	\$69,068	\$65,755	\$17,213	\$15,175
★ Revenue generated from the sale of surplus goods (\$000)	\$12,576	\$13,312	\$9,315	\$8,685	\$6,211	\$4,466	\$3,873
★ - Revenue generated from auto auctions (\$000)	\$9,307	\$7,560	\$4,997	*	\$4,010	\$1,928	\$3,337
Real estate auction bids received (\$000)	NA	NA	\$5,600	*	*	NA	NA

Service 4: Procure goods and select services for City agencies.

Goal 4a: Maximize competition in the procurement process.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average number of bidders per bid	4.9	4.6	3.2	*	3.4	2.8	3.1
Average time to process a purchase order (days)	2.9	1.4	1.1	*	*	0.8	1.2

Goal 4b: Use citywide buying power to achieve best value for goods and services purchased.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Value of goods purchased (\$000,000)	\$847.7	\$1,020.0	\$886.4	*	*	\$327.4	\$281.4
- Value of Central Storehouse inventory (\$000)	\$25,100	\$26,300	\$25,200	*	*	\$11,300	\$9,300

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Estimated annual cost savings from energy conservation projects (\$000,000)	\$1.83	\$0.87	\$1.31	\$2.04	\$2.04	NA	NA
Total energy purchased (British Thermal Units) (trillions)	28.0	29.2	24.3	*	*	NA	NA
- Electricity purchased (kilowatt hours) (billions)	4.3	4.3	4.2	*	*	NA	NA

Goal 5b: Reduce the City’s energy-related carbon footprint.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Estimated reduction in greenhouse gas emissions due to energy conservation projects (metric tons)	6,884	2,583	3,325	7,500	5,382	NA	NA
Energy conservation projects completed	31	14	39	60	60	NA	NA
Energy audits completed	14	50	80	90	90	NA	NA

Service 6: Manage the City’s fleet and fuel resources.

Goal 6a: Reduce fuel use and emissions.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	24%	27%	28%	*	22%	28%	21%
Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)	92%	93%	98%	*	*	NA	NA

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Fleet in-service rate citywide (%)	NA	NA	NA	*	90%	NA	91%
Fleet downtime (DCAS-managed fleet only) (%)	0.6%	0.5%	2.5%	*	*	1.6%	2.2%

Agency-wide Management

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Average cost of cleaning per square foot (\$)	\$3.0	\$2.9	\$2.8	*	*	NA	NA
Average cost of training per employee (\$)	\$179	\$195	\$253	*	*	NA	NA

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	92%	87%	79%	79%	*	66%	87%
Letters responded to in 14 days (%)	67%	61%	47%	47%	*	30%	77%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$1,053.6	\$1,117.6	\$1,091.2	\$1,194.2	\$1,241.5	\$1,199.2	\$940.3	\$932.1
Revenues (\$000,000)	\$186.9	\$96.3	\$121.0	\$83.6	\$98.6	\$93.7	\$37.4	\$28.4
Personnel	2,256	2,128	2,155	2,321	2,216	2,218	2,125	2,061
Overtime paid (\$000,000)	\$14.4	\$12.9	\$14.3	\$3.4	\$3.3	\$3.1	\$4.4	\$4.2
Capital commitments (\$000,000)	\$93.8	\$117.0	\$154.4	\$464.2	\$696.1	\$204.5	\$51.3	\$29.2
Work Experience Program (WEP) participants assigned	1,246	1,278	960	*	*	*	1,044	1,145

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- DCAS added the following indicators: 'New hires - White (%)', 'Black (%)', 'Hispanic (%)', 'Asian (%)', 'Native American (%)', 'Unspecified (%)', 'Male (%)', 'Female (%)', 'City employees attending training sessions', 'Revenue generated from auto auctions (\$000)', 'Value of central storehouse inventory (\$000)', 'Value of goods purchased (\$000,000)', 'Energy conservation projects completed', 'Energy audits completed', and 'Fleet in-service rate citywide (%)'.
- DCAS removed the following indicators: 'High-priority New York City Automated Personnel System (NYCAPS) work tickets resolved (%)', 'Construction projects completed early or on time (%)', and 'Design projects completed early or on time (%)'.
- DCAS revised Fiscal 2012 and 2011 values for 'Lease revenue generated (\$000)', 'Revenue generated from the sale of surplus goods (\$000)', and 'Revenue generated from auto auctions (\$000)' to reflect updated data.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 fifty 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: July–October

- In a milestone achievement towards fulfilling the agency mission of increasing access to public records, in May 2012 the Department made available on-line over 870,000 historical photographs. As a result, the agency had 46 percent more requests for copies of historical photographs in the first four months of Fiscal 2013 than in same period of Fiscal 2012. This increased demand for reproductions increased the response time for providing them. Although the response time to historical photo requests in the first four months of Fiscal 2013 (18.5 days) is not strictly comparable to the first four months of Fiscal 2012 (12.8 days), given the greater volume of images made available to the public in late Fiscal 2012, the agency has addressed the increase by hiring an additional photographer. This new hire began in September 2012, and performance has already begun to improve, decreasing from 20.8 days at the end of September to 18.5 at the end of October 2012.
- The average time for response to vital record requests also increased during the first four months of Fiscal 2013, to 10.9 days, from 7.0 days during the same period of Fiscal 2012. The availability of additional part-time staff assigned to reproduce vital records had significantly reduced this response time in the first four months of Fiscal 2012. Reassignment of personnel during the remainder of Fiscal 2013 will reduce the response time.
- The Department continued to retrieve records from the off-site facilities upon owner-agency request well within the two-day target. The performance during the first four months of Fiscal 2013 (1.2 days) was consistent with the performance during the same period of Fiscal 2012 (1.2 days).
- In accordance with the agency objective to dispose of records according to their approved retention schedules, the quantity of records disposed during the first four months of Fiscal 2013 (4,135 cubic feet) increased 245 percent from the same period of Fiscal 2012 (1,200 cubic feet).

Service 1: Provide the public and City agencies with access to public records and publications.

Goal 1a: Increase the volume and availability of public records and publications.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Records preserved and digitized	286,665	277,675	241,515	260,000	260,000	57,621	43,780
Number of library items available	331,560	338,296	345,151	*	*	340,941	347,636
Publications and reports acquired	8,708	7,306	7,382	*	*	2,854	2,581
Records accessioned in Municipal Archives (cubic ft.)	7,161	7,422	5,206	*	*	82	0
Walk-in and program attendees at the Visitor Center	NA	NA	NA	*	*	NA	387

Goal 1b: Promptly respond to requests for information.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Vital record requests responded to within 12 business days (%)	85%	83%	76%	80%	80%	88%	62%
★ Average response time to vital record requests (days)	7.9	7.9	8.8	*	10.0	7.0	10.9
★ Average response time to historical photo requests (days)	11.5	8.1	14.0	*	15.0	12.8	18.5
Information requests received	55,545	60,208	61,735	*	*	19,999	20,109

Service 2: Provide City agencies, the courts, and district attorneys with record storage, retrieval, and retention scheduling services.

Goal 2a: Retrieve records promptly from off-site facilities upon record owner's request.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average response time to agency requests for inactive records (days)	1.2	1.5	1.3	*	2.0	1.2	1.2
Requests for stored records processed within 48 hours (%)	93.0%	87.0%	95.0%	*	*	98.0%	93.0%

Goal 2b: Promptly transfer eligible agency records to off-site storage.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Warehouse capacity available for new accessions (%)	6%	6%	10%	*	*	12%	8%
Records transferred into Municipal Records Center (cubic ft.)	22,585	18,721	63,426	*	*	6,932	7,468

Goal 2c: Dispose of all records according to their scheduled retention period.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.8	3.5	1.1	*	2.0	NA	NA
★ Average time for Law Department to approve records disposal application (months)	3.7	4.6	1.6	*	3.0	NA	NA
Records disposed from Municipal Records Center (cubic ft.)	10,057	56,724	2,474	*	*	1,200	4,135

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	100%	100%
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	100%	78%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$5.2	\$5.2	\$5.2	\$5.4	\$5.7	\$5.1	\$2.2	\$2.4
Revenues (\$000,000)	\$0.8	\$0.8	\$0.8	\$0.9	\$0.9	\$1.0	\$0.3	\$0.3
Personnel	47	45	51	46	51	42	43	48
Overtime paid (\$000)	\$17	\$0	\$0	\$0	\$0	\$0	\$3	\$0

¹January 2013 Financial Plan
²Expenditures include all funds.

NA - Not Available in this report
January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The indicator 'Walk-in and program attendees at the Visitor Center' has been added to track the number of patrons who visit the agency's newly opened Visitor Center and Media Room at 31 Chambers Street in Manhattan.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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 (DOF) collects City revenues; enforces compliance with City tax laws; values all real property in the City; maintains accurate property records; provides an independent forum for the public to contest summonses issued for parking violations; and, through the Sheriff's Office, serves as the chief civil law enforcement body for New York City. The Mayor's Office of Pensions and Investments, located at the Department of Finance, represents the Mayor at the City's five pension systems. In addition to monitoring the eligibility of disability pensioners, it advises on the operational efficiency of the pension funds, with a focus on improving returns and optimizing risk.

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 and collect 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: July–October

- The percent of audits closed within a year rose by nearly 5 percentage points to 39.1 percent. On average, the Department collected between \$84,000 and \$106,000 more in taxes over what was originally filed, for an average increase in tax liability of more than 13 percent per closed audit. Introduction of a modeling committee improved the audit selection and management process by strategically identifying cases for audits.
- The Department conducted a total of 377,507 parking ticket hearings from July – October 2012 compared to 418,215 during the July to October 2011 four-month period. The number of in-person hearings continue to trend downward in favor of hearings by mail and web. In addition, the number of in-person hearings reflects a significant decrease because Hurricane Sandy, which struck on October 29, 2012, prevented many people from traveling to business centers to participate in an in-person hearing, and the Manhattan Business Center was closed due to the Hurricane. Average turnaround times for in-person hearings held steady at 19 minutes, were two days faster for online hearings and at three days, more than 90 percent better for hearings-by-mail. Beginning in the latter part of Fiscal 2012, additional Administrative Law Judges were hired, leading to the improvements in turnaround time.
- In spring 2011 the Department implemented technological enhancements which opened online parking ticket hearings to drivers who wanted to submit supporting evidence such as photos and other documents. As a result, the percent of drivers contesting tickets online has been growing and, largely due to this change, the percent of electronic payments has increased, a trend that the Department expects will continue. During the July to October 2012 period, almost one-third of payments to the Department were made over the Internet compared to 18.1 percent a year ago.

Service 1: Bill and collect property and other taxes.

Goal 1a: Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ City debt resolved (%)	42.0%	39.6%	39.2%	*	39.0%	18.0%	18.5%
★ Property taxes billed that are paid (%)	98.1%	97.0%	97.3%	*	97.0%	NA	NA
- Paid on time (%)	95.0%	95.0%	94.4%	*	*	94.2%	94.9%
Average turnaround time for audits (days)	598	612	684	*	*	655	611
Increase in tax liability as a result of audits (%)	18.6%	26.9%	10.5%	*	*	12.0%	13.0%
Originally noticed properties sold in lien sale (%)	19%	20%	19%	*	*	NA	NA
Total revenue collected (\$000)	NA	\$27,013,547	\$28,114,706	*	*	NA	NA

Goal 1b: Promptly review applications for Senior Citizen Rent Increase Exemptions.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	NA	NA	NA	*	*	NA	2,382
SCRIE - Renewal applications received	NA	NA	NA	*	*	NA	8,059
★ Average time to process initial applications (days)	NA	NA	NA	*	↓	NA	35.8
★ Average time to process renewal applications (days)	NA	NA	NA	*	↓	NA	22.9

Goal 1c: Promptly review requests for refunds.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average time to issue a property tax refund (days)	19	22	26	20	20	20	20
★ Average time to issue a business tax refund (days)	39	39	32	45	32	31	29

Goal 1d: Increase the percentage of payments made online.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Payment method (%) - Electronic (ACH/EFT)	16.7%	16.5%	20.8%	*	35.0%	18.1%	31.8%

Service 2: Bill and collect parking tickets.

Goal 2a: Increase the proportion of parking tickets that are collected.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Tickets paid before enforcement action (%)	NA	NA	NA	*	*	NA	48.0%
★ Parking tickets issued that are paid within 90 days (%)	61.1%	63.3%	65.1%	*	65.0%	64.5%	62.6%
★ Parking summons revenue (\$000)	NA	\$569,500	\$568,472	*	*	NA	NA

★ 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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Parking ticket hearings - Total	NA	1,169,864	1,235,067	*	*	418,215	377,507
★ Average turnaround time for in-person parking ticket hearings (minutes)	25	23	18	40	40	19	19
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	NA	7.0	6.5	*	10.0	4.5	2.5
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	NA	27.3	23.2	*	15.0	31.5	3.0
Parking ticket appeals granted a reversal (%)	15.1%	15.6%	12.2%	*	*	10.6%	9.4%
Average time to issue decision for parking ticket appeals (days)	11.0	11.0	11.0	15.0	15.0	11.0	11.0

Service 3: Provide public access to data.

Goal 3a: Increase the percentage of property tax documents that are available online.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Current property tax documents available online (%)	NA	100%	100%	*	100%	NA	NA

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	92%	78%	75%	75%	*	71%	93%
Letters responded to in 14 days (%)	97%	77%	61%	61%	*	66%	93%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$230.9	\$219.7	\$221.3	\$223.5	\$231.7	\$224.6	\$85.3	\$90.5
Revenues (\$000,000)	\$709.6	\$679.2	\$693.6	\$702.8	\$654.2	\$672.2	\$219.9	\$225.1
Personnel	1,930	1,756	1,814	2,038	1,963	1,963	1,785	1,797
Overtime paid (\$000,000)	\$0.3	\$0.4	\$0.6	\$0.7	\$0.6	\$0.6	\$0.1	\$0.2

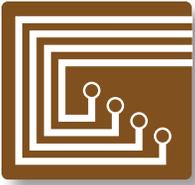
¹January 2013 Financial Plan ²Expenditures include all funds. *NA" - Not Available in this report
 January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department added the following metrics: 'Total tax revenue collected,' 'Tickets paid before enforcement action (%)', 'Parking summons revenue (\$000),' 'Parking ticket hearings - Total,' 'Current property tax documents available online (%)', as well as indicators that report on the number of initial and renewal applications for Senior Citizen Rent Increase Exemption (SCRIE) benefits and the average time to process each application type.
- The Department also removed the following indicators: 'Parking summonses paid online (%)', 'Average time to issue refunds for parking tickets, appeals and towing charges (days),' 'Percent of tax conciliation cases decided within 6 months (%)', 'Property assessments reduced by the Tax Commission (%)', and the two metrics that reported on the average time to respond to email and hard mail correspondence.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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: July–October

- During the first four months of Fiscal 2013 DoITT continued to provide City agencies with sustained, high-performing delivery of key IT systems, maintaining a combined 99.56 percent uptime for mainframe, UNIX, and Wintel. The City's wireless network, NYCWiN, the Citywide Radio Network and the 800 MHz network had a combined uptime of 100 percent.
- Mainframe peak utilization decreased 10 percentage points on average during the reporting period due to a 29 percent increase in the total mainframe capacity, allowing for additional workloads to be processed.
- [NYC.gov](http://nyc.gov) saw a slight increase in uptime to 100 percent for the reporting period.
- The number of unique visitors to NYC.gov increased 53 percent, with heavy access during October 2012 related to Hurricane Sandy. In the three-day span of October 29–October 31, 2012 NYC.gov received 2.3 million visits and 4.8 million page views with no degradation in service. However, during the reporting period the number of page views recorded decreased by 52 percent as a result of a web-caching service employed to handle spikes in activity such as those experienced during Hurricanes Irene and Sandy. Later in Fiscal 2013 DoITT will use a new web data collection method that will allow for the measurement of all page view activity.

- The number of public data sets available on the [NYC Open Data](#) portal increased slightly during the reporting period. DoITT expects further gains during the remainder of Fiscal 2013 as agencies add new data sets to the portal in compliance with the City's open data legislation. The launch of a fourth NYC BigApps competition later in Fiscal 2013 is also likely to contribute to these efforts.
- Calls and emails to the Citywide Service Desk more than doubled and incident ticketing increased 76 percent during the reporting period due to the migration of three additional agency data centers and two agencies' email systems into DoITT's IT infrastructure during the reporting period. With this substantial uptick in requests came an increase of 52 percent, to 2.2 days, in the average time to resolve all service incidents.
- Citywide Service Desk requests for new or updated services increased 50 percent during the reporting period, with a portion of these requests generated from the impacts of Hurricane Sandy. The average time to resolve these incidents increased from 2.4 days to 3.9 days, consistent with the increase in the number of requests.
- Telecommunications incidents decreased 21 percent due to DoITT's upgrade of 10,000 phones to voice over Internet protocol (VoIP), the City's unified communication platform. Even with these significant strides, the average time to resolve telecommunications incidents increased by less than half a day due in part to Hurricane Sandy-related incidents.
- During the reporting period a 15 percentage point decrease in payphone operability occurred as a result of inspectors concentrating on re-inspecting phones previously reported for no dial tone (non-operable).

Service 1: Deliver City IT services including hardware, software and technical support.

Goal 1a: Provide quality service delivery and performance monitoring for DoITT-managed systems.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average uptime of key systems (mainframe, UNIX, Wintel) (%)	99.99%	99.96%	99.95%	99.99%	99.99%	99.89%	99.56%
Average mainframe peak utilization (%)	NA	67.94%	63.81%	*	*	64.31%	54.78%
Uptime of NYC.gov (%)	99.99%	99.88%	99.78%	99.99%	99.99%	99.67%	100.00%
Uptime of NYCWIN (%)	99.99%	99.97%	99.99%	99.99%	99.99%	99.98%	99.99%
Uptime of 800 MHz network (%)	99.99%	99.99%	99.98%	99.99%	99.99%	99.99%	100.00%
Uptime of Citywide Radio Network (%)	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%	100.00%

Goal 1b: Resolve all Citywide Service Desk requests and incident tickets within targeted levels.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Service incidents	145,208	144,633	207,980	*	*	63,327	111,208
★ Average time to resolve all service incidents (days)	2.2	1.4	1.5	4.2	4.2	1.4	2.2
- Urgent priority (days)	4.0	0.8	0.3	0.1	0.1	0.4	1.0
- High priority (days)	0.9	0.8	0.6	0.2	0.2	0.7	1.6
- Medium priority (days)	1.3	1.2	1.6	3.0	3.0	1.3	2.0
- Low priority (days)	3.5	1.8	1.7	6.0	6.0	1.7	2.4

Goal 1c: Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Projects delivered on time (%)	NA	NA	NA	*	↑	NA	NA
Service catalog requests	NA	187	170	*	*	56	68
Service catalog requests handled as business as usual (%)	NA	NA	NA	*	*	NA	NA
Service catalog requests that receive solutions review (%)	NA	NA	NA	*	*	NA	NA

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

Goal 1d: Ensure effective management of the City's telecommunications service.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Uptime of telecommunications network (voice over Internet protocol) (%)	NA	NA	NA	*	↑	NA	NA
Service incidents - Telecommunications repair	7,072	6,096	7,194	*	*	2,432	1,926
Average time to resolve telecommunications incidents (days)	5.9	4.1	4.5	*	*	4.7	5.1

Service 2: Support sharing and management of citywide data and information.

Goal 2a: Increase the public's use of City government information through NYC.gov.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ NYC.gov page views (000)	296,939.8	590,598.9	635,709.8	*	635,709.8	243,249.1	115,795.5
NYC.gov unique visitors (average monthly) (000)	1,923.1	2,350.8	2,780.7	*	*	2,540.2	3,887.7

Goal 2b: Increase the number of publicly available data sets.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Data sets available for download on NYC.gov/OpenData	194	361	778	*	859	776	781

Service 3: Regulate franchised cable services.

Goal 3a: Ensure customer complaints are resolved in a timely manner.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Cable complaints resolved within 30 days (%)	98.7%	98.7%	99.2%	*	98.0%	98.9%	99.2%
Average time to resolve all cable complaints (days)	13	12	12	*	*	11	12

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Inspected phones deemed operable (%)	81%	77%	75%	83%	83%	75%	60%
Inspected phones passing scorecard appearance standards (%)	95%	97%	98%	95%	95%	95%	99%
Pay phone inspections conducted	8,521	8,435	8,614	*	*	2,747	2,956
Pay phone violations upheld (%)	71%	71%	52%	*	*	53%	55%

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

Agency-wide Management

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Citywide IT professional services contracts in use by agencies (%)	NA	NA	NA	*	*	NA	NA
Agencies' task orders using citywide IT professional services contracts	NA	NA	NA	*	*	NA	NA

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	86%	85%	94%	94%	94%	94%	90%
Letters responded to in 14 days (%)	86%	92%	95%	95%	95%	94%	99%
Response to 311 Service Requests (SRs)							
Percent meeting time to action (close) – Cable Complaint - Billing (30 days)	96	93	100	100	*	100	98
Percent meeting time to action (close) – Cable Complaint - Miscellaneous (30 days)	96	98	100	100	*	100	100
Percent meeting time to action (close) – Cable Complaint - Service (15 days)	93	99	98	98	*	98	99
Percent meeting time to (first) action – Public Payphone Complaint - Damaged Telephone (30 days)	75	58	59	59	*	66	52
Percent meeting time to (first) action – Public Payphone Complaint - Lost Coin (44 days)	87	73	88	88	*	98	70

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$368.8	\$415.4	\$452.5	\$446.8	\$461.9	\$415.2	\$233.2	\$287.1
Revenues (\$000,000)	\$146.2	\$160.6	\$166.4	\$159.1	\$167.8	\$168.9	\$53.0	\$41.7
Personnel	1,177	1,157	1,107	1,211	1,226	1,103	1,127	1,096
Overtime paid (\$000,000)	\$0.5	\$0.7	\$0.8	\$0.6	\$0.5	\$0.5	\$0.3	\$0.3

¹January 2013 Financial Plan
²Expenditures include all funds.

"NA" - Not Available in this report
January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The Department added the following indicators: 'projects delivered on time (%)' and 'uptime of telecommunications network (voice over Internet protocol) (%).'
- The Department removed the following indicators: 'service desk contacts - via web,' 'service desk contacts - DoITT-filed,' and 'service desk contacts - automated' because the contacts were already covered under 'calls to service desk' and 'emails to service desk.'
- The Department replaced the indicators 'service catalog requests for IT Infrastructure' and 'service catalog requests for IT programs and applications,' with 'service catalog requests handled as business as usual (%)' and 'service catalog requests that receive solutions review (%)', and it replaced 'IT contracts,' 'open IT procurements,' and 'average time to process an enterprise contracts (days),' with 'citywide IT professional services contracts in use by agencies (%)' and 'agencies' task orders using citywide IT professional services contracts.'
- The Department re-named the following indicators: 'capacity utilization of key systems (mainframe)' to 'average mainframe peak utilization (%)'; 'service desk contacts - via telephone' to 'calls to Citywide Service Desk;' 'service desk contacts – via email' to 'emails to Citywide Service Desk;' 'planned IT infrastructure changes' to 'IT Infrastructure changes;' 'unplanned IT infrastructure changes (%)' to 'emergency IT infrastructure changes (%)', 'service catalog requests submitted by City agencies' to 'service catalog requests submitted' and 'pay phone violations upheld in court (%)' to 'pay phone violations upheld (%)'.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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, 7 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: July–October

- The 311 Customer Service Center received more than 7.6 million inquiries during the first four months of Fiscal 2013. More than 6.3 million contacts were made via telephone, 1.2 million were made via 311 Online and almost 100,000 were made via text.
- During the first four months of Fiscal 2013 average wait time decreased to 37 seconds and 82 percent of all calls were answered in 30 seconds or less.
- During the reporting period 311 expanded its online capabilities and services, including frequently asked questions (FAQ) based on actual questions from 311 customers.
- In October 2012, 311 was recognized by the City's Social Media Advisory and Research Taskforce (SMART) at NYC Engage for "Best Digital Engagement with Users" and "Best Mobile App."
- During the reporting period a customer satisfaction survey, conducted by CFI Group Inc., assessed the experiences of 793 callers. As part of the survey, CFI compared the City's 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.

Service 1: Provide public access to City government.

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★311 calls (000)	18,642.6	21,730.0	18,957.5	*	*	6,928.8	6,370.6
★311 Online site visits (000)	740.5	1,328.8	2,117.1	*	4,300.0	753.5	1,203.0
Calls handled in languages other than English (%)	3.4%	2.7%	2.2%	*	*	2.2%	2.4%
★Average wait time (tier 1 calls) (minutes:seconds)	0:22	0:31	0:45	0:30	0:30	1:28	0:37
★Calls answered in 30 seconds (%)	82%	78%	71%	80%	80%	51%	82%
Complaints about 311 per million calls	29.2	24.9	30.0	*	*	34.0	27.0

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	NA	100%	100%	100%	*	100%	100%
Letters responded to in 14 days (%)	96%	96%	100%	100%	*	100%	100%
Calls answered in 30 seconds (%)	82%	78%	71%	80%	80%	51%	82%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$46.5	\$45.0	\$42.1	\$40.2	\$39.6	\$40.3	\$18.4	\$15.9
Personnel	397	347	280	337	331	331	307	290
Overtime paid (\$000,000)	\$0.2	\$0.3	\$0.3	\$0.4	\$0.2	\$0.2	\$0.1	\$0.1

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.
 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 additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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: July–October

- Fewer medallion taxis failed initial safety and emissions testing, with failure rates declining from 35 percent to 31.8 percent during the first four months of Fiscal 2013. Failure rates were as high as 42 percent at the end of Fiscal 2010 but have gradually declined due to an October 2010 policy change which required a \$35 fee for each reinspection. This policy initiative has been a successful incentive for drivers to make sure that their vehicles are in compliance with New York State Department of Motor Vehicles safety and emissions standards and TLC vehicle standards.
- The overall number of summonses issued for illegal street hails and unlicensed activity held steady at approximately 6,400. However, compared to the same four months a year ago, a significantly greater proportion of these summonses were issued to unlicensed operators, reflecting a shift in enforcement priorities. This resulted in the seizure of almost four times as many vehicles, 1,998 compared to 518 a year ago.
- The TLC continued to test medallion drivers' compliance with service rules requiring drivers to provide service to passengers regardless of their destination, ethnicity, or disability. Of the more than 700 drivers tested by undercover enforcement staff, nearly 83 percent were found to be in compliance. During the same four months last year, compliance was 70.3 percent based on tests of 204 drivers.
- The average time to conduct a safety and emissions inspection of a medallion taxi improved by almost a half hour to 50 minutes. The decrease is primarily due to an increase in safety and emissions inspector staffing levels and an expanded inspection schedule, from four days to five.
- The average wait time at TLC's Long Island City licensing facility decreased by 5 minutes to 15 minutes. The faster turnaround time is attributable to an increase in customer service staff.

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.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Medallion safety and emissions inspections conducted	55,744	53,362	51,582	*	*	17,201	16,957
★ Medallion safety and emissions failure rate - Initial inspection (%)	42.1%	38.4%	33.5%	*	35.0%	35.0%	31.8%
- Re-inspection (%)	12.8%	9.7%	9.1%	*	*	9.3%	8.4%
Medallion summonses issued for non-inspection	1,964	1,929	1,815	*	*	641	595
Medallion safety and emissions inspections completed on time (%)	95.5%	94.4%	95.9%	*	*	95.1%	95.3%
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	NA	38,929	37,373	*	*	10,649	11,387
★ FHV safety and emissions failure rate - Initial inspection (%)	NA	49.4%	45.5%	*	45.0%	46.0%	46.9%
- Re-Inspection (%)	NA	17.8%	15.6%	*	*	16.8%	15.9%
FHV safety and emissions inspections completed on time (%)	NA	97.7%	99.9%	*	*	100.0%	99.7%

Goal 1b: Ensure all vehicles operating for-hire follow TLC rules and regulations.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Summonses issued for illegal street hails and unlicensed activity	NA	NA	20,547	*	*	6,395	6,381
Medallion enforcement: Operation Refusal compliance rate (%)	NA	NA	79.5%	*	*	70.3%	82.6%
Medallion patrol summonses issued	8,935	5,192	3,574	*	*	415	2,480
FHV patrol summonses issued	20,481	27,726	41,254	*	*	11,949	13,326
Medallion and FHV vehicles with active insurance (%)	86.8%	89.4%	90.4%	*	*	91.3%	88.9%

Goal 1c: Provide excellent customer service to licensees.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average wait time at Long Island City licensing facility (hours: minutes)	0:20	0:18	0:23	0:25	0:25	0:20	0:15
Medallion driver's licenses issued	27,034	26,949	27,816	*	*	8,740	9,707
FHV driver's licenses issued	32,227	33,010	33,374	*	*	10,332	11,317
Average days to receive a medallion driver's license from initial application	53.4	55.2	50.9	*	*	51.8	48.0
Average days to receive a FHV driver's license from initial application	19.9	16.5	21.5	*	*	16.8	16.0
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	1:12	1:11	1:18	*	1:00	1:16	0:50
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	NA	0:57	1:22	*	1:00	1:08	1:00

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

Goal 1d: Promote excellent customer service for passengers.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average time to close a consumer complaint (calendar days): Medallion	34.1	44.0	38.0	*	35.0	34.0	32.0
Medallion driver complaints received	22,182	20,686	19,161	*	*	6,502	6,662
★ Average time to close a consumer complaint (calendar days): FHV	31.3	44.3	54.4	*	35.0	34.8	32.3
FHV driver complaints received	2,624	2,562	2,761	*	*	879	973

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	33%	42%	78%	50%	*	87%	51%
Letters responded to in 14 days (%)	96%	94%	97%	90%	*	100%	91%
Calls answered in 30 seconds (%)	15%	19%	12%	15%	*	13%	19%
Response to 311 Service Requests (SRs)							
Percent meeting time to (first) action – For Hire Vehicle Complaint (14 days)	98	99	90	90	*	92	71
Percent meeting time to (first) action – Lost Property (7 days)	87	92	94	90	*	94	97
Percent meeting time to (first) action – Miscellaneous Comments (14 days)	36	28	63	50	*	75	44
Percent meeting time to (first) action – Request for Information (14 days)	30	24	76	50	*	82	52
Percent meeting time to (first) action – Taxi Complaint (14 days)	99	99	93	90	*	91	74

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$30.1	\$30.2	\$31.7	\$66.3	\$43.8	\$62.4	\$11.0	\$12.5
Revenues (\$000,000)	\$39.7	\$43.3	\$42.8	\$687.5	\$44.6	\$659.4	\$8.3	\$10.3
Personnel	432	436	461	640	615	640	412	480
Overtime paid (\$000,000)	\$1.1	\$0.7	\$0.8	\$0.7	\$0.7	\$0.7	\$0.2	\$0.2

¹January 2013 Financial Plan
²Expenditures include all funds.

"NA" - Not Available in this report
January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- TLC added several indicators regarding safety and emissions inspections for FHVs, including the number and outcome of inspections, the percent completed on time as well as the average time to conduct an inspection. The Commission also added indicators on complaints, summons activity, and licensing for both medallions and FHVs.
- TLC will no longer report data for the metric ‘Unlicensed for-hire vehicle bases – Padlock proceedings initiated.’

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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

NON-MAYORAL AGENCIES



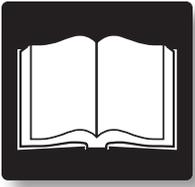
Public Libraries



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.

Brooklyn Public Library

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average weekly scheduled hours	44.3	35.5	43.5	43.5	43.5	43.5	43.6
Libraries open seven days/week (%)	10%	10%	3%	3%	3%	3%	3%
★ Libraries open six days/week (%)	100%	28%	52%	52%	52%	50%	45%
★ Circulation (000)	19,474	20,280	19,579	21,000	19,000	6,626	6,436
Reference queries (000)	3,380	3,401	3,190	3,500	3,500	1,063	1,098
Electronic visits to website (000)	5,337	5,807	4,999	*	*	1,901	2,096
Computers for public use	1,108	1,108	1,111	1,111	1,111	1,111	1,111
Computer sessions (000)	2,369	2,165	2,269	2,300	2,300	774	841
Wireless sessions	102,960	109,481	206,184	220,000	220,000	53,605	132,574
Program sessions	49,398	43,748	43,355	40,425	40,425	13,527	9,509
★ Program attendance	924,700	855,713	832,060	788,000	788,000	245,792	180,606
★ Library card holders (000)	1,306	741	915	900	900	NA	NA
Active library cards (000)	NA	741	684	*	*	705	676
New library card registrations	NA	NA	137,670	*	*	49,231	59,217
★ Total library attendance (000)	12,036	12,341	12,024	14,000	14,000	4,008	5,674

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

New York Public Library - Branch

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average weekly scheduled hours	47.0	46.6	46.6	46.0	46.0	46.6	46.6
Libraries open seven days per week (%)	4%	4%	4%	4%	4%	4%	4%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	24,085	27,908	28,278	25,500	25,500	9,379	8,748
Reference queries (000)	7,503	7,909	8,844	8,800	8,800	3,049	3,499
Electronic visits to website (000)	25,369	31,248	32,307	32,000	32,000	10,081	11,032
Computers for public use	3,627	3,704	4,026	4,000	4,000	3,877	3,981
Computer sessions (000)	3,030	3,037	3,052	3,082	3,082	1,058	1,043
Wireless sessions	1,370,250	1,380,500	1,690,842	1,800,000	1,800,000	642,605	826,131
Program sessions	42,024	43,270	53,157	53,000	53,000	15,172	17,736
★ Program attendance	758,685	864,669	1,058,899	1,057,000	1,057,000	303,307	343,488
★ Library card holders (000)	3,120	2,215	1,985	2,000	2,000	NA	NA
Active library cards (000)	NA	508	580	580	580	570	563
New library card registrations	255,335	252,022	364,848	310,000	310,000	175,520	130,102
★ Total library attendance (000)	15,248	15,063	14,836	14,800	14,800	5,001	5,049

New York Public Library - Research

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average weekly scheduled hours	48.8	46.8	46.8	46.8	46.8	46.8	46.8
Libraries open seven days per week (%)	0%	25%	25%	25%	25%	25%	25%
★ Libraries open six days per week (%)	100%	75%	75%	75%	75%	75%	75%
Reference queries (000)	402	375	348	340	340	107	97
Program sessions	1,041	1,639	1,983	1,900	1,900	592	551
★ Program attendance	67,220	101,533	109,228	109,000	109,000	28,238	30,048
★ Total library attendance (000)	2,363	2,475	3,375	3,300	3,300	1,080	1,215

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

Queens Borough Public Library

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average weekly scheduled hours	42.7	39.3	39.6	38.9	38.9	39.4	40.2
Libraries open seven days per week (%)	2%	3%	3%	3%	3%	3%	3%
★ Libraries open six days per week (%)	76%	38%	32%	32%	32%	32%	32%
★ Circulation (000)	23,064	20,609	18,632	18,632	18,632	6,562	6,070
Reference queries (000)	3,612	3,177	2,929	2,929	2,929	1,015	1,808
Electronic visits to website (000)	4,809	7,030	5,191	5,200	5,200	1,889	2,290
Computers for public use	1,245	1,551	1,706	1,706	1,706	1,554	1,813
Computer sessions (000)	3,426	3,336	3,277	3,300	2,640	1,127	1,111
Wireless sessions	NA	81,480	119,606	130,000	120,000	31,850	46,826
Program sessions	26,592	29,638	37,717	37,800	37,800	11,052	12,136
★ Program attendance	550,355	598,931	712,849	713,000	713,000	244,765	219,065
★ Library card holders (000)	889	902	884	884	884	NA	NA
Active library cards (000)	889	902	884	*	*	899	875
New library card registrations	111,223	98,113	97,761	*	*	38,048	41,180
★ Total library attendance (000)	14,127	12,966	12,681	12,681	12,681	4,384	4,212

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

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$210.5	\$296.6	\$202.9	\$236.5	\$237.3	\$193.2	\$1.2	\$107.7
Personnel	4,382	3,946	3,811	3,707	3,871	2,454	3,774	3,769
Capital commitments (\$000,000)	\$73.7	\$21.2	\$54.6	\$101.6	\$414.7	\$51.4	\$5.0	\$0.0

¹January 2013 Financial Plan
²Expenditures include all funds.

NA - Not Available in this report
 January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- The new indicators 'Active library cards,' 'New library card registrations,' 'Computer sessions' and 'Wireless sessions' have been added.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

For more information on the agency, please visit:

Brooklyn Public library: www.brooklynpubliclibrary.org.

New York Public library: www.nypl.org.

Queens Borough Public library: www.queenslibrary.org.



What We Do

The City University of New York (CUNY) provides higher education to more than 272,000 degree seeking students and over 218,000 adult and continuing education students. CUNY consists of 24 institutions: eleven senior colleges, seven community colleges, the William E. Macaulay Honors 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 1,443 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 2011-2012, CUNY granted an estimated 10,200 graduate and professional degrees, 22,000 baccalaureate degrees, 15,000 associate degrees, 340 certificates and 900 advanced certificates.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
High school students participating in college preparation program (College Now)	28,017	27,122	28,678	*	*	NA	NA
Mean SAT score of enrolled freshmen in baccalaureate programs at senior colleges (excluding comprehensive colleges)	1,084	1,100	1,083	*	*	NA	NA
Baccalaureate degree seeking students admitted who enroll (%)	49.6%	46.1%	47.5%	*	*	NA	NA
Honors college student enrollment	1,352	1,417	1,561	*	*	NA	NA
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in a baccalaureate program at a CUNY college	85.0%	85.9%	86.3%	*	↑	NA	NA
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in an associate program at a CUNY community college	66.7%	68.0%	67.1%	*	↑	NA	NA
★ Six-year graduation rate of full-time, first-time freshmen seeking a baccalaureate degree at a CUNY college	50.6%	51.1%	NA	*	↑	NA	NA
★ Six-year graduation rate of full-time, first-time freshmen seeking an associate degree at a CUNY community college	27.6%	28.4%	NA	*	↑	NA	NA
Students passing the New York State Teacher Certification Examination (%)	98%	97%	97%	*	*	NA	NA
Students passing the National Council Licensure Examination for Registered Nurse (CY 2000-2004)	85.4%	85.5%	81.6%	*	*	NA	NA
Instructional hours delivered by full-time faculty (Fall) - Community colleges (%)	45.6%	44.3%	41.4%	*	*	NA	NA
- Senior colleges (%)	43.3%	41.9%	40.4%	*	*	NA	NA
★ Enrollment of first-time freshmen in CUNY community colleges	17,220	17,512	19,362	*	↑	NA	NA
★ Students transferring to a CUNY baccalaureate program within two years of leaving a CUNY associate program	6,754	7,311	8,144	*	↑	NA	NA

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

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$764.7	\$777.1	\$791.3	\$844.8	\$865.2	\$818.1	\$269.6	\$281.0
Revenues (\$000,000)	\$276.8	\$277.7	\$313.9	\$328.4	\$328.4	\$328.4	\$47.6	\$0.0
Personnel	7,775	7,653	7,849	7,666	7,666	7,666	8,713	9,189
Overtime paid (\$000,000)	\$5.1	\$4.5	\$5.6	\$1.5	\$5.1	\$1.5	\$1.3	\$1.9
Work Experience Program (WEP) participants assigned	417	640	719	*	*	*	786	731

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

None

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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



BOARD OF ELECTIONS

Dawn Sandow, 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: July–October

No information reported

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$95.7	\$102.9	\$109.8	\$84.7	\$114.7	\$72.6	\$50.2	\$51.0
Revenues (\$000)	\$114	\$55	\$46	\$116	\$116	\$116	\$7	\$25
Personnel	472	488	768	1,010	1,196	1,042	701	900
Overtime paid (\$000,000)	\$5.3	\$6.7	\$5.8	\$1.3	\$1.3	\$1.3	\$2.1	\$3.6

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

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



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 and over 1,000 playgrounds. DPR facilities range from community and recreation centers to golf courses and swimming pools throughout the five boroughs. The Department is also responsible for approximately 650,000 street trees and two million park trees.

2

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: Ensure an overall safe 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.

3

How We Performed: July–October

- Overall condition ratings of parks increased by 2 percentage points to 83 percent, while cleanliness ratings improved by 3 percentage points to 89 percent. Both fell just short of their performance targets.
- Crimes in the 30 largest parks increased by 7 percent, from 97 to 104.
- The number of trees pruned topped 13,100, more than twice as many trees as last year when resources were temporarily redirected to clean up operations following Tropical Storm Irene.

4

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

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

6

5

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Parks rated acceptable for overall condition (%)	83%	84%	82%	85%	85%	81%	83%
- Overall condition of small parks and playgrounds (%)	81%	83%	79%	*	*	77%	79%
- Overall condition of large parks (%)	67%	70%	69%	*	*	68%	77%
- Overall condition of greenstreets (%)	96%	96%	96%	*	*	97%	94%
★ Parks rated acceptable for cleanliness (%)	88%	88%	88%	90%	90%	86%	89%
- Cleanliness of small parks and playgrounds (%)	88%	88%	87%	*	*	85%	86%
- Cleanliness of large parks (%)	76%	75%	77%	*	*	74%	82%
- Cleanliness of greenstreets (%)	98%	97%	97%	*	*	97%	97%

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

7 Agency-wide Management

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Cases commenced against the City in state and federal court	NA	NA	300	*	*	117	76
Payout (\$000)	\$16,733.8	\$16,248.4	\$17,708.0	*	*	\$2,252.3	\$13,519.3

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

8 Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	76%	57%	58%	58%	*	58%	54%
Letters responded to in 14 days (%)	60%	55%	54%	54%	*	50%	44%
Response to 311 Service Requests (SRs)							
Percent meeting time to (first) action – Damaged Tree - Branch or Limb Has Fallen Down (8 days)	94	97	94	94	*	96	97
Percent meeting time to (first) action – Dead Tree - Dead/Dying Tree (7 days)	87	94	87	87	*	89	95
Percent meeting time to (first) action – New Tree Request - For One Address (180 days)	94	87	80	80	*	42	98
Percent meeting time to (first) action – Overgrown Tree/Branches - Hitting Building (30 days)	95	96	93	93	*	96	92
Percent meeting time to (first) action – Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	93	92	74	74	*	63	89

10 Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$382.7	\$393.7	\$361.3	\$337.6	\$451.0	\$344.1	\$143.7	\$141.3
Revenues (\$000,000)	\$59.0	\$63.9	\$63.4	\$85.6	\$85.9	\$83.6	\$25.2	\$25.3
Personnel (Total FT and FTE)	7,242	6,364	5,598	5,744	6,506	5,331	5,547	5,533
Full-time personnel	3,581	3,354	3,095	3,197	3,632	3,699	3,280	3,085
Full-time equivalent (FTE) personnel	3,661	3,010	2,503	2,547	2,874	1,632	2,267	2,448
- Parks Opportunity Program (POP) participants ³	2,053	1,742	1,405	1,734	1,734	904	1,774	1,321
Overtime paid (\$000,000)	\$6.7	\$7.5	\$8.7	\$3.6	\$3.7	\$3.6	\$4.0	\$3.3
Capital commitments (\$000,000)	\$542.1	\$395.9	\$290.4	\$339.3	\$1,383.2	\$364.6	\$57.0	\$123.3
Work Experience Program (WEP) participants assigned	59	87	787	*	*	*	606	728

¹January 2013 Financial Plan "NA" - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

³The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above. Four-month headcount data is based on the average headcount for the 12-month period of November 1, 2011 through October 31, 2012.

Noteworthy Changes, Additions or Deletions

11

- 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.
- For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

12

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

13

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: July–October** – Highlights showing how the agency has progressed in delivering its services for the first four months of the fiscal year.
4. **Performance Statistics** – Measures of agency performance, organized by goal, including three full years of data and the first four months of the prior and current fiscal years.
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. (An asterisk means no 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. **Agencywide Management** – Indicators that apply to broad aspects of management within an agency rather than a single goal.
8. **Agency Customer Service** – Statistics on how well an agency provides services to its customers via phone, e-mail, letters, and walk-in centers.
9. **Response to 311 Service Requests (SRs)** – 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.
10. **Agency Resources** – Overview of the financial and workforce resources used by an agency over the past three years and the planned resources available to the agency in the current and upcoming fiscal years.
11. **Noteworthy Changes, Additions or Deletions** – Describes changes to an agency's services, goals, indicators or data.
12. **Additional Performance Statistics** – Link to the Office of Operations' PMMR website providing additional performance statistics for every agency.
13. **Agency 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
Jeffrey Chen
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

