

# PRELIMINARY MAYOR'S MANAGEMENT REPORT

February 2017

The City of New York  
Mayor Bill de Blasio

Anthony Shorris,  
First Deputy Mayor

Mindy Tarlow, Director  
Mayor's Office of Operations



**NYC**

Front cover: Pre-K students at P.S. 188 in the East Village of Manhattan.  
Michael Appleton/Mayoral Photography Office.

Back cover: P.S. 253 The Magnet School for Multicultural Humanities "Respect for All  
Week" in Brighton Beach, Brooklyn. Demetrius Freeman/Mayoral Photography Office.

The background of the cover is a dark blue color with a large, faint, light blue watermark of the Seal of the City of New York. The seal features an eagle with wings spread, perched on a shield. The shield is divided into four quadrants, each containing a different symbol: a ship, a plow, a sheaf of wheat, and a bundle of arrows. The shield is flanked by two Native American figures, one on each side, holding bows and arrows. The entire seal is encircled by a laurel wreath. The Latin motto "SIGILLUM CIVITATIS NOVI EBORACI" is inscribed around the perimeter of the seal, and the date "1625" is at the bottom.

# Mayor's Management Report

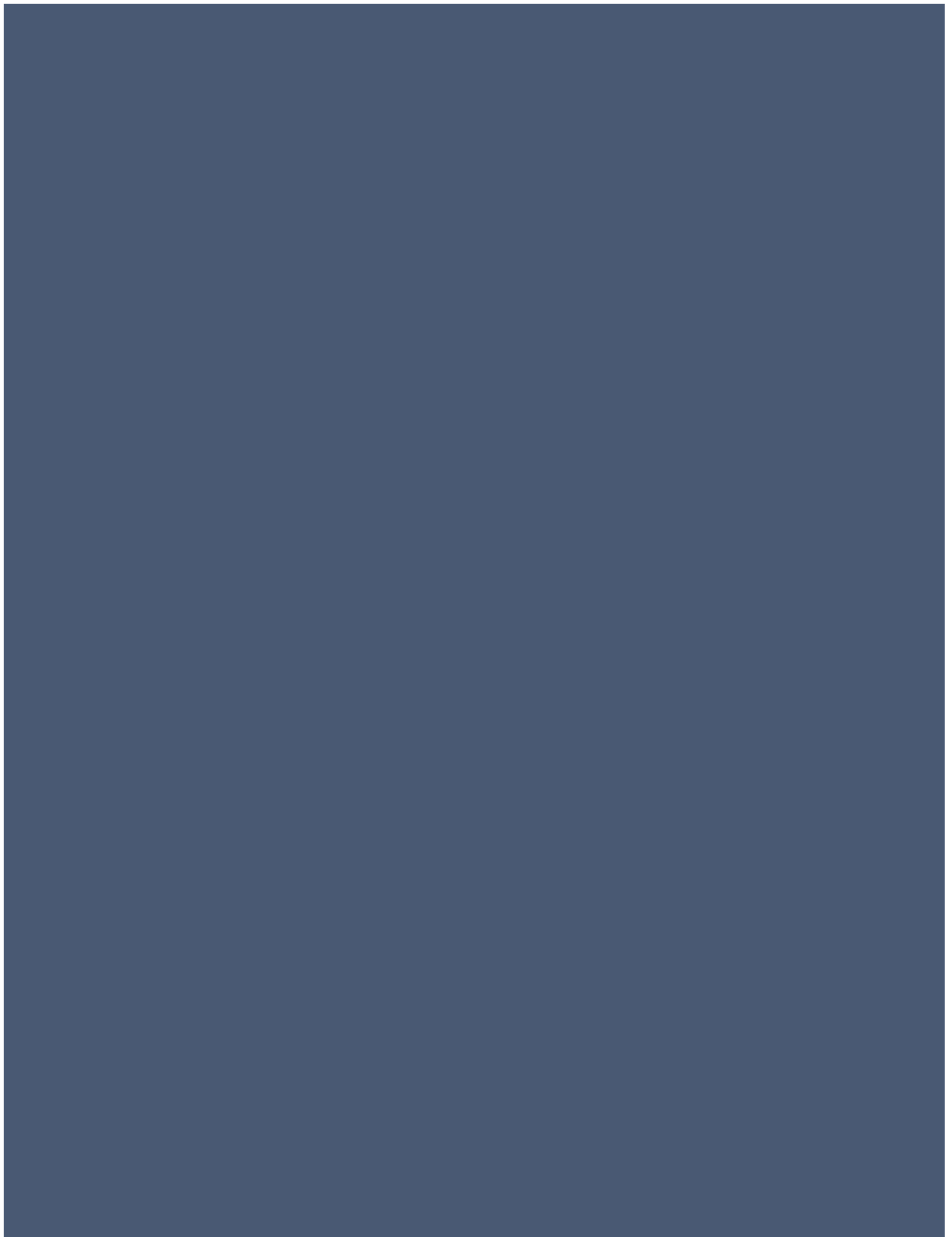
Preliminary Fiscal 2017

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## MESSAGE FROM THE DIRECTOR

The Preliminary Mayor's Management Report (PMMR) for Fiscal 2017 provides a comprehensive assessment of the City's performance from July through October 2016. Through reporting on performance indicators taken from 44 individual City agencies and offices, the PMMR enables the public to evaluate the efficacy of City government in meeting the central needs of New Yorkers.

In addition to reporting performance indicators, each agency chapter features narrative that provides context and explanations for noteworthy metrics, as well as updated Focus on Equity statements that convey each agency's approach to the fair delivery of quality services across the City's neighborhoods and constituencies. By encouraging New Yorkers to closely assess the performance of their government, the PMMR exemplifies the mutually reinforcing importance of public transparency and accountability. This data is also deployed by the Administration throughout the year to proactively monitor the speed, quality, and scale of government services.

The "Collaborating to Deliver Results" section of the PMMR highlights signature City initiatives that entail cooperative and coordinated actions among many different agencies. These chapters feature indicators that reflect the implementation and performance of these particular programs. Over time, applicable indicators may be included in the appropriate agencies' chapters, reflecting the continuity of these initiatives. This occurred with earlier multi-agency programs such as Pre-K for All and IDNYC. The 2017 PMMR covers nine "Collaboration" initiatives, including Housing New York, Vision Zero, and ThriveNYC.

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



Mindy Tarlow  
Director, Mayor's Office of Operations



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# INTRODUCTION

## PRELIMINARY MAYOR'S MANAGEMENT REPORT

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

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

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

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

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

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

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

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

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

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

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

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



# **Collaborating to Deliver Results**



# THRIVENYC: A MENTAL HEALTH ROADMAP FOR ALL



On November 23, 2015, New York City, under the leadership of the First Lady of New York City Chirlane McCray, launched ThriveNYC, a decisive turning point in the way the City approaches mental health and substance misuse. ThriveNYC uses a public health approach to begin changing the way people think about mental health, and the way City government and its many partners provide care. It includes 54 initiatives whose implementation is overseen by the Deputy Mayor for Strategic Policy Initiatives in partnership with the Mayor’s Office of Operations and the Department of Health and Mental Hygiene (DOHMH).

With ThriveNYC, the Administration is directly addressing an ongoing public health crisis. At least one in five adult New Yorkers is likely to experience a mental health disorder in any given year. And it’s not only adults who are suffering—50 percent of all lifetime cases of mental illness begin by age 14. ThriveNYC puts New York City at the forefront of the movement to develop a comprehensive solution to a pervasive problem.

ThriveNYC’s initiatives are organized around six guiding principles:

- **Change the Culture:** Make mental health everybody’s business. It’s time for New Yorkers to have an open conversation about mental health.
- **Act Early:** Give New Yorkers more tools to weather challenges and invest in prevention and early intervention. Prevention efforts are focused on two key areas: early childhood diagnosis and support, and linkages to care for vulnerable populations.
- **Close Treatment Gaps:** Provide New Yorkers in every neighborhood—including those residents at greatest risk—with equal access to care that works for them and their communities, when and where they need it.
- **Partner with Communities:** Embrace the wisdom and strengths of local communities by collaborating with them to create effective and culturally competent solutions.
- **Use Data Better:** Work with all stakeholders to address gaps, improve programs and create a truly equitable and responsive mental health system by collecting, sharing and using information and data better.
- **Strengthen Government’s Ability to Lead:** Affirm City government’s responsibility to coordinate an unprecedented effort to support the mental health of all New Yorkers.

## CHANGE THE CULTURE

Changing the culture around mental health is a top priority of ThriveNYC. Stigma not only intensifies the suffering of mental illness—it also prevents people from seeking the treatment or other supports that can transform their lives. The Administration is working to replace a culture of shame and punishment with a culture of support.

Highlights of ThriveNYC’s accomplishments in the first four months of Fiscal 2017 under *Change the Culture* include the following:

- The City continued to expand Mental Health First Aid, training 3,813 New Yorkers, including 268 Youth Mental Health First Aiders.

### PARTNER AGENCIES & OFFICES

	ACS
	CUNY
	DOC
	DOE
	DOHMH
	DFTA
	DHS
	DYCD
	NYC H + H
	HPD
	HRA
	NYPD

Center for  
Economic  
Opportunity

Department  
of Veterans’  
Services

Mayor’s  
Community  
Affairs Unit

Mayor’s Office  
of Criminal  
Justice

Mayor’s Office  
of Operations

Mayor’s Office  
to Combat  
Domestic  
Violence

NYC Children’s  
Cabinet

NYC Digital

- The “Connect, Health, Thrive” campaign launched on October 24 to promote NYC Well, and is underway online, in subway cars, and on bus shelters.
- Six hundred and seventy-one additional NYPD officers, including new recruits, were trained in Crisis Intervention Training.
- NYPD has been tasked with providing at least one Crime Victim Advocate at each of the 77 NYPD precincts and nine Housing Bureau Police Service Areas by Fiscal 2018. The majority of precincts will have an advocate focused specifically on domestic violence along with an advocate focused on all other forms of crime. For precincts in areas with low crime rates, one advocate will be available to address all crimes. Fifty-two Crime Victim Advocates have already been placed in 26 precincts.

## ACT EARLY

Acting early is about helping New Yorkers develop emotional fitness. If proven preventative self-care approaches are taught, fewer New Yorkers will develop mental illness, but those who do will recover more quickly and completely.

The City is investing in prevention and early intervention for all New Yorkers, with a special focus on its youngest residents. Highlights of ThriveNYC’s accomplishments in the first four months of Fiscal 2017 under *Act Early* are:

- Social-Emotional Learning (SEL) is a process through which children and adults acquire and effectively apply the knowledge, attitudes, and skills necessary to understand and manage emotions; set and achieve positive goals; feel and show empathy for others; and establish and maintain positive relationships. By building adults’ capacity to support children’s early social and emotional challenges, children are better equipped to handle various circumstances and seize opportunities throughout their lives. In the reporting period, 76 program leaders at Pre-K sites throughout the City were trained in the importance of family engagement.
- In Fiscal 2016, the City committed to providing mental health services in all 130 Community Schools citywide. During the reporting period, five additional School-Based Mental Health Clinics opened in Community Schools, bringing the City total to 52 clinics.
- The approximately 900 school campuses that do not currently have a Mental Health Clinic or other mental health resources are being connected to Masters-level School Mental Health Consultants. During the reporting period, 52 consultants were hired. The Consultants ensure that school staff, teams and administrators identify the highest priorities for the school community. Consultants work at three levels to ensure universal, selective, and targeted services are a part of the school plan.
- The Creating Awareness about Relationship Equality (CARE) initiative teaches healthy relationship skills to teens in foster care so they will be better prepared to prevent, recognize and respond to dating violence. During the reporting period, 196 young people and 311 foster care parents and staff attended CARE workshops.
- Under ThriveNYC, the Newborn Home Visiting Program is expanding program services to reach 1,600 additional mothers of newborns in New York City family shelters by June 2017. The program includes home visiting and education around an array of topics related to parenting and child development. During the reporting period, 466 eligible DHS families have been visited, and 323 maternal depression screenings have been provided.

## CLOSE TREATMENT GAPS

The administration is expanding access to care and working to close gaps in quality, cultural competence, and language diversity. It is also targeting resources to those New Yorkers who need help most. NYC Well, the City’s free, comprehensive, 24/7/365 one-click, one-call point of entry to citywide behavioral services, launched in October 2016. The service can be accessed via phone, text, or chat and delivers crisis counseling, referral to behavioral health services, mobile crisis, follow-up services, short-term counseling, and peer support services.

Highlights of ThriveNYC's accomplishments in the first four months of Fiscal 2017 under *Close Treatment Gaps* are:

- The Department of Youth and Community Development has provided more than 1,988 mental health interventions to young people in their Runaway and Homeless Youth system. These interventions include psychological evaluations, service referrals, and individual and group therapy.
- The CUNY Mental Health Digital Platform initiatives launched in October at selected CUNY campuses. These initiatives provide CUNY students with high-quality, low-cost mental health services and self-care resources through web-based and mobile-supported media:
  - MyCUNY Canvas – an online support network, offering an anonymous peer community, moderated and facilitated by experienced healthcare professionals trained in online interventions
  - HealthyCUNY App – provides health resources to students
- Starting in Fiscal 2017, the Peer Specialist Training program will graduate 200 peer specialists per year from trainings that will equip individuals with lived experience to take on workforce positions in the health care system. Trainings for substance use peers started in the first part of the 2017 fiscal year.

## PARTNER WITH COMMUNITIES

A key element of ThriveNYC is partnering with community members and institutions to build on local experience and more effectively connect neighborhood residents, non-profit organizations, social centers and local leaders with government agencies, and health and mental health professionals. Highlights of ThriveNYC's accomplishments in the first four months of Fiscal 2017 under *Partner with Communities* are:

- Through the NYC Mental Health Service Corps, 112 clinicians and physicians are deployed to substance use disorder programs, mental health clinics and primary care practices in high-need communities throughout the City.
- The Connections to Care (C2C) initiative brings mental health resources to community-based organizations (CBOs) that already provide workforce skills training and other services to New Yorkers. By Fall of Fiscal 2017 CBOs and their mental health provider partners trained 699 staff who have served 1,746 individuals in a four-month period under this 5-year, \$30-million-dollar effort.

## USE DATA BETTER

The City is investing in getting better data—via traditional observation and survey methods as well as innovative tools such as crowdsourcing—to measure progress and determine where to focus future efforts. The City is also helping other stakeholders use data better and adopt proven methods. The City established a Mental Health Innovation Lab to help drive the use of evidence-based best practices, test new strategies and interventions and ensure that data is put to work on behalf of efforts to create real change for New Yorkers. The lab has initiated work on several collaborative projects including the following ThriveNYC initiatives: Virtual Learning Center, Early Years Collaborative, and C2C.

## STRENGTHEN GOVERNMENT'S ABILITY TO LEAD

In order to create long-term systems change, ThriveNYC is bringing the administration, City Council, City agencies, community partners, and other branches of government together to advance the goals of ThriveNYC. Mayor Bill de Blasio established the NYC Mental Health Council in March 2016, bringing together 20 City agencies to work on advancing mental wellness and managing ThriveNYC initiatives. The Mental Health Council meets quarterly and serves as a vehicle for harnessing resources from multiple agencies and sectors to achieve identified shared goals including: 1) Build a Culture for Mental Health, 2) Improve the Workforce, and 3) Address Substance Misuse.

SELECTED PERFORMANCE INDICATORS	Actual	July - Oct	Target	
	FY16	FY17	FY16	FY17
<b>Change the Culture</b>				
Individuals trained in Mental Health First Aid (DOHMH)	3,235	3,813	2,520	*
<b>Act Early</b>				
Staff (teachers, assistants, and school leaders) trained in Social-Emotional Learning (DOE/ACS/DOHMH)	NA	146	*	2,400
School Mental Health Consultants hired (DOE)	30	52	30	70
Eligible families residing in DHS shelters who have been successfully visited by the Newborn Home Visiting Program (DOHMH)	448	466	365	840
<b>Close Treatment Gaps</b>				
Naloxone kits distributed from DOHMH to Opioid Overdose Prevention Programs (DOHMH)	10,110	6,325	7,000	14,000
NYC Well: Answer rate for all inbound calls, texts and chats within 30 seconds or less (DOHMH)	NA	84%	*	90%
Mental health interventions provided to runaway and homeless youth (DYCD)	3,030	1,988	2,148	2,954
<b>Partner with Communities</b>				
Mental Health Service Corps members hired (DOHMH)	128	NA <sup>1</sup>	130	130
Staff trained through Connections to Care (DOHMH, Center for Economic Opportunity)	99	699	*	600
<sup>1</sup> Hiring for the Year 2 cohort of the MHSC takes place in the second quarter of 2017.				

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES









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

- ThriveNYC: A Roadmap to Mental Health for All:  
<https://thrivenyc.cityofnewyork.us/wp-content/uploads/2016/03/ThriveNYC.pdf>
- ThriveNYC 150-Day Update Report:  
[https://thrivenyc.cityofnewyork.us/wp-content/uploads/2016/06/Thrive150\\_report\\_fnl\\_singlepages.pdf](https://thrivenyc.cityofnewyork.us/wp-content/uploads/2016/06/Thrive150_report_fnl_singlepages.pdf)



# HOUSING NEW YORK

## PARTNER AGENCIES & OFFICES

-  DCP
-  DHS
-  DOB
-  DOF
-  DOT
-  DPR
-  FDNY
-  HPD
-  HRA
-  NYCEDC
-  NYCHA

Mayor's  
Office of  
Capital Project  
Development

Mayor's Office  
of Workforce  
Development

New York  
City Housing  
Development  
Corporation

New York City faces an affordable housing crisis. The City's population is at a historical high, reflecting the fact that more people than ever choose to pursue careers, raise families and spend their senior years here. Housing production has not kept pace with this population growth. As rent increases outpace wage growth, the demand for affordable housing has exploded. The increased rent burden has affected households at all income levels in communities across the City. Affordable housing is not only essential to the health and wellbeing of New York City residents, it is also indispensable to the diversity and dynamism that is the hallmark of New York City.

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

Through October 2016, the Department of Housing Preservation and Development (HPD) and the Housing Development Corporation (HDC) had financed the creation and preservation of 55,639 affordable units across the five boroughs. Nearly three years into HNY, the City has preserved 37,842 units and created 17,797 units of affordable housing, putting it on track to meet the 10-year goal. Eighty percent of the units financed under Housing New York are reserved for households making less than \$65,250 (for a family of three). Twenty-nine percent of the units will serve individuals making less than \$31,750, or \$40,800 for a family of three. Of these homes, over 50 percent – approximately 8,400 homes – have been created or preserved for the poorest households – those New Yorkers making roughly \$19,000 for a single person or \$24,500 for a family of three.

The implementation of HNY was bolstered in Calendar 2016 by the passage of [Mandatory Inclusionary Housing](#) (MIH) and [Zoning for Quality and Affordability](#) (ZQA), and the application of MIH as part of the East New York Community Plan. The most rigorous program of its kind, MIH requires that all new housing built in areas rezoned to allow significant new residential capacity set aside a share of the housing as permanently affordable. East New York, Brooklyn, was the first neighborhood to be mapped with MIH when the City Council approved the East New York Community Plan--the product of several years of engagement with neighborhood residents, local elected officials, the East New York Coalition for Community Advancement, and other stakeholders.

During the first four months of Fiscal 2017, the City also collaborated with several communities to formulate comprehensive neighborhood plans that are directly responsive to local needs. From the Rockaways to the South Bronx, the City is working in neighborhoods across the five boroughs to engage residents, local organizations, and elected officials about their vision for housing, economic development and community resources. This public engagement will culminate in new community plans to guide the growth and development of neighborhoods. In Brownsville, Brooklyn, for instance, HPD launched a new neighborhood planning process to build upon previous work from the Brownsville Hundred Days Initiative. To date, three workshops have been held to discuss the community's goals for affordable housing, safety,

and economic and cultural development. The outcome of this process will be a final neighborhood plan that will be incorporated into the public-site Requests for Proposals (RFPs), and will inform agency programming and capital budget planning.

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

HNY is segmented into the following broad strategies and priority initiatives. Unless otherwise noted, the accomplishments below occurred during the first four months of Fiscal 2017--July through October 2016.

## **FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS**

HNY recognizes that a neighborhood's vitality depends on more than just the housing stock but also on the services and amenities available to residents. The City's agencies, specifically DCP, HPD, HDC, SBS, NYCEDC and NYCHA, have been tasked to ensure the City's investments will provide affordable housing and economic opportunities while enhancing the quality and livability of neighborhoods.

*Accomplishments include:*

- The City committed \$91 million to the revitalization of Downtown Far Rockaway. The Roadmap for Action developed by a working group of local elected official and stakeholders laid out ideas on how to integrate land-use tools, infrastructure investments, and improvements to community services to transform the downtown core into a vibrant, mixed-use center. The recommendations will guide public and private investment in transportation, community services and mixed-income housing for the area.
- HPD launched a new neighborhood planning process to engage Brownsville residents around their vision for future neighborhood development. The process brings together multiple city agencies and community stakeholders to develop a set of shared goals and priorities for future investments, drawing on previously identified neighborhood needs such as new affordable housing, expanded retail opportunities, public safety, workforce development opportunities, support for small businesses, improved community health and support for local arts.
- HPD hosted its fourth workshop for the Resilient Edgemere Community Planning Initiative and continued to draw upon the strategies in HPD's Neighborhood Planning Playbook to guide community engagement. This community input will help to determine which specific strategies and projects will be featured in the final Neighborhood Plan, which will be released in the first quarter of 2017.
- In October 2016 DCP released the East Harlem Rezoning Proposal, a rezoning framework informed by extensive community engagement, which included meetings with the East Harlem Steering Committee, Community Board 11 and the office of City Council Speaker Melissa Mark-Viverito. The East Harlem Neighborhood Planning Study is a part of HNY's effort to examine key land use and zoning issues within a comprehensive framework that also considers community needs pertaining to health, employment, transit, and streetscape infrastructure. Through this collaborative planning process, local stakeholders work with government agencies to align goals, strategies and resources.
- In October 2016 DCP launched the Gowanus Neighborhood Planning Study by hosting an open house event to review potential study goals. As with DCP's other collaborative planning efforts, the planning framework will focus on a range of issues and needs identified by local stakeholders, including opportunities for new affordable housing and protections for residential tenants against harassment and displacement.

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

As the City continues to increase the supply of affordable housing by financing new construction, it is also focused on preserving the affordability and improving the quality of the existing housing stock in order to help tenants and homeowners stay in their homes.

*Accomplishments include:*

- The City, in partnership with the City Council, launched the Tenant Harassment Prevention/Certificate of No Harassment (CONH) Working Group to devise an effective and cost-efficient anti-harassment policy. The working group, formed by the de Blasio administration and the City Council at the time MIH was adopted, brings together a variety of stakeholders with a range of perspectives to advise and inform the City’s efforts to deter harassment and establish a strong remedy where harassment has occurred.
- HPD continued to use its enforcement activities, such as the Alternative Enforcement Program (AEP), to preserve the affordability and quality of the City’s housing stock by targeting buildings with multiple Housing Maintenance Code violations. For example, the City announced the arrest and imprisonment of the owner of a 36-unit building at 156 East 178th Street that failed to comply with an AEP Order to Correct even after several court dates. The owners, Arthur Gibbons and Jolee Realty Company, were found in contempt and therefore liable for civil penalties in the amount of \$96,525, and Mr. Gibbons was sentenced to 60 days in civil jail.
- HPD extended affordability for residents of Academy Gardens, eight multi-story buildings with 469 units located in the Soundview section of the Bronx. The City provided a 40-year tax exemption in exchange for keeping the units affordable to households at 50 percent AMI (\$31,750 for an individual or \$40,800 for a family of three) and a Housing Assistance Payment Contract that limits rent to no more than 30 percent of household gross income for the duration of the 20-year contract.
- Brooklyn Borough President Eric Adams awarded HPD \$250,000 to finance its Mobile Office Initiative and purchase two vans. The Mobile Offices will enhance HPD’s ability to maintain a local presence in the community and provide constituents with education, information and better access to City services.
- HPD provided financing to rehabilitate the Lindville Housing Co. Inc, a City-supervised Mitchell Lama development located in the Crown Heights section of Brooklyn that contains 239 units. The scope of work includes boiler replacement, new windows and roof replacement.

INCOME BAND DEFINITIONS			
Income Band	Percentage Of Area Median Income	Monthly Rent Required To Prevent Rent Burden	Annual Income Range (For A Three-Person Household)
Extremely Low Income	0-30%	≤\$613	≤\$24,500
Very Low Income	31-50%	\$614-\$1,020	\$24,501-\$40,800
Low Income	51-80%	\$1,021-\$1,631	\$40,801-\$65,250
Moderate Income	81-120%	\$1,632-\$2,448	\$65,251-\$97,920
Middle Income	121-165%	\$2,449-\$3,366	\$97,921-\$134,640

## BUILDING NEW AFFORDABLE HOUSING FOR ALL NEW YORKERS

HNY aims to increase the stock of affordable housing while enhancing the diversity of all the City’s neighborhoods through programs designed to reach residents across income levels. HNY is also strategically targeting vacant and underdeveloped parcels of City land for housing development.

*Accomplishments include:*

- HPD released HPD Works, a new technology application to coordinate the housing production activities across the agency. To improve project management, HPD Works streamlines project entry and approval, allows documents to be uploaded and stored, and improves internal tracking processes for relevant stakeholders. Future updates

will expand HPD Works so that users can better track information about City initiatives such as M/WBE goals and Hire NYC, as well as legislative requirements such as Local Law 44 (Transparency) and Local Law 37 (Living Wage).

- NYCHA and HPD released a Request for Qualifications (RFQ) to expand the pool of affordable housing developers. By creating a two-step process, NYCHA and HPD have made the developer response and selection process more accessible to a broader range of for-profit and non-profit developers. The first step – the RFQ – gives developers the opportunity to be designated as pre-qualified for future solicitations. The second step – the Request for Expressions of Interest (RFEI)—allows pre-qualified developers to submit proposals for 100 percent affordable projects and allows developers to team up with other pre-qualified entities to best match the needs for a specific housing project.
- HPD launched online applications for 420-c (Tax Incentives Direct) and Low Income Housing Tax Credits (LIHTC Direct). These online platforms will dramatically improve the experience for applicants and staff by streamlining the application process and improving the ability to track and monitor 420-c and tax credit applications. Tax Incentives Direct enables developers to apply for 420-c via an online portal, through which they can also upload supporting documents, communicate with HPD staff, and receive up-to-date application status. LIHTC Direct allows developers to generate and submit online applications for four percent and nine percent LIHTC projects. Data from both applications will be standardized and integrated with other HPD development data to allow for improved cross-division analyses and reporting.

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

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

*Accomplishments include:*

- As part of the City's commitment to create 15,000 units of supportive housing over the next 15 years, HRA issued an RFP in August 2016 to procure 500 "scatter site" supportive housing units.
- HPD and HRA created the HOME Tenant-Based Rental Assistance program in 2015 to provide housing for families and street homeless individuals with Social Security benefits, often due to disabilities. Since January 2016, 269 households have been placed in permanent housing through the program, 161 of which occurred during the PMMR reporting period.
- HRA administers a rental assistance program, the Special Exit and Prevention Supplement (SEPS), for single adults in urgent need of permanent housing. Between July 1 and October 31, 2016, there have been 782 SEPS placements.
- HPD updated its marketing handbook to ensure that City-assisted affordable housing reaches the New Yorkers who need it most. By standardizing the selection criteria and limiting the ability of marketing agents or developers to disqualify a household solely on the basis of credit score or housing court history, the new guidelines ensure that households who have the ability to pay rent and, by all other indicators, can be expected to be responsible tenants, are able to secure subsidized housing. The policies also promote greater language accessibility at all stages of the application process, ensure consistency in how developers and marketing agents communicate with applicants, and increase the transparency of the appeal process.

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

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

*Accomplishments include:*

- HPD concluded a RFQ process for Qualified Owners Representatives and published a list that will serve as a resource for faith-based and mission-driven property owners who are interested in developing their land for affordable housing but need assistance with the process. The list was announced at a gathering of more than 150 clergy at Brooklyn Borough Hall and was subsequently promoted at similar events.
- HPD raised its Section 8 payment standards to the maximum level of subsidy, increasing the subsidy from 105 percent of Fair Market Rent to 108 percent. The payment standard is based on the Fair Market Rent established by the Department of Housing and Urban Development (HUD). Effective July 2016 this subsidy increase is expected to help families find affordable housing more easily.
- HPD financed the first project under the Green Housing Preservation Program. The project, located at 305 East 171st Street in the Claremont section of the Bronx, is a nine-unit low-income Housing Development Fund Corporation cooperative that could not have taken advantage of HPD financing without a program specifically tailored for small owners. The HPD loan will help finance the replacement of critical building systems and will include energy efficiency upgrades--the first major building repairs in the nearly 30 years since the co-op was established. The total efficiency upgrades are projected to reduce the building's energy costs by 31 percent, or \$15,754 per year. The building repairs, efficiency upgrades, and a 30-year full tax exemption will help keep the property affordable for current and future owners.
- HPD closed the first project under the new Preservation Inclusionary Housing Program term sheet released in Fall 2015. The 416-unit Prince George Hotel in Manhattan, a building on the National Register of Historic Places, provides affordable housing and on-site social services to single adults, including those with special needs who are either homeless or at risk of homelessness. By entering into an Inclusionary Regulatory agreement with HPD, the project will become a permanently affordable housing resource, and receive funding for critical rehabilitation work and improvements that will help bolster the future health and viability of the building.
- HPD approved the transfer of the general partnership interest from Ecumenical Community Development Organization, an individual community development corporation, to the newly formed New York City Joint Ownership Entity (NYC JOE). NYC JOE was created to strengthen the asset and property management capacity of participating non-profit Community Development Corporations. As part of the transfer, the 221 units will remain affordable for an additional 30 years. Morgan Stanley funds from a settlement with the NYS Attorney General's Office were directed to NYC JOE to ensure the extended affordability.
- The Permanent Affordability Commitment Together (PACT) is New York City's implementation of the U.S. Department of Housing and Urban Development's Rental Assistance Demonstration (RAD) program. Through its participation in PACT, NYCHA will generate revenue to reinvest back into its developments and will be able to safeguard long-term housing affordability, improve and modernize apartments, and stabilize developments by placing them on solid financial footing. RAD ensures that converted units are permanently affordable, that residents retain their public housing rights, and that NYCHA retains ownership interest in the property.
- In February 2016, NYCHA released an RFP for potential development partners to upgrade approximately 1,400 public housing units at the Ocean Bay Bayside Apartments in the Far Rockaway area through the RAD/PACT program. A developer was selected in July 2016 and renovations will begin in the first quarter of Calendar 2017.

		FY14 (1/1/2014 - 6/30/2014)	FY15 (7/1/2014- 6/30/2015)	FY16 (7/1/2015- 6/30/2016)	4-Month FY16	Actual FY17	FY17 Annual Target	FY18 Annual Target	Cumulative HNY (1/1/14 -10/31/2016)	2024 Target
<b>HOUSING UNITS STARTED</b>										
<b>Total starts (new and preservation)</b>		9,329	20,324	23,408	1,924	2,578	20,000	21,500	55,639	200,000
<b>New construction starts</b>		2,760	8,485	6,097	959	455	8,000	8,600	17,797	80,000
<b>Preservation starts</b>		6,569	11,839	17,311	965	2,123	12,000	12,900	37,842	120,000
<b>Total starts (new construction and preservation) by income band</b>	Extremely low income	896	2,869	3,766	129	878	*	*	8,409	16,000
	Very low income	1,426	2,393	2,999	437	663	*	*	7,481	24,000
	Low income	5,700	12,330	9,420	1,282	970	*	*	28,420	116,000
	Moderate income	355	1,302	1,890	21	35	*	*	3,582	22,000
	Middle income	890	1,313	5,246	38	18	*	*	7,467	22,000
	Other units (includes units for building superintendents)	62	117	87	17	14	*	*	280	*
<b>Total starts (new construction and preservation) by bedroom distribution</b>	Studio (starts)	1,550	2,867	2,697	290	729	*	*	7,843	*
	1 Bedroom	2,585	6,221	9,442	618	778	*	*	19,026	*
	2 Bedroom	3,334	6,384	8,744	685	799	*	*	19,261	*
	3 Bedroom	1,032	1,969	2,111	233	184	*	*	5,296	*
	4+ Bedroom	143	423	336	74	80	*	*	982	*
	Unclassified <sup>1</sup>	685	2,460	78	24	8	*	*	3,231	*
<b>Total starts (new construction and preservation) for special needs populations</b>	Units started for homeless individuals or families	480	1,575	1,907	122	636	1,320	1,320	4,598	13,200
	Units started for senior individuals or families	602	1,723	1,373	60	69	1,000	1,000	3,767	10,000
<b>HOUSING UNITS COMPLETED</b>										
<b>Total completions (new and preservation)</b>		3,600	2,584	11,318	393	1,440	*	*	18,942	*
<b>New construction completions</b>		96	125	745	129	583	*	*	1,549	*
<b>Preservation completions</b>		3,504	2,459	10,573	264	857	*	*	17,393	*
<b>Total completions (new construction and preservation) by income band</b>	Extremely low income	476	325	967	1	421	*	*	2,189	*
	Very low income	544	528	969	56	194	*	*	2,235	*
	Low income	1,703	1,251	3,576	328	779	*	*	7,309	*
	Moderate low income	47	250	890	4	19	*	*	1,206	*
	Middle low income	825	203	4,872	0	24	*	*	5,924	*
	Other units (includes units for building superintendents)	5	27	44	4	3	*	*	79	*

		FY14 (1/1/2014 - 6/30/2014)	FY15 (7/1/2014- 6/30/2015)	FY16 (7/1/2015- 6/30/2016)	4-Month FY16	Actual FY17	FY17 Annual Target	FY18 Annual Target	Cumulative HNY (1/1/14 -10/31/2016)	2024 Target
<b>Total completions (new construction and preservation) by bedroom distribution</b>	Studio	464	358	418	32	285	*	*	1,525	*
	1 Bedroom	1,007	656	4,888	114	582	*	*	7,133	*
	2 Bedroom	1,056	941	4,713	124	487	*	*	7,197	*
	3 Bedroom	419	419	985	100	63	*	*	1,886	*
	4+ Bedroom	75	87	168	4	17	*	*	347	*
	Unclassified <sup>1</sup>	579	123	146	19	6	*	*	854	*
<b>Total completions (new construction and preservation) for special needs populations</b>	Units completed for homeless individuals or families	26	160	341	11	93	*	*	620	*
	Units completed for senior individuals or families	253	195	247	59	0	*	*	695	*

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Data is currently not available for an indicator previewed in the Fiscal 2014 Housing New York chapter, ‘Number of units started by length of affordability requirement.’ HPD is enhancing its data systems and expects to report this data in the future. Data for ‘Total starts (new construction and preservation) on former publicly-owned land’ is reported on an annual basis and will appear in the Fiscal 2017 MMR.
- HPD updated data for Fiscal 2014 starts and completions, Fiscal 2015 completions, and Fiscal 2016 starts and completions. These updates include changes to the housing starts and completions data disaggregated in these reporting periods by income band, bedroom distribution, and special needs population, as well as the cumulative HNY totals .
- The above changes are partly due to data clean up and routine updates.

## ADDITIONAL RESOURCES

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

- Housing New York: A Five-Borough, Ten-Year Plan:  
[http://www.nyc.gov/html/housing/assets/downloads/pdf/housing\\_plan.pdf](http://www.nyc.gov/html/housing/assets/downloads/pdf/housing_plan.pdf)
- Housing New York: Three Years of Progress (January 2014 – December 2016)  
<http://www1.nyc.gov/assets/hpd/downloads/pdf/about/hny-three-years-of-progress.pdf>





# HURRICANE SANDY RECOVERY














Since the start of the current fiscal year, there has been significant progress on the City's Hurricane Sandy housing, infrastructure and economic efforts. The Mayor's Office of Housing Recovery Operations' (HRO) goal of reaching 90 percent construction starts and 75 percent construction completions of City-managed single family homes by the end of 2016 was met and exceeded. To meet this ambitious target, Build It Back created a new, multi-agency Construction War Room to coordinate with utilities and contractors to expedite and streamline construction and utility work. Build it Back also expanded acquisition options for homeowners through a ramped-up City-managed program and, despite the accelerated work schedule, provided additional flexibility for applicants not able to move out of their homes during the holidays or due to personal hardships. The Administration will continue to accelerate rebuilding activities to ensure full recovery of all our impacted communities, and to leverage the over \$20 billion of investments to make communities stronger and more resilient as we rebuild.

## HOUSING RECOVERY

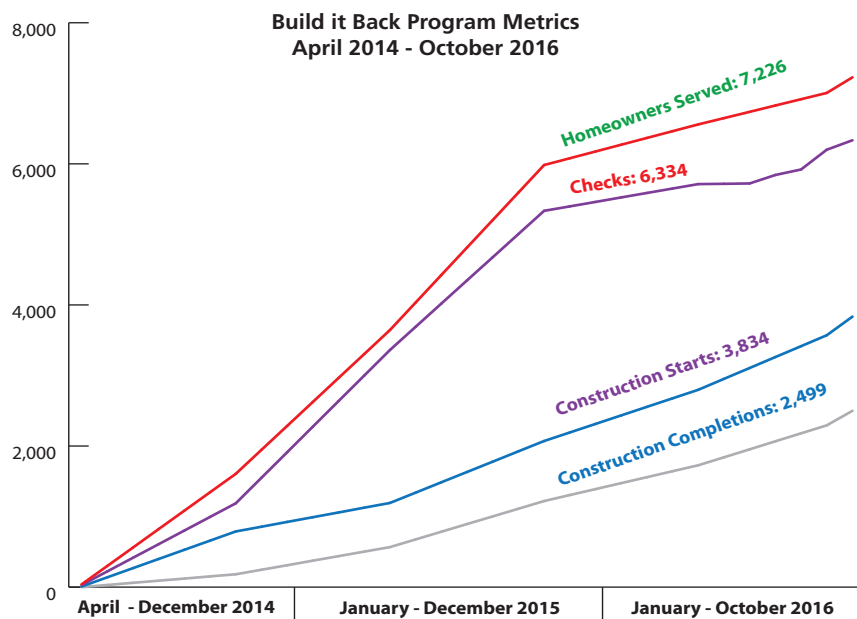
Build It Back is funded by \$2.2 billion in federal Community Development Block Grant Disaster Recovery (CDBG-DR) dollars and overseen by HRO in coordination with the Department of Housing Preservation and Development (HPD) and the Department of Design and Construction (DDC). The program assists homeowners,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

When the de Blasio administration took office, zero homeowners had started construction and zero reimbursement checks had been issued. Through October 2016, Build It Back has started construction on 3,834 homes and completed 2,499 of them. It has distributed 100 percent of reimbursement checks to eligible applicants. It has also accelerated relief to

### PARTNER AGENCIES & OFFICES

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

- Mayor's Office of Housing Recovery Operations
- Mayor's Office of Recovery and Resiliency



multifamily households, benefiting more than 12,000 households in 80 developments through repair, resiliency, and reimbursement services, as well as 258 low-income households through rental assistance.

Under Mayor de Blasio’s directive to dramatically increase the pace of recovery, HRO continued to enact reforms during the first four months of Fiscal 2017 with the goals of moving up construction starts, improving coordination with homeowners and reducing the time needed for City approvals, while remaining sensitive to the particular needs of homeowners.

### CONSTRUCTION WAR ROOM AND FIELD COORDINATION OFFICES

In order to coordinate and expedite construction across agencies and utility companies, Build It Back launched the HRO Construction War Room in Summer 2016. This group—which includes DDC, Department of Buildings (DOB), Department of Environmental Protection (DEP), Department of Transportation, and the Fire Department, along with local utilities – is dedicated to supporting program contractors from the start of construction through completion and closeout. Stationed at the HRO headquarters, the team works with construction managers, general contractors, and subcontractors to coordinate work across agencies; expedite agency approvals, special inspections and utility needs; and provide strategic assistance on complex construction issues. The City also created Field Coordination Offices, that function as satellite war rooms in Queens, Brooklyn, and Staten Island. These field offices provide assistance with “DOB Inspection Ready” homes by retrieving and accelerating DOB permits and rapidly delivering DEP approvals from Trailer Logistics Managers.

Performance Indicators	Actual			4-Month Actual (July - October)		Cumulative as of 10/31/16	Cumulative percent complete as of 10/31/16
	FY14	FY15	FY16	FY16	FY17		
Benefit Options Selected by Homeowners	2,237	5,236	1,029	14	28	8,447 <sup>1</sup>	100%
Design Starts in Build it Back Households	534	2,382	2,796	2,159	139	5,354 <sup>1</sup>	97%
Construction Starts in Build it Back Households	93	1,304	1,721	585	716	3,834	70%
Construction Completions of Build it Back Households	15	757	1,303	435	424	2,499	45%
Reimbursement Checks Issued to Build it Back Households	316	3,611	1,966	1,315	441	6,334	100%
Homeowners Served	369	3,951	2,642	1,559	264	7,226	86%

<sup>1</sup>The cumulative totals do not equal the sum of reported fiscal year data due to applicant attrition or changes in applicant program selection.

### EXPANDED ACQUISITION OPTIONS FOR HOMEOWNERS

The New York City Acquisition Program was created in 2015 to supplement the State’s Acquisition for Redevelopment Program, which stopped accepting applications in late Calendar 2015. The overarching goal of these programs is to provide relief and financial assistance to homeowners who may want to relocate out of the floodplain and to ensure that the subsequent use of the property is safe and appropriate for the community. During the first four months of Fiscal 2017, the City ramped up efforts to engage homeowners facing the most difficult and time-intensive construction projects with further incentives for acquisition and relocation. To date, there have been 25 closings through the City program.

### ADDITIONAL FLEXIBILITY FOR HOMEOWNERS

In October 2016 the Build It Back program announced additional flexibility to certain homeowners during the holiday season by offering them the option to defer moving until after the holiday season. When homeowners do relocate, they are provided rental assistance, moving expenses, and funding for storage through the Build It Back Temporary Housing Service program.

## INFRASTRUCTURE AND CRITICAL SERVICES RECOVERY

Through the Federal Emergency Management Agency's Public Assistance program, the Office of Recovery and Resiliency (ORR) is coordinating approximately \$10 billion in recovery work on infrastructure and critical services across the City, while investing in these assets to make them more resilient. Notable milestones on recovery projects achieved to-date from the City's comprehensive, citywide resiliency program include:

- NYC Health + Hospitals achieved important milestones with construction beginning on critical systems work at Coney Island Hospital. NYC Health + Hospitals also began design on critical system resiliency measures at H + H Coler and exterior resiliency flood protection at Metropolitan Hospital as part of its \$1.7 billion healthcare resiliency portfolio.
- The New York City Housing Authority finished \$15 million of design work across five developments as part of a \$3 billion recovery and resiliency portfolio currently under way. Additionally, NYCHA released requests for proposals for construction services at Coney Island, Redfern, Ocean Bay (Bayside), Gowanus, East River, and Two Bridges locations. This is in addition to over \$100 million of construction projects already underway.
- The Department of Parks and Recreation completed design on over \$1 million of projects, began design on over \$7 million of projects, and completed construction on another \$5 million of projects across the City. The Rockaways Boardwalk completed construction on Phase 3 and began construction on Phase 5B during this reporting period.

## ECONOMIC RECOVERY AND WORKFORCE DEVELOPMENT

The Administration has reaffirmed its commitment to economic recovery and continues to make progress. ORR is playing a critical role by working closely with agencies to assist small business recovery, while also supporting workforce development aimed at local workers, and the long-term resiliency of small businesses.

During the first four months of Fiscal 2017, the Department of Small Business Services (SBS) disbursed \$2 million in loans and grants to businesses through the Hurricane Sandy Business Loan and Grant Program, which has awarded over \$54 million—\$47 million in grants and \$7 million in loans—to 350 businesses since the start of the program. In October 2016, the City launched new risk assessment services and \$1.8 million in grants for small businesses affected by Hurricane Sandy through the SBS BusinessPREP initiative. BusinessPREP has also offered workshops and webinars to help businesses prepare for emergencies and develop a business continuity plan. During its first year, the program reached over 300 New Yorkers through 15 workshops, three webinars and Train the Trainer sessions across the City.

In all of its work, Build It Back is committed to providing high-quality employment for New Yorkers impacted by Hurricane Sandy. The City's Sandy Recovery Hiring Plan advances the hiring of local, women, minority and Section 3 residents through Build It Back contracts. The City's Sandy Recovery Workforce1 system, spearheaded by SBS, offers job placement services—including for employment with Build it Back and other local employers—and vouchers for employment skills training for residents of Sandy-impacted neighborhoods. Through this initiative, SBS launched the Sandy Recovery Workforce1 Center in Coney Island and funded dedicated staff at existing Workforce1 Centers in Rockaway and Staten Island. In partnership with community and faith based organizations, as well as participating trade unions and contractors, the Workforce1 team links local workers to employment, pre-apprenticeship and apprenticeship programs.

Through the Sandy Recovery Hiring Plan, Build It Back contractors and subcontractors are encouraged to hire 20 percent local residents on the recovery projects. During the reporting period Build it Back placed over 323 Sandy-impacted New Yorkers in jobs through direct employment, Sandy Recovery Workforce1 referrals and pre-apprenticeship programs. Additionally, 21 skills training vouchers were distributed and 18 voucher recipients graduated from pre-apprenticeship programs, preparing them for union construction careers as roofers, metal lathers, painters, laborers, and carpenters.

Performance Indicators	Definitions
Benefit Options Selected by Homeowners	The number of homeowners who have signed an agreement specifying the type of benefit to be received from Build it Back.
Design Starts in Build it Back Households	The number of projects for which the design process has been initiated for a home rehabilitation, elevation, or reconstruction.
Construction Starts in Build it Back Households	The number of projects for which construction has started on a home rehabilitation, elevation, or reconstruction.
Construction Completions of Build it Back Households	The number of projects for which construction is complete and a certificate of occupancy has been issued.
Reimbursement Checks Issued to Build it Back Households	The number of homeowners who have been reimbursed for eligible Sandy-induced repair costs.
Homeowners Served	A unique count of homeowners who have either commenced construction or received reimbursement benefits (or both) from Build it Back.

## ADDITIONAL RESOURCES






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

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

**Collaborating  
to Deliver  
Results**



**PARTNER  
AGENCIES  
& OFFICES**

-  DCAS
-  DOHMH
-  DOT
-  NYPD
-  TLC

- | Mayor's Office
- | New York City Council
- | New York City District Attorneys' Offices

The City launched Vision Zero in January 2014, recognizing that traffic crashes causing serious injury and death are not inevitable “accidents” which must be accepted but rather preventable incidents that can be systematically addressed and reduced. In partnership with the Mayor’s Office, City agencies are implementing 125 initiatives to reduce and ultimately eliminate death and serious injury on our streets. Since the launch of Vision Zero, the City has experienced the safest three-year period on record.

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

This cross-agency collaboration has contributed to the successful implementation of key Vision Zero initiatives. The enactment of the 25 MPH default speed limit, targeted and data-driven enforcement of dangerous moving violations such as speeding and failure-to-yield to pedestrians, the extensive public outreach and communication and the legislative agenda to deter dangerous driving behaviors are a direct result of this close coordination.

Citywide traffic fatalities increased, from 76 to 78, during the four-month Fiscal 2017 reporting period. The increase in traffic fatalities, particularly the rise in pedestrian deaths, further emphasizes the importance of Vision Zero. In direct response to the fatality increase, the Vision Zero Task Force collaborated to develop the Dusk and Darkness initiative. Implemented at the end of October 2016, the initiative contributed to the successful reduction in the overall number of fatalities and serious injuries by year end. Bucking strong national trends, the 230 traffic fatalities in Calendar 2016 were the fewest ever in New York City, marking three years of decline and a 23 percent reduction since 2013.

Traffic Fatalities	FY 2014	FY 2015	FY 2016	July-Oct 2015 (FY16)	July-Oct 2016 (FY17)	PMMR FY16-FY17 % Change
Total Fatalities	286	243	239	76	78	2.6%
Pedestrians	158	145	137	37	54	45.9%
Bicyclists	14	16	20	8	6	-25.0%
Motorcyclists	42	28	25	14	7	-50.0%
Motor Vehicle Operators	52	28	33	6	5	-16.7%
Passengers	20	32	24	11	6	-45.5%

*Source: NYPD*

## STREET DESIGN

The Department of Transportation continued to make streets safer by implementing designs which simplify complex intersections, discourage speeding, provide bicycle lanes, make pedestrians and cyclists more visible, and shorten pedestrian crossing distances at high-crash Vision Zero priority locations. During the reporting period DOT completed 27 street improvement projects at high crash locations, constructed 172 speed humps, activated 304 leading pedestrian signals and installed 26 accessible pedestrian signals.

During the reporting period DOT completed notable street improvement projects including Wyckoff Avenue between Palmetto Street and Gates Avenue, which clarified vehicle movements, created simpler and safer left turns and made pedestrian crossings safer by installing a pedestrian plaza, widening crosswalks, and reducing the number of turns at this complex intersection from 26 to seven.

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

During the reporting period DOT completed the second phase of the Queens Boulevard operational project, improving pedestrian crossings, adding crosswalks, adding protected bike lanes and reconfiguring intersections along the corridor from Roosevelt Avenue through Eliot Avenue. Work on the next phase of Queens Boulevard, from Eliot Avenue to Yellowstone Boulevard, is expected to commence in 2017.

In an effort to reduce incidents of failure-to-yield at high crash-prone locations, DOT developed the [Left Turn Pedestrian and Bicycle Crash Study](#). In addition to other interventions, the Study led to the development of a 100-intersection pilot initiative to test left turn traffic calming treatments. Seven treatments were installed in June 2016, with the remaining 93 treatments completed in Fall 2016. In August 2016 DOT released the Left Turn Pedestrian and Bicycle Crash report to the public, detailing the study methodology and preliminary findings. Key findings in the report indicate that left turns account for more than twice as many pedestrian and bicyclist fatalities as right turns and over three times as many serious injuries and fatalities. The study utilizes a data-driven approach to examine crashes, querying five years of citywide crash data, manually reviewing 1,105 crash reports drawn from the most problematic locations citywide, and analyzing 478 intersections where treatments were installed. The study relies on these findings to provide recommendations for additional engineering, planning and education efforts to prevent and mitigate left turn failure-to-yield pedestrian and bicyclist injuries.

## ENFORCEMENT

Data-driven, law enforcement that deters dangerous driving behavior helps to reduce traffic fatalities and serious injuries. Consequently, NYPD continued to focus on enforcement of especially hazardous driving violations, including speeding, failure-to-yield to pedestrians, signal violations, improper turns, and phoning/texting while driving.

Each week at TrafficStat, NYPD's Chief of Transportation meets with agency executives to outline, review and manage its traffic program. During July to October 2016 NYPD issued 43,940 speeding summonses and 12,807 failure-to-yield to pedestrian summonses, a decrease of four percent and an increase of four percent, respectively, from the same period in Fiscal 2016. During this period, although no additional LIDAR speed detection guns were purchased, LIDAR training of officers continued, with 277 officers receiving training, bringing the total number of LIDAR-trained officers to 2,135.

In addition, TLC's enforcement officers, including a dedicated safety enforcement squad equipped with LIDAR guns, focused on these same high-priority violations among TLC-licensed vehicles. Between July and October 2016 TLC officers issued 19 percent more speeding summonses compared to the same period in 2015.

TLC has also been focused on ensuring commuter van safety for both passengers and other street users. Throughout 2016, TLC squads paired with NYPD for joint enforcement operations to combat unlicensed and unsafe vans throughout the City.

The Right of Way Law, also known as Administrative Code 19-190 or Local Law 29, created civil and criminal penalties for motorists who injure or kill pedestrians or bicyclists by failing to yield the right of way. The law, which became effective in 2014, was intended to assist in the reversal of an upward trend in pedestrian fatalities in 2012 and 2013. In 2016 the District Attorneys continued to prosecute motorists charged under Administrative Code 19-190 and successfully defended the constitutionality of the statute in numerous courts.

## OUTREACH AND ENGAGEMENT

The Vision Zero Street Teams integrate education and enforcement to discourage unsafe behavior on our streets. Teams of DOT and NYPD staff work together to identify corridors with significant crash history, along with the causes of those crashes. Staff then spend a week distributing tens of thousands of fliers to pedestrians and drivers with safety tips about the most common causes of crashes in those corridors, which is followed by NYPD enforcement in the same area in the subsequent week. During the reporting period Street Teams made over 310,000 contacts with New Yorkers, and NYPD issued 13,746 parking summonses, 5,791 moving summonses (including 586 to trucks) and made 64 arrests for vehicular offenses such as DWI or unlicensed operation.

The Vision Zero dialogue starts from the ground up—with engagement and education in every community across the five boroughs. This ongoing dialogue extends the deterrent effect of enforcement, informs street design efforts, encourages safe behaviors by both motorists and pedestrians and emphasizes personal responsibility for street safety.

Vision Zero also delivers safe-driving messaging and training to specific populations of drivers, such as for-hire vehicle drivers, City employee drivers and MTA bus operators. At the City level, DCAS has reinforced the safety message to City employees with over 2,300 City drivers trained in defensive driving between July and October of 2016. Included in the training are the TLC “Drive Like Your Family Lives Here” video, and a survey of City drivers to ask their opinions on improving vehicle safety.

TLC helped distribute the street safety message to the private fleets it regulates by speaking with small groups of drivers about Vision Zero. Since the launch of this Vision Zero initiative in 2014 through October 2016, TLC staff have visited 394 taxi fleets and car service bases; 65 of these meetings occurred in the first four months of Fiscal 2017. Since TLC expanded the pre-licensure course requirement to for-hire vehicle drivers, over 29,000 TLC licensees have taken the course, with 16,000 completing the training in the first four months of Fiscal 2017. This training requirement includes the Vision Zero curriculum, which provides information on new road designs, high risk behaviors, and the important role professional drivers play in promoting a culture of safe driving.

TLC honored 378 of its safest licensed drivers at the Third Annual Safety Honor Roll ceremony in September 2016; 45 drivers are repeat honorees. On average, Safety Honor Roll drivers have held their TLC license for 13 years. The ceremony recognizes these drivers’ accomplishments and serves to remind all 154,000 TLC-licensed drivers of the high value the City places on safety.

In 2016 NYC DOT and NYPD conducted a close analysis of crash trends and found that the earlier onset of darkness in the fall and winter is correlated with a 40 percent increase in severe injury and fatal crashes involving pedestrians in the early evening hours compared to crashes during those same hours outside the fall and winter. In addition, lower visibility contributes to twice as many fatal and severe injury crashes involving driver turns during these hours. In response, the Vision Zero Task Force developed a multi-agency seasonal enforcement and education “Dusk and Darkness Initiative.” NYPD concentrated enforcement during key dusk hours on the violations which most directly contribute to serious crashes during this period, including failure to yield. DOT led on-street and broadcast media educational outreach, and TLC staff handed out over 20,000 palm cards to drivers at the LaGuardia and JFK airport holding lots and TLC facilities, sent text messages to drivers, promoted messages on TLC social media and radio shows popular with drivers, and worked with fleet managers and industry organizations to get out the message. In addition, the City expanded the “Your Choices Matter” public communications campaign, developing new radio advertisements timed to air specifically around sunset hours. In this new campaign, listeners will be educated about the correlation between darkness and crashes and reminded to lower their speeds and to turn slowly.

## FLEETS

Following the success of last year's safety event, in November 2016 DCAS hosted its third fleet safety forum for both private and public fleets. Over 400 participants attended, including private fleets; equipment suppliers; federal, State, and City agencies; non-profits; and universities. Speakers from Students Against Destructive Decisions, TLC, the National Safety Council, Together for Safer Roads, SUNY Optometry and Toyota, among others, participated in the program. These events provide opportunities for networking, best practice sharing, and future joint projects.

The City has continued to equip City trucks with side guards. Side guards are rails or panels between the front and rear wheels of a truck that help protect pedestrians, bicyclists, and motorcyclists from being caught underneath the vehicle during a side-impact collision. In New York City trucks comprise only 3.6 percent of vehicles on the road, but collisions with trucks account for 12.3 percent of pedestrian fatalities and 32 percent of bicyclist fatalities, making side guards an important addition to the street-safety toolbox. After an initial pilot, the program expanded with the May 2015 passage of legislation that requires the installation of side guards on all City trucks and commercial waste vehicles. A total of 590 side guards have been installed on City trucks as of October 2016, including 134 during the reporting period. DCAS is continuing to lead the expansion of side guard technology through both retrofits and added side guard specifications in every contract for new truck purchases citywide. Through the work of DCAS, DOT, and the Business Integrity Commission, numerous private companies such as FreshDirect, Action Carting, Crown Container Co., and Coca-Cola have also adopted side guards on area trucks.

The City continued installing speed tracking devices (CANceivers) on its fleet vehicles. With over 23,000 units already in place, over 1,600 of which were installed during July to October 2016, it is the largest such program for any public fleet in the nation. Both side guards and speed tracking devices are part of DCAS's Safe Fleet Transition Plan, which establishes standards and criteria for the best safety technologies available for each vehicle type. The Plan will guide all future vehicle acquisitions beginning in 2017.

TLC continued its Vehicle Safety Technology Pilot, which encourages companies that provide innovative technologies—such as electronic data recorders, driver alert/collision avoidance systems, and street- and driver-facing cameras—to test the potential of these technologies to promote safe driving behavior in TLC-licensed vehicles. The pilot grew to include 374 TLC-licensed vehicles testing seven different technology systems and has been extended for a year to April 2017. In September 2016 TLC released the [second report](#) on the pilot, which showed that crashes per vehicle have declined slightly for all vehicles participating in the pilot, a promising trend that TLC will continue to monitor as the pilot continues.

In July 2016 TLC approved new rules to decrease the risk of fatigued driving across the various industry segments it regulates. TLC developed the rules based on a review of scientific research on fatigued driving, best practices in other transportation and safety-sensitive industries, and analysis of the data on TLC's own driver licensees. The rules seek to reduce serious safety risks of both acute and chronic fatigue on driving by instituting daily and weekly hours of service limits. At passage, TLC decided to temporarily delay implementation of the rules while it finalizes the methodology for calculating work hours given the expanded data availability from the FHV sector.

## DATA-DRIVEN SOLUTIONS

Vision Zero agencies continue working on improving what they know about the circumstances of roadway crashes and learning from the data they collect to inform decision making. In Fiscal 2017 DOHMH started analysis on a data set that matches police-based crash reports with hospital records through a probabilistic data matching process. Analyses are underway to answer questions about the patterns of injury outcomes associated with crash circumstances in New York City. In October 2016 Vision Zero's Data Working Group held an event for researchers to promote projects that address the Vision Zero priority topics for analysis and evaluation. New York City has an engaged academic community and Vision Zero can advance its efforts even further through collaboration and coordination with the research community.

Also in October 2016, DOHMH released an [Epi Data Brief](#) that describes cycling among NYC adults and high school students from 2007 to 2014. This report is based on Community Health Survey and NYC Youth Risk Behavior Survey findings and describes a growing trend of cycling among New Yorkers citywide and across all levels of neighborhood



poverty. This trend is found among White, Black, and Latino adults. Understanding how much New Yorkers are bicycling provides context for Vision Zero on the numbers of bicyclist injuries and deaths over time. DOT can use data on community-level rates of bicycling to help inform the expansion of the bicycle network, which can encourage bicycling and improve safety.

SELECTED PERFORMANCE INDICATORS	Actual					Target			End date
	FY14	FY15	FY16	July-Oct 2015 (FY16)	July-Oct 2016 (FY17)	FY17	FY18	Cumulative	
LIDAR guns (advanced speed detection equipment) purchased and in use	177	214	90	80	0	*	*	505	12/31/2016
Speed boards deployed	56	100	60	28	23	56	56	*	12/31/2017
Speed humps installed	274	382	395	163	172	250	250	*	Ongoing
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	14	208	602	192	304	450	300	*	12/31/2017
Accessible pedestrian signals installed	30	18	47	28	26	75	75	*	Ongoing
Neighborhood slow zones created	1	7	6	6	0	*	*	*	Ongoing
Senior centers partnering with DOT to increase feedback on street safety improvements	92	100	120	30	30	100	100	*	12/31/2017
CANceivers (devices that record speeding and other dangerous driving behaviors) installed in City fleet vehicles <sup>1</sup>	2,475	7,734	4,175	1,929	1,640	1,640	*	16,024	12/31/2016
City employees trained in defensive driving citywide	2,357	15,266	7,929	2,805	2,335	8,000	11,000	*	Ongoing

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The cumulative target for CANceivers was reached during this reporting period. As such, the indicator will no longer be reported after the Preliminary Mayor’s Management Report.
- DCAS added the indicator ‘City employees trained in defensive driving citywide.’
- DOT revised the Fiscal 2017 target for ‘Leading pedestrian intervals installed’ from 300 to 450 to reflect adjusted projections and added the indicator ‘Accessible pedestrian signals installed.’

## ADDITIONAL RESOURCES

For additional information go to:

- Vision Zero Website:  
[www.nyc.gov/visionzero](http://www.nyc.gov/visionzero)
- Vision Zero One Year Report:  
<http://www.nyc.gov/html/visionzero/assets/downloads/pdf/vision-zero-1-year-report.pdf>
- Vision Zero Year Two Report:  
<http://www.nyc.gov/html/visionzero/assets/downloads/pdf/vision-zero-year-two-report.pdf>
- Vision Zero Pedestrian Safety Action Plans:  
<http://www.nyc.gov/html/dot/html/pedestrians/ped-safety-action-plan.shtml>
- Vision Zero Action Plan:  
<http://www.nyc.gov/html/visionzero/assets/downloads/pdf/nyc-vision-zero-action-plan.pdf>
- Vision Zero View:  
<http://www1.nyc.gov/site/visionzero/maps-data/maps-data.page>
- Environment and Health Data Portal:  
<http://www.nyc.gov/health/tracking>
- Left Turn Pedestrian and Bicycle Crash Report:  
<http://www.nyc.gov/html/dot/html/about/leftturnstudy.shtml>
- Second Vehicle Safety Technology Report  
[http://www.nyc.gov/html/tlc/downloads/pdf/second\\_vehicle\\_safety\\_technology\\_report.pdf](http://www.nyc.gov/html/tlc/downloads/pdf/second_vehicle_safety_technology_report.pdf)
- Epi Data Brief, October 2016:  
<http://www1.nyc.gov/assets/doh/downloads/pdf/epi/databrief78.pdf>

**Collaborating  
to Deliver  
Results**



# YOUNG MEN'S INITIATIVE

## PARTNER AGENCIES & OFFICES

New York City's Young Men's Initiative (YMI), the nation's most comprehensive municipal effort to improve the lives of boys and young men of color (BYMOC), continues to advance several key initiatives.

YMI continues to expand and enhance programming with the purpose of fulfilling New York City's commitment to President Barack Obama's My Brother's Keeper (MBK) Community Challenge, a national initiative whose goals, strategies and model were based in part on YMI.
















YMI is managed by a leadership team that provides policy and direction for the initiative and reports to the Deputy Mayor for Strategic Policy Initiatives. Support is provided by the Center for Economic Opportunity (the Center), which oversees YMI's program implementation, monitoring and evaluation processes. YMI actively partners with public, nonprofit and private sector stakeholders to obtain feedback on its initiatives with the goals of identifying service and system needs, managing and enhancing performance of existing programming and expanding successful initiatives. Additionally, a council of researchers and an advisory board help promote YMI's advancement of issues affecting BYMOC in the City.

## IDENTIFYING SERVICE & SYSTEM NEEDS

YMI launched the Equity Committee as a response to the April 2016 release of the Disparity Report, which documented health, developmental and socioemotional disparities experienced by youth of color in relation to their peers. The committee, which includes participants from over twenty City agencies and Mayoral offices, promotes cross-agency thinking and collaboration to increase awareness of disparities in the issue areas of personal/community safety, economic security and mobility, education, and health and wellbeing, their root causes, and to identify best practices to alleviate them. Based on both preventative and restorative principles, the committee is developing a host of policy and programmatic recommendations expected to be completed in June 2017.

During the PMMR reporting period, YMI trained Equity Committee members to identify methods to systemically reform policies and practices that negatively and disproportionately affect youth of color in NYC. This training supports the committee as it develops an internal 3-, 5-, and 10-year roadmap to affirmatively address the disparities impacting young people within the City, with particular attention on Black and Latino youth within YMI's six priority neighborhoods (North Shore, Staten Island; East Harlem, Manhattan; South Bronx; South Jamaica, Queens; East New York, Brooklyn; Brownsville, Brooklyn.)

The Equity Committee will continue to meet monthly through April, 2017 with a focus on graduation/college-career readiness and employment, and the development of ambitious, yet attainable goals related to both policy and programmatic recommendations. Professors from New York University-Steinhardt facilitate these committee activities.

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

Center for  
Economic  
Opportunity

Center for Youth  
Employment

Mayor's Office  
of Community  
Affairs

Mayor's Office  
of Criminal  
Justice

NYC Service

## MANAGING & ENHANCING PERFORMANCE

YMI and the Center work collaboratively with City agency partners in the design, implementation, monitoring and evaluation of YMI programs. The Center conducts rigorous performance measurement to assess program model fidelity, operations and outcomes. In partnership with external evaluation firms, the Center manages objective evaluations of YMI programs to identify best practices and assess impact.

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

- Reading Rescue, an early childhood literacy intervention program, will be expanded in early 2017 due to a \$1.125 million grant that the New York Community Trust awarded in September 2016. This grant will allow Reading Rescue to double from 30 schools to 60 schools. The inaugural cohort of 30 schools—which include select elementary schools (some of the lowest performing third grade reading proficiency schools) in NYC’s highest need communities across the City—has entered the second year of programming.
- City University of New York (CUNY) Fatherhood Academy (CFA) provides parenting workshops, educational services and work readiness programs for young fathers. Originally operated at LaGuardia Community College from 2012 to 2015 with YMI private funding, CFA relaunched at LaGuardia Community College and expanded to Hostos and Kingsborough Community Colleges in January 2016. Preliminary feedback from participants and program staff suggests that the relaunched CFA has been implemented successfully; however, campuses have struggled to meet enrollment targets. To address enrollment issues, in late Fiscal 2016 and early Fiscal 2017, YMI, the Center and CUNY have helped campuses to expand their referral networks by brokering relationships with the Department of Homeless Services, DOE, the Department of Probation, the Department of Youth & Community Development (DYCD), the Human Resources Administration (HRA) and the Department of Parks and Recreation. As a result, enrollment increased to 82% of the target for the cohort that launched in October 2016, compared to 77% for the previous cohort.
- Through the NYC Fatherhood Initiative (NYCFI), YMI has brought together over a dozen City agencies to better coordinate services for fathers while reducing barriers to paternal involvement in children’s lives. The Responsible Fatherhood Coalition (RFC)—made up of fathers and dedicated community leaders—provides the NYCFI with the opportunity to work with fathers directly; each borough has an RFC. In the PMMR reporting period, RFC leadership participated in a series of capacity-building and technical assistance trainings that were provided by the Community Resource Exchange, coordinated by DYCD’s NYCFI team and funded by YMI. In this same time period, each borough RFC was provided with a mini-grant of \$6,000 to hold borough-specific town halls and Dad Matters Awards ceremonies, which recognize outstanding fathers and father-figures within their respective communities and boroughs.
- The NYC Men Teach (NYCMT) program aims to put an additional 1,000 men of color on course to become NYC public school teachers over three years. NYCMT includes academic supports for CUNY students in the program, targeted recruitment, mentoring, and professional development in areas of cultural responsiveness. The inaugural cohort of 570 teachers began full-time teaching assignments in September 2016, with ongoing professional development and programming currently being provided to these teachers. NYCMT also continues to explore additional placement opportunities (including charter schools) for teachers and other school-support professionals.

## EXPANDING OPPORTUNITIES

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

- The Young Adult Literacy (YAL) program provides disconnected young adults (out of school and either unemployed or underemployed) who read at the fourth to eighth grade levels with reading and math instruction within a youth development framework. Seven of the 16 program sites were selected to implement a bridge model in Fiscal 2016 as part of a random assignment evaluation overseen by the Center. In the PMMR reporting period, the Center's contracted evaluation firm conducted site visits to each program to gather qualitative data which will be paired with a quantitative impact assessment. Results, expected in early calendar year 2018, will be used to inform future policy and program decisions, in alignment with the City's Career Pathways effort.
- Peer-to-peer mentoring at select DOE Expanded Success Initiative (ESI) schools is a promising model to address college and career readiness, particularly for Black and Latino young men. In the PMMR reporting period, YMI has been working to both expand and enhance peer-to-peer mentoring programming at 11 ESI schools, with the goal of establishing and implementing mentoring best practices system-wide. The expanded and enhanced mentoring components are expected to launch in early 2017.

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET		FY Q1 ACTUAL	
	FY14	FY15	FY16	FY16	FY17	FY16	FY17
<b>GOAL: ENSURING ALL CHILDREN READ AT GRADE LEVEL BY 3RD GRADE</b>							
<b>Reading Rescue (DOE) – Launched 11/2015</b>							
Number of participating schools	NA	NA	30	30	45	NA	30
Number of students	NA	NA	387	*	707	NA	44
Number of tutors	NA	NA	230	*	357	NA	37
Number of students who complete the program	NA	NA	65	*	389	NA	NA
Average literacy gain of program completers	NA	NA	0.78	*	.80	NA	NA
<b>GOAL: ENSURING ALL YOUTH COMPLETE POST-SECONDARY EDUCATION OR TRAINING</b>							
<b>Justice Scholars (DOP) – Launched 1/2012</b>							
New enrollees	274	246	236	272	NA	81	33
Percent of participants who gained one or more grade levels in literacy	22%	17%	17%	50%	50%	1%	0%
Earned HSE or diploma	48	25	31	*	*	7	2
<b>Young Adult Literacy Program (DYCD/Public Libraries) – Launched 7/2008, YMI Expansion 10/2011</b>							
Program participants	859	759	725	*	*	197	229
Percent of participants who gained one or more grade levels in literacy	38%	39%	69%	55%	55%	48% (62/130)	59% (75/128)
Percent of participants who gained one or more grade levels in numeracy	25%	37%	66%	55%	55%	47% (61/129)	53% (67/127)
<b>NYC Men Teach (DOE/CUNY) – Launched in 01/2016</b>							
Participants enrolled in academic training to become teachers (CUNY)	NA	NA	104	75	325	NA	205
Full-time hires (DOE)	NA	NA	*	NA	755	NA	570

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET		FY Q1 ACTUAL	
	FY14	FY15	FY16	FY16	FY17	FY16	FY17
<b>Cornerstone Mentoring (DYCD) - Launched in 01/2012, high school mentoring expansion 03/2016</b>							
Program participants - grades 5-8	254	303	296	300	348	337	NA
Program participants - grades 9-12	NA (grade 9 captured above)	NA (grade 9 captured above)	99	108	396	NA (grade 9 captured above)	NA
Mentors for grades 5-8	78	81	73	75	87	63	NA
Mentors for grades 9-12	NA (grade 9 captured above)	NA (grade 9 captured above)	21	27	99	NA (grade 9 captured above)	NA
Total mentoring hours	13,846	27,671	17,524	*	*	2,510	NA
<b>GOAL: ENSURING ALL YOUTH OUT OF SCHOOL ARE EMPLOYED</b>							
<b>CUNY Fatherhood Academy (CUNY) - Launched 3/2012 through 7/2015, Relunched in 1/2016 (Program ceased operation temporarily in Fiscal 2015 and did not report outcomes)</b>							
New enrollees	64	NA	103	160	280	NA	0
Percent of participants who received job placements	30%	NA	13%	NA	30%	NA	17%
Percent of HSE Prep participants who earned a HSE diploma	32%	NA	7%	NA	30%	NA	2%
Percent of HSE Prep participants who enrolled into post-secondary education or industry-based training	NA	NA	0%	*	20%	1%	1%
Percent of College Prep participants who enrolled into post-secondary education or industry-based training	33%	NA	0%	*	20%	NA	2%
<b>Jobs-Plus (HRA/ New York City Housing Authority/ Department of Consumer Affairs-Office of Financial Empowerment) – Launched 10/2009, YMI Expansion began 3/2013</b>							
Clients served	4,533	4,962	5,144	*	*	1,737	1,349
Full-time and part-time hires	1,268	1,377	1,418	1,632	1,632	395	388
Retained in job at 3 months	726	617	848	1,060	1,060	194	154
<b>Justice Community (DOP) – Launched 1/2012</b>							
New enrollees	245	236	215	252	*	85	79
Percent of participants placed in employment	36%	20%	28%	50%	50%	24%	13%
<b>NYC Justice Corps (CUNY) – Launched 9/2008, YMI Expansion in 2012</b>							
New enrollees	281	247	108	80	160	0	97
Completed community benefit project	178	154	77	*	*	20	0
Placed in jobs or education	36	58	92	32	64	21	24
<b>Young Adult Internship Program (YAIP) (DYCD) – Launched 11/2007, YMI Expansion 8/2011</b>							
Program participants	1,830	1,857	1,803	1,795	1,750	602	576
Percent of participants who completed internship	83%	82%	82%	75%	75%	82%	84%
Percent of participants placed in employment or education	49%	52%	54%	70%	70%	NA	NA
<b>GOAL: ENSURING ALL YOUTH REMAIN SAFE FROM VIOLENT CRIME AND RECEIVE SECOND CHANCES</b>							
<b>AIM (DOP) – Launched 7/2012</b>							
New enrollees	60	67	52	50	50	13	18
Participants who completed community service project	38	29	27	*	*	2	4
Participants who completed program	43	43	36	*	*	9	4

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET		FY Q1 ACTUAL	
	FY14	FY15	FY16	FY16	FY17	FY16	FY17
<b>Arches (DOP) – Launched 7/2012</b>							
New enrollees	539	412	349	840	460	110	207
New participants receiving one-on-one mentoring	345	451	412	*	*	169	134
Percent of participants who completed program	42%	47%	61%	65%	50%	40%	NA

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- CUNY Fatherhood Academy: The metric, “Percent of HSE Prep participants who enrolled into post-secondary education or industry-based training” was added to better report post-program outcomes for participants in the HSE Prep track. Performance in Fiscal 2017 Q1 reflects the program’s cohort timeline, which did not allow for new participant enrollment during the reporting period.
- Cornerstone Mentoring: Due to the timing of contract renewals for Fiscal 2017 no sites were active during FY17 Q1. All sites resumed regular programming as of November 2016.
- Cure Violence: This program has been removed from the YMI PMMR chapter because management of this initiative has transitioned to the Mayor’s Office of Criminal Justice. Cure Violence program sites previously funded by YMI are continuing to be funded by the City and are continuing operations without interruption.
- IMPACT Peer Mentoring for Young Adult Literacy: This program has been removed from the YMI PMMR chapter because it was discontinued at the close of Fiscal 2016. The program had not consistently achieved anticipated educational outcomes, including high school equivalency diploma attainment and post-secondary enrollment. Program funding has been reinvested in new initiatives to serve BYMOC.
- Justice Scholars: This program was discontinued effective at the close of calendar year 2016. The program has not consistently achieved anticipated educational outcomes, including literacy and numeracy gains, and high school equivalency and high school diploma attainment. Program funding will be reinvested in new initiatives to serve BYMOC.
- NYC Justice Corps: Targets and performance in Fiscal 2016 reflect a temporary suspension of enrollment in the first half of the year while the program underwent a redesign. The program relaunched in January 2016. Targets in Fiscal 2017 reflect the first full year of program operation under the newly redesigned model. Performance in the first quarter of Fiscal 2017 reflects the program’s cohort timeline, which did not allow for the completion of community benefit projects during the reporting period.
- NYC Men Teach: For DOE, there were no official full-time hires in Fiscal 2016 due to timing of the program. For the first quarter of Fiscal 2017, , the reported figure does not include hires through the Teach For America charter school placements, but these will be counted in the future annual figures.
- Reading Rescue: For Fiscal 2017, 30 schools participated in the program, but the mentor and tutor data reflects only the 9 schools that were active in the first quarter. All 30 schools have programming starting as of October 2016. “Average literacy gain of program completers” refers to the average of a grade level equivalency measure.
- Young Adult Internship Program: Fiscal 2016 data for “Program participants”, “Percent of participants who completed internship” and “Percent of participants placed in employment or education” was revised. These revisions reflect the most accurate figures available as verification processes have a lag. Participant enrollment occurs in cohorts and “Percent of participants placed in employment or education” percentages cannot be reported accurately for a single quarter.
- Young Adult Literacy: Prior to Fiscal 2016, Young Adult Literacy data was reported jointly with data for Community Education Pathways to Success (CEPS), a similar, privately-funded literacy program for probationers launched by DOP in February 2013. CEPS sites ceased operations in the third Quarter of Fiscal 2015 following the expiration of private funding in January 2015. CEPS data is included in Fiscal 2014 and Fiscal 2015 metrics.

## ADDITIONAL RESOURCES

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

- The Disparity Report  
[http://www1.nyc.gov/assets/yimi/downloads/pdf/Disparity\\_Report.pdf](http://www1.nyc.gov/assets/yimi/downloads/pdf/Disparity_Report.pdf)
- New York City's Young Men's Initiative Status Report and Future Directions:  
[http://www.nyc.gov/html/ceo/downloads/pdf/2016\\_1\\_7\\_nyc\\_young\\_mens\\_initiative\\_final.pdf](http://www.nyc.gov/html/ceo/downloads/pdf/2016_1_7_nyc_young_mens_initiative_final.pdf)
- The New York City Young Men's Initiative: Working to Improve Outcomes for Black and Latino Young Men:  
<http://www.nyc.gov/html/ceo/downloads/pdf/evaluation-of-the-nyc-yimi-metis-2014.pdf>
- Urban Institute Evaluation of CUNY Fatherhood Academy:  
<http://www.nyc.gov/html/yimi/downloads/pdf/cfa-evaluation-2014.pdf>
- Career Pathways: Progress Update:  
<http://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>



**Collaborating  
to Deliver  
Results**

# MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY



## PARTNER AGENCIES & OFFICES

The Mayor's Action Plan for Neighborhood Safety (MAP), part of the Mayor's Office of Criminal Justice (MOCJ), is pioneering a 21st century crime reduction approach that brings together neighborhood residents, government agencies and police officers to address concentrated disadvantage and physical disorder, and promote neighborhood cohesion and strong citywide networks. The initiative works in 15 NYCHA developments across the five boroughs.

In its first two years MAP, whose strategy is concentrated in people, places and networks has brought significant, additional investment in programming to increase employment and benefits opportunities for those most in need, security-focused infrastructure upgrades, increased resources aimed at violence prevention and intervention, and collective efficacy amongst stakeholders in and around the developments. Compared to the initiative's launch in 2014, violent crime, index crime and shootings are all down 2.2%, 4.2% and 14.7% respectively.

In year three of MAP, the initiative will concentrate on the employment of at-risk, disconnected youth, the installation of layered access and closed circuit television and rolling out NeighborhoodStat at each development with staff dedicated to convening stakeholder teams and managing projects at each of the 15 developments. In addition, during this year MOCJ will develop the sentiment meter, a multi-construct measure of community sentiment that reflects resident access to resources, perceptions of safety and collective efficacy.

## COMMUNITY ENGAGEMENT & PROGRAMMING

MAP has identified employment, both from an opportunity and readiness perspective, as key to its strategy of addressing concentrated disadvantage and pairing the right intervention with the right people to address crime. Research at the MAP sites has identified youth in the 16-24 age range as the most likely arrestees and victims of crime. This finding led to the development of targeted employment intervention for youth ages 18-24 at selected pilot MAP sites that will focus on: teaching hands-on technical skills in different sectors to build actual qualifications and experience; making concrete connections to paid jobs and internships that could help youth gain necessary experience and build their social capital; and identifying mentors from the community with similar backgrounds who can support the youth in their transitions to the working world. During the reporting period MAP worked with the Young Men's Initiative to solidify the program model and is currently working to secure funding.

## IMPROVED INFRASTRUCTURE / ENVIRONMENTAL DESIGN

MAP was created on the premise that distress is concentrated in place; thus, the initiative focuses on both activating public spaces and investment in security infrastructure as tools to combat crime at the 15 developments. Between July and October of 2016 the following progress was made in MAP's place strategy:



DFTA

DOP

DPR

DYCD

HRA

NYCHA

NYPD

Center for  
Economic  
Opportunity

Mayor's Office  
of Criminal  
Justice

Mayor's Office  
to Combat  
Domestic  
Violence

Mayor's Office  
of Operations

## LIGHT STUDY

In March 2016, MAP launched an extensive light study aimed at understanding the impact of well-lit spaces on crime, which took place at 40 NYCHA developments beyond the 15 MAP developments. In September of 2016, the study portion of the project ended, however, the light towers will remain in place until results of the study are released in early 2017.

## CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

Great design can be the vehicle for more equitable buildings and spaces that are safe, sustainable, resilient and healthy. MAP is deploying Crime Prevention through Environmental Design (CPTED) strategies to complement the extensive investments in lights, cameras and layered access. One of those strategies, Neighborhood Activation, focuses on the built environment activating public spaces in MAP communities in Brooklyn and the Bronx. During the reporting period, MAP worked with DDC's Design Excellence program to select a vendor to lead the Neighborhood Activation study in the pilot neighborhoods.

In addition, MAP partnered with Pratt and Gehl Institutes to conduct an audit of Ingersoll and the neighborhood surrounding the development with the assistance of residents and NYCHA staff with an eye toward safety and how design principles can impact neighborhood well-being. In the coming months MAP will conduct CPTED trainings for stakeholder teams of residents, city agency and CBO partners at each of the developments.

MAP investment in capital upgrades at the developments continued between July and October of 2016 with exterior lighting completion at Butler, St. Nicholas, Castle Hill and Stapleton Houses.

## NETWORKS

NeighborhoodStat serves as the operational and organizational centerpiece of MAP. It is a community-based problem-solving process grounded in a series of regular convenings that engage local residents, police, government agencies and community groups in each of the 15 MAP developments and their surrounding neighborhoods in sharing, analyzing and using data to identify public safety priorities, and in implementing solutions. NeighborhoodStat also serves as a vehicle to work together on projects aimed at reducing crime and making neighborhoods safer.

NeighborhoodStat is designed to operate at two critical levels of engagement and action: the borough level; and, the development/neighborhood level. The borough-level NeighborhoodStat process began in mid-2016, and consists primarily of large-scale meetings among NYCHA, NYPD, MOCJ and other city agencies as well as development residents at One Police Plaza. These meetings surface issues across the 15 MAP developments/neighborhoods for local stakeholders and city government leadership to work together to solve. During the reporting period, MAP conducted its second cycle of NeighborhoodStat meetings at NYPD Headquarters.

By the Spring of 2017, the development/neighborhood-level NeighborhoodStat process will launch local NeighborhoodStat initiatives in each of the 15 MAP developments (and surrounding neighborhoods). At the development/neighborhood level, the NeighborhoodStat process will be grounded in regular meetings facilitated by Field Coordinators. The Field Coordinators will develop and convene Stakeholder Teams—including residents of NYCHA, property management and police and city agency staff working on-site at the developments—to share and discuss data about crime and other neighborhood conditions, identify pressing safety issues and relevant assets and resources, and develop specific crime reduction strategies, including targeted community projects and longer-term initiatives. Each Field Coordinator, along with members of the Stakeholder Team and the development's Resident Association, will also attend the borough-level NeighborhoodStat meetings at One Police Plaza to raise challenges, obstacles and opportunities identified at individual developments/neighborhoods (and across developments) with appropriate city agency partners who can take action necessary to address the issues raised by the Stakeholder Team and Resident Association members.

## CRIME STATISTICS IN THE 15 DEVELOPMENTS

Number of Incidents	July 1 - October 31		
	FY16	FY17	% change
Violent Crime	231	212	-8.2%
Total Index Crimes	322	296	-8.1%
Shootings	13	9	-30.8%

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

Agency/Office	Indicator Name	FY16 Actuals	July - Oct. 2016 (FY17) Actuals	FY17 Target
<b>Improved Infrastructure / Environmental Design</b>				
NYCHA	Temporary light fixtures placed	149	184	(a)
	Permanent lights installed	1,412(b)	1,603	2,500
	Layered access projects completed (repairing and adding additional security to development entry and access points)	0(c)	22	45(d)
	Cameras installed (closed circuit television)	988	0	800
	Non-construction scaffolding and shedding removed (feet)	7,104	223	6,931
<b>Community Engagement &amp; Programming</b>				
DPR	Kids in Motion participants across MAP sites	53,597	58,002	50,000
	Shape-Up participants across MAP sites	3,781	731	3000
DYCD	MAP Summer Youth Employment (SYEP) participants	1,706	1,816	850
Center for Economic Opportunity (The Center)	Youth enrolled in Work Progress Program (WPP)	380(f)	71(g)	(e)
DOP	New participants enrolled in the NextSteps youth mentorship program	208	172	200
	Total participants enrolled in the NextSteps youth mentorship program	208	279	200
	Participants who positively exited NextSteps program	153	52	80
OCDV	Healthy Relationship Academy workshops held	130	30	100
	Clients linked to DVRT specialist and Family Justice Centers (h)	65	NA	NA
	Community outreach events	486	139	400
HRA	Appointments to connect individuals to HRA services	2,378	695	1,500
	Individuals connected to HRA services	1,459	425	1,000
	Percentage of clients seeking SNAP and Emergency Assistance benefits enrollment who are successfully enrolled in those benefits	NA (i)	53%	30%
DFTA	Grandparent support participation	923	117	1,200
	Seniors engaged at public events	8,971	1,983	5,500
	Program intakes	79	34	250

(a) Dependent on the progress of the installation of permanent lights.

(b) Modified because the figure reported in the Fiscal 2016 MMR (2,088) included some non-MAP NYCHA developments.

(c) Modified because the figure reported in the Fiscal 2016 MMR (21) reflected work done at non-MAP NYCHA developments.

- (d) Modified from the figure reported in the Fiscal 2016 MMR (18). NYCHA plans to increase the number of buildings included in the Fiscal 2017 layered access projects.
- (e) Represents youth who live in NYCHA residences across the city, including, but not limited to MAP developments. WPP providers recruit from a combination of developments and also within the larger New York City community.
- (f) The Center engaged in extensive data cleaning with WPP providers since the Fiscal 2016 MMR, and as a result the Fiscal 2016 Annual metric has changed from 362 to 380, reported here.
- (g) The Center collects NYCHA enrollment data on a quarterly basis. WPP Fiscal 2016 data reflects Q1 of Fiscal 2017, and does not include October.
- (h) OCDV is no longer providing case managers at MAP sites. NYCHA residents still receive case management services directly at Family Justice Centers and NYCHA community outreach work will continue at the previous level.
- (i) Started in Q4 of Fiscal 2016.

## PARTICIPATING NYCHA DEVELOPMENTS

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



## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

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

### PARTNER AGENCIES & OFFICES

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







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

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

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

Led by the Mayor's Office of Criminal Justice (MOCJ), the Mayor's Task Force on Behavioral Health and the Criminal Justice System continues to work closely with the New York City Department of Health and Mental Hygiene (DOHMH), the New York City Police Department (NYPD), the Department of Correction (DOC), NYC Health + Hospitals, the Department of Probation (DOP) and the Human Resources Administration (HRA). Highlights of the Task Force's accomplishments in the first four months of Fiscal 2017 include:

- NYPD expanded the Crisis Intervention Training, which NYPD developed for police officers to enable them to better recognize the behaviors and symptoms of mental illness and substance use. The training — which includes role playing, briefings on relevant mental health laws and conversations with individuals with mental illness who have had police encounters in the past — is being integrated into the police academy curriculum. 671 officers from over 80 precincts, as well as transit officers stationed in Northern Manhattan, completed training for Crisis Intervention Teams (CIT) in this reporting period. CIT has been incorporated into the NYPD Training Academy for new recruits and into ongoing trainings for seasoned patrol officers.

	DOC
	DOHMH
	DOP
	NYC H + H
	HRA
	NYPD

Mayor's Office  
of Criminal  
Justice

- The Pre-Arrest Screening Unit (PASU) provided 3,847 individuals with enhanced behavioral health screening at arraignments in Manhattan Criminal Court during the reporting period. As part of the PASU, nurse practitioners and other health professionals piloted a process to identify those with immediate behavioral health needs, and connect them to providers for care and potential diversion. The initiative began as a pilot operating Monday through Friday from 6am to 2pm and has served nearly 11,000 individuals. In November 2017, it will expand to operate 24/7 at Manhattan Criminal Court.
- In August 2016, NYC Health + Hospitals opened the fourth specialized Program to Accelerate Clinical Effectiveness (PACE) unit to provide services to inmates with behavioral health issues. These intensive-care mental health units have served nearly 70 unique individuals during the reporting period. The City will add and staff eight more PACE units on Rikers Island by Fiscal 2020 to further support the City's overhaul of mental health care for inmates in City jails.
- Substance use disorder services at discharge have also been expanded to provide an additional 4,000 individuals annually with referrals to treatment and other essential services upon release from jail by the end of Fiscal 2017. In the reporting period, the substance use program served 1,017 individuals leaving Rikers, in addition to 2,246 people in Fiscal 2016.

In addition to the Task Force's accomplishments in the first four months of Fiscal 2017, the initiative has been focused on:

## EXPANDING OPTIONS FOR POLICE

Achieving the Task Force's goals begins on the streets, where police and other first responders encounter those with behavioral health issues. In order to measure the impact of the Crisis Intervention Training, MOCJ and NYPD are developing a plan to evaluate the effectiveness of CIT. The evaluation will aim to look at changes in factors such as the number of arrests, incidents requiring assistance from Emergency Service Units and use of force incidents at the precincts where officers have been trained. According to CIT advisory board meetings, officers trained in CIT have widely reported a greater comfort in handling situations where a person appears to be having a behavioral health crisis, and members of the community have begun to recognize the CIT logo and what it represents.

## CUTTING CASE PROCESSING TIMES

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

When MOCJ first began Justice Reboot, 1,427 cases with detained defendants were pending for more than one year. As of October 31, 2016, the most recent data available from the Office of Court Administration (OCA), 1,302 (91%) of those cases have now been resolved. A total of 74 cases were resolved during this reporting period. Since the start of the initiative, MOCJ, OCA, the five District Attorneys and Defense Bar have been meeting regularly as a Coordinating Committee to review progress toward goals and make implementation decisions based on the recommendations of borough-specific teams. Additionally, in order to provide transparency and real-time information on case processing times citywide, the City is building an online tracking tool. This tool will allow each part of the criminal justice system to assess specific causes of delay in individual cases, track borough-specific case processing timelines alongside volume and resource availability, prepare status reports to pinpoint bottlenecks and help the Coordinating Committee develop solutions and ensure progress implementing them.

## DECREASING VIOLENCE ON RIKERS ISLAND

DOC has adapted the CIT model — originally designed to improve the way police officers respond to mental health crises — to correctional settings. Crisis Intervention Teams comprise both DOC officers and NYC Health + Hospitals (H+H) staff specially trained in de-escalation and symptom identification. CIT trainings include site visits to mental health facilities that care for inmates who need additional support off of Rikers Island. As of October 31, 2016, a total of 351 staff (260 correctional and 91 health staff) have been trained; 93 were trained in the first four months of Fiscal 2017.

Staff trained in crisis intervention techniques have been able to successfully de-escalate situations without officially dispatching a Crisis Intervention Team. MOCJ, H+H and DOC have begun evaluating the program to measure the effect that the CIT training has on incidents of violence and use of force in units with CIT-trained staff. Since implementation in June 2015, the number of times officers in these facilities have used force has decreased by 43%.

DOC has also instituted Mental Health First Aid (MHFA) training to help officers work with inmates experiencing mental health issues and de-escalate situations. All recruits receive MHFA training, and DOC has also implemented eight additional in-service training hours for all officers. As of October 31, 2016, 2,449 officers have been trained.

## INCREASING ACCESS TO SUPPORTIVE, PERMANENT HOUSING

Because many people with mental health and substance use issues cycle between homelessness and incarceration for months or years at great public expense and with tragic human outcomes, DOHMH added 120 permanent supportive housing slots dedicated to justice-involved individuals to its portfolio in Fiscal 2016. MOCJ generated a list of frequent users of the shelter and corrections systems over the past four years in an effort to connect that population to these housing beds. DOHMH has contracted with three service providers (Fortune Society, CAMBA and Urban Pathways) who receive names generated from the list, find the individuals, assess them for a probable mental illness or substance use disorder, and offer them this housing option. In the reporting period, an additional 20 individuals received both housing and support services through this initiative, for a cumulative total of 85 people placed into supportive housing. The Task Force continues to work on identifying and securing affordable scattered-site apartments in order to bring the program to capacity.

PERFORMANCE INDICATORS	ACTUAL	4-MONTH ACTUAL	TARGET		CUMULATIVE		
		(JULY - OCT)	FY17	FY18	Actual	Target	End Date
NYPD officers who completed crisis intervention training <sup>1</sup>	3,947	671	*	*	4,618	5,500	6/30/2018
Participants enrolled in supervised release slots <sup>2</sup>	911	1,014	*	*	1,925	3,048	6/30/2018
Individuals provided substance use disorder treatment services	2,246	1,017	*	*	3,263	4,000	6/30/2017
Individuals placed in DOHMH permanent supportive housing slots	65	20	↑	↑	85	267	TBD

<sup>1</sup>Excludes 61 officers trained in Fiscal 2015. <sup>2</sup>Excludes 16 participants enrolled in Fiscal 2015.

## NOTEWORTHY CHANGES, ADDITIONS AND DELETIONS

- The indicator “DOHMH permanent supportive housing slots” has been renamed “Individuals placed in DOHMH permanent supportive housing slots” for accuracy and clarity.

## ADDITIONAL RESOURCES

For additional information go to:

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





## Collaborating to Deliver Results

# CAREER PATHWAYS

## PARTNER AGENCIES & OFFICES

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

Center for Economic Opportunity

Center for Youth Employment

Mayor's Office of Media and Entertainment

Mayor's Office of Operations

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

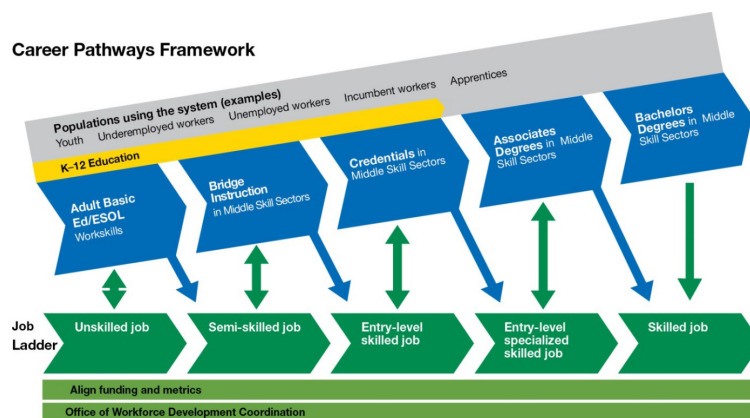
As New York City's economy rebounds, the Career Pathways framework is critical to fostering a more inclusive prosperity across the five boroughs. The number of jobs in New York City remains close to the record high of 4.34 million reached in August 2016, and workers experienced an average increase in wages of 3.2 percent between September 2015 and September 2016. This administration is determined to ensure that all New Yorkers can benefit from the City's success.

Led by the Mayor's Office of Workforce Development (WKDEV), Career Pathways targets three key policy areas: building skills employers seek, improving job quality and increasing system and policy coordination. Highlights of Career Pathways' accomplishments during the first four months of Fiscal 2017 are listed below by policy area.

## BUILDING SKILLS EMPLOYERS SEEK

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

Industry partnerships work with employers, industry and trade organizations, organized labor, non-profits, training providers and educational institutions, private philanthropy and workforce organizations to build a sustainable and robust pipeline of local talent to fill New York City's jobs, create formal career paths to good jobs, reduce barriers to employment and sustain or increase middle-class jobs. The executive and founding directors of each industry partnership—individuals with extensive working experience in their sectors—serve as conveners, researchers and thought leaders to promote systemic changes that advance the principles of Career Pathways.



Source: Adapted from the Center for Law and Social Policy

Industry partnerships work to determine the skills and qualifications that employers need, and continuously upgrade curricula, training, and credential attainment programs to reflect local market conditions. To define and fulfill labor demand in each sector, industry partnerships establish feedback loops that formalize regular interaction with employers.

In the first four months of Fiscal 2017, the recently launched industry partnerships in the construction, food service, and industrial/manufacturing sectors convened employers and stakeholders to determine the skills and qualifications employers need in their workforce. These three partnerships have begun to carry out the strategies validated by their respective advisory councils to address the challenges and unique workforce issues in each of these sectors; for example, the industrial/ manufacturing partnership is establishing individual councils specific to industrial hubs within the city (e.g., Industry City, JFK airport, Staten Island), and the food service partnership is working with restaurant owners to navigate the regulatory environment and identify potential policy changes. In addition, two industry partnerships—the New York Alliance for Careers in Healthcare (NYACH) and the Tech Talent Pipeline (TTP)—engaged more employers to inform and align more programs and scale successes. For example, NYACH and TTP were involved in the White House jobs initiatives Health Career Pathways Communities and Tech Hire, respectively. A retail industry partnership will be established in Fiscal 2017.

Bridge programs pair educational instruction and workforce services, building the competencies necessary for work and education alongside career and supportive services. In the reporting period, curricula were finalized for the first existing program to transition to a bridge model, the Department of Youth and Community Development (DYCD) and the Center for Economic Opportunity's Young Adult Literacy program. An evaluation of this program began in Fiscal 2016 and will continue through Fiscal 2018.

In Fiscal 2016, an estimated \$54 million was invested in occupational skills and entrepreneurship training in part through reallocation of the City's existing workforce funding and resources. The broad array of trainings offered during the first four months of Fiscal 2017 included: cool roof installation training, multiple NYACH-informed healthcare trainings, and the Tech Talent Pipeline's "Series A" suite of trainings in IT, quality assurance, and data analysis for individuals with no previous tech experience.

The NYC Center for Youth Employment (CYE) continued to make significant progress toward its mission of expanding, improving and connecting youth employment and career exploration services in New York City during the first four months of Fiscal 2017. A project of the Mayor's Fund to Advance New York City, CYE helped increase summer work opportunities with DYCD by more than doubling program slots for both vulnerable youth (3,050 slots) and Ladders for Leaders interns (1,538 slots); continued to help inform Requests for Proposals on workforce services for in-school and out-of-school youth as well as for young adults on public assistance; and launched CareerCLUE, a blended work/ learning summer experience created in partnership with the Department of Education's Office of Community Schools. Across all programs, the Center is on pace to surpass the Mayor's annual goal of supporting at least 100,000 jobs, internships and mentorships annually for young adults by 2020.

With funding from the City, CUNY is expanding its Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in 2014, to 25,000 students by academic year 2018-19. ASAP has more than doubled associate degree completion rates for participating students, graduating at least 50 percent of students in three years. Within the reporting period, CUNY ASAP enrolled 13,069 (8,036 new) students, and will reach a total enrollment of 15,400 within academic year 2016-17. The program is on target to meet the academic year 2018-19 enrollment goal of 25,000 students.

## IMPROVING JOB QUALITY

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

The "Best for NYC" program aims to help employers learn about and adopt practices that benefit their workers and their bottom lines. The program is the first city-led campaign of its kind and leverages impact assessment tools developed by B Lab, a nonprofit organization that certifies businesses globally for positive social and environmental impact. Since "Best for NYC" was launched in 2015, more than 30 cities in the U.S. and around the world have embarked on creating similar "Best for" campaigns. The program's staff, community-based partners, and NYC business leaders

were recognized and shared best practices at global business gatherings in San Francisco and Philadelphia in early Fiscal 2017. WKDEV is leveraging the data around business hiring, training, and internal promotion collected from the more than 500 businesses that participated in the inaugural year of the campaign to expand the tools and resources available to support businesses in adopting high-road practices.

## INCREASING SYSTEM AND POLICY COORDINATION

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

HireNYC requires companies that receive City contracts or City subsidies to engage with the City's workforce system in finding talent. Through HireNYC, WKDEV and the Mayor's Office of Contract Services connect the City's economic investments to the City's workforce system. In Fiscal 2016, HireNYC Human Services resulted in 1,869 hires of individuals with active public assistance cases at human services organizations that contract with the City. During the reporting period, HireNYC Human Services expanded to include DYCD, SBS, the Department of Health and Mental Hygiene, and the Department for the Aging.

WKDEV, in collaboration with the Mayor's Office of Operations (Operations), has developed a set of Common Metrics, 13 performance measures that provide standard terminology and definitions for key milestones (e.g., enrollment in a skills-training program) and outcomes (e.g., full-time job placement) commonly used in workforce programs. With these uniform metrics, the City is establishing and implementing a shared framework for exchanging client workforce data to improve coordination and tracking. Requests for proposals for workforce programs must also adhere to these standard definitions.

During the first phase of the project, WKDEV and Operations are partnering with the 18 City agencies that administer workforce programs to:

- Review the Common Metric definitions and standards for verification;
- Determine which of the metrics are most applicable to each program's operations; and
- Analyze the current state of agencies' systems and data used to track client participation in these programs.

In the first four months of Fiscal 2017, WKDEV and Operations engaged CUNY, the Department of Parks and Recreation, the New York City Housing Authority and Queens Public Library in this analysis. WKDEV and Operations requested pilot data from DYCD, Human Resources Administration, and SBS based on the analysis conducted during Fiscal 2016 and began developing dashboard prototypes to present the data collected through Common Metrics. Finally, Operations and WKDEV submitted a request to the New York State Department of Labor to access Wage Record System data on participants enrolled in Career Pathways programs; these data will be used to assess job retention, job continuity, and wage gain.

# PERFORMANCE INDICATORS

As implementation of Career Pathways continues, WKDEV and agency partners will continue working to design and track performance indicators.

Indicator	FY16	FY17 (July - October)	Notes
<b>Career Pathways Framework Alignment</b>			
Programs that refer participants to trainings developed with the City's industry partnerships (%)	NA	NA	The reporting mechanism for this indicator is being developed, and data will be available with the implementation of Common Metrics.
Number of workforce development models or solutions informed by industry partnerships	NA	9	Fiscal 2016 data will be reported in the Fiscal 2017 Mayor's Management Report (MMR).
Employers engaged with industry partnerships	NA	NA	WKDEV and SBS are currently developing a method for measuring employer engagement in industry partnerships. Work on this indicator is still progressing with an expectation for a finalized indicator for the Fiscal 2017 MMR.
Workforce program data systems assessed for Common Metrics alignment (%)	58%	69%	This indicator is intended to demonstrate progress towards assessing existing data systems for alignment with Common Metrics, which includes a review of program metrics, IT systems and data availability.
Programs using Common Metrics to report on performance (%)	NA	NA	Through Fiscal 2017, WKDEV and the Mayor's Office of Operations will continue working with City agencies to develop an integrated data platform which will serve as the reporting mechanism for this indicator.
<b>Client Engagement and Outcomes</b>			
Individuals enrolled in industry-based training	16,161	NA	This indicator covers programs, administered by nine agencies, that provide participants with occupational skills training and is reported on a full fiscal year basis.
Individuals obtaining industry-based training credentials	7,423	NA	This indicator is reported on a full fiscal year basis.
Individuals connected to employment	63,420	NA	This indicator provides a count of clients who are connected to unsubsidized jobs and is reported on a full fiscal year basis.
Number of jobs, internships or mentorships provided by CYE	81,915	NA	The goal is to provide 100,000 jobs, internships or mentorships annually, by 2020. This indicator is reported on a full fiscal year basis.
Cumulative number of employers that provide jobs, internships or mentorships through CYE	534	602	

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- “Number of workforce development models or solutions informed by industry partnerships” is a new indicator. ‘Workforce development models or solutions’ include occupational skills training, internships, assessments, curriculum in high schools and higher education, and other programming specifically addressing skills gaps in the labor market. ‘Informed by’ means that the model, curricula, or approach to training has been verified by employer or industry stakeholders as sufficient to deliver the skills needed for graduates to be hired. A model or solution is included in the count once it has been finalized and verified by employers or industry stakeholders as ready to implement.
- “Employers engaged with industry partnerships” replaces “Employers participating in real-time ‘feedback loop’ events with industry partnerships” to include other ways in which employers participate in industry partnerships, such as participating on an industry partnership advisory board.
- “Number of jobs, internships or mentorships provided by CYE” and “Cumulative number of employers that provide jobs, internships or mentorships through CYE” are new indicators.

## ADDITIONAL RESOURCES














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

- Career Pathways: Progress Update, December 2015:  
<http://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>
- Career Pathways Learning Lab White Paper, July 2015:  
[http://www.nyc.gov/html/ohcd/downloads/pdf/nyc\\_career\\_pathways\\_learning\\_lab\\_summary\\_July2015.pdf](http://www.nyc.gov/html/ohcd/downloads/pdf/nyc_career_pathways_learning_lab_summary_July2015.pdf)
- The New York City Bridge Bank:  
[www.nyc.gov/bridge](http://www.nyc.gov/bridge)
- HireNYC:  
<http://www.nycedc.com/program/hirenyc>
- Best for NYC:  
<http://bestfor.nyc/>
- NYC Center for Youth Employment:  
<https://cye.cityofnewyork.us/>
- NYC Center for Employment – Employer Best Practices Playbook:  
<https://cye.cityofnewyork.us/employerplaybook/>



# SMALL BUSINESS FIRST

## PARTNER AGENCIES & OFFICES

	DCA
	DCAS
	DCP
	DEP
	DOB
	DOHMH
	DOITT
	DOT
	DSNY
	FDNY
	OATH
	SBS
	TLC

Mayor's Office  
of Data Analytics

Mayor's Office  
of Immigrant  
Affairs

Mayor's Office  
of Operations

Mayor's Office  
of Technology  
and Innovation

New York City is a city of small businesses. Of the approximately 200,000 businesses located in the city, 98 percent are small (fewer than 100 employees) and 89 percent are very small (fewer than 20 employees). These businesses already employ nearly half of the City's workforce and they are growing. Small business owners take tremendous financial risk to transform their dreams into reality and in doing so they provide the foundation for our city's unique and diverse neighborhoods. For many New Yorkers, small business ownership also offers a first chance for economic self-determination and a path to the middle class.

As we strive to reduce inequality in our city, supporting those who pursue business ownership is vitally important. Small Business First (SB1) is Mayor Bill de Blasio's initiative to make government more effective and efficient in helping businesses start, operate, and expand. The initiative, launched in February 2015, is an interagency effort led by the Department of Small Business Services (SBS) and the Mayor's Office of Operations. As part of SB1, 30 commitments have been made to improve the City's regulatory environment for small businesses and save business owners time, money, and hassle, as well as increase satisfaction with City services. These commitments are detailed in the [Small Business First Report](#).

Under the SB1 initiative, the City has already made strides towards helping government become more effective and efficient. In the first four months of Fiscal 2017, the Small Business Support Center, which provides resources from multiple City agencies, completed over 2,630 business transactions including licenses, permits, and business support services. Additionally, in an effort to increase government transparency and provide business owners with the opportunity to ask their questions directly to City agency representatives, SBS outreach staff participated in two multi-agency events in the Bronx and Manhattan, where they assisted 280 businesses.

As part of SB1, the City is on track to do a lot more to support small businesses. The City is developing a comprehensive online business portal that will centralize City services and resources for business owners. Starting in the summer of 2017, business owners will be able to create personal accounts on the portal and access information on their licenses, permits, and violations. Additionally, the City continues to work on ways to simplify City rules to improve the regulatory environment for small businesses, through an effort managed by Operations in collaboration with rulemaking agencies and the Law Department. During the reporting period, staff at the relevant agencies began submitting proposed rules for repeal or revision through the City Administrative Procedures Act

The SB1 initiative is detailed below, and unless otherwise noted, the accomplishments listed occurred in the first four months of Fiscal 2017.

## PROVIDE CLEAR INFORMATION WITH COORDINATED SERVICES AND SUPPORT

Communicating clearly and providing ample information in a central location is necessary to help the City better meet the needs of small businesses. Because small businesses are diverse, SB1 ensures that materials and services are made available and are distributed to businesses in a variety of ways. SB1 uses different channels to disseminate this information, including online and print media as well as via distribution at multiple locations, including City sites and community organizations. Providing better information in a variety of ways is critical to

ensuring that all small businesses understand how to comply with City rules and processes, know where to go if they need help, and are aware of all of the City resources that are available.

Accomplishments include:

- Began building the new NYC Business Portal, and updated the landing page design and site navigation for easier accessibility by business owners. Developed new functionality for the site and for user accounts based on feedback from the business community (commitment 1).
- Finalized the installation of dedicated business sections on the Department of Environmental Protection (DEP) and the Department of Transportation's (DOT) websites. Added a link to the NYC Business website to the "Business" sections of three agency websites (commitment 2).
- Provided over 2,630 services at the City's first Small Business Support Center—a central location that offers business owners in-person support, including access to licensing, permitting, and related services from DCA, DOHMH, and SBS (commitment 4).
- Assisted 218 businesses through an expanded Client Manager team, including two new staff members assigned to the Department of Buildings (DOB) and the Fire Department (FDNY). These staff members provide one-on-one assistance to business owners and help them navigate government processes (commitment 5).
- Tracked pilot tests of handheld devices to be used by teams at DEP and FDNY when performing inspections (commitment 6).
- Completed nine additional plain language guides to help businesses more easily understand and comply with agency regulations, bringing the total number of completed guides to 27 out of 28 expected (commitment 7).

## HELP BUSINESSES UNDERSTAND AND COMPLY WITH CITY REGULATIONS

Creating a supportive environment for small businesses is the key to ensuring business growth in New York City. A supportive environment ensures that small business owners are not being unnecessarily burdened with violations, and helps small businesses focus on their core mission – to earn profits and expand operations. To improve the way the City interacts with small businesses, SB1 promotes compliance through education rather than primarily through punitive measures, and ensures that City agencies and employees provide the best possible customer service. In addition, SB1 supports the Office of Administrative Trials and Hearings' (OATH) ongoing initiatives to streamline the administrative justice system, which will help alleviate some of the burden currently felt by small businesses.

Accomplishments include:

- Completed agency training for all five Compliance Advisors – a team of SBS staff who conduct on-site consultations to help business owners avoid the most common business. In the first four months of Fiscal 2017, Compliance Advisors provided 298 consultations to business owners and conducted door-to-door outreach that resulted in 247 additional consultations, for a total of 545 consultations (commitment 9).
- Held five sessions of the citywide standardized customer service course to train 83 public-facing, non-inspectorial City staff in customer service (commitment 11).
- The successful consolidation by OATH of City administrative tribunals dealing with regulatory enforcement summonses into the OATH Hearings Division, enabling business owners to address alleged regulatory violations at any OATH Hearing Center (commitment 12).

## REDUCE THE BURDEN IMPOSED BY COMPLEX REGULATIONS AND FINES

Small businesses consistently ask the City to make the rules impacting small businesses easier to understand and follow. They express frustration with the fact that the processes to comply are time-consuming and can overlap or be



duplicative. To address these issues, SB1 not only provides businesses with more information and support, but also builds on previous efforts by the City to make changes to the regulations and processes that create New York City's complex regulatory environment. In partnership with business owners, the City Council and City agencies, SB1 has led efforts to update and simplify laws and rules to better meet small business needs. In addition, the program promotes coordination among agencies and streamlining of agency processes to ensure faster and more efficient services.

Accomplishments include:

- Held a meeting of the NYC Food & Beverage Hospitality Council where industry stakeholders discussed the areas of regulation where they see the greatest need for improvement, and provided ideas on possible solutions. The Council plans to reconvene in the third quarter of Fiscal 2017. This commitment initially focused on the food and beverage industry due to the high level of City regulation of these businesses and their prevalence in communities across the city. Additional industries will be determined for engagement as the project moves forward (commitment 14).
- As part of a broader review of the City's 5,300+ existing rules, an effort coordinated through the Office of Operations, select rules were identified for modification or repeal that relate to reducing regulatory burdens on small businesses. From this list, agencies are prioritizing the rules they will submit to the City Administrative Procedure Act (CAPA) process (commitment 16).
- Developed a plan to amend zoning regulations to allow certain categories of Physical Culture Establishments to open as-of-right (commitment 17).
- Completed mapping the implementation phase of a coordination project between DOB and FDNY to streamline areas of process overlap or complexity (commitment 18).
- Finalized and submitted legislation to remove the requirement for fire suppression plan review at DOB and allow licensed fire suppression contractors to submit plans for commercial kitchen fire suppression systems (commitments 19 and 20).
- Confirmed that all determination requests are submitted online as part of the effort to leverage technology to streamline the process at DOB, after making an electronic submission option available in Fiscal 2016 (commitment 21).
- Developed a system of notification around sidewalk sheds, both between DOB and DOT and between the City and the sidewalk shed and scaffolding industry (commitment 24).

## ENSURE EQUAL ACCESS FOR ALL BUSINESS OWNERS

SB1 seeks to provide information and services to all small business owners in all five boroughs, by overcoming hurdles such as physical distance from City resources, as well as language and cultural barriers. To achieve this goal SB1 provides information in multiple languages, simplifies documents by removing jargon and overly technical terms, and ensures resources are available to businesses in all neighborhoods throughout the city.

Accomplishments include:

- Presented the finalized "Navigating Government" course to representatives from 13 community groups (commitment 26).
- Engaged with 280 business owners at two multi-agency educational events in the Bronx and Manhattan. These events were hosted by OATH to provide opportunities for business owners to interact directly with agency staff (commitment 27).
- Held two sessions of the "Writing in Plain Language" course to train 31 City staff in plain language communication (commitment 29).
- Translated a total of 24 plain language guides into at least six of the most commonly used non-English languages in New York, for a total of 165 guide translations (commitment 30).

# PERFORMANCE INDICATORS

As implementation of Small Business First continues, agency partners will keep working to design and track performance indicators related to the various commitments impacting business owners.

Indicator	FY16	July-Oct. 2016 (FY17)	Notes
<b>Increase Customer Satisfaction</b>			
Number of customer surveys received from business owners who had an interaction with the City during the PMMR reporting period	NA	179	Customer satisfaction is measured using the Business Customer Service Survey which the Mayor's Office of Operations developed. The survey collects information through City-business interaction points such as inspector visits, service centers, and Compliance Advisor site visits.
The percentage of business owners that rated their overall customer experience as 'excellent' or 'good'	NA	73%	Once data is available, this metric will be revised to reflect the percentage of total non-inspectorial public-facing staff trained in customer service.
Number of agency staff trained in customer service	245	83	Once data is available, this metric will be revised to reflect the percentage of total non-inspectorial public-facing staff trained in customer service.
<b>Provide Clear Information with Coordinated Services and Support</b>			
Number of visits to the online business portal	NA	NA	The Online Business Portal is currently under development. Reporting on this measure will begin once the portal is launched in the summer of 2017.
Number of transactions initiated through the online business portal	NA	NA	The Online Business Portal is currently under development. Reporting on this measure will begin once the portal is launched in the summer of 2017.
Number of services provided at the One-Stop Business Center	2,088	2,634	The Small Business Support Center started serving customers in February 2016. Fiscal 2016 data reflects activity from February through June.
<b>Help Businesses Understand and Comply with City Regulations</b>			
Number of businesses assisted by Small Business Compliance Advisors and Client Managers	1,013	728	All new Compliance Advisors and Client Managers were hired by March 2016. Deployment of new Compliance Advisors began in May 2016.
Number of violation codes opened up to alternative (remote) adjudication methods since the start of SB1	646	646	Alternative (remote) adjudication methods have been applied to almost all violation codes that were considered feasible at the outset of SB1. This indicator will not be included in future Mayor's Management Reports.
<b>Reduce the Burden Imposed by Complex Regulations and Fines</b>			
Time to open a business, by business type	NA	NA	In Fiscal 2016, SBS and the Mayor's Office of Data Analytics (MODA) completed preliminary analysis of time to open for restaurants. SBS continues to work with MODA to determine the viability of this measure to indicate progress in reducing the burden imposed by complex regulations and fines.
Time to complete specific interagency processes	NA	NA	The DOB-FDNY Coordination study and analysis of interagency processes are complete. Planning is underway for implementing improvements in the first two process areas.
<b>Ensure Equal Access for All Business Owners</b>			
Number of community groups trained to assist local businesses	NA	13	Training curriculum completed and reviewed by a cohort of community groups. Trainings began in Fiscal 2017.
Number of educational events for business owners	264	19	Educational events can include door-to-door outreach, multi-agency informational events, or DOB's Small Business Owners Nights.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

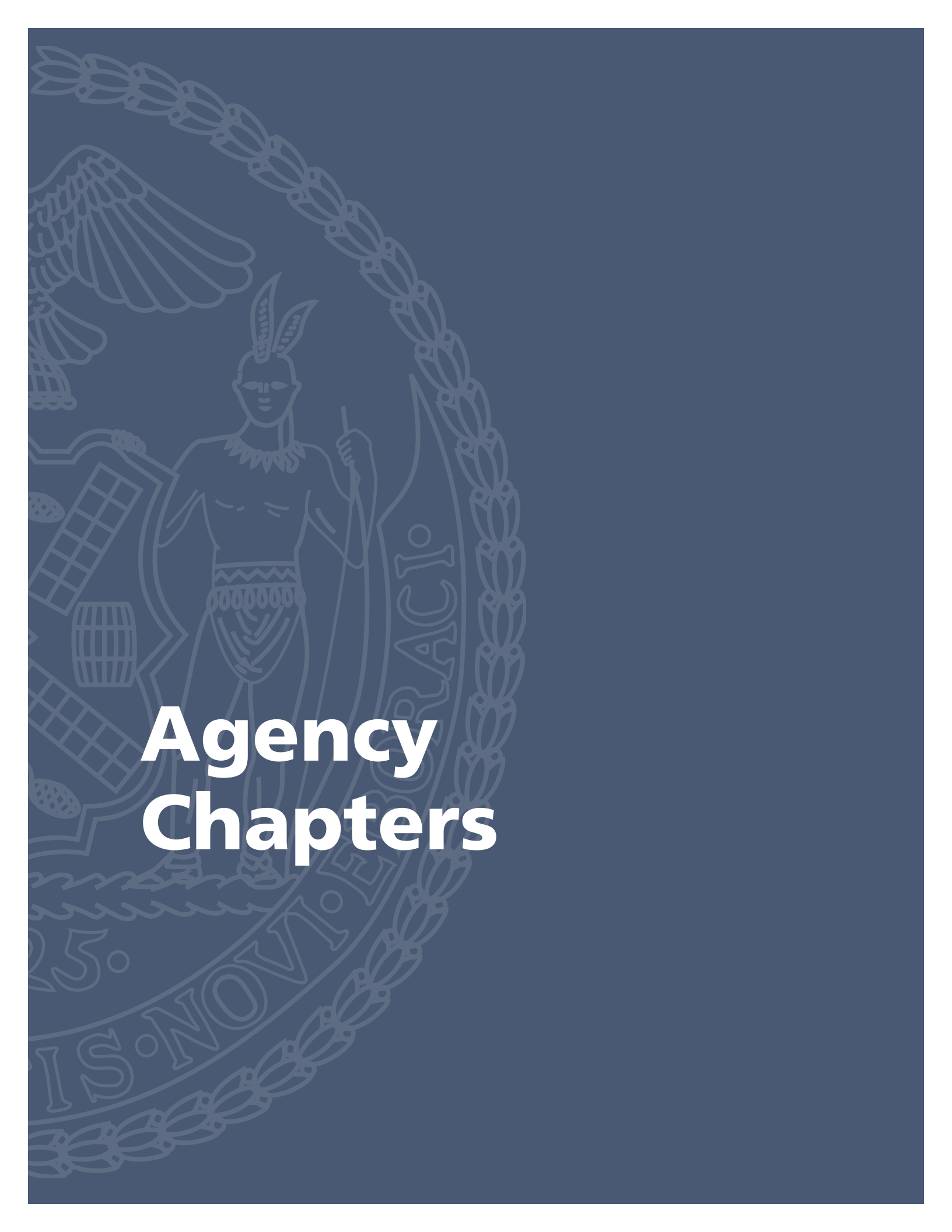
- The indicator “Number of customer surveys received from business owners who had an interaction with the City during the PMMR reporting period” has been added to reflect the City’s efforts to understand business owners’ interactions with the City.
- The indicator “Overall level of business owner satisfaction across City agencies” has been revised to “The percentage of business owners that rated their overall customer experience as ‘excellent’ or ‘good’” to better communicate how the indicator is measured.
- The indicator “Number of violation codes opened up to alternative adjudication methods since the start of SB1” has been revised to “Number of violation codes opened up to alternative (remote) adjudication methods since the start of SB1” to clarify that the alternatives offered allow for hearings to be adjudicated remotely (e.g. by mail, online or over the phone).

## ADDITIONAL RESOURCES

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

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

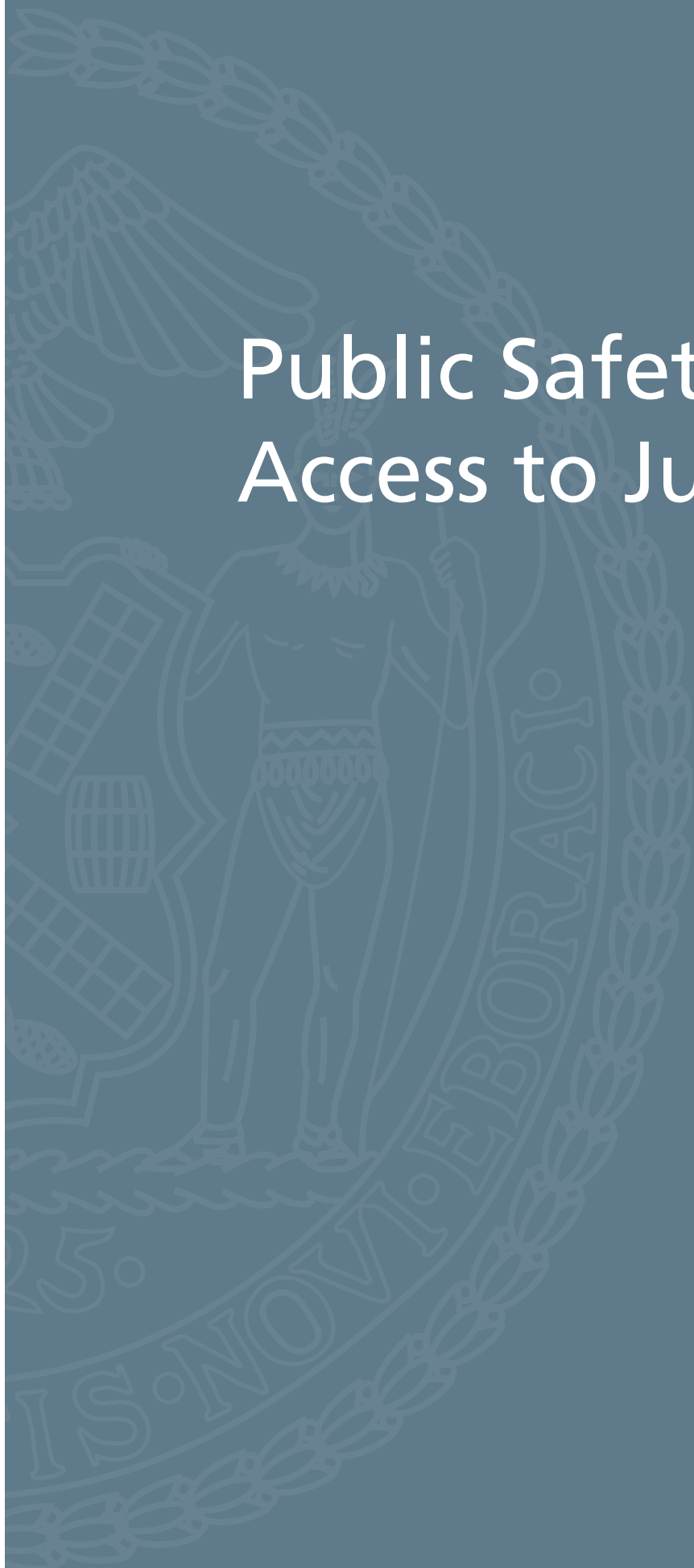




# Agency Chapters



# Public Safety and Access to Justice



# Public Safety and Access to Justice

 New York City Police Department p 55	 Law Department p 89
 Fire Department p 61	 Department of Investigation p 93
 New York City Emergency Management p 67	 City Commission on Human Rights p 97
 Department of Correction p 71	 Office of Administrative Trials and Hearings p 101
 Department of Probation p 79	 Business Integrity Commission p 105
 Civilian Complaint Review Board p 85	



# NEW YORK CITY POLICE DEPARTMENT

James P. O'Neill, Commissioner



## WHAT WE DO

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

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

### **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.

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

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

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

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

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

- Goal 4a Improve police/community relations.

## HOW WE PERFORMED

- Based on FBI total index crime statistics for cities that have reported data for the first six months of Calendar 2016, 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 2017 murder decreased two percent compared to the same period of Fiscal 2016.
- Total major felony crime decreased seven percent in the first four months of Fiscal 2017 compared to the same period of Fiscal 2016.
- In the first four months of Fiscal 2017 traffic fatalities involving motorists/passengers decreased 42 percent, while traffic fatalities involving bicyclists/pedestrians increased 33 percent.
- During the reporting period the total number of moving violation summonses issued decreased by less than one percent, while the number of summonses issued for hazardous violations increased by one percent.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Major felony crime	110,023	103,872	105,614	↓	↓	38,573	35,822
★ - Murder and non-negligent manslaughter	320	348	341	↓	↓	128	126
★ - Forcible rape	1,064	1,064	1,164	↓	↓	423	419
★ - Robbery	18,208	16,428	16,670	↓	↓	6,222	5,478
★ - Felonious assault	20,517	19,544	20,877	↓	↓	7,605	7,651
★ - Burglary	17,140	15,828	14,463	↓	↓	5,486	4,460
★ - Grand larceny	45,238	43,112	45,164	↓	↓	15,870	15,234
★ - Grand larceny auto	7,536	7,548	6,935	↓	↓	2,839	2,454
★ Major felony crime in housing developments	5,328	4,858	5,205	↓	↓	1,896	1,864
★ Major felony crime in transit system	2,488	2,283	2,520	↓	↓	873	828
Crime related to domestic violence - Murder	56	61	53	*	*	15	22
- Rape	471	481	526	*	*	176	189
- Felonious assault	8,335	7,771	7,986	*	*	2,762	2,862
★ School safety - Major felony crime	654	614	532	↓	↓	128	133
- Murder	1	0	0	*	*	0	0
- Rape	2	6	2	*	*	0	2
- Robbery	94	55	66	*	*	21	13
- Felonious assault	172	176	148	*	*	30	32
- Burglary	53	51	33	*	*	19	16
- Grand larceny	331	325	279	*	*	56	69
- Grand larceny auto	1	1	4	*	*	2	0
School safety - Other criminal categories	2,485	2,286	2,219	*	*	379	372
- Other incidents	3,811	3,975	4,092	*	*	743	839
Gang motivated incidents	225	328	349	*	*	74	165
Gun arrests	4,776	4,776	5,194	*	*	1,897	1,780
Major felony crime arrests	42,444	41,599	43,516	*	*	15,206	14,828
Narcotics arrests	75,389	61,007	56,320	*	*	20,624	17,643
Juvenile arrests for major felonies	2,883	2,671	2,495	*	*	807	689

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

## Goal 1b

### Prevent terrorist attacks.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Counterterrorism training (hrs) - Uniformed members	206,781	216,556	210,582	*	*	56,573	75,117
- Non-members	17,588	26,152	48,607	*	*	9,149	20,004

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

## Goal 1c

### Respond to police emergencies quickly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
End-to-end average response time to all crimes in progress (minutes:seconds)	10:55	10:58	10:35	*	*	10:59	10:32
End-to-end average response time to critical crimes in progress (minutes:seconds)	7:08	7:29	7:09	*	*	7:29	7:00
End-to-end average response time to serious crimes in progress (minutes:seconds)	8:55	9:38	9:24	*	*	9:48	9:12
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	15:03	16:17	17:21	*	*	17:39	18:27
★ Average response time to all crimes in progress (dispatch and travel time only) (minutes)	8.5	9.3	9.1	↓	↓	8.8	8.4
Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	4.9	5.9	5.5	*	*	5.6	5.1
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	6.8	8.2	8.1	*	*	7.8	7.2
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	12.0	13.9	14.5	*	*	14.9	15.8
Crime in progress calls	NA	275,032	261,992	*	*	96,683	92,972

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

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

### Goal 2a

#### Reduce the incidence of traffic collisions, injuries and fatalities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Traffic fatalities (motorist/passengers)	113	90	84	↓	↓	31	18
★ Traffic fatalities (bicyclists/pedestrians)	172	159	152	↓	↓	45	60
Driving while intoxicated (DWI) related fatalities	38	31	35	*	*	4	10
DWI arrests	10,123	8,155	7,577	*	*	2,532	2,367
Total moving violation summonses (000)	1,052	1,005	1,032	*	*	339	337
- Summonses for hazardous violations	749,561	832,975	879,790	*	*	288,105	291,994
- Summonses for prohibited use of cellular phones	142,112	125,787	125,241	*	*	45,175	41,820

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Quality-of-life summonses	404,278	331,832	323,980	*	*	125,686	107,039
- Unreasonable noise summonses	12,991	8,249	5,487	*	*	2,193	1,696
- Graffiti summonses	18	11	7	*	*	6	1
Graffiti arrests	3,167	2,687	2,123	*	*	743	502

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

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

Goal 4a Improve police/community relations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	8,558	8,489	8,243	*	*	2,742	2,738
- Exceptionally good	8	7	0	*	*	0	2
- Acceptable	8,508	8,416	8,142	*	*	2,715	2,669
- Below standard	42	66	101	*	*	27	67
Total civilian complaints against members of the service	5,573	4,165	4,711	*	*	1,670	1,334

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Cases commenced against the City in state and federal court	3,701	3,549	2,933	*	*	1,158	748
Payout (\$000)	\$154,106	\$202,654	\$228,454	*	*	\$50,092	\$61,525
Collisions involving City vehicles (per 100,000 miles)	3.5	3.2	3.9	*	*	4.7	3.7
Workplace injuries reported (uniform and civilian)	8,512	7,564	7,249	*	*	2,692	2,282
Violations admitted to or upheld at the Environmental Control Board (%)	64%	66%	68%	*	*	67%	64%

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	263,035	273,575	238,382	*	*	96,263	104,095
CORE facility rating	90	88	94	*	*	NA	NA
Calls answered in 30 seconds (%)	99%	99%	99%	*	*	99%	99%

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	95	93	88	*	*	90	87
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	94	91	86	*	*	85	80
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	96	95	90	*	*	91	85
Percent meeting time to close – Commercial Noise (0.3 days)	97	96	93	*	*	92	91
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	94	90	84	*	*	84	81

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$4,912.3	\$5,151.6	\$5,328.7	\$5,150.9	\$5,428.5	\$5,265.3	\$1,890.1	\$1,863.5
Revenues (\$000,000)	\$99.3	\$103.9	\$102.4	\$100.5	\$99.4	\$100.1	\$36.2	\$32.3
Personnel (uniformed)	34,440	34,618	35,990	35,780	35,822	35,822	35,630	36,369
Personnel (civilian)	16,125	16,233	15,939	17,869	17,983	17,974	15,993	16,187
Overtime paid (\$000,000)	\$583.5	\$716.1	\$649.6	\$584.0	\$590.9	\$592.4	\$254.4	\$237.3
Capital commitments (\$000,000)	\$170.1	\$141.1	\$191.1	\$529.6	\$605.3	\$433.8	\$38.9	\$60.0
Work Experience Program (WEP) enrollment	NA	NA	74	*	*	*	100	61

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

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

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





## WHAT WE DO

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, and contributes to the City's homeland security efforts. The Department responds to more than 304,000 fires and non-fire related emergencies and more than 1.4 million medical emergencies a year and maintains approximately 250 firehouses and ambulance stations.

## FOCUS ON EQUITY

FDNY is dedicated to the continued diversification of its work force and the implementation of vision, mission and goals that ensure an inclusive work environment for everyone. In Fiscal 2016 the Department successfully launched new initiatives to improve diversity and inclusiveness, including a new training unit to institutionalize and promote best practices, as well as the creation of a cadet program currently under development that will further promote diversity in the firefighting ranks. FDNY also launched a comprehensive internal communications effort – including a newsletter, an electronic platform and conferences and meetings with key uniformed staff throughout the agency – to discuss, explain and promote diversity goals. The Department also revitalized its Equal Employment Opportunity Office to provide better transparency, guidance and support; to support and develop counselor liaisons; and to resolve equal employment opportunity matters.

## OUR SERVICES AND GOALS

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

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

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2017 the number of structural fires decreased four percent and the number of non-structural fires decreased 13 percent compared to the same period of Fiscal 2016.
- Completed fire prevention inspections, performed by FDNY civilian inspectors who visit sites to ensure compliance with the City's Fire Code, increased 23 percent during the reporting period. At the same time, firefighters and fire officers carried out 12 percent more risk-based inspections and 20 percent mandatory inspections. During August and September 2015 FDNY conducted cooling tower inspections to prevent the spread of Legionnaires' disease that are not included in the inspection numbers for Fiscal 2016.
- During the first four months of Fiscal 2017 the end-to-end response time to structural fires called into 911 decreased three seconds compared to the same period of Fiscal 2016. Structural fires called into 911 represented just 57 percent of the total structural fire incidents during the first four months of Fiscal 2017. Response times to incidents that do not go through 911, such as private fire alarms, are not included in end-to-end time but are included in FDNY-calculated dispatch plus travel time. FDNY dispatch plus travel time to all structural fires increased three seconds during the reporting period.
- Serious fires per 1,000 structural fires remained the same during the reporting period. The percentage of serious fires that reached second alarm or higher decreased from seven percent to six percent.
- Civilian fire fatalities decreased 76 percent from 21 to 5 during the reporting period. Civilian fire fatalities per 100,000 people decreased from 0.3 to 0.1.
- During the reporting period firefighter burns decreased 19 percent, while firefighter injuries other than burns increased three percent.
- End-to-end combined response time to life-threatening medical emergencies by ambulances and fire companies decreased 21 seconds during the reporting period.
- The percentage of cardiac arrest victims who were resuscitated when a bystander witnessed the arrest increased from 44 percent to 48 percent during the reporting period, while all cardiac arrest resuscitations decreased from 27 percent to 18 percent.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Structural fires	25,902	27,189	26,922	↓	↓	8,369	8,040
Structural fires per 100,000 people	314	330	327	*	*	102	98
★ Non-structural fires	16,867	17,022	15,044	↓	↓	5,064	4,414
Completed inspections performed by civilian fire prevention personnel	190,346	195,223	206,959	187,000	187,000	61,035	75,031
Violation orders issued	44,860	43,542	44,376	*	*	12,329	19,426
Violation orders corrected	40,953	37,390	38,109	*	*	10,540	16,433
Violation orders corrected (%)	91%	86%	86%	*	*	86%	85%
Summonses issued	8,207	7,975	6,404	*	*	2,019	3,106
★ Hazard complaints resolved within one day (%)	59%	79%	85%	85%	85%	88%	78%
Completed risk-based inspections performed by uniformed personnel	42,603	43,537	41,671	*	*	13,626	15,240
Completed mandatory inspections performed by uniformed personnel	50,224	47,282	55,856	*	*	15,365	18,392
Investigations	7,210	7,679	7,664	*	*	2,547	2,680
Arson fires	1,766	1,719	1,605	*	*	585	504
Fire safety education presentations	8,612	9,497	9,876	*	*	2,668	2,676

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



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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
End-to-end average response time to structural fires (minutes:seconds)	4:49	4:51	4:55	*	*	4:58	4:55
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:08	4:11	4:11	4:12	4:13	4:10	4:13
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:46	4:50	4:52	*	*	4:49	4:54
Total fire company runs	1,054,752	1,138,509	1,175,114	*	*	406,150	396,795

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Serious fires per 1,000 structural fires	97	93	88	↓	↓	88	88
★ Serious fires reaching second alarm or higher (%)	8%	8%	8%	↓	↓	7%	6%
★ Civilian fire fatalities	81	55	64	↓	↓	21	5
Civilian fire fatalities per 100,000 people	1.0	0.7	0.8	*	*	0.3	0.1
★ Firefighter burns	186	215	218	↓	↓	74	60
★ Firefighter injuries	8,663	8,926	9,416	↓	↓	3,425	3,541

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

## SERVICE 2 Respond to medical emergencies.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	NA	8:18	8:17	*	*	8:22	8:01
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	9:31	9:13	9:09	*	*	9:18	8:52
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	7:02	7:11	7:20	*	*	8:01	7:28
★ Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:49	6:05	6:05	6:03	6:00	6:11	5:48
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	6:46	7:04	7:03	7:00	6:58	7:11	6:45
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:21	4:27	4:32	4:35	4:38	4:29	4:30
Life-threatening medical emergency incidents	461,339	526,904	570,594	*	*	200,055	189,956

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Segment one incidents (cardiac arrest and choking)	24,985	29,719	33,096	*	*	11,379	11,052
★ Cardiac arrest patients revived (%)	25%	26%	24%	↑	↑	27%	18%
★ - Witnessed cardiac arrest patients revived (%)	45%	45%	46%	↑	↑	44%	48%
Average ambulance tours per day (total 911 system)	1,025	1,057	1,105	*	*	1,086	1,122
Average cost of ambulance tour per day (\$)	\$1,876	\$1,901	\$1,937	*	*	\$1,934	\$1,982

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Apparatus collisions (fire companies)	451	480	464	*	*	149	164
Ambulance collisions	730	806	1,056	*	*	330	384
Fire workplace injuries reported (uniform and civilian)	7,655	7,850	8,113	*	*	2,869	3,188
EMS workplace injuries reported	1,663	1,651	1,601	*	*	526	497
Average annual cost of an engine company (\$000,000)	\$6.9	\$6.8	\$7.1	*	*	NA	NA
Average annual cost of a ladder company (\$000,000)	\$8.6	\$8.6	\$8.8	*	*	NA	NA
Average time from inspection request until inspection (days) - Fire alarm inspections	32	32	45	*	*	32	60
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	*	*	5	5
Violations admitted to or upheld at the Environmental Control Board (%)	91%	93%	93%	*	*	92%	93%

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	3,721	4,501	5,484	*	*	NA	NA
Letters responded to in 14 days (%)	95%	92%	97%	*	*	97%	98%
E-mails responded to in 14 days (%)	97%	37%	54%	*	*	50%	69%
Average wait time to speak with a customer service agent (minutes)	13:14	11:22	13:53	*	*	NA	NA
CORE facility rating	99	91	98	*	*	NA	NA

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$1,879.5	\$1,893.7	\$1,974.5	\$1,948.2	\$2,058.8	\$1,980.5	\$775.8	\$717.2
Revenues (\$000,000)	\$92.5	\$95.4	\$98.4	\$91.7	\$92.1	\$91.5	\$34.7	\$39.0
Personnel (uniformed)	10,318	10,777	10,945	10,884	10,884	10,910	10,621	10,800
Personnel (civilian)	5,247	5,524	5,900	6,020	6,027	6,030	5,676	6,022
Overtime paid (\$000,000)	\$342.5	\$337.0	\$338.7	\$257.9	\$331.0	\$279.1	\$117.4	\$114.0
Capital commitments (\$000,000)	\$62.9	\$70.6	\$133.5	\$292.0	\$288.2	\$306.4	\$33.1	\$12.4
<sup>1</sup> January 2017 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The four-month Fiscal 2016 value for 'End-to-end combined response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)' was revised from 8:58 to 8:22 to correct errors in the subset of incidents that were included and in calculating the weighted average.

## ADDITIONAL RESOURCES

For additional information go to:

- Citywide and by borough monthly statistics:  
<http://www1.nyc.gov/site/fdny/about/resources/data-and-analytics/citywide-statistics.page>

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



# NEW YORK CITY EMERGENCY MANAGEMENT

Joseph Esposito, Commissioner



## WHAT WE DO

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

## FOCUS ON EQUITY

Through its planning efforts with local, regional and federal partners, NYCEM has a wide range of programs to mitigate a disaster's impact on communities to enable them to return more quickly to their pre-hazard condition. With its partners, the agency plans, coordinates, maintains and supports programs and activities to meet the diverse needs of New Yorkers. NYCEM encourages individual, household and community preparedness so that the City can focus on the hardest hit communities and vulnerable populations throughout a disaster and the recovery. To increase preparedness and resilience, NYCEM runs programs including Ready New York, Partners in Preparedness, Citizen Corps and Community Emergency Response Teams (CERT), and works with elected officials, community boards, civic groups and others. The City's more than 50 CERT teams include over 1,500 volunteers from all community boards. NYCEM's hazard and preparedness guides offer tips and information on planning for everybody's needs, including seniors, people with disabilities, children, non-English speakers and pets, and are available in up to 22 languages, audio format and Braille. In addition, contracted Certified Deaf Interpreters and American Sign Language (ASL) interpreters are available for training, community events and during emergencies. The [Notify NYC program](#) – the City's free, official source for information about emergency events and important City services – offers common notifications in 14 languages, including ASL and audio formats.

## OUR SERVICES AND GOALS

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### **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.

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2017 NYCEM was actively involved with 1,334 incidents that necessitated interagency coordination, a seven percent decrease compared to the same period of Fiscal 2016. NYCEM also activated the City's Emergency Operations Center (EOC) four times during July to October 2016 for incidents involving a heat emergency, Tropical Storm Hermine, the Chelsea explosion and Hurricane Matthew.
- NYCEM held and participated in a total of 31 exercises including nine full-scale and functional exercises in the first four months of Fiscal 2017, an 11 percent increase in total exercises compared to the same period of Fiscal 2016.
- NYCEM offered emergency management and preparedness education sessions to 30,165 New Yorkers through Ready New York presentations, educational fairs and preparedness in the workplace presentations during the first four months of Fiscal 2017. At the same time NYCEM distributed 38 percent more Ready New York Guides, reflecting a focus on distributing new preparedness information products such as redesigned Heat and My Emergency Plan guides and new guides for the Know Your Zone and Plan Now NYC programs.
- NYCEM issued 607 [Notify NYC](#) messages to New Yorkers, a 15 percent increase, resulting from the continued expansion of the program. At the same time Notify NYC messages were delivered in an average of six minutes, a decrease of one minute or 14 percent compared to last period.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Incidents	3,702	4,091	4,267	*	*	1,433	1,334
- Field responses	810	938	1,019	*	*	297	289
- Incidents monitored from Watch Command	2,892	3,153	3,248	*	*	1,136	1,044
Interagency meetings held during field responses	290	291	277	*	*	126	74
★Emergency Operations Center activations	8	7	6	*	*	5	4

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Full-scale and functional exercises/drills	3	4	11	11	11	3	9
★Tabletop exercises and simulations	19	19	27	18	18	12	10
Participation in drills coordinated by other agencies or organizations	35	44	53	*	*	13	12
★Participants at instructor-led emergency management training sessions	2,555	2,783	3,430	2,500	2,500	668	692

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

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

### Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Total participants at emergency preparedness education sessions	34,599	74,571	103,648	75,000	75,000	35,023	30,165
Ready New York webpage views	NA	15,443	81,570	*	*	13,846	19,640
Subscribers to Corpnet System	1,590	1,610	1,545	*	*	1,620	1,547

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

### Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Community Emergency Response Team (CERT) volunteer hours	11,704	16,299	17,430	*	*	7,448	6,232
CERT members trained	297	264	168	*	*	0	47

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

### Goal 2c

Collect and disseminate timely information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Notify NYC messages issued	1,190	1,390	1,505	*	*	529	607
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	7:58	8:00	6:00	7:00	7:00	7:00	6:00
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter	237,740	310,072	415,203	*	*	343,628	464,262

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	95%	97%	99%	*	*	99%	100%

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$34.6	\$35.0	\$35.7	\$59.7	\$70.0	\$24.1	\$12.4	\$14.5
Personnel	121	153	163	158	163	60	157	161
Overtime paid (\$000)	\$553	\$462	\$444	\$106	\$118	\$106	\$186	\$172
<sup>1</sup> January 2017 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

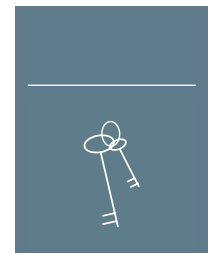
## ADDITIONAL RESOURCES

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

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

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





## WHAT WE DO

The Department of Correction (DOC) provides for the care, custody and control of inmates, persons 16 years of age and older, accused of crimes or convicted and sentenced to one year or less of incarceration. The Department operates 14 correctional facilities, including 10 jails on Rikers Island and four borough houses of detention (Brooklyn, the Bronx, Queens and Manhattan), as well as court pens in each of the five boroughs, and two hospital prison wards; processes nearly 64,000 admissions and releases annually; and manages an average daily inmate population of approximately 9,800 individuals.

## FOCUS ON EQUITY

DOC is committed to enhancing safety, improving jail conditions and promoting better reentry outcomes for inmates, which advances equity for all New Yorkers. For the past two years, the DOC has been undertaking a shift in culture, guided by a transformative 14-point Anti-Violence Reform Agenda, which seeks to reduce jail violence, increase safety for and better address the needs of staff and inmates and improve long-term inmate outcomes. In support of this agenda, the DOC tailors housing, staffing and programming to the age-, gender- and health-specific needs of the unique populations in custody. The Department is restructuring housing to ensure improved safety, offer alternatives to punitive segregation and ensure age-appropriate services. Employing enhanced and amplified recruitment efforts, DOC has also been securing improved staffing levels for each housing area to ensure better staff to inmate ratios and appropriate staffing for intensive programming efforts. The past three graduating classes of the DOC Academy have been the largest in history, with over 700 graduates in the most recent class. The Department is also implementing targeted training efforts including Mental Health First Aid to provide officers with the skills needed to better identify and address the needs of unique populations. By moving away from one-size-fits-all responses and offering targeted training and services to DOC staff and inmates, the Department is successfully reducing serious violence in its restart areas and better meeting the needs of those in DOC custody.

## OUR SERVICES AND GOALS

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

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

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

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

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

- Goal 3a Provide timely notifications to crime victims.

## HOW WE PERFORMED

- In order to enhance safety for both staff and inmates, DOC has continued to roll out reforms and trainings to improve responses to maladaptive behavior through crisis management and de-escalation. Through training in Mental Health First Aid, Cognitive Behavioral Therapy, Dialectical Behavior Therapy and other interventions, Correctional Officers working with special populations are now better equipped to respond to incidents. Through targeted training, the Department has achieved improved staff-inmate interactions in terms of crisis management, de-escalation, conflict resolution and general communication. These have combined to stabilize inmate assaults on staff, as the number and rate of assaults on staff remained unchanged at 341 and 8.8 per 1,000 ADP, respectively, during the first four months of Fiscal 2017.
- While inmate assaults on staff have stabilized, jail-based arrests of inmates increased by three percent from last year. The Department is committed to disciplining inmates who assault staff members and pursuing their arrest and prosecution by the District Attorney. The most common reasons for jail-based arrests of inmates involved possession of contraband and assaults on staff. While searches continued to drop (by eight percent), the effectiveness of searches continues to improve, with 43 percent more weapons recovered than in the same timeframe last year. The Department has been working to address the smuggling of contraband by both inmates and visitors through the addition of new surveillance cameras, improved technology and heightened front gate procedures including more searches and new search tactics. In particular, the use of contraband detectors for inmate searches as well as the use of more canine searches for both visitor and inmate searches have contributed to a higher contraband recovery rate. However, the detection of small blades and other hard-to-find weapons can best be accomplished through the utilization of body scanner technology, which currently remains prohibited for non-medical use by New York State law.
- While staff-inmate incidents have improved, the Department faces challenges in regards to inmate-on-inmate incidents. Stabbings and slashings increased by 21 percent while inmate fights increased by 27 percent compared to the same time period last year. The percentage of the population in a Security Risk Group (SRG) has increased to 14.4 percent, compared to 12.4 percent last year. Historically, SRG-associated inmates are involved in disproportionately more violent incidents and were involved in nearly 70 percent of jail incidents during the reporting period in Fiscal 2017. There has also been an increase in the use of difficult-to-detect titanium and ceramic blades, contributing to more stabbings and slashings. Challenges related to inmate-inmate interaction have also emerged from the Department's ambitious new reforms, which include eliminating punitive segregation for adolescents and drastically reducing its usage for the remainder of the population. On October 11, 2016, it was eliminated for young adults as well. The elimination of punitive segregation for these populations has contributed to initial spikes in violence. However, as the DOC continues to develop its therapeutic alternative housing options, the Department expects to see positive outcomes. In an attempt to offer age-appropriate services and programs to the young adult population, DOC undertook an initiative to house the majority of young adults in the George Motchan Detention Center (GMDC). Historically, young adults have also been involved in disproportionately more violent incidents, and as such, this housing structure resulted in higher rates of violence. The Department is adjusting this model to implement young adult housing only for those who are in lower-risk classifications, interested in programming and education and/or are in alternative housing units for infractions. For the remainder, the Department has continued to explore the use of blended housing (a mix of adults and young adults), which has shown more success in reducing violence. While the number and rate per 1,000 ADP of violent inmate-on-inmate incidents increased during this time period, the number of serious injuries to inmates as a result of assaults and fights decreased by nine percent due to the implementation of the Incident Command System (ICS), which has led to improved response.
- Since the implementation of the Department's anti-violence reform agenda, there has also been a focus on staff training in behavioral interventions, de-escalation and better response protocols that focus on immediate engagement and avoiding prolonged physical altercation. These trainings aim to minimize use of force that involves physical altercations, ensure that use of force is only applied when necessary and assure that the most appropriate means are used to resolve situations, while reducing risk of injury to staff and inmates alike. Where force is warranted, the Department uses the least restrictive means possible to achieve compliance; notably, handheld chemical agents. These measures have resulted in significant reductions in uses of force resulting in serious and minor injury. Compared to the same time period last year, uses of force with serious injury and uses of force with minor injury per 1,000 ADP declined by 17 percent and 18 percent, respectively. Uses of force with no injury per 1,000 ADP increased by three percent while total uses of force declined by six percent. DOC has also finalized new use of force policies and trainings in line with

US Department of Justice recommendations. The new policy will be effective in September 2017. During the first four months of Fiscal 2017, DOC began training staff in the new policy and defensive tactics.

- While the number of inmate health clinic visits decreased by only 2.6 percent from the same time period last year, the average clinic waiting time decreased by 24 percent, from 33 minutes to 25 minutes. In September, the facilities' clinics implemented daily shift meetings between DOC and NYC Health + Hospitals (H + H) that enable the communication of priority as well as the staffing support required, with the goal of identifying the individuals that need to be seen and ensuring they are seen as quickly as possible. Through these efforts, as well as shifting to a no-escort policy for certain areas and classifications to go to the clinics, waiting times have improved by 24 percent. In addition to services provided in the clinic, DOC and H + H continue to focus on developing and expanding collaborative programs that promote preventive and ongoing care such as the Program to Accelerate Clinical Effectiveness (PACE), Clinical Alternatives to Punitive Segregation (CAPS), and substance misuse treatment through A Road Not Taken (ARNT).
- Through intensive efforts to improve the timely transport of inmates to court, DOC achieved a 10.7 percentage point improvement in on-time court delivery, up to 98.3 percent. While there have been court production challenges over the past few years, the Department placed a major focus on production beginning in late Fiscal 2016, dedicating a Bureau Chief to the initiative. Through improved monitoring of on-trial inmates and communication with facility managers, surveillance of on-trial inmates and more buses, the Department exceeded its target of 95 percent on-time court arrivals. During times when it is anticipated that an inmate will be late for a scheduled court appearance, DOC notifies judges to allow for other business to proceed before the inmate arrives.
- A key component of the Department's reform agenda is developing vocational, educational and mental health programming to improve reentry outcomes. In line with this goal, the Department, in collaboration with the Fortune Society and Osborne Association, expanded the I-CAN program in October 2015. The program now plays a major role in the Anna M. Kross Center (AMKC), George R. Vierno Center (GRVC), and GMDC, where staff members have been added to provide services in newly created I-CAN housing areas. This expansion has resulted in a 107 percent increase in enrollments and a 113 percent increase in workshops compared to the same timeframe last year. Higher incident levels in the Robert N. Davoren Complex (RNDC) and GMDC contributed to a 9.8 percent decrease in the average daily attendance in school programs. As the Department continues to develop its alternatives to punitive segregation for the adolescent and young adult populations, incident levels are expected to stabilize, enabling higher daily school attendance.
- Compared to July through October of Fiscal 2016, there was a 153 percent increase in the average daily number of inmates in vocational skills training programs. This can be attributed to the I-CAN expansion as well as two new departmental initiatives - Industry Recognized Training (IRT) and Trading Futures. IRT offers adolescents and young adults certification courses such as OSHA, food handler and CPR, while Trading Futures offers inmates introductory courses in various trades such as carpentry, cosmetology, culinary arts, and basic electric work. In addition to expanding programming, the Department is working to ensure that programs are tailored to the age- and health- specific needs of the populations in custody. Through the housing of young adults in GMDC, the Department has developed program-specific housing that addresses the unique developmental, educational and vocational needs of young adults. These housing units offer up to 40 hours per week in programming, such as high school diploma or equivalency education, higher education, animal training and horticultural education. Individuals in Mental Observation (MO) housing are also offered clinical and trauma-informed programming including art therapy, pet therapy and acting and writing classes.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Admissions	77,141	67,672	63,758	*	*	22,081	19,944
Average daily population	11,408	10,240	9,790	*	*	9,694	9,744
Average daily population - adolescent inmates	489	216	187	*	*	181	197
Inmates in Security Risk Group (% ADP)	8.2%	11.8%	13.3%	*	*	12.4%	14.4%
Fight/assault infractions	8,827	9,424	11,240	*	*	3,562	4,518
Jail-based arrests of inmates	995	795	1,538	*	*	468	480
Searches	251,343	255,776	237,757	*	*	85,060	78,010
Weapons recovered	2,348	2,240	3,396	*	*	1,055	1,507
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	32.9	37.8	47.8	↓	↓	48.2	58.3
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	1.8	2.5	2.5	↓	↓	2.8	2.9
★ Inmate assault on staff (monthly rate per 1,000 ADP)	5.9	8.6	7.9	↓	↓	8.8	8.8
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.39	0.35	0.20	↓	↓	0.31	0.38
★ Escapes	0	0	0	↓	↓	0	0
★ Non-natural deaths of inmates in custody	2	0	0	↓	↓	0	0

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Incidents of use of force - total	3,779	4,409	4,756	*	*	1,718	1,621
Incidents of use of force - adolescent inmates	624	378	594	*	*	189	282
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	1.18	1.14	0.66	↓	↓	0.77	0.64
Department use of force incidents with minor injury (rate per 1,000 ADP)	13.23	15.59	15.40	*	*	18.29	14.91
Department use of force incidents with no injury (rate per 1,000 ADP)	13.19	19.14	24.42	*	*	25.25	26.04
Incidents and allegations of use of force	4,221	4,822	5,269	*	*	1,871	1,752

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Inmates with a mental health diagnosis (% ADP)	38.0%	41.0%	42.0%	*	*	42.0%	42.0%
Inmates with a serious mental health diagnosis (% ADP)	10.2%	11.1%	11.0%	*	*	10.9%	11.0%
Inmate health clinic visits	77,825	81,873	78,499	*	*	28,084	27,345
★ - Average clinic waiting time (minutes)	41	34	28	↓	↓	33	25

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Jail-cells unavailable (short-term repair) (%)	2.8%	2.3%	2.3%	1.0%	1.0%	2.7%	2.1%
★ Population as percent of capacity (%)	86%	80%	80%	96%	96%	77%	82%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ On-trial inmates delivered to court on-time (%)	94.2%	90.9%	84.0%	95.0%	95.0%	87.6%	98.3%

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
I-CAN Referrals	4,117	3,588	6,194	*	*	1,363	NA
★ I-CAN Enrollments	2,408	2,321	4,278	*	*	1,019	2,106
I-CAN Workshops	1,580	2,065	6,505	*	*	1,522	3,238

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Average daily number of inmates in vocational skills training programs	216	256	226	*	*	239	605
Average daily attendance in school programs	526	330	256	*	*	255	230
★ Inmates participating in skills-building activities/discharge planning (%)	10.3%	10.5%	8.7%	10.0%	10.0%	NA	NA

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

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

Goal 3a Provide timely notifications to crime victims.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Victim Identification Notification Everyday (VINE) system registrations	15,291	15,159	15,440	*	*	4,899	5,475
VINE confirmed notifications	18,445	19,330	21,993	*	*	6,710	7,964

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Collisions involving City vehicles	104	103	107	*	*	27	31
Workplace injuries reported	3,599	2,417	2,222	*	*	722	1,045
Accidents involving inmates	38	44	43	*	*	16	19

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Letters responded to in 14 days (%)	99.6%	99.4%	99.3%	*	*	98.1%	100.0%
E-mails responded to in 14 days (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$1,103.1	\$1,162.1	\$1,307.6	\$1,392.3	\$1,402.5	\$1,440.8	\$430.6	\$469.3
Revenues (\$000,000)	\$21.8	\$20.8	\$22.9	\$20.5	\$20.5	\$20.5	\$7.4	\$7.0
Personnel (uniformed)	8,922	8,756	9,832	10,336	10,336	10,420	9,057	9,477
Personnel (civilian)	1,397	1,491	1,676	2,232	2,238	2,238	1,499	1,680
Overtime paid (\$000,000)	\$139.1	\$196.3	\$275.2	\$137.6	\$139.4	\$171.4	\$83.1	\$90.8
Capital commitments (\$000,000)	\$124.8	\$153.6	\$81.5	\$316.5	\$579.8	\$989.8	\$7.6	\$13.3

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As of September 1, 2016, the Department completed expansion of the I-CAN program and no longer directly refers inmates to discharge planning services. Service providers now determine eligibility for inmates in the bulk of the jail population and all inmates in Accelerated Program Unit (APU) housing are referred for I-CAN reentry services. Four-month Fiscal 2017 referral figures are not yet available. Reporting for I-CAN program referrals will be revised in the full-year Fiscal 2017 Mayor's Management Report.

## ADDITIONAL RESOURCES

- Select annual indicators:  
<http://www1.nyc.gov/site/doc/about/doc-statistics.page>

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







## WHAT WE DO

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

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

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### **SERVICE 1 Contribute to optimal court processing and decision-making in delinquency and criminal justice matters.**

- Goal 1a Produce timely and accurate pre-sentence investigations.
- Goal 1b Identify youth appropriate for diversion from formal juvenile court proceedings via adjustment services.

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### **SERVICE 2 Improve community safety through a combination of accountability and support activities with those under probation supervision.**

- Goal 2a Assess risk to match individuals with supervision and monitoring levels; use re-arrest and violation trends to make adjustments to supervision level components.
- Goal 2b Increase the probability of successful completion of probation terms through maximizing the use of evidence-based practices and community-based interventions.
- Goal 2c Maximize accountability with probation compliance through field visits and enforcement actions.

## HOW WE PERFORMED

- The Department completed 4,838 pre-sentence investigations (PSIs) for adults, a two percent decrease. Reports for felony convictions accounted for 75 percent of the PSI workload, representing no significant change from the first four months of Fiscal 2016. There were 580 juvenile Investigation and Reports (I&Rs) completed, a 20 percent decrease from Fiscal 2016, consistent with a year-to-year decline in NYPD arrests. The Department began recording on-time submission rate for adult PSIs in Fiscal 2017. The adult on-time completion rate was 75 percent during the reporting period; the juvenile I&R on-time rate was 87 percent, compared to 80 percent in Fiscal 2016.
- All youth arrested between the ages of seven and fifteen who fall under Family Court jurisdiction are processed post-arrest by DOP. The Department processed 1,227 juvenile intakes in Fiscal 2017, a 20 percent decrease from the number of youths referred to probation post-arrest in Fiscal 2016, consistent with the decline in NYPD arrests.
- During the intake process probation officers make individual assessments for statutory eligibility and suitability for adjustment, including outreach and communication with complainants, NYPD and youths' families. The juvenile intake adjustment rate declined four percentage points to 23 percent. The number of eligible and suitable youth decreased based on severity of arrest charges, assessed risk and prior history of arrest and court involvement.
- During the reporting period, probation officers completed 6,732 initial risk / need assessments for adults entering probation supervision, an increase of 162 percent. There were 855 initial assessments for juveniles, a 99 percent increase. These screenings, based on validated actuarial instruments developed for community supervision, identify criminogenic risk factors and programming needs and are used to develop individual action plans (IAPs) for those on probation.
- The average monthly rearrest rate for adults on probation supervision decreased from 3.7 percent to 3.4 percent, while the juvenile rate increased from 4.4 percent to 4.5 percent. When viewed as a percentage of all NYPD arrests, the adult rearrest rate increased three tenths of a percentage point and the juvenile rate was unchanged. The Department continues to analyze and respond to Citywide arrest trends.
- The average monthly violation rate for adults on probation increased two tenths of a percentage point to 1.0 percent. Probation violation proceedings ending in revocation for adults was unchanged. The Department continues to reduce unnecessary filings for minor rules violations that do not implicate public safety, which are less likely to result in a revocation at disposition, via graduated sanctions. The violation rate for juveniles increased one tenth of a percentage point to 3.2 percent. In Fiscal 2017, DOP began calculating the violation revocation rate for juveniles based on revocations that end in out-of-home placement, omitting decisions resulting in continued probation supervision. The revocation rate during the first four months of Fiscal 2017 was 40 percent.
- The percentage of IAPs completed was unchanged at 100 percent for both adults and juveniles. IAPs serve as a roadmap for the period of probation supervision and provide a basis for benchmarking and measuring progress towards achieving short and longer-term goals, leading to better outcomes for individuals serving a community-based criminal or juvenile justice sentence.
- There were 48 new enrollments of juveniles in alternative-to-placement (ATP) programs, representing no significant change from Fiscal 2016. There were 627 new enrollments in DOP-managed programs. Service areas in these DOP-guided programs include mentoring, education, employment and life skills.
- There were 710 targeted behavioral health intervention contacts to individuals on probation Citywide during the first four months of Fiscal 2017, a 65 percent increase from the previous fiscal year.
- Early completions represented 12 percent of all adult probation supervision case closings, compared to 10 percent during Fiscal 2016. The Department continues to prioritize identifying qualified candidates for early discharge based on compliance with the terms of probation and working towards goals set in IAPs. The approval rate for adult early completion applications increased to 72 percent, up from 66 percent the previous fiscal year.

- The rate of adults successfully completing their probation terms increased two percentage points to 68 percent. In Fiscal 2017 DOP began calculating the successful completion rate for juveniles based on a method that eliminates revocations that do not result in out-of-home placement as a negative outcome. The success rate for juveniles during the reporting period was 64 percent.
- The Department's Intelligence Unit (Intel) completed 956 enforcement actions, an increase of 48 percent. Intel enforcement actions include NYPD domestic incident report notice follow-up, gang-related investigations, bench warrant enforcement, failure-to-report home visits and transporting offenders to and from other jurisdictions.

## SERVICE 1 Contribute to optimal court processing and decision-making in delinquency and criminal justice matters.

**Goal 1a** Produce timely and accurate pre-sentence investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Adult investigation reports completed - total	18,452	15,546	15,421	*	*	4,960	4,838
Adult investigation reports - on time completion (%)	NA	NA	NA	*	*	NA	75.0%
Juvenile investigation reports completed	2,194	2,003	2,019	*	*	723	580
Juvenile investigation reports - on time completion (%)	77.0%	86.0%	81.0%	*	*	80.0%	87.0%

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

**Goal 1b** Identify youth appropriate for diversion from formal juvenile court proceedings via adjustment services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Juvenile supervision - Intake cases received	6,064	5,366	4,640	*	*	1,524	1,227
★ Juvenile delinquency cases eligible for adjustment (%)	28.0%	31.0%	28.4%	32.0%	30.0%	27.0%	23.0%
- low-risk (%)	37.0%	38.0%	40.0%	*	*	36.0%	32.0%
- medium-risk (%)	12.0%	13.0%	14.0%	*	*	15.0%	9.0%
- high-risk (%)	7.0%	6.0%	7.0%	*	*	5.0%	4.0%

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

## SERVICE 2 Improve community safety through a combination of accountability and support activities with those under probation supervision.

**Goal 2a** Assess risk to match individuals with supervision and monitoring levels; use re-arrest and violation trends to make adjustments to supervision level components.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Adult supervision cases - end of period	23,805	21,831	21,153	*	*	21,107	20,787
Juvenile supervision cases - end of period	1,781	1,430	1,347	*	*	1,398	1,159
Adult initial risk assessments completed	NA	NA	7,648	*	*	2,567	6,732
Juvenile initial risk assessments completed	NA	NA	1,117	*	*	430	855
★Adult probationer rearrest rate (monthly average) (%)	3.2%	3.1%	3.4%	3.0%	3.0%	3.7%	3.4%
★Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	2.9%	3.1%	3.3%	2.6%	2.6%	3.3%	3.6%
★Juvenile probationer rearrest rate (monthly average) (%)	3.5%	3.9%	4.8%	3.0%	3.5%	4.4%	4.5%
★Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.3%	0.3%	*	*	0.3%	0.3%
★Average monthly violation rate for adult probationers (%)	0.8%	0.8%	0.9%	*	*	0.8%	1.0%
★Average monthly violation rate for juvenile probationers (%)	3.0%	2.7%	3.0%	3.0%	3.0%	3.1%	3.2%
Probation violation proceedings ending in revocation for adult probationers (%)	44%	47%	54%	*	*	53%	53%
Probation violation proceedings ending in revocation for juvenile probationers (%)	NA	NA	NA	*	*	NA	40%
Revocation of juveniles not resulting in placement (%)	NA	NA	36.0%	*	*	42.0%	32.0%
Revocation of juveniles resulting in placement (%)	NA	NA	64.0%	*	*	58.0%	68.0%

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

**Goal 2b** Increase the probability of successful completion of probation terms through maximizing the use of evidence-based practices and community-based interventions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Adult supervision- new individual action plans (IAPs) created for eligible clients (%)	NA	NA	100.0%	*	*	100.0%	100.0%
Juvenile supervision - new Individual action plans (IAPs) created for eligible clients (%)	NA	NA	100.0%	*	*	100.0%	100.0%
New enrollments in alternative-to-placement (ATP) programs	167	160	134	*	*	49	48
New enrollments in DOP-managed programs	NA	NA	2,270	*	*	NA	627
Adult probationer early completion rate (%)	11%	12%	10%	*	*	10%	12%
Adult probationer early completion approval rate (%)	76.0%	81.0%	75.0%	*	*	66.0%	72.0%
★Successful completion rate for adult probationers (%)	59%	66%	68%	↑	↑	66%	68%
★Successful completion rate for juvenile probationers (%)	NA	NA	NA	↑	↑	NA	64%

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

**Goal 2c** Maximize accountability with probation compliance through field visits and enforcement actions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Intel enforcement events	NA	NA	1,525	*	*	648	956

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	16,520	15,859	9,425	*	*	NA	NA
Letters responded to in 14 days (%)	77%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$83.2	\$89.9	\$89.0	\$100.7	\$104.6	\$100.6	\$40.9	\$43.5
Revenues (\$000)	\$282	\$339	\$420	\$302	\$302	\$302	\$69	\$142
Personnel	960	945	936	1,043	1,071	1,051	950	927
Overtime paid (\$000)	\$445	\$504	\$563	\$534	\$534	\$534	\$204	\$225

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised the calculation method for the following indicators: 'Probation Violation Proceedings Ending in Revocation for Juvenile Probationers (%)' is now based on revocations that end in out-of-home placement, omitting revocations resulting in continued probation supervision or modification of an existing probation conviction. 'Successful Completion Rate for Juvenile Probationers (%)' eliminates violation proceeding revocations that do not result in out-of-home placement. Previously reported figures are not comparable.
- The four-month Fiscal 2016 result for the performance indicator 'Adult Probationer Early Completion Approval Rate (%)' has been revised, based on the results of an internal quality assurance review.
- New targets for Fiscal 2018 were introduced for the indicators 'Juvenile probationer rearrest rate (monthly average) (%)' and 'Juvenile delinquency cases eligible for adjustment (%)'.
- The Department began reporting on-time submission rate for adult pre-sentence investigations (PSIs) in Fiscal 2017.

## ADDITIONAL RESOURCES

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



# CIVILIAN COMPLAINT REVIEW BOARD

Maya Wiley, Chair



## WHAT WE DO

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

## FOCUS ON EQUITY

CCRB focuses on equitable service delivery by resolving civilian complaints impartially and speedily, conducting outreach to the diverse communities of the City, and examining policies and systemic practices that lead to misconduct complaints. Toward that end, CCRB works to increase the percentage of complaints where findings on the merits are reached, to reduce the length of time it takes to complete investigations and, when officers are found to have committed misconduct, to recommend an effective level of discipline. CCRB continues to extend its outreach to underserved communities. CCRB has provided greater access for individuals who cannot travel to Manhattan to meet with investigators. The Board now conducts monthly evening public meetings across the City. As part of the CCRB's Community Partners Initiative that began in April 2015 and expanded in 2016, scheduled interviews and walk-in intake have been provided monthly at the offices of Council Speaker Melissa Mark-Viverito and Councilmembers Vanessa Gibson, Donovan Richards, Deborah Rose, Carlos Menchaca and Robert Cornegy. In addition, CCRB's investigative team regularly conducts field interviews throughout the five boroughs, as well as on Rikers Island. In September 2015 CCRB's Outreach Team significantly expanded, allowing CCRB to have a more constant presence in every borough to conduct workshops with community groups, tenant organizations and young people. CCRB's website, which contains materials in eight languages, allows civilians to [file complaints](#), track the [status](#) of their complaints and view up-to-date [maps](#) with the number of misconduct complaints filed in each police precinct. CCRB's Policy Team continues to focus on reviewing complaints to identify patterns and make recommendations on improving police-community relations.

## OUR SERVICES AND GOALS

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### **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.
- Goal 1c Improve the quality and timeliness of prosecutions.

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### **SERVICE 2 Inform and educate the public about the agency.**

- Goal 2a Increase outreach and education of City residents.

## HOW WE PERFORMED

- During the first four months of Fiscal 2017 the public filed 20 percent fewer complaints than in the same period of Fiscal 2016.
- During the reporting period the average number of days to complete full investigations decreased 31 percent to 140 days. The average time to complete substantiated investigations decreased 30 percent to 157 days.
- During the first four months of Fiscal 2017 the proportion of substantiated cases in which the statute of limitations expired remained unchanged at one percent.
- During the reporting period the percentage of allegations with findings on the merits increased by one percentage point to 44 percent of fully investigated cases. The percentage of all cases that were fully investigated decreased 10 percentage points to 34 percent.
- During the reporting period the number of cases successfully mediated decreased 15 percent to 60 cases, while the average time to mediate a case increased two percent to 96 days.
- During the reporting period CCRB’s administrative prosecution unit closed a total of 68 cases, including 43 trials and 23 pleas.
- During the reporting period CCRB’s outreach team conducted 277 presentations to inform and educate the public about CCRB.

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

Goal 1a Improve the quality and timeliness of investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total civilian complaints against uniformed members of the New York City Police Department	5,573	4,165	4,711	*	*	1,670	1,334
Average age of open docket (days)	135	106	74	*	*	82	81
★Average time to complete a full investigation (days)	324	283	162	120	120	202	140
★Full investigations as a percentage of total cases closed (%)	32%	39%	38%	40%	40%	44%	34%
Cases closed	5,810	5,347	4,970	*	*	1,652	1,377
★Closed allegations with findings on the merits (%)	39%	41%	46%	55%	55%	43%	44%
★Average time to complete a substantiated investigation (days)	394	329	178	140	140	225	157
★Substantiated cases in which the statute of limitations expired (%)	3%	1%	0%	0%	0%	1%	1%
★Officers disciplined (excluding pending and filed cases) (%)	60%	87%	82%	*	*	78%	84%

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



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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Cases with mutual agreement to mediate	446	394	444	*	*	121	101
Officers who accepted mediation (%)	83%	84%	87%	*	*	81%	87%
Civilians who accepted mediation (%)	51%	48%	45%	*	*	42%	44%
Cases successfully mediated	179	183	222	*	*	71	60
★ Average mediation case completion time (days)	225	170	93	120	120	96	98
★ Mediation satisfaction rate (%)	90%	90%	88%	94%	94%	91%	88%

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

**Goal 1c** Improve the quality and timeliness of prosecutions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Administrative prosecution cases closed	NA	200	210	*	*	67	68
- Cases closed by trial	NA	89	137	*	*	50	43
- Cases closed by plea	NA	57	60	*	*	12	23

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

**SERVICE 2** Inform and educate the public about the agency.

**Goal 2a** Increase outreach and education of City residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Outreach presentations conducted	NA	328	732	*	*	74	277

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

**AGENCY CUSTOMER SERVICE**

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	613	591	695	*	*	NA	NA
Letters responded to in 14 days (%)	73%	84%	88%	*	*	79%	78%
E-mails responded to in 14 days (%)	94%	98%	100%	*	*	100%	100%
CORE facility rating	100	98	100	*	*	NA	NA

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$11.2	\$12.7	\$14.1	\$16.3	\$16.2	\$16.5	\$4.2	\$4.9
Personnel	157	146	164	194	193	192	160	169
Overtime paid (\$000)	\$320	\$387	\$360	\$0	\$0	\$0	\$93	\$98
<sup>1</sup> January 2017 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- CCRB added Goal 1c and the following indicators to measure this goal: 'Administrative prosecution cases closed,' '- Cases closed by trial,' and '- Cases closed by plea.'
- CCRB added Goal 2a and the following indicator to measure this goal: 'Outreach presentations conducted.'

## ADDITIONAL RESOURCES

For additional information go to:

- File a complaint: <https://www1.nyc.gov/site/ccrb/complaints/file-online.page>
- Check complaint status: <https://www1.nyc.gov/site/ccrb/complaints/check-complaint-status.page>
- Map complaint activity: <https://www1.nyc.gov/site/ccrb/policy/complaint-activity-map.page>
- Monthly reports: <http://www1.nyc.gov/site/ccrb/policy/monthly-statistical-reports.page>
- Annual and biannual reports: <https://www1.nyc.gov/site/ccrb/policy/annual-bi-annual-reports.page>
- Issue-based reports: <https://www1.nyc.gov/site/ccrb/policy/issue-based-reports.page>
- Data transparency initiative: <http://www1.nyc.gov/site/ccrb/policy/data-transparency-initiative.page>

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

# LAW DEPARTMENT

Zachary W. Carter, Corporation Counsel



## WHAT WE DO

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

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

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

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

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

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

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2017 the payout for judgments and claims brought against the City in state and federal court increased by 11 percent compared to the same period of Fiscal 2016. This increase is attributable to settlement activities related to several large and longstanding legal matters against the City.
- Total cases commenced against the City decreased 17 percent during the reporting period. This is partly attributed to the comparative lack of severe weather conditions in the past 18 months.
- Cases pending in state court increased six percent due to the cumulative impact of an increasing number of cases commenced in Fiscal 2015 and the first half of Fiscal 2016. Due in part to additional attorneys hired in Fiscal 2016 and an intensified management effort focused on efficiency, affirmative motion practice increased nearly seven percent.
- Dismissals and discontinuances in federal court increased 44 percent during the reporting period. During the first four months of Fiscal 2017 dismissals and discontinuances were six percent of actions pending in federal court, compared with four percent of actions pending during the first four months of Fiscal 2016. This increase is attributable, in part, to additional resources that were allocated to a more proactive litigation stance that also decreased the number of cases commenced during the reporting period.
- The Department's juvenile conviction rate decreased four percentage points during the reporting period.
- During the first four months of Fiscal 2017, 16 of 23 juveniles in diversion programs received no new juvenile delinquency referrals within a year, compared to 14 of 21 juveniles in the same period of Fiscal 2016. As juvenile arrests, especially for misdemeanors, have been decreasing over the past three years, a smaller pool of delinquency cases have been referred to the Department with fewer suitable for diversion.
- Crime victims who were referred by the Department to community-based services decreased six percentage points.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Total citywide payout for judgments and claims (\$000)	\$579,899	\$608,500	\$655,873	↓	↓	\$122,789	\$135,836
★ Total cases commenced against the City	9,045	9,922	9,507	*	*	3,318	2,755
- Cases commenced against the City in state court	7,258	8,112	8,009	7,740	7,740	2,719	2,400
- Cases commenced against the City in federal court	1,787	1,810	1,498	1,350	1,200	599	355

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Cases pending in state court	19,039	20,059	21,452	21,500	22,100	20,751	21,925
- Cases pending on trial calendar	2,260	2,255	2,425	2,500	2,700	2,405	2,589
Affirmative motions to dismiss or for summary judgment	1,903	1,561	1,516	*	*	446	475
★ Win rate on affirmative motions (%)	78%	74%	75%	78%	78%	85%	70%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Cases pending in federal court	1,659	1,652	1,649	1,700	1,700	1,646	1,553
Dismissals and discontinuances	173	228	243	*	*	64	92

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Referred cases filed for prosecution (%)	58%	54%	54%	55%	55%	55%	46%
Juvenile conviction rate (%)	75%	75%	76%	70%	70%	76%	72%
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	85%	84%	81%	75%	75%	66%	70%
Crime victims referred for community-based services (%)	46%	50%	53%	40%	40%	52%	46%

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Filing of enforcement referrals within 60 days of referral (%)	94%	94%	95%	85%	85%	93%	91%
★ Families entitled to a support order that get a support order (%)	65%	68%	71%	65%	65%	66%	67%

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

**AGENCY CUSTOMER SERVICE**

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	860	762	1,002	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$162.7	\$175.6	\$194.4	\$211.5	\$226.2	\$206.3	\$73.6	\$73.6
Revenues (\$000,000)	\$23.5	\$26.8	\$42.7	\$23.2	\$29.4	\$21.7	\$7.7	\$10.9
Personnel	1,504	1,551	1,591	1,757	1,764	1,759	1,528	1,581
Overtime paid (\$000)	\$1,650	\$1,354	\$1,372	\$1	\$1	\$1	\$308	\$371
<sup>1</sup> January 2017 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised Fiscal 2017 targets for 'Cases commenced against the City in state court' from 8,000 to 7,740 and ' - Cases commenced against the City in federal court' from 1,775 to 1,350 to reflect a decrease in cases commenced during early Fiscal 2017.
- The Department revised the Fiscal 2017 target for 'Cases pending in federal court' from 1,650 to 1,700.
- The Department revised the four-month Fiscal 2016 value of '-Cases pending on trial calendar' from 2,423 to 2,405 to reflect updated data.

## ADDITIONAL RESOURCES

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



## WHAT WE DO

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

## FOCUS ON EQUITY

DOI focuses on equitable service delivery by rooting out municipal corruption through criminal investigations and examining systemic issues that undermine good government and New Yorkers' access to services. Toward that end, DOI reviews City agencies' policies and procedures to identify vulnerabilities and suggests concrete ways to strengthen internal controls so public dollars are saved and operations improved. Further, DOI works to improve the integrity, effectiveness and credibility of City government by investigating cases involving corruption, waste, fraud and inefficiency in City government. One example of this mandate in Fiscal 2017 is DOI's investigation prompted by a fire at NYCHA's Butler Houses that killed two young children and in which neighbors and other witnesses reported not hearing smoke alarms at the time of the fire. DOI conducted a systemic review of NYCHA's compliance with its apartment safety checks policy, issuing a report that found failures by NYCHA staff to properly conduct safety checks, including testing smoke and carbon monoxide detectors. DOI issued several recommendations to NYCHA, specifically that NYCHA must closely supervise staff for accountability, ensuring that staff properly perform safety checks and accurately document their findings. DOI makes a point of documenting its investigative findings in public reports that outline the facts, uncover the vulnerabilities and recommend changes that strengthen internal controls and City processes to prevent similar ineffectiveness or corruption in the future. DOI serves the people of New York City by acting as an independent and nonpartisan watchdog for City government.

## OUR SERVICES AND GOALS

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

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

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2017 complaints increased eight percent compared to the same period of Fiscal 2016. The Department attributes this increase to enhanced agency visibility resulting from a five-borough media campaign warning New Yorkers of the risks and costs of bribery and corruption. The campaign, which encouraged the public to report these crimes to DOI, ran until the end of Calendar 2016. The number of current investigations increased by 23 percent.
- Written policy and procedure recommendations to City agencies increased 41 percent during the reporting period. An increase in the Department’s caseload coupled with a broader probe of City agency operations resulted in the issuance of numerous recommendations during the first four months of Fiscal 2017.
- The number of corruption prevention and whistleblower lectures conducted decreased nine percent. This decrease is attributable to the citywide e-learning module that now delivers a majority of DOI’s anti-corruption education online. In-person corruption prevention lectures are conducted when investigations reveal vulnerabilities that are best addressed directly by the agency.
- The timeliness of VENDEX checks completed within 30 days decreased by four percentage points due to an increase in the number of requests received during the reporting period.
- The agency’s continued focus on prioritizing the expeditious disposition of cases during the period led to a seven percent decrease in the average time to complete an investigation.
- Targeting of systemic vulnerabilities and effective use of agency resources, coupled with a number of high-profile investigations during the reporting period, led to a 39 percent increase in the number of referrals for criminal prosecution and a 33 percent increase in arrests. Similarly, the number of referrals for civil and administrative action increased 45 percent.
- During the reporting period financial recoveries to the City increased 36 percent and recoveries collected from previously closed cases increased two percent due to substantial restitution and recovery in several cases.
- The number of background investigations closed within 12 months decreased by 11 percentage points, and the average time to complete a background investigation increased by 19 percent, due to staffing fluctuations within DOI’s Background Unit and the closure of a higher percentage of pending investigations over 12 months old.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Complaints	12,624	11,445	11,610	*	*	3,907	4,208
★ Written policy and procedure recommendations to City agencies	280	370	693	300	300	85	120
Written policy and procedure recommendations accepted by City agencies (%)	45%	74%	81%	75%	75%	NA	NA
★ Corruption prevention and whistleblower lectures conducted	535	378	408	400	400	141	129
Corruption prevention lecture e-learning attendees	NA	1,797	15,298	*	*	2,662	1,986
Integrity monitoring agreements	18	16	16	*	*	17	17
VENDEX checks completed within 30 days (%)	88%	99%	95%	95%	95%	100%	96%

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



**Goal 1b**

Improve the impact and effectiveness of investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Average time to complete an investigation (days)	160	193	145	180	180	151	141
★Referrals for civil and administrative action	929	1,327	835	*	*	223	324
★Referrals for criminal prosecution	612	601	727	*	*	175	244
★Arrests resulting from DOI investigations	516	499	546	*	*	126	168
★Financial recoveries to the City ordered/agreed (\$000)	\$11,144	\$10,603	\$3,004	↑	↑	\$1,130	\$1,537
★Financial recoveries to the City collected (\$000)	\$33,248	\$6,034	\$5,095	↑	↑	\$1,081	\$1,101

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

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

**Goal 2a**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Average time to complete a background investigation (from date of receipt) (days)	319	275	351	300	300	325	388
★Background investigations closed within 12 months (from date of receipt) (%)	61%	65%	60%	60%	60%	64%	53%
★Time to notify agencies of prospective childcare, home care and family care workers with criminal records after receipt from State Division of Criminal Justice Services and FBI (days)	1	1	1	2	2	1	1
Time to notify agencies of arrest notifications for current childcare, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	1	1	1	*	*	1	1

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

**AGENCY CUSTOMER SERVICE**

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	17	24	26	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Average wait time to speak with a customer service agent (minutes)	3	3	3	*	*	NA	NA
CORE facility rating	93	98	98	*	*	NA	NA

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$29.0	\$35.0	\$38.4	\$46.7	\$58.4	\$41.7	\$20.9	\$23.0
Revenues (\$000,000)	\$3.1	\$3.4	\$3.2	\$3.8	\$3.8	\$3.8	\$0.5	\$0.3
Personnel	212	264	321	401	424	399	277	349
Overtime paid (\$000)	\$395	\$410	\$754	\$110	\$397	\$110	\$192	\$398
<sup>1</sup> January 2017 Financial Plan	<sup>2</sup> Expenditures include all funds			"NA" - Not Available in this report				

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised the four-month Fiscal 2016 values for 'referrals for criminal prosecution,' 'arrests resulting from DOI investigations,' 'written policy and procedure recommendations to City agencies' and 'corruption prevention lecture e-learning attendees' to reflect updated data.

## ADDITIONAL RESOURCES

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

# CITY COMMISSION ON HUMAN RIGHTS

Carmelyn P. Malalis, Commissioner/Chair



## WHAT WE DO

The New York City Commission on Human Rights (the “Commission”, or CCHR) is the agency charged with enforcing the New York City Human Rights Law (NYCHRL), which is one of the most comprehensive anti-discrimination laws in the country. It includes protections in public accommodations, housing, and employment based on race, religion/creed, color, age, national origin, alienage or citizenship status, gender, gender identity and expression, sexual orientation, pregnancy, disability, and marital or partnership status. Additional protections are included in employment based on arrest or conviction record; status as a victim of domestic violence, stalking and sex offenses; caregiver status; unemployment status; and credit history. More protections are afforded in housing based on lawful occupation, lawful source of income, and the presence of children, domestic violence, stalking and sex offenses. The Commission is empowered to investigate and prosecute NYCHRL violations, including those that raise systemic violations. The Commission also provides pre-complaint intervention and promotes positive intergroup relations through conferences, workshops and training sessions, among other initiatives conducted by its Community Relations Bureau (CRB).

## FOCUS ON EQUITY

In February 2015, a new Commissioner and Chair took office at the Commission on Human Rights and brought a renewed commitment and energy to fulfill the Commission’s mission to enforce the NYCHRL while revamping and restructuring its outreach and training efforts to the City’s communities, businesses, and housing providers through a centralized Community Relations Bureau (CRB). The NYCHRL is meant to ensure that all those who live in, work in, or visit New York City are treated fairly, and with dignity and respect, regardless of race, color, age, religion/creed, national origin, disability, gender identity and expression, sexual orientation or any other protected class. Toward those ends, the Commission is committed to expanding the reach of the NYCHRL to the City’s underserved communities and most vulnerable residents.

The Commission’s new office of Communication and Marketing has continued to increase its media presence and public awareness through strategic planning and partnerships since Fiscal 2016. The Commission’s digital engagement has improved dramatically through citywide media campaign reach, media story placements and overall public information support for agency initiatives and programs. In Fiscal 2016, the Commission also specifically executed three large successful marketing campaigns about new amendments of the law on credit and criminal history discrimination in employment and transgender equity and bathroom access, and performed smaller outreach efforts on fair housing laws and disability access.

## OUR SERVICES AND GOALS

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

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

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

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

## HOW WE PERFORMED

- In the first four months of Fiscal 2017, 291 new complaints were filed with the Law Enforcement Bureau (LEB), including 75 Commission-initiated complaints, and the total caseload increased to 1,457 complaints under investigation. Despite this caseload increase, LEB continued to conduct in-depth investigations to identify pattern and practice violations and evaluate respondents' full compliance with the NYCHRL. Although this process lengthens investigation time, LEB successfully increased case closures to 170 cases this period, more than twice the 78 cases it closed in the first four months of Fiscal 2016. LEB also resolved 25 percent of cases through settlement, maintaining a trend since Fiscal 2015 of resolving at least one-quarter of case closures through conciliation and exceeding target.
- LEB has also maintained the use of a provision in the NYCHRL authorizing the Commission to dismiss complaints when prosecution of the complaint will not serve the public interest. This helped reduce LEB's overall caseload from the end of Fiscal 2016 and allowed it to do deeper and broader investigations in meritorious cases. During the first months of Fiscal 2017, LEB was able to identify cases at an early stage that fit the parameters for an administrative convenience dismissal (e.g., cases in which probable cause is unlikely), and maintain a low percentage of cases with a no probable cause determination. Importantly, this type of dismissal preserves the complainant's right to bring their NYCHRL claim in another forum [See NYCHRL §8-502(b)].
- Notably, in the first four months of Fiscal 2017, the Commission completed the implementation of its new staff structure designed to make LEB an aggressive investigative and prosecutorial unit with the necessary resources to identify and address systemic discrimination and affirmatively prevent discrimination. The Commission has been working on instituting this structure since Fiscal 2015. Once all the staff members who were recently brought on board (five Attorneys, one Supervising Attorney, one Human Rights Specialist, an Infoline Director, a Testing Coordinator, two part-time testers and three administrative staff members) are up to speed, the new structure will be fully in place.
- Using this new structure, LEB has revamped its testing program to cover additional areas of discrimination. LEB also implemented a testing strategy referred to as "paired" tests, where two testers who are matched according to all but the demographic being tested perform the same test and compare the results. In the first four months of Fiscal 2017, LEB performed 216 tests in housing (of which 107 were paired tests), 12 tests in public accommodations, 76 tests in employment, and 48 tests in facilities that are both public accommodations and housing providers. The areas of discrimination tested include gender identity, gender, criminal background, credit history, pregnancy, disability accommodation and source of income.
- In the first four months of Fiscal 2017, the Commission was also able to intervene successfully in cases prior to the filing of complaints. Through collaboration between LEB and CRB, the Commission negotiated 87 building modifications for disability during the period, an increase from 51 such interventions in the first four months of Fiscal 2016, which continued an increase in such interventions prior to the filing of complaints.
- During the first four months of Fiscal 2017, the number of CRB conferences, workshops and training sessions rose 29 percent to 964, from 749 in the same period of the previous year. Within its outreach efforts, CRB staff also provided 16,545 individuals with technical assistance, which entails answering specific questions on discrimination in housing, employment, and public accommodations, completing preliminary intakes of potential claims and making referrals to the Commission's LEB and/or other resources. In addition, the number of school-based training sessions offered increased from 13 to 20 sessions. This number is expected to continue to increase throughout Fiscal 2017, as the CRB has completed its overhaul of the Commission's school-based peer mediation curriculum, and staff will be engaging with public schools to offer the peer mediation program and other school-focused programming.

## SERVICE 1 Enforce the NYC Human Rights Law.

### Goal 1a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Cases successfully mediated	21	0	0	*	*	0	0
Pre-complaint resolutions	189	165	200	*	*	56	91
★ Cases filed	497	697	908	*	*	310	291
★ Cases closed	602	608	336	*	*	78	170
- Cases closed (%) - no probable cause determination	45%	43%	5%	*	*	3%	6%
★ - Cases closed (%) - probable cause determination	8%	15%	6%	*	*	6%	2%
- Cases closed (%) - administrative cause	21%	20%	62%	*	*	58%	67%
★ - Cases closed (%) - settlement	26%	22%	27%	23%	23%	33%	25%
Cases referred to the Office of Administrative Trials and Hearings	47	89	21	*	*	5	4
★ Average value of cash settlement for complainant (\$)	\$15,250	\$10,755	\$34,775	*	*	\$50,212	\$18,960
Modifications for accessibility for people with disabilities	185	155	191	*	*	51	87
★ Average age of complaint caseload (days)	297	250	340	300	300	312	375
Caseload	567	667	1,318	474	474	952	1,457
Cases pending by age - less than one year	496	505	837	414	414	645	818

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

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

### Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Conferences, workshops and training sessions	1,288	1,394	2,397	1,000	1,000	749	964
Community-based technical assistance	53,426	56,016	37,896	40,000	40,000	19,267	16,545
School-based training sessions conducted	272	326	79	250	250	13	20

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	98%	*	*	100%	40%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	1,097	1,126	1,671	*	*	430	388
Average wait time to speak with a customer service agent (minutes)	10	10	11	*	*	12	5
CORE customer experience rating (0-100)	97	98	100	*	*	NA	NA

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$5.6	\$5.8	\$8.8	\$11.6	\$12.1	\$11.4	\$2.2	\$3.4
Personnel	62	66	89	123	131	131	78	103
Overtime paid (\$000)	\$4	\$9	\$7	\$11	\$11	\$11	\$1	\$2
<sup>1</sup> January 2017 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The name of the indicator 'Modifications for accessibility for disabled' is revised to 'Modifications for accessibility for people with disabilities.' This is the correct, consistent way of expressing the cadre being addressed by this service. There is no change to the data collection method or to previously reported data.

## ADDITIONAL RESOURCES

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

# OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

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



## WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is the City's central, independent administrative law court. OATH has two divisions: the OATH Trials Division and the OATH Hearings Division. The OATH Trials Division adjudicates a wide range of issues that can be referred by any City agency, board or commission. Its caseload includes employee discipline and disability hearings for civil servants, Conflicts of Interest Board cases, proceedings related to the retention of seized vehicles by the police, City-issued license and regulatory enforcement, real estate, zoning and loft law violations, City contract disputes and human rights violations under City Human Rights Law. OATH Trials are conducted by Administrative Law Judges who are appointed to five year terms. In the OATH Hearings Division, hearings are conducted on summonses that can be issued by 25 different enforcement agencies for alleged violations of City rules and regulations. Most hearings at the OATH Hearings Division are on summonses that are issued by City agencies, such as the Departments of Fire, Buildings, Sanitation, Environmental Protection, Consumer Affairs, Health and Mental Hygiene, among others, but OATH also has the jurisdiction to hold hearings on summonses from entities such as the Port Authority of New York and New Jersey. OATH Hearings are conducted by Hearing Officers.

## FOCUS ON EQUITY

OATH was established as an independent Charter agency with the mission to provide fair and unbiased administrative trials and hearings to the City's residents, businesses and agencies. With a focus on providing convenience to the New Yorkers who are summoned to its courts, OATH has undertaken a transformation of administrative law adjudications. OATH has redesigned all of the rules, procedures, forms and documents across its Hearings Division, with the aim of making the hearing processes standard and understandable regardless of which of the various City enforcement agencies issued the summons. OATH's reform of the NYC administrative law system is achieving the goals of one summons, one hearing, and one process thus providing individuals and businesses with the opportunity to deal with summonses issued by any City agency before an independent and impartial administrative law court.

## OUR SERVICES AND GOALS

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

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

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

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

## HOW WE PERFORMED

- In the first four months of Fiscal 2017 the percentage of OATH Trials Division decisions issued within 45 days by its Administrative Law Judges (ALJ) was 90 percent, while it was 88 percent during the same time last fiscal year. This improvement in efficiency can be attributed to the fact that a vacant Administrative Law Judge position was filled during the final part of Fiscal 2016. When the judges are on trial, their written decisions on closed cases can be delayed due to the fact that they are conducting trials on other matters, and the additional ALJ has alleviated some of the factors that can cause delays. The OATH Trials Division continues to conduct fair unbiased proceedings and issue objective and fair decisions. In the first four months of Fiscal 2017 100 percent of the facts and conclusions established in the Reports and Recommendations issued by OATH ALJ's were accepted and the recommendations adopted by the respective City agency that brought the cases' charges, while 97 percent of the OATH Trials Division facts and conclusions were adopted during the same period last year.
- In the first four months of Fiscal 2017 the number of summonses received for the OATH Hearings Division from City enforcement agencies increased by three percent to 283,804 from the same period last fiscal year. In the Fiscal 2017 four-month period the average time from OATH Hearings Division hearing assignment to decision increased from 2.8 days to 5.6 days, reflecting an increase from 4.4 days to 7.2 days in the average time from case assignment to decision in ECB-referenced cases. These increases in duration were a byproduct of the OATH's challenging move towards the one summons, one hearing, and one process objectives that commenced recently, and are expected to return to previous levels by the end of Fiscal 2017.
- In the first four months of Fiscal 2017 the number of hearings conducted by the OATH Hearings division rose by 3.7 percent from a year earlier, which corresponded with the similar rise in the number of summonses OATH received during this time period.
- The number of withdrawals submitted by the Taxi and Limousine Commission (TLC) for summonses it issued increased 22 percent (13,664 to 16,670) in the first four months of Fiscal 2017, compared to the same period of Fiscal 2016. The TLC withdrawals happen prior to an OATH hearing and so are outside of OATH's jurisdiction.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Average time for the OATH Trials Division to issue decisions after records closed (business days)	15.2	7.5	5.4	25.0	25.0	5.4	5.3
OATH Trials Division cases with decisions issued within 45 business days (%)	94%	93%	93%	*	*	88%	90%
OATH Trials Division facts and conclusions adopted by agencies (%)	98%	99%	99%	96%	96%	97%	100%
★Average adjournment time at the OATH Trials Division (business days)	15.7	16.9	17.5	20.0	20.0	16.4	18.5
OATH Trials Division settlement rate (%)	55%	57%	57%	55%	55%	58%	59%
Cases filed at the OATH Trials Division (total)	2,665	2,754	2,553	*	*	858	871
Cases closed at the OATH Trials Division (total)	2,425	2,724	2,560	*	*	853	829
Cases processed per ALJ (total)	187.0	188.0	188.6	*	*	NA	NA

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



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

### Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total summonses received from the issuing agencies at the OATH Hearings Division	704,213	759,520	826,690	*	*	275,337	283,804
Total hearings at the OATH Hearings Division	283,480	281,704	271,920	*	*	91,236	94,605
★ Total number of pre-hearing activities at the OATH Hearings Division	245,037	250,911	298,819	*	*	92,014	104,020
★ Total summonses processed at the OATH Hearings Division	475,222	476,986	612,124	*	*	197,664	214,723
★ Summonses with decision rendered at the OATH Hearings Division	199,302	206,867	195,290	*	*	65,965	68,907
★ Average time from OATH Hearings Division hearing assignment to decision rendered (days)	4	4	4	*	*	3	6
OATH Hearings by Mail (% of total alternative hearings)	38.0%	31.2%	24.4%	*	*	24.0%	31.6%
OATH Hearings by Phone (% of total alternative hearings)	11.6%	13.8%	16.7%	*	*	14.3%	15.7%
OATH One-Click Hearings (% of total alternative hearings)	50.4%	55.0%	58.9%	*	*	61.8%	52.7%

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed customer requests for interpretation	9,240	9,419	10,185	*	*	3,240	3,761
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
CORE customer experience rating (0-100)	97	94	98	*	*	NA	NA

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$31.3	\$34.4	\$36.3	\$39.5	\$42.0	\$44.4	\$13.2	\$14.5
Revenues (\$000,000)	\$137.3	\$141.3	\$155.2	\$128.9	\$124.5	\$125.4	\$50.4	\$50.9
Personnel	358	362	360	458	455	458	343	343
Overtime paid (\$000)	\$101	\$42	\$50	\$50	\$51	\$50	\$14	\$18

<sup>1</sup>January 2017 Financial Plan

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

"NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The ECB Tribunal, Health Tribunal and Vehicle-for-Hire Tribunal ceased to exist in July of Fiscal 2017 and have combined to be known permanently as the OATH Hearings Division.
- The OATH Hearings Division recently assumed the caseload of the Department of Consumer Affairs (DCA) in August of Fiscal 2017. Since this change of venue, OATH has held approximately 160 hearings relating to DCA summonses.
- The agency added four new indicators to this report to improve its reporting and reflect the reorganization of its hearing structure into one Hearings Division with no individual tribunal operations. The indicators added are: 'Total number of pre-hearing activities at the OATH Hearings Division,' 'Total summonses processed at the OATH Hearings Division,' 'Summonses with decision rendered at the OATH Hearings Division,' and 'Average time from OATH Hearings Division hearing assignment to decision rendered (days).'
- The agency removed the following 11 tribunal-specific indicators from this report, again reflecting its reorganization into a unified hearing operation. All of the volume information they contain is included in the OATH Hearings Division totals in the report. The indicators removed are: 'Notices of Violation (NoVs) received by OATH ECB Hearings Division,' 'OATH ECB Hearings Division hearings conducted,' 'OATH ECB Hearings Division decisions rendered,' 'Dockets received by the OATH Health Hearings Division,' 'OATH Health Hearings Division hearings conducted,' 'OATH Health Hearings Division decisions rendered,' 'Summonses received by the OATH Vehicle For Hire Hearings Division,' 'OATH Vehicle For Hire Hearings Division hearings conducted,' 'OATH Vehicle For Hire Hearings Division decisions rendered,' 'Average time from OATH ECB Hearings Division hearing assignment to decision (days),' and 'OATH ECB Hearings Division cases with decisions issued within 45 business days of hearing assignment (%)'.

## ADDITIONAL RESOURCES

For additional information, go to:

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

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

# BUSINESS INTEGRITY COMMISSION

Daniel D. Brownell, Commissioner/Chair



## WHAT WE DO

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

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

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

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

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

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

## HOW WE PERFORMED

- Due to enforcement efforts targeting unlicensed waste haulers, the number of violations BIC issued in this area increased significantly for the Fiscal 2017 four-month period. BIC believes these efforts contributed to a 29 percent decrease in the number of waste hauling complaints it received during the period, compared to the first four months of Fiscal 2016.
- At the end of the first four months of Fiscal 2017, BIC reduced the number of its pending waste hauling applications by 40 percent to 494, from 830 at the same time Fiscal 2016. The average age of a pending new waste hauling application decreased by 55 percent during this period.
- In the first four months of Fiscal 2017, the number of violations BIC issued at public wholesale market businesses decreased by 40 percent compared to the first four months of Fiscal 2016. BIC attributes this to stricter compliance with the rules and regulations it enforces in this industry.
- The average time to approve a new public wholesale market application decreased by 35 percent in the first four months of Fiscal 2017, compared to the first four months of Fiscal 2016. During the same period, the average age of a pending new public wholesale market application decreased by 38 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 Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Violations issued to private waste haulers	888	1,166	892	*	*	239	265
★Violations issued to legally operating private waste haulers	733	827	709	*	*	178	115
★Violations issued to illegally operating private waste haulers	155	339	183	*	*	61	150
★Total waste hauling applications denied (%)	3.9%	4.2%	4.4%	*	*	4.4%	4.4%
Waste hauling complaints received	519	513	449	*	*	212	150
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	90.5%	91.5%	98.0%	*	*	100.0%	100.0%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Average time to approve waste hauling applications (days) - New and Renewal	96	234	235	↕	↕	197	232
★Average time to approve waste hauling applications (days) - New	103	235	154	↕	↕	158	150
★Average time to approve waste hauling applications (days) - Renewal	94	234	254	↕	↕	206	258
★Average age of pending waste hauling applications (days)	221	208	214	180	180	199	228
★Waste hauling applications pending	523	762	600	300	300	830	494
Waste hauling applications approved - New and Renewal	770	737	994	*	*	205	244
Waste hauling applications approved - New	128	166	187	*	*	38	59
Waste hauling applications approved - Renewal	642	571	807	*	*	167	185

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

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

### Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Violations issued at public wholesale markets	79	45	97	*	*	40	24
Violations admitted to or upheld at the Environmental Control Board (%)	94.0%	99.4%	98.3%	*	*	100.0%	100.0%
★ Public wholesale market applications denied (%)	3.2%	2.5%	2.5%	*	*	2.5%	2.5%

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

### Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Average time to approve public wholesale market applications (days)	152	382	309	200	200	259	299
Average age of pending public wholesale market applications (days)	256	324	215	*	*	188	220
Public wholesale market applications approved	68	49	62	*	*	13	54

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	56	26	93	*	*	NA	NA
Average wait time to speak with a customer service agent (minutes)	2:07	3:42	3:02	*	*	NA	NA
CORE customer experience rating of facilities (0-100)	93	93	100	*	*	NA	NA

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$7.3	\$8.1	\$8.1	\$9.1	\$10.3	\$8.5	\$3.8	\$4.2
Revenues (\$000,000)	\$6.3	\$6.6	\$6.9	\$6.4	\$6.4	\$5.6	\$2.8	\$1.4
Personnel	64	72	77	88	89	88	75	81
Overtime paid (\$000)	\$43	\$48	\$57	\$24	\$42	\$24	\$23	\$21

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

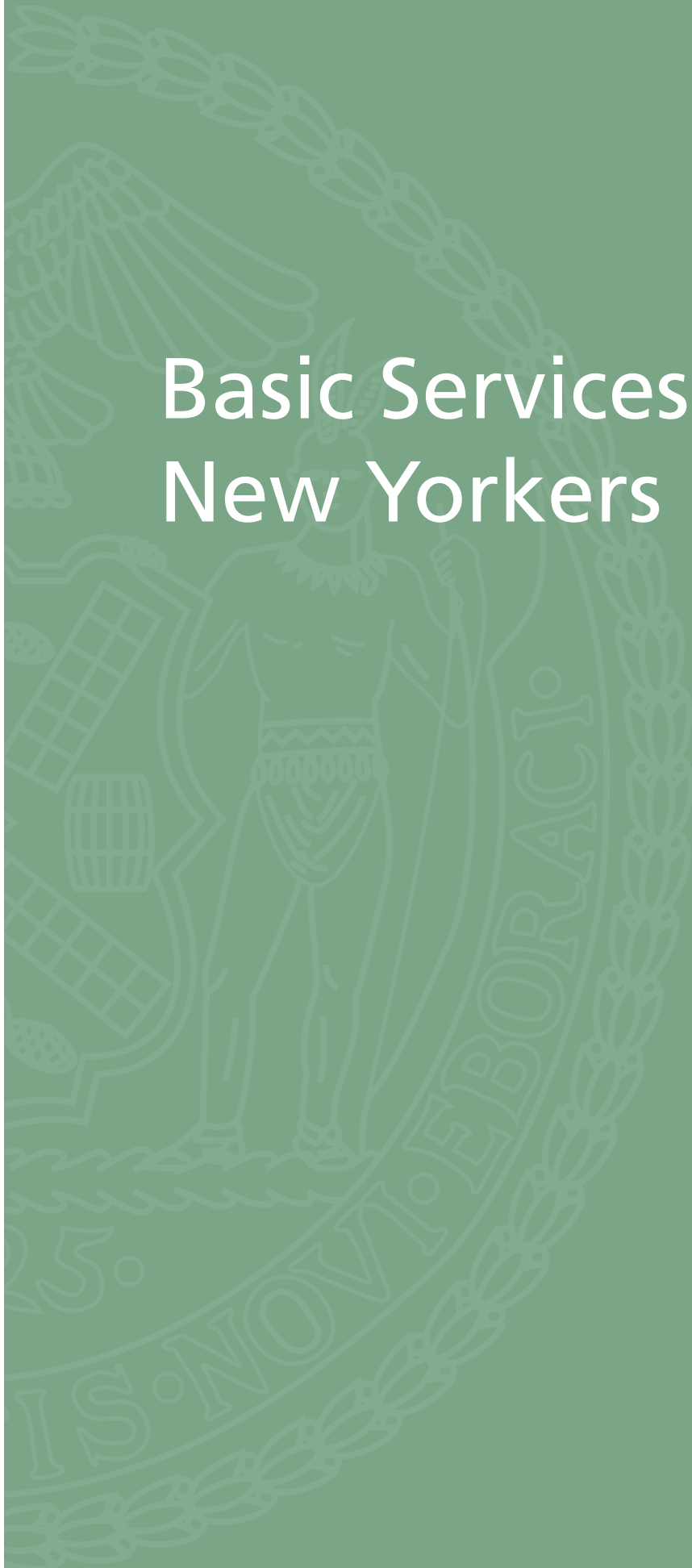
## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

# Basic Services for All New Yorkers



# Basic Services for All New Yorkers



Department of  
Sanitation

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Department of  
Consumer Affairs

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Department of Parks &  
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Service Center

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Department of  
Cultural Affairs

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Taxi and Limousine  
Commission

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# DEPARTMENT OF SANITATION

Kathryn Garcia, Commissioner



## WHAT WE DO

The Department of Sanitation (DSNY) keeps New York City healthy, safe and clean by collecting, recycling and disposing of waste; cleaning streets and vacant lots; and clearing snow and ice. The Department operates 59 district garages and manages a fleet of more than 2,200 collection trucks, 450 mechanical brooms and 690 large and small salt spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets and removes debris from vacant lots and abandoned vehicles from City streets. The Department leads the City's efforts to contribute zero waste to landfills by 2030, a key component of *One New York: The Plan for a Strong and Just City*.

## FOCUS ON EQUITY

DSNY is committed to providing high-quality, responsive waste management, street cleaning and snow removal services to all New Yorkers across the five boroughs. DSNY has targeted recruitment and outreach to communities traditionally underrepresented in its uniformed ranks to ensure equal opportunity for all New Yorkers. The Department has worked with its partners to implement new outreach strategies in low-income communities and has expanded its recycling programs, including e-cycleNYC, re-fashionNYC and organics collection, to give New Yorkers the ability to manage their own waste footprint. In 2016 DSNY began a targeted outreach program for eight community districts in the Bronx and Brooklyn with the lowest diversion rates, dedicating outreach personnel to help building owners, staff and residents in these neighborhoods increase recycling. In 2016 DSNY and NYCHA partnered to launch recycling collection for all NYCHA residents. DSNY also continues to move forward with the City's comprehensive Solid Waste Management Plan, a fair, five-borough plan that has reduced the impact of waste transfer infrastructure on historically overburdened communities in the Bronx, Brooklyn and Queens.

## OUR SERVICES AND GOALS

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

Goal 1a Increase street and sidewalk cleanliness.

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

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### SERVICE 2 Collect and dispose of refuse.

Goal 2a Improve efficiency of refuse handling.

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### SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2017 DSNY achieved a citywide street cleanliness rating of 96.1 percent and a sidewalk cleanliness rating of 96.7 percent. Both ratings were slight increases from the same period of Fiscal 2016.
- In the first four months of Fiscal 2017 the number of vacant lot cleaning requests increased 12 percent compared to the same period in Fiscal 2016. At the same time DSNY cleaned four percent more lots citywide.
- The tons of refuse collected per truck increased slightly to 9.8 during the first four months of Fiscal 2017. The percentage of trucks dumped on shift decreased from 48.2 percent to 47.5 percent.
- As a result of continued expansion of organics recycling to include additional households and schools, as well as the continuation of rigid plastic recycling citywide, the curbside and containerized recycling diversion rate increased from 16.1 percent during the first four months of Fiscal 2016 to 16.8 percent during the same period of Fiscal 2017. The recycling tons per truck increased to 5.6.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Streets rated acceptably clean (%)	93.3%	92.7%	95.0%	92.0%	92.0%	94.4%	96.1%
Streets rated filthy (%)	0.4%	0.4%	0.2%	*	*	0.2%	0.1%
★Sidewalks rated acceptably clean (%)	96.0%	95.5%	96.5%	97.0%	97.0%	96.1%	96.7%
Sidewalks rated filthy (%)	0.3%	0.4%	0.3%	*	*	0.3%	0.2%
Violations issued for dirty sidewalks	39,975	49,828	64,693	*	*	25,858	27,342
Violations issued for illegal posting	18,217	11,601	8,209	*	*	272	2,641

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Vacant lot cleaning requests	2,539	2,367	2,779	2,500	2,500	1,287	1,440
★Lots cleaned citywide	2,997	3,206	3,638	3,200	3,200	1,175	1,217

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

## SERVICE 2 Collect and dispose of refuse.

Goal 2a Improve efficiency of refuse handling.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Tons of refuse disposed (000)	3,193.8	3,176.9	3,196.2	3,150.0	3,150.0	1,080.0	1,081.1
★Refuse tons per truck-shift	9.6	9.5	9.7	10.7	10.7	9.7	9.8
★Trucks dumped on shift (%)	43.5%	44.6%	45.8%	45.6%	45.6%	48.2%	47.5%
Tons per day disposed	10,611	10,554	10,583	*	*	10,485	10,599
Average outage rate for all collection trucks (%)	21%	20%	19%	*	*	19%	19%
Missed refuse collections (%)	0.0%	0.0%	0.4%	*	*	0.8%	0.1%

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

## SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Curbside and containerized recycling diversion rate (%)	15.4%	16.0%	16.9%	21.0%	21.0%	16.1%	16.8%
★Curbside and containerized recycled tons (000)	553.2	575.4	613.8	764.4	764.4	202.4	207.9
Total annual recycling diversion rate (%)	17.0%	17.8%	18.9%	*	*	NA	NA
Recycled tons per day	2,088	2,197	2,373	2,270	2,270	NA	NA
Annual tons recycled total (000)	652	685	740	*	*	NA	NA
★Recycling tons per truck-shift	5.1	5.2	5.6	6.2	6.2	5.4	5.6
Missed recycling collections (%)	0.0%	0.0%	0.1%	*	*	0.2%	0.0%
Recycling trucks dumped on shift (%)	25.7%	25.8%	26.5%	*	*	28.4%	26.7%
Recycling summonses issued	107,049	107,428	118,407	*	*	35,206	34,764

★ 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 Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Snowfall (total inches)	56.3	47.5	31.8	*	*	0.0	0.0
Salt used (tons)	492,369	522,841	302,229	*	*	0	0

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Cases commenced against the City in state and federal court	341	651	747	*	*	248	163
Payout (\$000)	\$32,265	\$25,500	\$42,999	*	*	\$9,735	\$10,489
Private transfer station permits	59	59	61	*	*	59	57
Private transfer station inspections performed	6,022	5,998	4,570	*	*	1,318	1,790
Total Environmental Control Board violations issued	358,064	402,251	458,050	*	*	147,112	163,437
Violations admitted to or upheld at the Environmental Control Board (%)	86%	88%	89%	*	*	88%	85%
Refuse collection cost per ton (\$)	\$277	\$282	NA	*	*	NA	NA
Refuse cost per ton (fully loaded) (\$)	\$422	\$449	NA	*	*	NA	NA
Disposal cost per ton (\$)	\$145	\$167	NA	*	*	NA	NA
Recycling cost per ton (fully loaded) (\$)	\$721	\$684	NA	*	*	NA	NA
Recycling collection cost per ton (\$)	\$692	\$640	NA	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$11	\$11	\$12	*	*	\$11	\$12
Removal cost per inch of snow (\$000)	\$2,330	\$2,444	\$3,288	*	*	NA	NA
Collisions involving City vehicles	2,457	2,616	2,625	*	*	608	712
Workplace injuries reported (uniform and civilian)	1,539	1,266	1,304	*	*	443	430

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	8	17	16	*	*	NA	NA
Letters responded to in 14 days (%)	65%	58%	73%	*	*	70%	61%
E-mails responded to in 14 days (%)	75%	64%	75%	*	*	71%	72%

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	97	96	95	*	*	94	95
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	66	79	92	*	*	96	94

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$1,414.2	\$1,477.4	\$1,500.7	\$1,676.9	\$1,621.9	\$1,675.8	\$621.2	\$672.1
Revenues (\$000,000)	\$17.3	\$17.5	\$19.0	\$17.3	\$28.1	\$17.3	\$6.5	\$9.3
Personnel (uniformed)	7,185	7,381	7,465	7,490	7,445	7,505	7,712	7,739
Personnel (civilian)	1,997	2,150	2,299	2,667	2,551	2,684	2,164	2,262
Overtime paid (\$000,000)	\$125.4	\$131.3	\$101.0	\$108.8	\$110.7	\$111.5	\$21.4	\$23.9
Capital commitments (\$000,000)	\$276.7	\$273.6	\$176.4	\$396.6	\$384.1	\$303.5	\$13.7	\$152.8
Work Experience Program (WEP) enrollment	NA	NA	547	*	*	*	828	482

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The four-month Fiscal 2016 actual of 272 'Violations issued for illegal posting' reflects a temporary suspension in issuance following a court decision that resulted in a revised program to issue warning notices, giving responsible parties two weeks to address, which is now fully implemented. In the first four months of Fiscal 2017 DSNY issued 2,641 of these violations.

## ADDITIONAL RESOURCES

For additional information go to:

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

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





## WHAT WE DO

The Department of Parks and Recreation (DPR) plans, maintains and cares for a 29,900-acre municipal parks system that encompasses over 1,900 parks, 1,000 playgrounds, 36 recreational centers, over 650,000 street trees and two million park trees. DPR's thousands of public programs include free Shape Up and Kids in Motion fitness courses, swimming lessons and Urban Park Rangers nature education. DPR's capital program strengthens the City's infrastructure by developing and improving parks, playgrounds, pools and recreational facilities.

## FOCUS ON EQUITY

DPR is ensuring that the benefits of accessible, high-quality open space reach every community in New York City. The Department works towards this goal through its Framework for an Equitable Future, a comprehensive series of immediate steps and long-term initiatives to support equitable park development and sustainable service improvements. Most recently, Parks announced \$150 million in major improvements at five large parks under the new Anchor Parks initiative, an investment that will fuel the kind of major amenities that are greatly needed in these bigger parks, like soccer fields, comfort stations, running tracks and hiking trails. Each was selected based on historical underinvestment, a large surrounding population and potential for park development. All of the Department's efforts build on the core principles of good park development: smart planning for targeted capital investment, strong community and public-private partnerships, innovative programming and dedicated maintenance. Interconnection among each of these areas is essential to the growth of a truly 21st Century park system.

## OUR SERVICES AND GOALS

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

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

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

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

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

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

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

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

## HOW WE PERFORMED

- Based on the results of the Department's internal inspection program, acceptable ratings for overall condition and cleanliness of all parks were two percentage points lower than ratings during the same Fiscal 2016 period. Ratings for small parks remained stable in both areas but large park ratings fell by nine and eight percentage points, respectively. Litter was the biggest contributor to the drop in large park ratings. Due to their size, complexity, and heavy usage, large parks present maintenance challenges. A pilot trash management program in Crotona Park, Bronx, initiated last summer, has led to a significant improvement in that park's cleanliness rating. Parks will continue to assess whether this pilot program can be implemented at other large parks in the future.
- Ninety-five percent of play equipment was rated acceptable, meeting the Fiscal 2017 target and representing a three percentage point increase from this time last year. However, the percent of safety surfaces rated acceptable decreased by two percentage points to 92 percent, below the 95 percent goal.
- During the first quarter of Fiscal 2017 reported crimes against persons increased nearly 12 percent, from 219 to 245. Additionally, reported crimes against properties rose 45 percent, from 172 to 250.
- Parks Enforcement Patrol officers issued 6,594 summonses, a 36.5 percent reduction. Much of this change can be accounted for by decreases in parking violation issuance, which was unusually high in the comparable Fiscal 2016 four-month period.
- Progress toward the annual pruning goal has remained stable, with 32 percent of the goal achieved compared to 33 percent last year. In line with a lower target, the Department pruned fewer trees.
- The percent of street trees removed within 30 days of a public service request fell to 34 percent from 91 percent a year ago. Several factors contributed to this decline, including a transition to a new forestry management system that features stricter business rules and data reporting practices. Despite this decline, the total number of trees removed increased from the comparable Fiscal 2016 period as the agency focused removal efforts on dead/dying trees that were not derived from public service requests. While providing timely customer service is a primary concern of the agency, forestry prioritizes tree removal tasks to mitigate risk and ensure public safety by first addressing the most hazardous tree conditions regardless of the origin of the request.
- The average time to close tree emergency service requests decreased over 20 percent, from 24 to 19 days, despite more than 1,000 additional tree emergency service requests.
- The Department completed 29 capital projects during the reporting period, including the reconstruction of the Patrick O'Rourke and Gravesend playgrounds in Brooklyn. Eighty-six percent of projects were completed on time or early while 90 percent were completed within budget, exceeding the targets in both categories.
- Overall membership and attendance at citywide recreation centers increased. Attendance was up two percent, in part due to the popularity of the new Ocean Breeze track-and-field facility in Staten Island, while membership rose slightly. Additionally, attendance at non-recreation center programs increased by nearly 13 percent.
- Seventy-one percent of e-mails and 70 percent of letters were routed and responded to within 14 days compared to 51 and 35 percent a year ago, respectively. This improvement is attributed to maintaining appropriate staffing levels in the Central Correspondence Unit, streamlining internal processes and procedures, and decreases in both the number of e-mails and letters received.



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

### Goal 1a

Ensure that all parks and playgrounds are clean and in good condition.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Parks rated acceptable for overall condition (%)	87%	86%	85%	85%	85%	85%	83%
- Overall condition of small parks and playgrounds (%)	85%	85%	83%	*	*	81%	83%
- Overall condition of large parks (%)	77%	78%	79%	*	*	81%	72%
- Overall condition of greenstreets (%)	97%	97%	97%	*	*	96%	96%
★ Parks rated acceptable for cleanliness (%)	91%	92%	92%	90%	90%	92%	90%
- Cleanliness of small parks and playgrounds (%)	91%	91%	91%	*	*	91%	90%
- Cleanliness of large parks (%)	85%	86%	88%	*	*	88%	80%
- Cleanliness of greenstreets (%)	99%	99%	99%	*	*	99%	99%
★ Play equipment rated acceptable (%)	93%	92%	95%	95%	95%	92%	95%
★ Safety surfaces rated acceptable (%)	94%	95%	95%	95%	95%	94%	92%
★ Comfort stations in service (in season only) (%)	95%	97%	95%	95%	95%	96%	97%
★ Spray showers in service (in season only) (%)	96%	94%	92%	95%	95%	90%	92%
★ Drinking fountains in service (in season only) (%)	95%	94%	96%	95%	95%	96%	96%
★ Recreation centers rated acceptable for cleanliness (%)	98%	100%	100%	93%	93%	NA	NA
★ Recreation centers rated acceptable for overall condition (%)	86%	83%	89%	85%	85%	NA	NA
Monuments receiving annual maintenance (%)	63%	63%	69%	*	*	32%	27%

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

### Goal 1b

Provide an overall quality park experience.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Major felonies reported on Parks' properties (excludes Central Park) - Crimes against persons	NA	488	612	↓	↓	219	245
★ - Crimes against properties	NA	465	469	↓	↓	172	250
Summons issued	16,310	15,323	21,176	*	*	10,384	6,594
Violations admitted to or upheld at the Environmental Control Board (%)	84.8%	87.2%	85.9%	*	*	84.3%	82.9%

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Street trees pruned - Block program	59,607	97,888	87,359	65,000	65,000	31,320	20,647
- Annual pruning goal completed (%)	119%	140%	92%	*	*	33%	32%
- Trees pruned as a percent of pruning eligible trees	12%	20%	18%	*	*	NA	NA
Trees removed	16,586	15,964	16,505	*	*	5,863	5,928
- Street trees removed (in response to service request)	10,525	10,702	12,821	*	*	4,861	1,868
★ - Removed within 30 days of service request (%)	99%	97%	84%	95%	95%	91%	34%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Total public service requests received - Forestry	77,727	85,214	90,217	*	*	39,653	32,493
- Tree emergencies	14,449	17,835	20,462	*	*	8,692	9,991
★ Average time to close - Tree emergency service requests (days)	21.2	17.1	22.7	↓	↓	24.0	19.0
- Down trees	15.7	15.3	16.2	*	*	17.6	13.0
- Hanging tree limbs	29.4	18.8	30.3	*	*	27.6	19.0
- Down tree limbs	18.6	17.3	22.5	*	*	25.3	21.0

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Trees planted	NA	NA	62,086	↑	↑	NA	9,295

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Capital projects completed	114	84	97	85	*	21	29
★ Capital projects completed on time or early (%)	72%	90%	86%	80%	80%	95%	86%
Capital projects completed within budget (%)	78%	86%	88%	85%	85%	86%	90%

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

### Goal 3b

Ensure an adequate supply of parkland to meet future needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ New Yorkers living within walking distance of a park (%)	NA	79.4%	81.0%	↑	↑	NA	NA

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

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

### Goal 4a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Total recreation center memberships	159,789	159,431	162,062	↑	↑	160,926	161,338
★ Total recreation center attendance	3,398,432	3,422,683	4,277,349	↑	↑	1,064,793	1,089,664
★ Attendance at outdoor Olympic and intermediate pools (pool season)	1,434,011	1,790,628	1,759,235	*	*	NA	NA
Attendance at historic house museums	833,929	825,541	746,304	*	*	432,494	429,775
Attendance at skating rinks	595,887	548,677	564,696	*	*	NA	NA
Total attendance at non-recreation center programs	503,919	1,076,194	934,404	*	*	632,833	713,018

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

### Goal 4b

Increase volunteer activity at City programs and events.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Parks with an affiliated volunteer group (%)	NA	NA	29%	*	*	NA	27%
Volunteer turnout	34,137	40,932	44,212	*	*	18,993	18,418

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Cases commenced against the City in state and federal court	294	292	349	*	*	109	109
Payout (\$000)	\$16,760	\$12,690	\$13,079	*	*	\$4,561	\$5,960
Collisions involving City vehicles	496	540	576	*	*	187	180
Workplace injuries reported	397	396	374	*	*	152	114

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
E-mails routed and responded to in 14 days (%)	38%	52%	60%	60%	60%	51%	71%
Letters routed and responded to in 14 days (%)	30%	43%	47%	60%	60%	35%	70%
Completed customer requests for interpretation	60	81	122	*	*	NA	NA
CORE customer experience rating (0-100)	91	93	91	85	85	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Damaged Tree - Branch or Limb Has Fallen Down (8 days)	82%	83%	94%	95%	95%	94%	96%
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (7 days)	69%	69%	72%	90%	90%	71%	40%
Percent meeting time to first action - New Tree Request - For One Address (180 days)	98%	99%	90%	90%	90%	98%	93%
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	88%	57%	48%	95%	95%	58%	45%
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	60%	64%	71%	85%	85%	74%	60%

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$413.3	\$496.3	\$476.1	\$506.4	\$548.1	\$487.5	\$194.8	\$215.0
Revenues (\$000,000)	\$71.5	\$67.8	\$71.8	\$70.1	\$67.2	\$70.5	\$28.5	\$27.0
Personnel (Total FT and FTE)	6,632	6,870	6,942	7,646	7,917	7,471	6,943	7,140
Full-time personnel	3,642	3,862	4,043	4,188	4,326	4,243	3,853	4,196
Full-time equivalent (FTE) personnel	2,990	3,008	2,899	3,458	3,591	3,228	3,090	2,944
- Parks Opportunity Program (POP) participants <sup>3</sup>	1,612	1,605	1,529	1,379	1,343	1,343	1,567	1,521
Overtime paid (\$000,000)	\$14.0	\$15.4	\$19.2	\$13.1	\$13.2	\$13.1	\$7.7	\$7.4
Capital commitments (\$000,000)	\$364.8	\$645.7	\$359.1	\$1,442.2	\$1,259.2	\$1,330.7	\$101.5	\$99.5

<sup>1</sup>January 2017 Financial Plan

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

"NA" - Not Available in this report

<sup>3</sup>The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Four-month Fiscal 2016 data for 'Parks with an affiliated volunteer group (%)', previously reported as 55%, has been removed. After an internal review, it was determined that the data was incorrectly based on the number of volunteer groups affiliated with parks and not the number of parks with volunteer groups. Corrected data for this period is not available.
- A Fiscal 2018 target for 'Capital projects completed' will be provided in the Fiscal 2017 Mayor's Management Report.
- DPR revised four-month Fiscal 2016 data for 'Collisions involving City vehicles,' from 210 to 187.

## ADDITIONAL RESOURCES

For additional information go to:

- New York City parks inspection program results:  
<http://www.nycgovparks.org/park-features/parks-inspection-program>
- Annual Report on Park Maintenance Fiscal Year 2016  
[https://www.nycgovparks.org/pagefiles/109/NYC-Parks-Maintenance-Report-FY2016\\_\\_584099ebb05cc.pdf](https://www.nycgovparks.org/pagefiles/109/NYC-Parks-Maintenance-Report-FY2016__584099ebb05cc.pdf)
- Community Parks Initiative:  
<http://www.nycgovparks.org/about/framework-for-an-equitable-future/community-parks-initiative>

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



# DEPARTMENT OF CULTURAL AFFAIRS

Tom Finkelpearl, Commissioner



## WHAT WE DO

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

## FOCUS ON EQUITY

DCLA strives to distribute public funds and other resources equitably to cultural organizations across New York City's five boroughs. Through its Cultural Development Fund (CDF), the agency utilizes a democratic peer panel review process to assure a fair and equitable distribution of funds to over 900 applicants that represent the extraordinary cultural breadth of New York City and share a commitment to the themes of public service and public participation. Similarly, the agency's Capital Unit reviews more than 200 project proposals annually from cultural organizations and prioritizes construction projects that expand access to the arts, upgrade infrastructure, and improve energy efficiency. The agency's signature programs, such as Percent for Art and Materials for the Arts, aim to expand access to public art and art-making opportunities throughout the City. Additionally, DCLA administers several initiatives on behalf of the New York City Council that magnify the impact of arts and culture citywide, including Cultural After School Adventures (CASA), Cultural Immigrant Initiative, Anti-Gun Violence Initiative and SU-CASA, which places artists and arts organizations in senior centers in every Council district. To further efforts to cultivate a diverse and equitable cultural field, the agency launched a diversity initiative that began with a study of New York City's existing cultural workforce and, in response to the findings, announced a partnership with CUNY to support paid internships at partner organizations within the Cultural Institutions Group. Most recently, the agency launched a citywide cultural planning process to determine the cultural priorities of the City's residents and help shape and advocate for expanded access to cultural resources across New York City.

## OUR SERVICES AND GOALS

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### **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.

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### **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

- On average, the Department issued initial Cultural Development Fund grant payments to organizations in 6 days compared to 5 days during the same four-month period a year ago.
- Materials for the Arts (MFTA) saw an increase in the number of donors to the warehouse, as well as a 14 percent increase in the value of donated materials. Highlights from the donations during this period include: multiple contributions of mannequins from Louis Vuitton; a custom-made light box from the Times Square Alliance, collected by the Department of Sanitation for its own use; as well as high-quality furniture that was donated from private firms to the City’s public schools. MFTA transactions through a visit to the warehouse or by directly picking up an item(s) from a donor rose slightly to 2,075.

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

### Goal 1a Process grant payments promptly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	100%	100%	100%
★Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	8	11	4	7	7	5	6
★Average days to issue final CDF payments	5	4	4	5	5	NA	NA
Total financial support provided to qualifying organizations (\$000,000)	\$144.3	\$152.6	\$152.7	*	*	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Capital projects authorized to proceed	45	41	48	*	*	NA	NA
★Capital projects initiated (%)	42%	85%	96%	66%	66%	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	2,025	2,105	2,117	*	*	1,131	1,197
★MFTA transactions	5,995	6,021	6,376	5,300	5,300	2,058	2,075

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



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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total visitors to the Cultural Institutions Group (000)	20,957	21,609	23,236	*	*	NA	NA
- Visitors using free admission and/or tickets (%)	26%	26%	31%	*	*	NA	NA

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
E-mails responded to in 14 days (%)	90%	92%	95%	88%	88%	93%	86%
Letters responded to in 14 days (%)	100%	100%	100%	90%	90%	100%	NA

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$156.5	\$163.7	\$163.1	\$181.8	\$186.9	\$143.7	\$90.4	\$99.6
Personnel	59	62	67	73	74	71	63	66
Overtime paid (\$000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital commitments (\$000,000)	\$214.7	\$153.9	\$113.9	\$214.9	\$542.9	\$350.5	\$13.0	\$11.2

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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



# DEPARTMENT OF CONSUMER AFFAIRS

Lorelei Salas, Commissioner



## WHAT WE DO

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

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

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

## FOCUS ON EQUITY

DCA's commitment to a fair and equitable marketplace begins with consumer advocacy, business education and transparency. In an effort to create a more sensible regulatory environment for New York's small businesses, DCA exceeded the Mayor's goal of reducing fine revenue by \$5 million in Fiscal 2015 through its implementation of nearly two-dozen reforms to ease onerous fines on businesses. DCA now allows businesses to choose which language inspections are conducted in and has introduced internal mapping technology so enforcement efforts are distributed equitably throughout the City. In 2016 Mayor de Blasio announced the creation of the Office of Labor Policy and Standards (OLPS) at DCA. Through OLPS, working families will have a dedicated voice in City government, and OLPS will ensure that New York City continues to be at the forefront of new issues impacting all workers in today's economy. The Office will also continue to educate New York City employers and employees about the various workplace laws, including Paid Sick Leave, designed to ensure workers get the protections to which they are entitled. Through the Office of Financial Empowerment, DCA has expanded its efforts to promote economic opportunity and help reduce inequality by educating consumers about budgeting, debt reduction, safe banking options and free tax preparation.

## OUR SERVICES AND GOALS

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### SERVICE 1 Protect and advocate for consumers.

- Goal 1a Mediate consumer complaints with businesses to achieve fair and timely outcomes.
- Goal 1b Ensure all businesses comply with NYC's Consumer Protection Law and related laws.
- Goal 1c Negotiate settlements and promptly collect fines.

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

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

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

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

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

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

## HOW WE PERFORMED

- DCA processed 52 percent of consumer complaints within 28 days compared to 40 percent during the same four-month period last year; all complaints continued to be processed within 90 days. The median time to resolve a complaint improved by 8 days to 28 days, in line with numbers seen beginning in the second quarter of Fiscal 2016.
- Beginning in early Fiscal 2017, following the disbandment of its tribunal, DCA began filing its enforcement and consumer cases for adjudication at the Office of Administrative Trials and Hearings. Primarily due to the pending disbandment, during which time the majority of consumer cases were adjourned, consumer restitution decreased by nearly 60 percent, from \$1.5 million to \$589,000.
- The number of violations issued rose by 12 percent from 4,291 to 4,807. The increase is mainly attributable to DCA's robust enforcement efforts related to the sale of tobacco products to minors, sale of expired over-the-counter medications and licensing law infractions.
- DCA's Licensing Center experienced a 14 percent increase in the number of customers in the first four months of Fiscal 2017, from 34,185 to 38,934. Despite the higher volume of customers, the average waiting time decreased, from 8 to 5 minutes.
- DCA closed fewer Paid Sick Leave (PSL) complaints than in the comparable Fiscal 2016 reporting period, reflecting both a decrease in the number of complaints received and a change in how the agency quantifies a closed case. Specifically, in the second quarter of Fiscal 2016, the Department began to consolidate multiple PSL complaints filed against a single employer into one multiple-complainant case. Prior to this, DCA reported these as individual complaints or cases. Of the 197 complaints closed during the July to October 2015 period, two were large cases that provided monetary relief for close to 7,000 workers and involved relatively simpler issues. In the July to October 2016 period, the 72 closed complaints involved fewer employees but more complex factual and legal issues, as the cases were often against businesses that failed to comply with the law for multiple years and, consequently, took longer to investigate and resolve, an average of 131 days.

## SERVICE 1 Protect and advocate for consumers.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total docketed complaints	3,853	3,702	3,650	*	*	1,237	1,051
Resolved consumer complaints	3,873	3,495	3,691	*	*	1,371	1,021
Complaints processed within 0-28 days (%)	NA	51%	51%	50%	50%	40%	52%
- Within 0-50 days (%)	NA	83%	85%	85%	85%	73%	88%
- Within 0-90 days (%)	NA	100%	100%	100%	100%	100%	100%
★ Median complaint processing time (days)	20	27	28	28	28	36	28
Restitution awarded (\$000)	\$3,588	\$6,189	\$3,472	*	*	\$1,464	\$589
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	62%	62%	64%	62%	62%	63%	65%

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

### Goal 1b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total inspections	73,035	65,506	76,996	*	*	24,057	25,311
Total violations issued	19,888	11,923	14,291	*	*	4,291	4,807
★Licensing Law compliance rate (%)	93%	95%	95%	93%	93%	94%	96%
Consumer Protection Law - refund and receipt compliance rate (%)	81%	91%	91%	80%	80%	89%	92%
Weights and Measures Law compliance rate - gasoline pumps (%)	99%	99%	100%	98%	98%	99%	100%
Weights and Measures Law compliance rate - fuel trucks (%)	78%	70%	68%	72%	72%	68%	70%
★ Inspected stores complying with tobacco regulations (%)	92%	92%	93%	90%	90%	96%	89%

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

### Goal 1c

Negotiate settlements and promptly collect fines.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total settlements (\$000)	\$9,395	\$7,542	\$8,324	*	*	\$2,045	\$2,015
★ Number of fines collected within 45 days of assessment (%)	81%	82%	89%	80%	80%	83%	87%

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

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

### Goal 2a

Ensure that business licensing is easy.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Basic license application - Average processing time (days)	3	2	2	4	4	2	3
License applications received online (%)	19%	20%	18%	*	*	19%	22%
★Licensing Center wait time (minutes)	16	13	8	15	15	8	5

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

### Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Businesses educated through direct outreach	34,865	22,659	17,072	*	*	NA	NA

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Financial Empowerment Center clients - Percent achieving measurable success (%)	NA	34.0%	40.0%	*	*	NA	NA
- Total debt reduced (\$000) (cumulative)	\$23,893	\$33,088	\$43,125	*	*	\$36,490	\$46,167
- Total savings accumulated (\$) (cumulative)	\$2,987,936	\$3,596,836	\$4,094,324	*	*	\$4,024,073	\$4,142,088
Tax returns filed through citywide Tax Credit Campaign	96,611	153,365	162,583	*	*	NA	NA

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Paid Sick Leave (PSL) complaints received	NA	583	335	*	*	116	96
PSL complaints closed	NA	369	403	*	*	197	72
★ Average time to resolve all PSL complaints (calendar days)	NA	33	101	↓	↓	85	131
Employees receiving restitution	NA	97	13,675	*	*	7,939	740
Total amount of employee restitution (\$)	NA	\$54,961	\$2,123,391	*	*	\$590,556	\$384,254
Total amount of PSL fines (\$)	NA	\$50,050	\$1,201,468	*	*	\$315,377	\$167,689

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Response to 311 Service Requests (SRs)							
Average customer in-person wait time (minutes)	16	13	9	17	17	NA	NA
Completed customer requests for interpretation	2,536	3,377	3,861	*	*	NA	NA
CORE customer experience rating (0-100)	94	95	98	83	83	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	70%	83%	93%	85%	85%	85%	98%
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	69%	84%	91%	85%	85%	81%	96%
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	71%	82%	92%	85%	85%	81%	98%
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	71%	82%	93%	85%	85%	82%	97%
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	92%	65%	78%	85%	85%	59%	87%

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$32.5	\$37.4	\$36.2	\$40.6	\$40.4	\$41.0	\$12.9	\$12.1
Revenues (\$000,000)	\$38.5	\$32.9	\$32.0	\$27.3	\$27.6	\$28.0	\$8.1	\$7.5
Personnel	384	367	360	441	440	439	364	355
Overtime paid (\$000)	\$866	\$197	\$285	\$59	\$77	\$57	\$35	\$46

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DCA removed and will no longer include a target for 'Restitution awarded (\$000)' as the value of restitution is not driven by any performance goal set by DCA but is rather the outcome of negotiated complaints and awards made to consumers.
- The Department corrected four-month Fiscal 2016 data for 'Licensing Law compliance rate (%)', from 96% to 94%.
- The indicators that reported on DCA's administrative tribunal—'Decisions issued in 30 days or less (%)' as well as 'Total decisions rendered,' which appeared in the web-based version of the Mayor's Management Report (MMR)—were last reported in the Fiscal 2016 MMR. DCA is now filing its enforcement and consumer cases for adjudication at the Office of Administrative Trials and Hearings.

## ADDITIONAL RESOURCES

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

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

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





# 311 CUSTOMER SERVICE CENTER

Joseph Morrisroe, Executive Director



## WHAT WE DO

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

## FOCUS ON EQUITY

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

- 311 received more than 12 million inquiries during the first four months of Fiscal 2017. More than six million contacts were made via telephone and more than five million contacts were made through 311 Online. The 311 Mobile App has experienced a noticeable increase in use since it was expanded in 2014, with approximately 357,000 contacts made through the application during the reporting period. 311 also received approximately 42,000 contacts via text during the period.
- 311 met its target of answering 80 percent of calls within 30 seconds. During the first four months of Fiscal 2017 the average wait time was 16 seconds.
- The results of the 311 customer satisfaction survey, which was conducted in July 2016 by CFI Group, Inc., evaluated the experiences of 1,076 callers. The July 2016 total composite score of 84 shows a six-point improvement from the 2008 baseline measure.

## SERVICE 1 Provide public access to City government.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★311 calls (000)	21,346	21,079	18,799	*	*	6,089	6,199
★311 Online site visits (000)	5,248	9,656	13,018	↑	↑	3,985	5,449
311 mobile app contacts (000)	NA	705	1,010	*	*	302	357
311-NYC (text) contacts (000)	234	175	156	*	*	46	42
Calls handled in languages other than English (%)	1.8%	2.5%	3.0%	*	*	3.2%	3.0%
★Average wait time (tier 1 calls) (minutes:seconds)	0:23	0:23	0:16	0:30	0:30	0:14	0:16
★Calls answered in 30 seconds (%)	83%	84%	89%	80%	80%	90%	85%
Call takers time occupied (%)	79%	77%	74%	*	*	76%	74%
Calls resolved at 311 without transfer to agency for resolution (%)	93%	94%	93%	*	*	92%	93%
Complaints about 311 per million calls	23.0	26.0	32.0	*	*	34.0	33.0

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	392,759	531,194	556,576	*	*	191,959	185,281
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Customer satisfaction index	83	84	85	*	*	85	84

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$38.3	\$44.1	\$43.8	\$42.2	\$42.0	\$46.3	\$21.2	\$20.4
Personnel	308	337	358	405	405	405	342	355
Overtime paid (\$000)	\$248	\$224	\$176	\$239	\$239	\$239	\$68	\$69

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report  
The figures shown in the table above are subtotals of the Department of Information Technology and Telecommunications totals that appear in the DoITT chapter of this Report.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

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



# TAXI AND LIMOUSINE COMMISSION

Meera Joshi, Commissioner/Chair



## WHAT WE DO

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

## FOCUS ON EQUITY

TLC focuses on equitable service delivery through its commitments to access and safety for all New Yorkers. In January 2016 TLC started to expand the number of wheelchair accessible medallion taxis in order to meet the goal of a 50 percent wheelchair accessible fleet by 2020. The Boro Taxi program improves access to street-hail transportation throughout the five boroughs by serving areas not commonly served by yellow medallion cabs, and TLC is developing policies to support the accessibility of this fleet. As part of the Mayor's Vision Zero Initiative, TLC has strengthened enforcement of safety violations and increased its educational efforts for both drivers and passengers.

## OUR SERVICES AND GOALS

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

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

## HOW WE PERFORMED

- In Fiscal 2017 TLC continued to expand the accessibility of the City’s taxi fleet. Compared to the same four-month period last year, the number of accessible medallion taxis more than doubled, from 571 to 1,202, as medallion owners continued to replace retiring taxi vehicles with wheelchair accessible vehicles. Accessible dispatch trip requests in Manhattan grew by 48 percent compared to the same time last year. The median passenger wait time decreased to 11 minutes, and nearly 90 percent of trips requested were fulfilled. The accessible dispatch program will expand citywide in the latter part of Fiscal 2017, and will include both medallion and Boro Taxis.
- TLC conducted a total of 42,602 safety and emissions inspections, a seven percent increase compared to the first four months of Fiscal 2016. The increase reflects the significant growth in the for-hire vehicle (FHV) industry. With more vehicles visiting TLC’s inspection facility, the average time to conduct safety and emissions inspections grew across each industry to over one hour, with increases ranging from 19 to 32 minutes. The percent of medallion, FHV, and Boro taxis that failed initial inspection has continued to decrease in each sector.
- The number of patrol summonses issued declined for both medallions and FHV’s, for a total decrease of 24 percent, as TLC inspectors placed greater emphasis on illegal van operations. The deployment strategy used to target these violations requires increased staff support compared to general enforcement, including joint operations with NYPD, and typically results in fewer summonses generated per inspector.
- In Fiscal 2017 TLC introduced the “TLC Driver License,” allowing licensees to operate both medallion taxis and FHV’s and replacing industry-specific drivers’ licenses. On average, it took two months to receive a new driver license from the time of the initial application. This includes the time needed for applicants to complete all requirements, such as education, fingerprinting and drug testing. TLC transitioned to online applications and automatic renewals in Fiscal 2017. With more efficient back office processing, the average agency processing time for licenses improved to 12.1 days, down from 23.2 days during the same period last year.
- At 31.8 days, the average time to close a consumer complaint about drivers was just over one week faster; the overall number of driver complaints fell by 15 percent.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Active medallion taxis that are accessible	553	572	876	*	*	571	1,202
Active Boro Taxis that are accessible	492	1,240	1,393	*	*	1,339	1,417
Accessible dispatch median wait time in Manhattan (hours:minutes)	0:15	0:13	0:13	*	*	0:15	0:11
Accessible dispatch trips fulfilled as a percent of requested trips (%)	81.0%	88.7%	89.2%	*	*	88.5%	89.8%
Active medallion vehicles with hearing induction loops	312	668	1,410	*	*	840	1,662

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

### Goal 1b

Ensure that all licensed vehicles meet safety and emissions standards.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Medallion safety and emissions inspections conducted	52,046	51,769	50,894	*	*	17,201	16,687
★ Medallion safety and emissions failure rate - Initial inspection (%)	33.0%	30.9%	28.2%	35.0%	35.0%	30.3%	28.1%
- Re-inspection (%)	7.9%	7.4%	6.5%	*	*	6.6%	6.8%
Medallion safety and emissions inspections completed on schedule (%)	96.0%	95.5%	95.6%	*	*	95.8%	94.7%
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	40,498	47,176	49,949	*	*	15,618	19,824
★ FHV safety and emissions failure rate - Initial inspection (%)	40.6%	36.2%	33.2%	45.0%	45.0%	33.7%	30.2%
- Re-Inspection (%)	14.4%	13.6%	12.5%	*	*	13.3%	11.3%
FHV safety and emissions inspections completed on schedule (%)	99.9%	99.8%	100.0%	*	*	100.0%	96.7%
Boro Taxi safety and emissions inspections conducted	11,202	20,024	20,676	*	*	6,975	6,091
Boro Taxis safety and emissions failure rate - Initial inspection (%)	49.7%	51.1%	49.1%	*	*	53.3%	48.6%
- Re-inspection (%)	13.0%	12.8%	12.4%	*	*	13.0%	12.4%

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

### Goal 1c

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Medallion patrol summonses issued	7,676	12,141	16,687	*	*	4,939	3,574
Administrative summonses issued to medallions	6,953	12,284	8,721	*	*	3,119	3,087
FHV patrol summonses issued	41,939	49,531	45,403	*	*	17,695	13,604
★ Summonses issued for illegal street hails and unlicensed activity	25,344	23,300	18,929	*	*	8,424	7,053
Administrative summonses issued to FHVs	6,403	14,328	16,903	*	*	6,149	5,786
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	85.4%	91.5%	90.9%	*	*	95.3%	94.4%

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

### Goal 1d

Provide excellent customer service to licensees.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Average wait time at Long Island City licensing facility (hours: minutes)	0:28	0:16	0:25	0:25	0:25	0:22	0:23
TLC driver licenses issued	69,957	91,485	97,401	*	*	30,711	29,627
- New licenses issued	19,991	34,981	29,870	*	*	7,877	9,259
Average time to receive a new driver license from initial application (calendar days)	NA	NA	63.1	*	*	59.1	59.8
- Average agency processing time	NA	NA	19.9	*	*	23.2	12.1
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:53	0:50	0:48	1:00	1:00	0:42	1:01
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	1:00	0:57	0:49	1:00	1:00	0:42	1:14
★ Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	0:57	0:55	0:51	1:00	1:00	0:46	1:15

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
TLC driver complaints received	20,075	19,257	23,927	*	*	8,602	7,332
- Complaints that were eligible for prosecution	7,605	7,921	10,227	*	*	3,748	3,312
★Average time to close a consumer complaint (calendar days): TLC driver	NA	NA	34.7	50.0	50.0	39.5	31.8

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Medallion vehicles	13,587	13,587	13,587	*	*	13,587	13,587
For-hire vehicles	51,145	65,016	78,814	*	*	71,219	84,097
- Boro Taxis	5,048	7,077	7,237	*	*	7,325	6,879

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
E-mails responded to in 14 days (%)	93%	99%	NA	80%	80%	NA	NA
Letters responded to in 14 days (%)	92%	99%	NA	90%	90%	NA	86%
Average call wait time (minutes:seconds)	NA	NA	NA	*	*	NA	22:49
Completed customer requests for interpretation	5,721	5,336	6,880	*	*	NA	NA
CORE customer experience rating (1-100)	87	88	98	80	80	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	96%	61%	88%	90%	90%	73%	96%
Percent meeting time to first action - Lost Property (7 days)	87%	86%	72%	90%	90%	86%	81%
Percent meeting time to first action - Miscellaneous Comments (14 days)	84%	98%	84%	60%	60%	94%	89%
Percent meeting time to first action - Request for Information (14 days)	90%	98%	83%	60%	60%	95%	84%
Percent meeting time to first action - Taxi Complaint (14 days)	94%	61%	86%	90%	90%	70%	97%



## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$46.4	\$52.4	\$47.9	\$70.6	\$70.6	\$59.2	\$18.4	\$17.3
Revenues (\$000,000)	\$412.0	\$95.5	\$84.7	\$63.1	\$82.6	\$55.7	\$22.4	\$32.0
Personnel	592	609	590	756	753	743	593	612
Overtime paid (\$000)	\$1,377	\$1,369	\$1,086	\$1,230	\$1,230	\$1,230	\$430	\$279
<sup>1</sup> January 2017 Financial Plan	<sup>2</sup> Expenditures include all funds		"NA" - Not Available in this report					

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- With the introduction of the “TLC Driver License,” all current medallion and FHV driver licenses have automatically converted to the new, combined license which allows drivers to operate yellow taxis, for-hire vehicles and Street Hail Livery vehicles. As a result, beginning with the Fiscal 2017 Preliminary Mayor’s Management Report, licensing and complaint data previously reported separately for medallion and FHV drivers has been consolidated and reported under this new category. This includes indicators on the number of driver licenses issued, both new and renewals; the overall average time to issue a new driver license and the time taken by TLC; the number of consumer complaints about drivers and the number eligible for prosecution; and the average time to close a consumer complaint. In total 16 indicators were retired and eight were added.
- TLC implemented a new interactive voice response (IVR) system that tracks the time a call enters the IVR to the time a call is picked up by an agent as a single wait time metric. Consequently, data for the indicator ‘Calls answered in 30 seconds (%)’ is not available. As a replacement, TLC added ‘Average call wait time (minutes:seconds).’ This new metric includes the time that the caller spends using the IVR system as well as the time waiting in the queue to speak with a representative.
- TLC designated ‘Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)’ a critical indicator and set a 1-hour performance target, in line with medallions and FHV’s.
- In light of a September 2015 federal court decision that struck down TLC’s authority to seize vehicles of first-time violators of unlicensed for-hire activity, TLC stopped seizing all vehicles. Subsequently, under the authority of local law, TLC developed a new enforcement initiative to seize vehicles that are subject to forfeiture, i.e., vehicles of persons with one or more violations for unlicensed for-hire activity at the time of the vehicle stop. TLC adopted new rules to facilitate the process in September 2016 and will commence piloting this initiative in the latter half of Fiscal 2017.
- TLC corrected four-month Fiscal 2016 data for ‘Summonses issued for illegal street hails and unlicensed for-hire activity,’ from 8,150 to 8,424, and for ‘Medallion Vehicles,’ from 13,565 to 13,587.

## ADDITIONAL RESOURCES

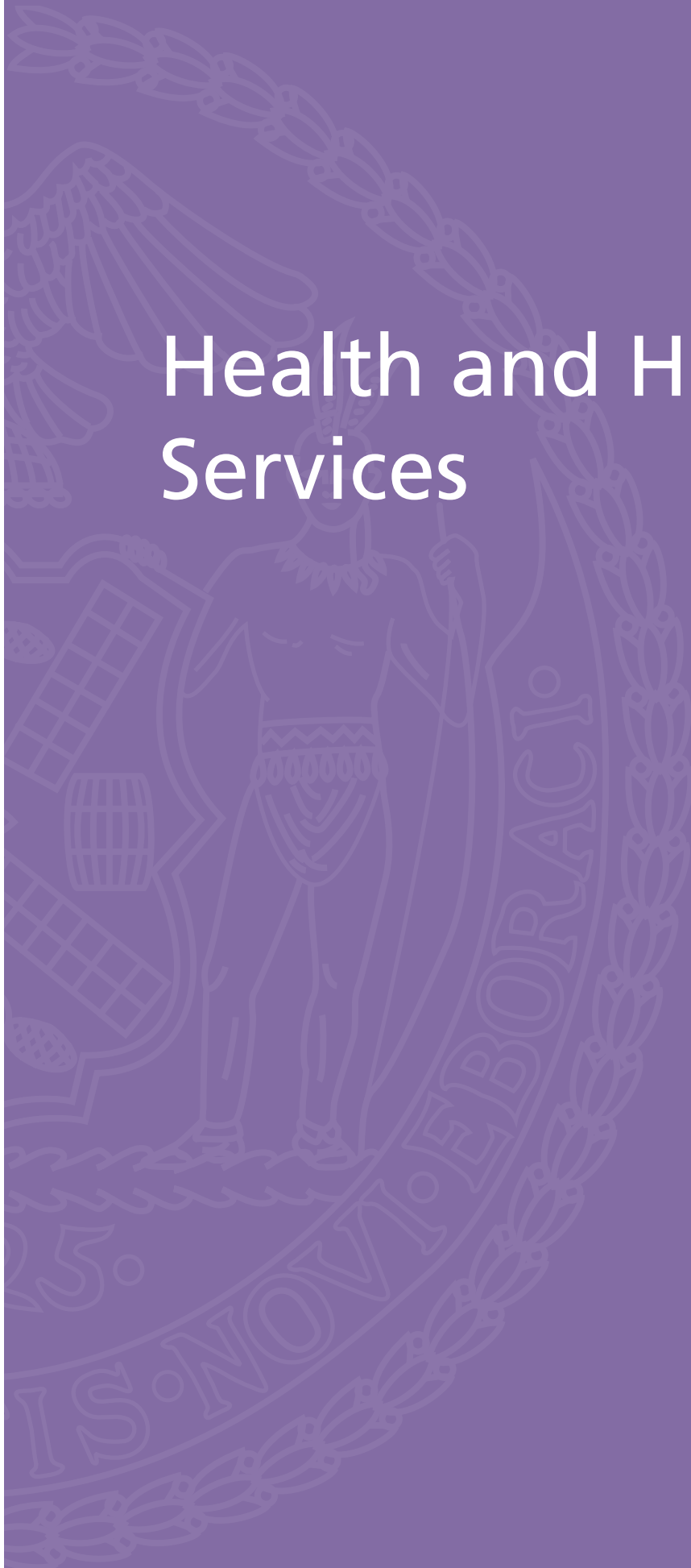
For additional information go to:

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

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



# Health and Human Services



# Health and Human Services



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# DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Mary T. Bassett, Commissioner



## WHAT WE DO

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

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

## FOCUS ON EQUITY

The cornerstone of the Department's efforts to address disparities and advance health equity is at the Center for Health Equity. The Center focuses much of its attention on New York City's communities of color and low-income neighborhoods, which bear a disproportionate burden of poor health. Its four key areas of focus are: leveraging neighborhood assets to better integrate public health and primary care; fostering inter-agency collaboration to address the root causes of health disparities; ensuring meaningful community engagement and increasing the agency's organizational capacity to advance health equity. The Center for Health Equity strengthens the Department's place-based efforts via its three Neighborhood Health Action Centers, previously called District Public Health Offices. The Neighborhood Health Action Centers are part of New York City's plan to better link residents in neighborhoods with disproportionately high rates of chronic disease and premature death with local clinical and community services. The Action Centers enable community-based organizations and Health Department staff to work together to advance neighborhood health.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Detect and control infectious diseases.**

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

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

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

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### **SERVICE 3 Promote a safe environment.**

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

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

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

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

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

## HOW WE PERFORMED

- The annual number of new HIV diagnoses in New York City has reached an all-time low as the Department continues to implement its 'Ending the Epidemic' initiative. The Department launched its #PlaySure campaign to accelerate prevention by promoting condom use, pre- and post-exposure prophylaxis for people at high risk of acquiring HIV infection, and effective antiretroviral treatment for people living with HIV. For the first quarter of Fiscal 2017, male condom distribution increased 7.4 percent due to the Department's #PlaySure campaign and Zika-related outreach. In this report, quarterly HIV diagnosis numbers for Fiscal 2016 and 2017 reflect first quarter data for Calendar 2015 and 2016, respectively.
- As of October 2016, there were 159 new tuberculosis cases reported, a decline of nearly 19 percent compared to the same period in 2015. The Department promotes TB-specific health screening activities in the community and leverages technology to deliver more patient-centered health services to patients. The Department continues to screen and treat high risk TB patients at its four TB clinics, and provide case management to all TB patients and their contacts in New York City.
- The Department's lead poisoning prevention activities and efforts to reduce lead paint hazards continue to pay off. As of October 2016, the number of new cases of elevated blood lead levels for children between 6 months and six years old decreased by 19 percent from the same time period last year. DOHMH continues efforts to reduce lead paint hazards in high-risk housing and performs outreach to families, community organizations and healthcare providers.
- DOHMH conducted 7,108 day care site inspections during the first four months of Fiscal 2017, a decline of 9.6 percent compared to 7,865 inspections during the same period in Fiscal 2016. The number of inspections conducted was impacted by the need to train new staff as well as the launch of new technical assistance initiatives for child care programs to support compliance. Total inspections increased in each of the last three fiscal years, and in Fiscal 2017 are expected to exceed last fiscal year's total. More stringent requirements for child care facilities impacted compliance as programs adopt new requirements. As of October 2016, the percentage of child care inspections that do not require a compliance inspection decreased by 5.6 percentage points compared to the same time period last year.
- The percentage of restaurants receiving an 'A' grade increased from 91.5 percent to 92.2 percent. During the first four months of Fiscal 2017, 40.5 percent of restaurants were inspected compared to 42.3 percent in the same period in Fiscal 2016. This is because restaurants with an A grade are inspected once per year. As more restaurants get 'A' grades on initial inspections, fewer inspections are required.
- The number of initial pest control inspections increased by 44.8 percent over the same time period last year due to expanded inspections conducted under the Rat Reservoir index program, in which DOHMH proactively inspects neighborhoods. Higher staffing levels enabled more inspections to be conducted. The rate of initial inspections with active rat signs declined by 3 percentage points from the same time period last year. The lower failure rate reflects the increase in indexing inspections, which typically have a lower failure rate than other inspection types.
- During the first four months of Fiscal 2017, LifeNet hotline services were transferred to the new NYC Well initiative and expanded to serve as an easy point of entry to many of the city's behavioral health services. The newly expanded NYC Well Contact Center launched in October 2016 and connects New Yorkers to services through telephone calls, text messages and chat functionality. During the reporting period, the number of calls to NYC Well increased by nearly 50 percent to approximately 49,700 calls.
- Response time for birth certificate requests increased slightly from 1.5 days on average for the first four months of Fiscal 2016 to 1.6 days on average for the first four months of Fiscal 2017. The response time for death certificate requests improved from 1.9 days to 1.7 days in the first four months of Fiscal 2017. Processing time for vital records requests are affected by demand and staffing levels. Response times for vital records requests outperformed targets.

## SERVICE 1 Detect and control infectious diseases.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★New HIV diagnoses (CY Preliminary)	3,016	2,718	2,493	↓	↓	629	594
★Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)	87.0%	87.7%	86.4%	92.0%	92.0%	88.9%	89.7%
★Syphilis cases	1,234	1,315	1,753	↓	↓	564	559
Male condoms distributed (000)	38,146	36,604	35,666	37,828	37,828	11,769	12,644

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★New tuberculosis cases (CY)	656	585	575	↓	↓	196	159
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	66.8%	64.2%	65.5%	68.0%	68.0%	NA	NA
★Children aged 19-35 months with up-to-date immunizations (%)	72.1%	73.0%	74.7%	75.0%	76.0%	73.3%	74.6%
★Children in the public schools who are in compliance with required immunizations (%)	99.2%	99.0%	98.8%	99.0%	99.0%	88.6%	92.4%

★ 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 Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Adults who smoke (%) (CY)	16.1%	13.9%	14.3%	13.8%	13.4%	NA	NA
Adults who are obese (%) (CY)	23.4%	24.7%	24.1%	23.9%	23.0%	NA	NA
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	23.3%	22.5%	23.7%	22.8%	21.8%	NA	NA

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

### Goal 2b Improve preventive health care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Adult New Yorkers without health insurance (%) (CY)	20.9%	13.8%	12.6%	11.2%	11.0%	NA	NA
Adult patients with controlled blood pressure (%) (CY)	67.4%	66.8%	67.2%	70.0%	70.0%	NA	NA
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	69.0%	69.9%	69.9%	71.4%	72.4%	NA	NA
★Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	232.1	231.6	NA	↓	↓	NA	NA
★Infant mortality rate (per 1,000 live births) (CY)	4.6	4.2	4.3	4.2	4.2	NA	NA

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

## SERVICE 3 Promote a safe environment.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Childhood blood lead levels - new cases among children aged 6 months to less than six years with blood lead levels greater than or equal to 10 micrograms per deciliter	772	818	784	↓	↓	373	301
Day care initial site inspections	20,091	21,800	22,032	*	*	7,865	7,108
★ Child care inspections that do not require a compliance inspection (%)	66.9%	65.9%	62.0%	↑	↑	62.2%	56.6%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Restaurants inspected (%)	99.8%	99.9%	99.8%	100.0%	100.0%	42.3%	40.5%
★ Restaurants scoring an 'A' grade (%)	90.0%	93.0%	92.7%	↑	↑	91.5%	92.2%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Initial pest control inspections (000)	94	97	98	*	*	29	42
Initial inspections with active rat signs (ARS) (%)	10.8%	10.7%	13.9%	*	*	14.9%	11.9%
★ Compliance inspections found to be rat free (%)	50.9%	46.8%	47.8%	↑	↑	45.7%	47.5%
Dogs licensed (000)	85.0	83.0	85.0	105.0	105.0	85.3	86.5

★ 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 misuse.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
New buprenorphine patients (CY) (quarterly)	8,487	7,046	6,950	8,000	8,500	2,321	NA
★ Deaths from unintentional drug overdose (CY)	786	793	942	↓	↓	NA	NA

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



**Goal 4b**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Individuals in the assisted outpatient mental health treatment program	1,388	1,533	1,570	*	*	1,611	1,667
Units of supportive housing available to persons with serious mental illness (000)	5.4	5.7	6.0	6.5	7.0	5.7	6.0
New children receiving services from the Early Intervention Program (000)	13.7	14.3	14.4	*	*	4.7	4.7
Calls to NYC Well (000)	105.1	92.0	97.5	*	*	33.4	49.7

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

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

**Goal 5a**

Provide birth and death certificates to the public quickly and efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Average response time for birth certificates by mail/online (days)	1.2	1.3	1.8	3.0	3.0	1.5	1.6
★Average response time for death certificates by mail/online (days)	1.9	1.7	2.0	3.0	3.0	1.9	1.7

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

**AGENCY-WIDE MANAGEMENT**

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Workplace injuries reported	118	104	104	*	*	36	43
Collisions involving City vehicles	32	29	32	*	*	14	6
All summonses issued	66,711	64,625	59,067	*	*	21,970	22,349
Violations admitted to or upheld at ECB (%)	57.3%	70.9%	70.0%	*	*	70.7%	73.6%

**AGENCY CUSTOMER SERVICE**

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	11,102	12,475	14,986	*	*	NA	NA
Letters responded to in 14 days (%)	30%	36%	60%	40%	40%	69%	22%
E-mails responded to in 14 days (%)	68%	58%	72%	75%	75%	72%	52%
Average wait time to speak with a customer service agent (minutes)	9	8	1	10	10	NA	NA
CORE facility rating	92	92	81	85	85	NA	NA
Calls answered in 30 seconds (%)	85%	82%	78%	85%	85%	81%	75%

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Rodent (14 days)	75%	73%	73%	70%	73%	73%	74%
Percent meeting time to first action - Food Establishment (14 days)	98%	97%	92%	90%	90%	87%	96%
Percent meeting time to first action - Food Poisoning (3 days)	98%	84%	94%	90%	90%	85%	96%
Percent meeting time to first action - Indoor Air Quality (14 days)	99%	99%	99%	95%	95%	99%	99%
Percent meeting time to first action - Smoking complaint (14 days)	78%	86%	81%	75%	75%	62%	82%

## AGENCY RESOURCES

	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$1,357.4	\$1,429.0	\$1,382.1	\$1,455.4	\$1,523.3	\$1,442.6	\$746.6	\$859.4
Revenues (\$000,000)	\$32.8	\$31.5	\$59.9	\$31.4	\$30.4	\$31.4	\$38.2	\$10.0
Personnel	4,954	5,122	5,292	6,047	6,133	5,806	4,773	5,409
Overtime paid (\$000,000)	\$4.4	\$6.4	\$6.7	\$3.3	\$6.2	\$3.6	\$2.3	\$2.1
Capital commitments (\$000,000)	\$64.4	\$49.9	\$23.9	\$72.4	\$136.9	\$152.0	\$3.8	\$5.6
Human services contract budget (\$000,000)	\$702.5	\$725.2	\$626.3	\$650.8	\$635.1	\$678.1	\$232.1	\$182.7

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Fiscal 2017 figure for 'New buprenorphine patients (CY) (quarterly)' was not available in time for publication and will be reported in the Fiscal 2017 Mayor's Management Report.
- The Four-month Fiscal 2016 figure for 'Children in the public schools who are in compliance with required immunizations (%)' and the full-Fiscal 2016 figure for 'Individuals in the assisted outpatient mental health treatment program' were revised to reflect current data.
- The Department revised Fiscal 2017 targets for the following indicators: 'Adults who smoke (%) (CY),' 'Adults who are obese (%) (CY),' 'Adults who consume one or more sugar-sweetened beverages per day (%) (CY)' and 'Units of supportive housing available to persons with serious mental illness (000).'
- The previously reported indicator 'Calls to LifeNet (000)' has been renamed 'Calls to NYC Well (000)' since LifeNet hotline services were transferred to the new NYC Well initiative during the reporting period.

## ADDITIONAL RESOURCES

For additional information go to:

- Data & statistics:  
<http://www1.nyc.gov/site/doh/data/data-sets/data-sets-and-tables.page>

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



## WHAT WE DO

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

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

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

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

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

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

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

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

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

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

## HOW WE PERFORMED

- In the first four months of Fiscal 2017, OCME further reduced its median time to complete toxicology cases to 22 days, down 80 percent from 108 days for the same period of the previous year. This reflects the ongoing successful impact of the appointment of the new director for the OCME Forensic Toxicology Laboratory in the second half of Fiscal 2016.
- Starting in July 2016, all cases submitted to the OCME Forensic Toxicology Laboratory for drug testing are screened for the presence of fentanyl and a range of other common synthetic opioids commonly present in drug overdose deaths. The laboratory has also carried out rescreening of cases received from January 2016 to July 2016 for the presence of fentanyl. OCME has similarly rescreened over one-third of the cases it received in 2015 and is continuing to rescreen all 2015 cases for fentanyl.
- The OCME Forensic Toxicology Laboratory made progress toward completion of the delivery of ten new analytical instruments during the first four months of Fiscal 2017. The process of method development and validation of these instruments is well underway for implementation throughout Fiscal 2017. These instruments will expand the range of tests offered by the Forensic Toxicology Laboratory and will provide greater capacity to address the challenges associated with the increased toxicity reported for testing new synthetic opioids.
- To help address new capacity needs related to opioid overdose deaths, the OCME Forensic Toxicology Laboratory has been funded in Fiscal 2017 for six new senior scientists to perform laboratory work, to conduct new method development, and to enhance validation and quality control. OCME has recruited, hired and is bringing all six on board; they will begin their rigorous training in the second half of Fiscal 2017.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.8	1.9	2.4	1.7	1.7	2.0	2.0
Deaths reported	27,505	27,984	27,674	*	*	9,015	9,316
Cases where Chief Medical Examiner takes jurisdiction	7,109	7,136	7,375	*	*	2,444	2,642

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Median time to complete autopsy reports (days)	56.0	77.0	69.0	60.0	60.0	57.0	59.0

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Median time to process cremation requests (minutes)	136.0	184.5	174.7	180.0	180.0	173.2	132.3

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

## SERVICE 2 Provide mortuary services to the City.

### Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Number of decedents' remains transported and stored by OCME	10,456	10,721	10,108	*	*	3,363	3,449
Median time to remove decedents from scene (non-hospital) after investigation (minutes)	40.1	49.3	56.7	*	*	58.2	60.1

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

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

### Goal 3a

Provide rapid response and safe fatality management services to the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Remains recovered following a disaster or mass fatality incident (cumulative)	21,914	21,916	21,916	*	*	21,916	21,916

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

### Goal 3b

Identify victims of disasters and return their remains to families in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Remains identified following a disaster (cumulative)	13,979	14,202	14,308	*	*	14,254	14,332

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

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

### Goal 4a

Provide timely and accurate laboratory services for criminal justice purposes.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Median days to complete analysis of a DNA case	92.0	92.0	45.0	30.0	30.0	46.0	44.0
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	100.0	62.0	39.0	30.0	30.0	39.0	38.5
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	59.0	50.0	36.0	30.0	30.0	37.0	31.0
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	119.0	188.0	57.0	30.0	30.0	62.0	54.0
DNA matches with profiles in database	2,621	6,008	7,758	*	*	2,802	3,039
★ Median time to complete toxicology cases (days)	29.0	31.0	56.0	45.0	45.0	108.0	22.0
Median time to complete toxicology DUI (driving under the influence) cases (days)	20.0	30.0	43.0	10.0	10.0	58.0	19.0
Median time to complete toxicology sexual assault cases (days)	27.0	43.0	84.0	17.0	17.0	164.0	24.0

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Completed customer requests for interpretation	188	304	664	*	*	164	297
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$65.8	\$66.5	\$68.6	\$68.9	\$74.4	\$68.4	\$25.9	\$24.9
Revenues (\$000)	\$77	\$41	\$36	\$100	\$30	\$100	\$11	\$17
Personnel	556	569	566	670	696	699	574	599
Overtime paid (\$000,000)	\$2.8	\$4.5	\$5.1	\$3.6	\$3.8	\$3.6	\$1.6	\$1.7

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

# NYC HEALTH + HOSPITALS

Stanley Brezenoff, Interim President/Chief Executive Officer



## WHAT WE DO

NYC Health + Hospitals, the largest municipal hospital and health care system in the country, provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six Gotham Health neighborhood health centers and more than 60 community and school-based health centers. NYC Health + Hospitals also provides specialized services such as trauma, high-risk neonatal and obstetric care and burn care. NYC Health + Hospitals' acute care hospitals serve as major teaching hospitals. The health care system includes MetroPlus, a managed care plan; an Accountable Care Organization; and a Certified Home Health Agency. Nearly 1.2 million New Yorkers received health services at an NYC Health + Hospitals facility in 2016. NYC Health + Hospitals is the City's single largest provider of care to Medicaid patients, mental health patients, and the uninsured.

## FOCUS ON EQUITY

NYC Health+ Hospital's mission is to provide essential health services of the highest quality to all New Yorkers, regardless of income, race, or immigration status, with dignity and respect that all patients deserve. This vital safety net is in danger of being stretched to the breaking point financially. To address both financial and patient care concerns, the system is evolving to bolster accessible primary and preventive care. In Fiscal 2016, we released the One New York: Health Care for Our Neighborhoods plan to articulate the City's strategy to transform NYC Health + Hospitals into a sustainable healthcare system that proactively keeps people healthy in their communities.

Reforms implemented in Fiscal 2016 lay the groundwork supporting this transformation over the long term. Expanded hours of operation (including nights and weekends) significantly reduced wait time for pediatric, primary care and behavioral health appointments and increase access to preventive services. The rollout of a state-of-the-art patient electronic health record platform, EPIC, allows providers to coordinate health services for patients who visit multiple Health + Hospitals facilities. NYC Health + Hospitals will continue to lead the nation in improving the health of its residents and communities -especially for low income and immigrant New Yorkers.

## OUR SERVICES AND GOALS

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

- Goal 1a Expand access to care.
- Goal 1b Increase the number of patients served.
- Goal 1c Maximize quality of care and patient satisfaction.

## HOW WE PERFORMED

- The number of calendar days to the third next available new appointment for pediatric medicine improved from 10.0 to 9.0 days from the first four months of Fiscal 2016 to the same period in Fiscal 2017. For adult medicine, the number of calendar days to the third next available new appointment increased from 21.0 days to 24.0 days over the same period. Appointment availability is partly affected by changes in staffing and facility utilization. NYC Health + Hospitals is introducing strategies to improve appointment access including adding outpatient adult primary care provider staff, expanding hours of operation, providing appointment reminders, and offering televisits. Due to the transition to EPIC scheduling, third next available appointment statistics are not available for Queens and Elmhurst hospitals for Fiscal 2017.
- The number of individuals enrolled in MetroPlus increased by 8.7 percent in the first four months of Fiscal 2017, growing from 466,843 members to 507,335. MetroPlus is working to increase enrollment by attracting new members through targeted outreach in communities with high uninsured rates and low rates of MetroPlus membership. The program also pursues marketing opportunities such as partnerships with community-based organizations and educational institutions. These enrollment efforts have also been combined with strategies such as sending text messages and other reminders to alert members that they are coming up for renewal, and deploying staff to community locations to assist in the renewal process to maintain current members.
- The rate of Hospital-acquired Central Line-acquired Bloodstream infections (CLABSI) improved by more than 14 percent during the first four months of Fiscal 2017, to 0.70 from 0.82 during the same period in Fiscal 2016. Several facilities have instituted initiatives and programs to reduce CLABSI. These strategies include establishing interdisciplinary teams to review the care of patients with central lines, CLABSI cases being reviewed by infection preventionists and clinical staff, and daily rounds by infection preventionists throughout the inpatient units to ensure compliance. Compliance is monitored using a Central Line Dressing checklist. Additionally, every CLASBI event triggers an event analysis review, which provides opportunities for improvement.
- The general care length of stay in days rose slightly to 5.3 days in the first four months of Fiscal 2017, compared to the 5.2 days in the same period in Fiscal 2016. This is due to NYC Health + Hospitals' increasingly using observation beds for short stay inpatient cases to make more efficient use of its beds. An observation stay is considered outpatient status, and not an inpatient stay. A performance improvement team has been launched to address length of stay and develop a best practice protocol for discharging patients to appropriate settings and reduce length of stay to the target of 4.9 days.
- During the first four months of Fiscal 2017, inpatient satisfaction ratings declined slightly compared to the same reporting period of Fiscal 2016, decreasing from 62.0 percent to 60.0 percent. Decreases were noted in all domains with the exception of "Responsiveness" (1 point gain) and "Communication with Doctors," which remained consistent and at the NY State average. Improvements were seen at Bellevue, Elmhurst, Harlem, and Woodhull Hospitals, and declines were seen at Queens, NCB, Metropolitan, Lincoln, Kings, Jacobi, and Coney Island Hospitals. The outpatient satisfaction rate was nearly the same in the first four months of Fiscal 2016 and 2017, at 77.9 percent and 76.8 percent, respectively, with small declines occurring at Elmhurst, Harlem, and Metropolitan Hospitals.
- The total number of correctional health clinical visits decreased from 227,227 to 212,780 in the first four months of Fiscal 2017, compared to the same reporting period in Fiscal 2016. The overall number of jail admissions has decreased and improvements in scheduling have allowed patients to be treated for multiple clinical needs in a single visit.
- 'Net days of revenue for accounts receivable', a measure of how long it takes to collect payments, decreased from the first four months of Fiscal 2016 to the same period Fiscal 2017 from 56.9 to 52.6 days, and exceeded the target of 56 days.



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

### Goal 1a Expand access to care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Eligible women receiving a mammogram screening (%)	75.6%	77.8%	76.4%	80.0%	80.0%	76.8%	75.9%
★Emergency room revisits for adult asthma patients (%)	6.2%	6.1%	6.2%	5.0%	5.0%	6.6%	8.2%
★Emergency room revisits for pediatric asthma patients (%)	2.9%	3.1%	3.2%	3.2%	3.2%	2.1%	3.0%
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days (%)	7.4%	7.4%	6.8%	8.5%	8.5%	7.0%	7.3%
Inpatient satisfaction rate (%)	60.0%	63.0%	62.0%	65.0%	65.0%	62.0%	60.0%
Outpatient satisfaction rate (%)	76.9%	77.6%	77.8%	80.0%	80.0%	77.9%	76.8%
Hospital-acquired Central Line-acquired Bloodstream Infection (CLABSI) rate	0.890	0.940	0.900	1.000	1.000	0.820	0.700
★HIV patients retained in care (%) (annual)	86.6%	86.1%	85.7%	85.0%	85.0%	NA	NA
Calendar days to third next available new appointment - adult medicine	NA	26.0	23.0	14.0	14.0	21.0	24.0
Calendar days to third next available new appointment - pediatric medicine	NA	6.5	5.0	5.0	5.0	10.0	9.0

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

### Goal 1b Increase the number of patients served.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Number of unique patients	1,176,275	1,172,405	1,168,663	↑	↑	654,155	644,481
★MetroPlus membership	468,020	472,251	501,134	↑	↑	466,843	507,335
★Uninsured patients served	469,239	421,647	425,089	↓	↓	207,787	211,846
★Prenatal patients retained in care through delivery (%)	85.5%	87.1%	87.0%	90.0%	90.0%	90.7%	86.8%

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

### Goal 1c Maximize quality of care and patient satisfaction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★General care average length of stay (days)	5.0	5.1	5.2	4.9	4.9	5.2	5.3
★Net days of revenue for accounts receivable	54.6	57.2	51.1	56.0	56.0	56.9	52.6
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health and dental)	802,405	769,459	674,825	*	*	227,227	212,780
Patients with a substance abuse diagnosis in a jail-based substance abuse program (%)	NA	10.0%	10.0%	*	*	8.0%	9.0%

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$6,440.5	\$6,874.7	\$7,519.1	\$8,142.1	\$8,142.1	\$7,828.2	\$2,419.1	\$2,146.1
Revenues (\$000,000)	\$6,728.1	\$7,417.7	\$8,048.7	\$7,479.5	\$7,515.1	\$6,680.9	\$2,143.4	\$1,913.9
Personnel	37,857	38,748	39,443	38,379	38,713	38,713	39,670	39,277
Overtime paid (\$000,000)	\$136.7	\$143.5	\$144.7	\$153.6	\$153.6	\$153.6	\$50.7	\$53.1
Capital commitments (\$000,000)	\$242.2	\$106.6	\$203.7	\$705.7	\$867.9	\$592.6	\$55.2	\$100.7

<sup>1</sup>Expense, Revenue, Overtime Plans are consistent with HHC November 2016 Plan; Personnel and Capital with NYC January 2017 Plan  
<sup>2</sup>Expenditures include all funds  
 "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Dr. Ram Raju was President and CEO of NYC Health + Hospitals during the reporting period. Stanley Brezenoff succeeded him as interim President and CEO of NYC Health + Hospitals on December 1, 2016.

## ADDITIONAL RESOURCES

- One New York: Health Care for Our Neighborhoods: <http://www1.nyc.gov/assets/home/downloads/pdf/reports/2016/Health-and-Hospitals-Report.pdf>

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

# HUMAN RESOURCES ADMINISTRATION

Steven Banks, Commissioner



## WHAT WE DO

The Human Resources Administration (HRA) provides economic support and social services to families and individuals through the administration of major benefit programs including cash assistance (CA), the Supplemental Nutritional Assistance Program (SNAP), Medicaid, and Child Support Services. HRA also provides homelessness prevention and rental assistance, educational, vocational and employment services, assistance for persons with disabilities, services for immigrants, civil legal aid and disaster relief. For the most vulnerable, it provides HIV/AIDS Services, Adult Protective Services, Home Care and programs for survivors of domestic violence.

## FOCUS ON EQUITY

HRA promotes equity for New Yorkers through its commitment to services that fight poverty and income inequality, prevent homelessness and promote employment. HRA increases economic security by facilitating access to benefits and to employment and educational programs. HRA's redesigned employment model emphasizes individualized assessment, training and education, includes access to four-year college and sustainable jobs and eliminated processes that led to unnecessary case sanctions for clients willing to comply with work rules. HRA's Benefits Re-engineering initiative uses technology to streamline the SNAP/food stamps and cash assistance (CA) eligibility processes and to promote a no-wrong door approach that allows access to online services outside of HRA's traditional offices. HRA's homelessness prevention efforts include expanded anti-eviction, anti-harassment and civil legal service contracts; expedited access to rental arrears benefits, new supportive housing development and rental assistance programs for homeless families and adults in partnership with the Department of Homeless Services (DHS), the federal government and New York State.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Improve access to assistance that provides economic stability to support the basic needs of all eligible children and adults.**

- Goal 1a Provide access to cash assistance benefits for all eligible children and adults.
- Goal 1b Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.
- Goal 1c Provide access to Medicaid public health insurance coverage for all eligible children and adults.

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### **SERVICE 2 Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.**

- Goal 2a Increase the proportion of cash assistance recipients who obtain and retain paid employment.
- Goal 2b Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.
- Goal 2c Provide access to child support services for eligible parents and their children.

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### **SERVICE 3 Reduce homelessness among children and adults.**

- Goal 3a Provide homelessness prevention benefits and services to eligible children and adults.
- Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

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### **SERVICE 4 Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.**

- Goal 4a Ensure that all eligible vulnerable and/or frail children and adults and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

## HOW WE PERFORMED

- The cash assistance (CA) 12-month unduplicated number of persons – the true measure of the total number of clients served in a year – increased by a modest 1.7 percent between October of Fiscal 2016 and the current period. The unduplicated number of persons receiving recurring assistance has been stable at approximately 500,000 since Fiscal 2014 and remains lower than the average for years prior to 2014. The annual unduplicated number of persons receiving cash assistance is affected by policy changes that reduced punitive negative actions that previously produced a “churning” cycle of application, rejection from the caseload and then re-application for assistance. Of those clients receiving cash assistance in the month of October 2016, the number of individuals receiving recurring assistance increased by 1.0 percent when compared to October 2015, while the number receiving one-time emergency assistance declined over the previous October. The reduction in unnecessary punitive actions resulted in a decline of 2.3 percentage points in the number of cases in sanction status (a grant reduction for non-compliance with administrative requirements) in October 2016 compared to October 2015. The decline in sanctions is related to changes in New York State law in December 2015 that modified the conciliation process and allowed clients who are at risk of sanction but are willing to comply with employment requirements to more quickly return to employment and education programs that can help them find jobs and sustainable employment.
- In October 2016, the number of individuals and the number of households receiving SNAP benefits remained stable overall and the number of non-CA individuals and households receiving SNAP increased compared to the prior period. HRA continues initiatives to make SNAP more accessible to eligible clients by streamlining the application process and increasing self-service options, including online applications, mobile document uploads and client-initiated scheduling for interviews. In Fiscal 2017 HRA continues to expand client-initiated scheduling citywide and enhance ACCESS NYC, the New York City online social services access portal, to allow clients to view case and benefit information, submit changes to their cases online and opt-in to receive e-notices.
- As of October 2016, 2.013 million clients were enrolled in Medicaid administered by HRA, with another approximately 1.33 million enrolled through the New York State (NYS) Health Care Exchange (the Exchange). Overall Medicaid coverage increased through the implementation of the Exchange, which began in January 2014. The HRA administered caseload was 11.4 percent lower than in October 2015 as a result of this continuing transition and the NYS takeover of Medicaid administration. As NYS phases in its multi-year redesign of Medicaid and public health insurance programs, the HRA-administered caseload will continue to decline as the numbers served through the Exchange increase. The timeliness of processing applications improved by 2.9 percentage points during the first four months of Fiscal 2017 compared to the first four months of Fiscal 2016. Because of a temporary system malfunction during September 2015 that did not permit the automated recording of activity in the system of record, the results during the first four months of Fiscal 2016 were lower than normal.
- HRA helped 15,500 clients obtain jobs during the first four months of Fiscal 2017, 7.6 percent more than during the same period in Fiscal 2016. HRA employment services emphasize individual client assessments, access to education and training, literacy programs and client choice, including internships, community service, and subsidized transitional employment. Although the percentage of family cases engaged in education and training declined by 1.7 percentage points, the percentage of Safety Net Assistance (SNA) cases in education and training remained constant. In Fiscal 2017 a greater proportion of families were engaged in other employment-related activities than during the same period in Fiscal 2016.
- In October 2016, there were 43,763 clients participating in HRA’s Wellness, Comprehensive Assessment, Rehabilitation and Employment (WeCARE) services, which assist cash assistance clients with barriers to employment. The number of WeCARE program participants decreased by 14.0 percent between October 2015 and October 2016 as the program worked through a backlog of clients awaiting assessment that had accumulated in 2015 during settlement negotiations to litigation related to HRA services for clients with disabilities. With litigation settled during Fiscal 2015, HRA has been implementing new processes for clients with disabilities that have addressed the backlog. WeCARE also helps clients with disabilities apply for federal disability benefits. During the first four months of Fiscal 2017, the number of federal disability awards increased by 2.9 percent compared to the same period in Fiscal 2016.
- In the first four months of Fiscal 2017, the number of new child support orders increased by 1.1 percent and the percent of cases with orders of support increased by 2.0 percentage points. The dollar amount of child support collected

increased by 1.2 percent over the same period in Fiscal 2016 while the total number of child support cases with active orders of support declined slightly due to the closing of cases, in accordance with federal case closure rules.

- HRA provides homelessness prevention assistance to families and individuals with housing emergencies and to those seeking shelter. HRA provides access to emergency rental arrears payments, ongoing rental assistance at Job Centers, Housing Courts, DHS shelter intake, and HomeBase locations. Of those who received homelessness prevention services at DHS's PATH family intake unit 13.2 percent were successfully diverted from entering shelter on the day they received the service. The expansion of legal services programs for low-income tenants facing eviction, displacement and harassment contributed to a 74.5 percent increase in Housing Court legal services assistance to low-income households facing eviction and homelessness.
- HRA assists domestic violence (DV) survivors with services in the community or with placement in emergency HRA DV shelters. During the first four months of Fiscal 2017, the number of PATH-eligible families entering DV shelters increased by 8.3 percentage points compared to Fiscal 2016, due in part to the increase in the number of available domestic violence emergency shelter beds. There were 150 additional DV beds added since October of 2015 for a total of 2,378 beds as of October 2016. The non-residential DV average monthly caseload was 1,898 in October 2016. Starting in April 2015, the DV program began to track unique non-residential DV clients rather than the number of visits to non-residential service providers. Unique client counts were available from all providers beginning in January 2016. Fiscal 2017 data cannot be compared to prior periods.
- The 32,616 clients served by HIV/AIDS Services Administration (HASA) in October 2016 was a 2.5 percent increase compared to the number served in October 2015, due to the implementation of a new law in Fiscal 2017 that provides HASA benefits to income eligible asymptomatic individuals and families. During the first four months of Fiscal 2017, the time it took to approve or deny an application for ongoing enhanced housing benefits was approximately a day sooner than during the same period in Fiscal 2016. It took 7.2 percent longer, however, to issue ongoing enhanced housing benefits to eligible clients who had submitted a completed application. The additional time to issue these benefits was due to the increase in applications compared to the first four months in Fiscal 2016. HASA has hired additional staff to serve the increased caseload that resulted from the new eligibility criteria and processing times are expected to improve.
- During the first four months of Fiscal 2017, HRA generated \$71.88 million in Medicaid recoveries and cost avoidance related to fraud, waste or abuse, 34.9 percent more than the amount collected in the same period in Fiscal 2016 as a result of the resolution of several pharmacy fraud investigations during the period. HRA continues to focus on Medicaid prescription drug fraud investigations and increased efforts to recover monies owed from collection activities such as Supplemental Needs Trusts, property and negligence liens.
- As a result of reforms, including reaching out to clients to encourage them to comply with program requirements and other pre-hearing processes, the number of fair hearing requests declined significantly by 23.8 percent during the first four months of Fiscal 2017, compared to the same period in Fiscal 2016. Ongoing reforms are expected to continue to reduce the number of fair hearing requests. Of the hearings that were held and determinations made, 9.4 percent resulted in HRA's decisions being upheld, an increase of 2.2 percentage points from the prior fiscal year. It is anticipated that reforms, along with reductions in unnecessary punitive actions, will continue to improve the rate of HRA decisions that are upheld.

# SERVICE 1 Improve access to assistance that provides economic stability to support the basic needs of all eligible children and adults.

## Goal 1a Provide access to cash assistance benefits for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Cash assistance unduplicated number of persons (12-month)(000)	589.1	591.1	601.8	*	*	597.4	607.5
Cash Assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	489.9	484.6	492.9	*	*	489.3	497.6
Cash Assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	99.2	106.4	108.9	*	*	108.1	109.9
★Cash assistance caseload (point in time)(000)	182.4	192.4	196.1	*	*	198.8	197.6
★Persons receiving cash assistance (000)	337.0	360.0	369.5	*	*	373.5	374.9
Persons receiving recurring assistance (000)	331.3	351.7	361.4	*	*	361.4	364.9
Persons receiving emergency assistance (000)	5.6	8.3	8.2	*	*	12.1	10.0
Cash assistance applications (000)	385.1	348.5	330.6	*	*	115.6	118.1
Cash assistance application acceptance rate (%)	45.7%	50.9%	51.2%	*	*	51.3%	51.2%
Cash assistance cases in sanction process (%)	6.3%	4.8%	4.0%	*	*	3.6%	4.2%
Cash assistance cases in sanction status (%)	5.2%	3.5%	1.2%	*	*	2.7%	0.4%
★Cash assistance application timeliness rate (%)	93.6%	94.4%	97.5%	96.0%	96.0%	97.3%	96.3%

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

## Goal 1b Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,755.8	1,706.7	1,693.2	*	*	1,696.6	1,692.8
- Cash assistance persons receiving SNAP benefits (000)	385.9	402.1	409.3	*	*	410.1	409.3
- Non-cash assistance persons receiving SNAP benefits (000)	1,098.7	1,039.0	1,020.7	*	*	1,019.4	1,020.6
- SSI persons receiving SNAP benefits (000)	271.3	265.6	263.1	*	*	265.0	262.9
Total SNAP households (000)	977.2	955.4	951.4	*	*	948.9	951.2
- Cash assistance households receiving SNAP benefits (000)	186.4	195.5	198.9	*	*	198.9	198.1
- Non-cash assistance households receiving SNAP benefits (000)	541.6	515.6	510.4	*	*	506.2	511.2
- SSI households receiving SNAP benefits (000)	249.2	244.2	242.1	*	*	243.8	241.9
Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)	6.81%	4.01%	2.88%	6.00%	6.00%	4.21%	NA
★SNAP application timeliness rate (%)	87.2%	81.4%	93.9%	90.6%	90.6%	88.2%	89.9%
SNAP applications filed electronically (%)	58.7%	71.5%	73.4%	*	*	75.0%	73.8%

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

**Goal 1c**

Provide access to Medicaid public health insurance coverage for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Medicaid enrollees administered by HRA (000)	2,808.0	2,371.7	2,085.7	*	*	2,270.8	2,012.6
- Medicaid-only enrollees administered by HRA (000)	2,064.4	1,608.1	1,321.2	*	*	1,496.3	1,243.3
★ Application timeliness rate for Medicaid administered by HRA (%)	91.7%	96.5%	92.1%	99.4%	99.4%	93.8%	96.7%

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

**SERVICE 2 Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.**

**Goal 2a**

Increase the proportion of cash assistance recipients who obtain and retain paid employment.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Clients whom HRA helped obtain employment (000)	48.1	46.6	47.0	↑	↑	14.4	15.5
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	74.5%	73.9%	73.3%	80.0%	80.0%	73.3%	73.3%
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	NA	64.2%	63.5%	*	*	64.2%	63.6%
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	19.0%	20.7%	25.5%	↑	↑	24.9%	25.0%
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	24.3%	25.5%	27.4%	↑	↑	27.5%	25.8%
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	33.9%	34.1%	33.4%	34.0%	34.0%	NA	NA

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

**Goal 2b**

Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total WeCARE cases	29,138	46,510	49,637	*	*	50,916	43,763
★ Number of WeCARE federal disability awards	2,950	3,141	3,227	*	*	1,081	1,112

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

**Goal 2c** Provide access to child support services for eligible parents and their children.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total new child support orders obtained	20,286	20,351	19,579	*	*	6,641	6,716
Total child support cases with active orders (end of period)	285,173	283,114	282,451	*	*	282,923	280,575
★ Child support cases with orders of support (%)	71.5%	73.2%	76.7%	79.0%	80.0%	77.0%	79.0%
Child support collected (\$000,000)	\$741.7	\$748.3	\$762.1	\$769.7	\$777.4	\$251.5	\$254.6
★ Support cases with active orders receiving current payments (%)	58.8%	59.1%	59.7%	↑	↑	59.3%	59.4%

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

**SERVICE 3 Reduce homelessness among children and adults.**

**Goal 3a** Provide homelessness prevention benefits and services to eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Clients successfully diverted at PATH from entering a homeless shelter (%)	NA	NA	NA	*	*	NA	13.2%
Requests for Emergency Assistance at the Rental Assistance Unit	57,912	65,138	82,306	*	*	26,748	29,126
Rent Assistance Unit Emergency Assistance Requests Approved (%)	66.5%	74.2%	67.6%	*	*	71.6%	64.5%
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	NA	8,900	11,837	*	*	2,747	4,794

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

**Goal 3b** Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	78.5%	48.6%	30.5%	*	*	27.9%	36.2%
Domestic violence non-residential services programs average monthly caseload	NA	NA	NA	*	*	NA	1,898
Average number of families served per day in the domestic violence shelter program	769	786	803	*	*	794	840
Number of domestic violence emergency beds (capacity)	2,228	2,228	2,282	*	*	2,228	2,378

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



## SERVICE 4 Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.

### Goal 4a

Ensure that all eligible vulnerable and/or frail children and adults and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Adult Protective Services (APS) assessment cases	3,723	3,905	4,041	*	*	4,146	4,162
★ Individuals referred to an APS field office visited within three working days (%)	99.8%	94.3%	95.1%	85.0%	85.0%	93.7%	94.7%
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	98.4%	88.8%	94.3%	*	*	91.7%	96.1%
★ APS cases eligible for services	5,406	6,107	6,847	*	*	6,828	7,135
Total referrals received for APS	23,657	24,203	25,614	*	*	8,560	9,196
★ Personal care services - average weekly billable hours	48.1	43.6	43.6	*	*	43.2	45.3
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.0%
★ Average days to initiate home attendant and housekeeper services for all cases	14.1	24.6	20.4	30.0	30.0	20.9	20.8
Cases receiving home care services	118,120	122,173	136,367	*	*	121,573	142,949
New applicants for HIV/AIDS Services Administration (HASA) services	5,385	5,033	5,045	*	*	1,735	2,440
★ Individuals receiving HASA services	32,288	32,110	31,693	*	*	31,835	32,616
HASA clients receiving ongoing enhanced housing benefits (%)	84.0%	84.7%	84.3%	*	*	83.9%	82.5%
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	8.4	7.6	7.0	8.0	8.0	7.4	6.6
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	14.1	14.2	16.3	15.5	15.5	15.2	16.3

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	\$224.89	\$186.26	\$162.24	↑	↑	\$53.27	\$71.88
Cash assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	\$180.7	\$182.7	\$171.0	*	*	\$59.0	\$60.8
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	\$29.6	\$30.0	\$28.5	*	*	\$9.2	\$8.3
Fair hearings requested	396,196	328,469	285,165	*	*	106,162	80,898
Fair hearings upheld (%)	7.0%	5.2%	7.9%	*	*	7.2%	9.4%
IDNYC - number of applications processed	NA	366,473	545,184	*	*	259,042	110,300
IDNYC - total number of cards issued	NA	334,794	544,083	*	*	270,901	106,584
IDNYC application timeliness (%)	NA	95%	99%	*	*	98%	99%
Billed revenue as a percentage of budgeted revenue (%)	72.8%	74.2%	74.5%	*	*	16.4%	15.0%
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 (%)	69.4%	71.0%	82.3%	*	*	73.1%	88.4%
Collisions involving City vehicles	62	43	51	*	*	19	14
Workplace injuries reported	196	170	172	*	*	70	50
Applications filed with the United States Citizenship and Immigration Services	NA	1,548	1,415	*	*	NA	NA

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	1,116,886	909,712	989,229	*	*	308,512	395,645
Letters responded to in 14 days (%)	87.3%	80.5%	86.9%	90%	90%	91.9%	86%
E-mails responded to in 14 days (%)	96.2%	93.5%	92.9%	90%	90%	95.8%	91.1%
Average customer in-person wait time (minutes)	39.9	42.2	34.8	60	60	36.8	33.9
CORE facility rating	90	90	86	80	80	NA	NA
Calls answered in 30 seconds (%)	69.7%	65.8%	79.7%	80%	80%	78.5%	93.4%
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	91.0%	92.0%	93.0%	*	*	NA	NA

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$9,531.1	\$9,771.2	\$9,398.0	\$9,762.9	\$9,710.8	\$9,832.9	\$3,474.7	\$3,634.7
Revenues (\$000,000)	\$50.1	\$50.0	\$54.8	\$42.6	\$42.6	\$42.6	\$8.8	\$14.1
Personnel	13,559	13,690	13,401	15,017	15,090	14,705	13,567	13,154
Overtime paid (\$000,000)	\$22.3	\$25.3	\$30.4	\$18.1	\$18.1	\$18.1	\$9.2	\$10.3
Capital commitments (\$000,000)	\$64.6	\$88.6	\$20.0	\$58.3	\$82.0	\$56.6	\$4.4	\$8.6
Human services contract budget (\$000,000)	\$367.4	\$454.2	\$455.8	\$556.3	\$567.4	\$529.2	\$104.0	\$124.6

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In April 2015 HRA began implementing a change to the non-residential domestic violence (DV) caseload count to reflect the unduplicated number of clients served, not the number of visits made by clients. This implementation was accompanied by a transition to a new reporting system (ATLAS), both of which were completed in January 2016. Fiscal 2017 results for 'Domestic violence non-residential services programs average monthly caseload' reflect the number of unique clients and cannot be compared to prior periods.
- The Child Support Program has increased its Fiscal 2017 and Fiscal 2018 targets for 'Child support cases with orders of support (%)' and 'Child support collected (\$000,000).'
- The Fiscal 2017 figure for the indicator 'Clients successfully diverted at PATH from entering a homeless shelter (%)' includes all PATH clients. Figures for prior years report only results for HRA clients diverted at PATH. Due to this change, Fiscal 2017 data is not comparable to prior periods.

## ADDITIONAL RESOURCES

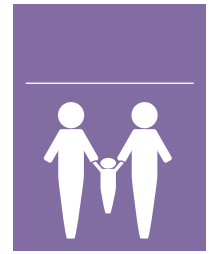
For additional agency performance statistics, please visit:

- HRA/DSS Facts (Links to multiple reports updated several times a year): <https://www1.nyc.gov/site/hra/about/facts.page>

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

# ADMINISTRATION FOR CHILDREN'S SERVICES

Gladys Carrión, Commissioner



## WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, child care and early education services. In child welfare, ACS contracts with private nonprofit organizations to support and stabilize families at risk of a crisis through preventive services and with foster care agencies for children not able to safely remain at home. Each year, the agency's Division of Child Protection conducts more than 50,000 investigations of suspected child abuse or neglect. In youth and family justice, ACS manages and funds services including detention and placement, intensive community-based alternatives for youth and support services for families. In the Division of Early Care and Education, ACS coordinates and funds programs and vouchers for close to 100,000 children eligible for subsidized care. Across all of its programs, ACS promotes child wellbeing, family stability and quality integrated services.

## FOCUS ON EQUITY

ACS is responsible for serving children and families of every race and ethnicity in New York City. ACS aims to secure safe and nurturing family environments and strong communities for all of New York City's children as it strives over the long term to counter the disproportionately damaging impact of poverty and chronic stress on the City's children of color. ACS is deeply committed to an equitable and fair approach to providing child care, early education and family supports and to ensuring that interventions—including child protection, family court services, foster care and juvenile detention—are performed in a manner that is respectful of the racial, cultural and economic character of each family involved. Through the agency's early education programs, community-building and family support services, ACS is helping families create a stable foundation of opportunity on which children will thrive throughout their lives.

## OUR SERVICES AND GOALS

### SERVICE 1 Protect children from child abuse.

- Goal 1a Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.
- Goal 1b Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality preventive services.
- Goal 1c Provide safe and stable foster care placements for children who cannot remain safely at home.
- Goal 1d Encourage and support family-based foster care.
- Goal 1e Reduce time to reunification, kinship guardianship 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

- The number of investigations of child abuse and/or neglect continued the modest upward trend that began in Fiscal 2016. During the first four months of Fiscal 2017 the number of investigations rose by 2.5 percent to 16,179 from 15,778. Following a three year downward trend, the percent of investigations that were indicated (meaning child protective caseworkers identified some credible evidence of the alleged child abuse or maltreatment) increased 5 points from 36.7 in July – October Fiscal 2016 to 41.7 during the same period in Fiscal 2017. While this rate fluctuates over time, it remains within the expected range for New York City. The percent of children with repeat substantiated investigations declined from 14.5 to 13.8 percent achieving the target of 14 percent. In line with the increase in investigations, the average child protective caseload rose from 8.5 cases per caseworker to 9.9, but remained below the nationally-recommended standard of 12.
- During the first four months of Fiscal 2016 and 2017 the number of families entering child welfare preventive services remained stable at approximately 3,300. The number of families entering specialized teen child welfare services during the July-October period declined by 15.6 percent, from 488 in Fiscal 2016 to 412 in Fiscal 2017. To increase enrollment in specialized teen programs ACS is restructuring the service referral process to better match families with services. Additionally, the ACS Workforce Institute is providing ongoing training in motivational interviewing to preventive services staff to increase family engagement in services at the time of referral. ACS senior leaders also meet regularly with preventive provider agencies to discuss strategies to improve engagement of families in services.
- The number of children entering foster care and the total number of children in foster care both declined, continuing an eight-year trend. Compared to the same period in Fiscal 2016, during the first four months of Fiscal 2017 the number of children entering foster care fell by 3.8 percent from 1,304 to 1,254; and the number of children in foster care declined by 13.9 percent, from 10,408 to 8,958. In addition, the number of total days all children spent in foster care declined 10.3 percent, from 1,529,491 to 1,371,743.
- During the first four months of Fiscal 2017 the percentage of children placed in foster care within their community increased by 10.3 percentage points from 36.5 percent to 46.8 percent, exceeding the target of 37 percent. The percent of siblings placed in the same foster home also rose during this period from 89.2 percent in Fiscal 2016 to 91.1 percent in Fiscal 2017. ACS is building on this positive trend through its “Home Away from Home” initiative, which is reengineering the way foster parents are recruited and supported, and by further increasing the proportion of children placed with relatives.
- One of ACS’ core goals is to provide children who cannot remain safely at home with a safe and stable foster care environment. One measure of foster care safety is the number of children in family foster care, per 100,000 care days, for whom a child protective investigation finds evidence “worthy of belief” that abuse or neglect may have occurred in the foster home. The rate of maltreatment in care increased from 5.7 per 100,000 care days during the first four months of Fiscal 2016 to 6.1 per 100,000 care days in Fiscal 2017. This increase may reflect a heightened level of scrutiny in addressing possible abuse or neglect in foster care following the implementation of a new ACS Child Safety Alert protocol in 2016. ACS continues its work to reduce maltreatment in care by providing intensive monitoring, training and technical assistance to foster care providers as well as developing new methods for foster and adoptive parent recruitment, retention and support.
- The number of children who achieved permanency through adoption and Kinship Guardianship Assistance (KinGap) continued to increase in the first four months of Fiscal 2017. The number of adoptions rose by 4.7 percent from 254 to 266 and the number of children who achieved permanency through KinGAP increased 10.2 percent from 88 to 97. These increases follow ACS’ implementation of a number of strategies to identify and improve processes that affect time to permanency. The growing number of children achieving permanency is particularly notable given that the foster care population continued to decline, which is reflected in the decline in the number of reunifications (down 20.6 percent from 845 in Fiscal 2016 to 671 in Fiscal 2017) and the proportion of children returned to parents within 12 months of entering care, which decreased by 5.5 percentage points from 60.5 percent in Fiscal 2016 to 55.0 percent in Fiscal 2017. The percent of children who achieved permanency through reunification or KinGAP but later re-entered foster care declined substantially from 9.1 percent to 6.6 percent.
- Average EarlyLearn NYC contract enrollment during the first four months of Fiscal 2017 declined by 1.3 percent from 28,629 in Fiscal 2016 to 28,260 in Fiscal 2017. This decrease was the result of a 3.0 percent decline in average center-

based enrollment from 21,730 to 21,080. The decrease in center-based program enrollment is largely attributable to ongoing struggles to recruit high-quality, certified teachers. At the same time average home-based family child care enrollment rose 4.1 percent during this period from 6,899 to 7,180, reflecting the need for quality infant and toddler care in the city. Center-based childcare utilization declined from 77.2 to 74.9 percent and family child care utilization increased from 80.2 to 83.5 percent.

- Child care voucher enrollment declined 0.8 percent, from 68,195 to 67,648. The decline in voucher enrollment was driven by a 1.3 percent decrease in mandated voucher enrollment from 55,537 to 54,809 while voucher enrollment for other eligible children rose 4.1 percent from 12,335 to 12,839. Use of vouchers for informal child care declined 8.2 percent during this period from 16,558 to 15,200, while center-based voucher enrollment increased 0.9 percent from 27,464 to 27,724 and family child care voucher enrollment rose 6.2 percent from 23,272 to 24,722. The increase in voucher enrollment for more formal forms of care, and the decrease in informal settings, is likely due to parents' growing knowledge of the importance of quality early care and education available in formal settings.
- The number of substantiated reports of abuse and/or neglect for children in child care during July through October declined 12.5 percent from 40 in Fiscal 2016 to 35 in Fiscal 2017.
- The average daily population in juvenile detention has decreased steadily for many years, and declined an additional 18.3 percent from 158 in the first four months of Fiscal 2016 to 129 in Fiscal 2017. This reduction was driven by a 16.9 percent decrease in admissions from 884 to 735. However, because a higher proportion of those in secure detention are Juvenile Offenders, the average length of stay went up by 40 percent from 20 to 28 days.
- As the total number of youth in detention declined, the rate of reportable incidents as a percentage of all days in care increased. For example, during the first four months of Fiscal 2017, as a result of an increase from two to ten absconds, the non-secure detention abscond rate rose substantially to 0.15 per 100 average daily population from 0.02 during the same period in Fiscal 2016. This uptick is attributable to an increase in the number of absconds during transports. To address this, ACS plans to re-train all non-secure detention staff in escort techniques with an emphasis on partner positioning.
- Weapon and substance recovery rates also increased during the first four months of the fiscal year – the weapon recovery rate increased from 0.03 per 100 average daily population in Fiscal 2016 to 0.06 in Fiscal 2017, and the substance recovery rose from 0.05 to 0.06. These increases represent an increase of three weapon recoveries from six in the first four months of Fiscal 2016 to nine during the same period in Fiscal 2017 and one substance recovery from nine to 10. Improved search techniques produced these results.
- Youth on youth assaults and altercations with injury and youth on staff assaults with injury also increased over the recent period – youth on youth assaults and altercations with injury rose from 0.38 to 0.40 per 100 average daily population and youth on staff assaults with injuries rose from 0.07 to 0.09. To address these increases, ACS is continuing its efforts to procure on-site intervention programs such as Cure Violence at both secure detention sites and is increasing and improving rewards for positive behavior. ACS is also hiring additional front-line staff to fill its vacancies and improving its training to those staff with an emphasis on development of skills required to work with high risk population of youth detained.
- There was a decrease in the child abuse and/or neglect allegation rate from 0.13 per 100 average daily population in the first four months of Fiscal 2016 to 0.11 in Fiscal 2017.
- As a result of the opening of Limited Secure placement facilities in December 2015, the number of young people entering Close to Home placement during the first four months of Fiscal 2017 rose 11.7 percent from 77 in Fiscal 2016 to 86 in Fiscal 2017. However, the average number of youth in Close to Home placement remained stable at 147 in Fiscal 2016 and 148 in Fiscal 2017 driven by a 9.0 percent increase in releases to aftercare from 67 to 73.
- The AWOL rate for youth in Close to Home placement remained stable at 0.4 per 100 care days during July through October of Fiscal 2016 and 2017. There was a substantial decline in the rate of youth on youth assault and altercations with injury per 100 care days during this period from 0.13 in Fiscal 2016 to 0.09 in Fiscal 2017. This improvement can be attributed to more effective implementation of core program models improvements in security protocol implementation. The rate of youth on staff assaults with injury rose during this time period from 0.06 to 0.13, driven primarily by the

significant needs of youth placed in Close to Home, a setting in which staff must intervene to prevent further escalation of conflicts.

## SERVICE 1 Protect children from child abuse.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Number of State Central Register consolidated investigations	55,529	54,926	55,337	*	*	15,778	16,179
★Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	98.8%	98.8%	98.6%	100.0%	100.0%	98.5%	98.9%
Substantiation rate	39.5%	38.7%	36.1%	*	*	36.7%	41.7%
Children in complete investigations with repeat investigations within a year (%)	24.2%	24.4%	23.8%	*	*	23.9%	23.6%
★Children in substantiated investigations with repeat substantiated investigations within a year (%) (preliminary)	16.2%	15.7%	15.3%	14.0%	14.0%	14.5%	13.8%
★Average child protective specialist caseload	9.8	10.5	10.6	12.0	12.0	8.5	9.9

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Families entering child welfare preventive services	10,293	11,015	10,540	11,000	11,500	3,327	3,322
Families entering child welfare specialized teen preventive services	1,572	1,570	1,463	*	*	488	412
Children receiving child welfare preventive services (daily average)	23,725	24,889	23,545	*	*	23,690	22,776
Children who received child welfare preventive services during the year (annual total)	44,456	47,001	46,207	*	*	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
All children entering foster care (preliminary)	4,501	4,233	3,695	*	*	1,304	1,254
★Children placed in foster care in their community	33.3%	36.9%	36.3%	37.0%	37.0%	36.5%	46.8%
★Children in foster care (average)	11,750	11,098	9,926	*	*	10,408	8,958
- Children in foster kinship homes	3,929	3,636	3,223	*	*	3,392	2,787
- Children in nonrelative foster boarding homes	6,915	6,533	5,845	*	*	6,118	5,342
- Children in residential care	923	929	859	*	*	898	829
★Children who re-enter foster care within a year of discharge to family (%) (preliminary)	9.3%	9.1%	7.7%	7.0%	7.0%	9.1%	6.6%
School Attendance Rate - Children in Foster Care (%)	82.1%	82.5%	82.5%	*	*	84.6%	83.7%
Total days all children spent in foster care	4,976,399	4,710,116	4,379,682	*	*	1,529,491	1,371,743
★Number of moves in foster care per 1,000 care days	1.4	1.5	1.4	1.4	1.4	1.5	1.5
★Children maltreated during family foster care placement per 100,000 care days	3.1	4.0	5.2	4.2	4.2	5.7	6.1

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Siblings placed simultaneously in the same foster home %(preliminary)	88.2%	88.9%	91.4%	*	*	89.2%	91.1%
★ Children entering foster care who are placed with relatives %(preliminary)	25.7%	28.0%	26.3%	30.0%	30.0%	27.3%	27.0%

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

**Goal 1e** Reduce time to reunification, kinship guardianship and/or adoption and maintain strong family connections for children.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Children discharged to permanency within a year of placement (%)	32.6%	30.9%	32.0%	35.0%	35.0%	NA	NA
★ Children in care 12-23 months discharged to permanency (%)	21.5%	20.1%	24.4%	27.0%	27.0%	NA	NA
★ Children in care 24 or more months discharged to permanency (%)	23.2%	23.2%	24.9%	27.0%	27.0%	NA	NA
Median length of stay for children entering foster care for the first time who are returned to parent (months)	7.5	6.6	7.7	6.0	6.0	NA	NA
Children returned to parent(s) within 12 months %(preliminary)	57.9%	59.7%	59.1%	60.0%	60.0%	60.5%	55.0%
Median length of stay in foster care before child is adopted (months)	55.1	53.3	50.5	50.0	50.0	NA	NA
Children adopted	1,101	1,004	1,052	*	*	254	266
Children eligible for adoption (average)	1,248	1,092	1,053	*	*	989	945
Kinship Guardianship Assistance discharges	251	275	343	*	*	88	97
Children returned to parents (reunifications)	2,940	2,506	2,507	*	*	845	671

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

**SERVICE 2** Ensure access to quality early child care and education services in all communities.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Average EarlyLearn contract enrollment	30,422	30,079	30,671	31,000	31,300	28,629	28,260
★ EarlyLearn - Average center-based enrollment	24,068	23,077	23,396	23,600	23,800	21,730	21,080
★ EarlyLearn - Average family child care enrollment	6,354	7,002	7,275	7,400	7,500	6,899	7,180
★ Average EarlyLearn Utilization (%)	82.1%	81.8%	83.4%	85.0%	85.0%	77.9%	76.6%
★ Average EarlyLearn Utilization - Center-based (%)	84.6%	82.0%	83.1%	85.0%	85.0%	77.2%	74.9%
★ Average EarlyLearn Utilization - Family child care (%)	73.9%	81.4%	84.6%	85.0%	85.0%	80.2%	83.5%
Average child care voucher enrollment	67,541	66,801	67,527	*	*	68,195	67,648
★ Average mandated children voucher enrollment	54,852	55,000	54,761	*	*	55,537	54,809
★ Average other eligible children voucher enrollment	12,689	11,801	12,659	*	*	12,335	12,839
★ Average center-based child care voucher enrollment	26,401	27,052	27,132	*	*	27,464	27,724
★ Average family child care voucher enrollment	21,507	22,177	24,119	*	*	23,272	24,722
★ Average informal (home-based) child care voucher enrollment	19,633	17,572	15,976	*	*	16,558	15,200
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	\$8,629	\$8,577	\$8,715	*	*	NA	NA
EarlyLearn - Budget per slot in contract family child care	\$9,340	\$9,347	\$9,522	*	*	NA	NA
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	\$14,302	\$15,598	\$16,754	*	*	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Fiscal year spending per child - Center-based child care vouchers	\$8,524	\$8,936	\$9,280	*	*	NA	NA
Fiscal year spending per child - Family child care vouchers	\$7,500	\$7,575	\$7,659	*	*	NA	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	\$4,144	\$4,119	\$4,140	*	*	NA	NA
Abuse and/or neglect reports for children in child care	413	492	584	*	*	191	214
Abuse and/or neglect reports for children in child care that are substantiated (%)	21.8%	27.6%	15.1%	*	*	20.7%	16.4%

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Total admissions to detention	3,126	2,755	2,528	*	*	884	735
★ Average daily population (ADP), detention	234.1	169.9	156.6	*	*	157.9	129.2
Secure detention - ADP	130.2	94.7	91.7	*	*	92.6	73.8
Non-secure detention - ADP	103.5	74.4	64.9	*	*	65.3	55.4
★ Average length of stay, detention (days)	29	23	21	*	*	20	28
★ Escapes from secure detention	0	0	0	0	0	0	0
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.08	0.05	0.03	0.03	0.03	0.02	0.15
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.35	0.30	0.39	0.35	0.35	0.38	0.40
★ Youth on staff assault w/injury rate (per 100 total ADP), detention	0.05	0.05	0.08	0.05	0.05	0.07	0.09
★ Weapon recovery rate (average per 100 total ADP), detention	0.04	0.08	0.07	*	*	0.03	0.06
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.07	0.09	0.07	*	*	0.05	0.06
★ Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP), detention	0.10	0.15	0.11	0.09	0.09	0.13	0.11
Child abuse/neglect allegations cases (internal) reported as substantiated, detention	22.0	27.0	17.0	*	*	7.0	3.0
★ Average daily cost per youth per day, detention (\$)	\$773	\$1,065	\$1,431	*	*	NA	NA
Admissions to Close to Home placement	348	258	238	*	*	77	86
★ Number in Close to Home placement	195	176	151	*	*	147	148
AWOL rate, Close to Home placement	0.7	0.4	0.3	0.4	0.4	0.4	0.4
Discharges from Close to Home placement (dispositional order complete)	222.0	260.0	227.0	*	*	78.0	74.0
Youth on staff assault with injury rate, Close to home placement	0.05	0.05	0.07	0.05	0.05	0.06	0.13
Youth on youth assault with injury rate, Close to home placement	0.14	0.12	0.10	0.09	0.09	0.13	0.09

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



### Goal 3b

Provide youth in detention and placement with appropriate health and mental health services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ In-care youth who were referred for mental health services, detention (%)	48%	61%	50%	*	*	43%	39%
★ In-Care Youth who received mental health services (%)	57%	50%	46%	*	*	45%	44%
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%
★ General health care cost per youth per day, detention (\$)	\$62	\$80	\$121	*	*	NA	NA

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

### Goal 3c

Provide services to prevent youth from returning to the juvenile justice system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Youth admitted to detention with previous admission(s) to detention (%)	60.9%	63.3%	56.1%	*	*	NA	NA
Number of releases from Close to Home placement to aftercare	274	283	201	*	*	67	73
★ Number in Close to Home aftercare (average)	93	122	121	*	*	138	122

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Collisions involving City vehicles	35	46	34	*	*	13	6
Workplace injuries reported	217	184	226	*	*	84	64

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	63,351	79,347	87,775	*	*	25,705	26,233
Letters responded to in 14 days (%)	87.4%	85.4%	97.1%	*	*	100.0%	86.4%
E-mails responded to in 14 days (%)	92.6%	89.7%	97.8%	*	*	99.4%	98.5%

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$2,785.5	\$2,826.7	\$2,875.1	\$2,977.9	\$3,030.9	\$3,033.6	\$1,504.9	\$1,625.5
Revenues (\$000,000)	\$3.1	\$3.9	\$7.2	\$3.4	\$3.4	\$3.4	\$0.9	\$1.4
Personnel	5,923	5,972	6,000	7,181	7,178	7,174	5,882	6,208
Overtime paid (\$000,000)	\$25.2	30.1	\$33.9	\$17.5	\$17.5	\$17.5	9.4	\$10.7
Capital commitments (\$000,000)	\$10.2	\$5.8	\$10.2	\$101.6	\$120.3	\$102.8	\$2.7	\$6.5
Human services contract budget (\$000,000)	\$1,629.5	\$1,647.8	\$1,710.3	\$1,746.3	\$1,780.9	\$1,774.4	\$554.4	\$565.2
<sup>1</sup> January 2017 Financial Plan	<sup>2</sup> Expenditures include all funds			"NA" - Not Available in this report				

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- ACS revised Fiscal 2017 targets for the following indicators: 'Families entering child welfare preventive services,' 'EarlyLearn contract enrollment,' 'EarlyLearn - Average center-based enrollment,' 'EarlyLearn - Average family child care enrollment' and 'Youth on Staff Assault w/Injury Rate (per 100 Total ADP), detention Average'.

## ADDITIONAL RESOURCES

For additional information go to:

- Statistics:  
<http://www1.nyc.gov/site/acs/about/data-policy.page>
- Monthly flash report:  
<http://www1.nyc.gov/assets/acs/pdf/data-analysis/2016/FlashIndicatorAugust2016.pdf>

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

# DEPARTMENT OF HOMELESS SERVICES

Steven Banks, Commissioner



## WHAT WE DO

The Department of Homeless Services (DHS) provides transitional shelter for homeless single adults, adult families and families with children at directly operated and contracted sites. DHS provides 24 hours a day, seven days a week street outreach services and placement into safe havens and stabilization beds for New Yorkers experiencing street homelessness. DHS also works with other City agencies and contracted providers to prevent homelessness and to place families and adults experiencing homelessness into permanent subsidized and supportive housing.

## FOCUS ON EQUITY

Income inequality, lack of affordable and supportive housing, and stagnant wages combined with social factors including domestic violence, de-institutionalization of persons who are mentally ill without sufficient community-based services, and discharge from correctional institutions are among the multiple drivers of homelessness in New York City and throughout the United States. DHS addresses the crisis of homelessness by connecting New Yorkers to preventive services to help them remain in their homes and, when prevention is not an option, DHS provides safe and appropriate transitional shelter and placement into permanent subsidized and supportive housing. As part of Mayor de Blasio's April 2016 plan to reform the delivery of homeless services in New York City, DHS continues to enhance and expand street outreach services through HOME-STAT, a new program to engage homeless individuals and connect them to support services; and to improve shelter management, focusing on shelter safety and operations. In partnership with the Human Resources Administration (HRA) and other agencies, DHS will continue to administer targeted rental assistance programs for eligible families and individuals to avoid or exit shelter; to increase preventive services; to enhance programmatic services for children and adults in shelters; and to improve shelter facility conditions.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Help prevent at-risk individuals and families from becoming homeless.**

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

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### **SERVICE 2 Provide temporary emergency housing to homeless individuals and families.**

Goal 2a Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

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

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### **SERVICE 3 Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.**

Goal 3a Facilitate exits and minimize clients' length of stay in shelters.

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

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### **SERVICE 4 Help unsheltered homeless individuals find stable, safe living situations.**

Goal 4a Reduce the number of unsheltered homeless individuals.

## HOW WE PERFORMED

- DHS' community-based homelessness prevention program, Homebase, served 9,554 households during the first four months of Fiscal 2017 and helped more than 90 percent of families and single adults receiving prevention services to stay in their communities and avoid shelter entry within the 12 months following the service. The community retention rate increased by approximately three percentage points for adult families and single adults and remained stable for families with children.
- During the first four months of Fiscal 2017, the average number of families with children and adult families in shelter per day increased by nine percent to 12,861 and by 12 percent to 2,384 respectively. The average number of single adults in shelter increased by eight percent to 13,120. Despite an increase in entrants to shelter compared to the prior period, the number of individuals in shelter did not reach DHS projected levels. The lower census compared to projections can be attributable to, at least in part, the introduction of targeted rental assistance programs by DHS and HRA beginning in Fiscal 2015 and a 24 percent decrease in evictions during the past two years, during which time there was a 10-fold increase in funding for legal services to represent tenants and increased access to emergency rental assistance.
- During the first four months of Fiscal 2017, there was a decline in the percentage of families with children who were placed in shelter according to the youngest school-aged child's school address. DHS makes every effort to address this important priority, but an increase in the number of family shelter entrants makes finding sufficient shelter capacity challenging, thus limiting the ability of DHS to move families within the shelter system to accommodate school proximity. A new borough-based shelter initiative to provide additional shelters to enable families to be placed nearer to school, employment and medical care is aimed at addressing this issue.
- Building on the effort to more consistently and accurately categorize critical incidents in shelter that began in Fiscal 2016, DHS established a new set of critical incident standards for Fiscal 2017. This will create a new baseline for assessment going forward, with the initial rates for the first four months of 2017 at 2.2 critical incidents per 1,000 residents in the adult shelter system, 1.9 critical incidents per 1,000 residents in the adult family shelter system, and 0.8 incidents per 1,000 residents in the families with children shelter system.
- With full implementation of the new City rental assistance programs, more families with children exited the shelter system to permanency, with an eight percent increase among total placements and a six percent increase in subsidized placements during the reporting period. Subsidized placements for adult families were flat and declined slightly for single adults, reflecting a reduction in the availability of permanent supportive housing. The Mayor's commitment to provide 15,000 new supportive housing units is aimed at addressing this problem.
- The increased volume of high quality placements to subsidized housing is producing positive long term outcomes for clients, with the overall return to shelter rates within one year showing declines of 32 percent for families with children and 19 percent for single adults compared to the prior period. The decline was driven by the investment in rental assistance for subsidized placements, which had return rates of less than one percent for families with children and of nine percent for single adults. This compares to return rates of 20.5 percent and 24.9 percent respectively for less stable, unsubsidized placements. The overall rate of return for adult families increased by one percentage point due to the low availability of subsidized placement options for this group prior to the implementation of the Mayor's 15,000 unit supportive housing plan; however, those placed in subsidized housing also returned to shelter at a rate of less than one percent.
- The average length of stay for families with children in shelter declined by six percent from 435 days in the first four months of fiscal 2016 compared to 408 days for the 2017 period. This is a result of the inroads made in reducing the number of long term stayers through connection to subsidized housing for families with children. The length of stay for single adults in shelter increased by eight percent from 345 days to 375 days over this period, partially due to the lack of new permanent supportive housing with many chronically homeless adults remaining on wait lists for these units. A new investment in 15,000 City-funded units of permanent supportive housing is expected to help move more single adults out of shelter over the coming years.
- HOME-STAT is the most comprehensive street homeless outreach initiative in any major city in the United States. The launch of HOME-STAT in March 2016 doubled the number of street homeless outreach staff working to connect individuals to the resources they need to place them in housing, and has expanded outreach services into indoor spaces

such as libraries and hospitals. The new initiative helped 693 street homeless individuals transition off the streets through October 2016. HOME-STAT reports on a daily, monthly and quarterly basis on the [HOME-STAT website](#).

## SERVICE 1 Help prevent at-risk individuals and families from becoming homeless.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Adults receiving preventive services who did not enter the shelter system (%)	96.0%	93.5%	90.6%	85.0%	85.0%	88.4%	91.4%
★Adult families receiving preventive services who did not enter the shelter system (%)	97.3%	91.5%	90.7%	85.0%	85.0%	91.5%	94.2%
★Families with children receiving preventive services who did not enter the shelter system (%)	94.0%	94.5%	94.1%	85.0%	85.0%	94.8%	94.7%

★ 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 Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Adult families entering the DHS shelter services system	1,283	1,385	1,476	↓	↓	466	593
★Families with children entering the DHS shelter services system	11,848	12,671	13,311	↓	↓	4,508	5,168
★Single adults entering the DHS shelter services system	17,547	18,091	19,139	↓	↓	6,647	6,946
★Average number of adult families in shelters per day	1,866	2,110	2,212	↓	↓	2,138	2,384
★Average number of families with children in shelters per day	10,649	11,819	12,089	↓	↓	11,817	12,861
★Average number of single adults in shelters per day	10,116	11,330	12,727	↓	↓	12,195	13,120
Families with children receiving public assistance (average) (%)	81.8%	85.4%	81.6%	80.0%	85.0%	83.6%	82.0%
Average school attendance rate for children in the DHS shelter services system (%)	85.4%	83.9%	82.0%	*	*	84.5%	84.0%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	65.4%	52.9%	55.0%	85.0%	85.0%	51.8%	43.7%

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

**Goal 2b**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.00	0.01	0.00	↓	↓	NA	NA
★Critical incidents in the adult shelter system, per 1,000 residents	NA	NA	NA	↓	↓	NA	2.2
Violent critical incidents in the adult shelter system, per 1,000 residents	NA	NA	NA	*	*	NA	1.5
★Critical incidents in the adult family shelter system, per 1,000 residents	NA	NA	NA	↓	↓	NA	1.9
Violent critical incidents in the adult family shelter system, per 1,000 residents	NA	NA	NA	*	*	NA	1.3
★Critical incidents in the families with children shelter system, per 1,000 residents	NA	NA	NA	↓	↓	NA	0.8
Violent critical incidents in the families with children shelter system, per 1,000 residents	NA	NA	NA	*	*	NA	0.7
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$78.38	\$78.80	\$94.57	*	*	NA	NA
- Family facilities (\$) (annual)	\$101.50	\$105.37	\$120.22	*	*	NA	NA
Evaluations for human services contracts completed on time, as compared to the goal (%)	98.9%	99.4%	97.5%	*	*	NA	NA

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

**SERVICE 3** Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

**Goal 3a**

Facilitate exits and minimize clients' length of stay in shelters.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Single adults exiting to permanent housing	10,012	8,762	8,521	9,000	9,000	2,946	2,924
- subsidized	NA	3,085	3,885	*	*	1,324	1,297
- unsubsidized	NA	5,677	4,636	*	*	1,622	1,627
Adult families exiting to permanent housing	NA	908	970	*	*	318	351
- subsidized	NA	224	310	*	*	104	102
- unsubsidized	NA	413	318	*	*	128	97
Families with children exiting to permanent housing	NA	8,220	8,294	*	*	2,809	3,023
- subsidized	NA	4,527	5,365	*	*	1,817	1,930
- unsubsidized	NA	3,693	2,929	*	*	992	1,093
★Average length of stay for single adults in shelter (days)	305	329	355	↓	↓	345	373
★Average length of stay for adult families in shelter (days)	515	534	563	↓	↓	555	555
★Average length of stay for families with children in shelter (days)	427	430	431	↓	↓	435	408

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

**Goal 3b**

Minimize re-entries into the shelter services system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	21.7%	21.8%	18.9%	20.0%	20.0%	22.0%	17.9%
- subsidized exits (%)	10.2%	9.4%	8.3%	*	*	8.0%	9.0%
- unsubsidized exits (%)	25.3%	26.0%	24.5%	*	*	26.4%	24.9%
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	12.5%	14.2%	8.7%	12.5%	12.5%	12.8%	13.8%
★ - subsidized exits (%)	0.0%	1.0%	1.6%	↓	↓	2.4%	0.9%
★ - unsubsidized exits (%)	13.0%	18.3%	11.9%	↓	↓	15.4%	24.1%
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	12.5%	16.5%	10.0%	12.5%	12.5%	11.4%	7.8%
★ - subsidized exits (%)	2.4%	3.0%	1.4%	↓	↓	1.4%	0.9%
★ - unsubsidized exits (%)	13.4%	19.9%	19.9%	↓	↓	18.4%	20.5%

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

**SERVICE 4 Help unsheltered homeless individuals find stable, safe living situations.**

**Goal 4a**

Reduce the number of unsheltered homeless individuals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ 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	3,357	3,182	2,794	↓	↓	NA	NA
HOME-STAT clients placed into permanent, transitional and other housing	NA	NA	NA	*	*	NA	693

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

**AGENCY-WIDE MANAGEMENT**

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Collisions involving City vehicles	27	58	60	*	*	20	10
Workplace injuries reported	112	39	48	*	*	21	30

**AGENCY CUSTOMER SERVICE**

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	4,195	5,787	6,054	*	*	1,805	NA
Letters responded to in 14 days (%)	83.5%	70.4%	64.8%	*	*	72.2%	77.8%
E-mails responded to in 14 days (%)	80.5%	68.6%	61.37%	*	*	69%	49.85%
Average wait time to speak with a customer service agent (minutes)	24	15	10	*	*	NA	NA
CORE facility rating	89	95	100	*	*	NA	NA

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$1,043.3	\$1,169.8	\$1,400.6	\$1,297.9	\$1,688.5	\$1,431.9	\$681.3	\$872.7
Personnel	1,859	1,977	2,404	2238	2,368	2,394	2,131	2,478
Overtime paid (\$000,000)	\$9.0	\$9.4	\$13.6	5.5	5.5	5.5	\$3.7	\$4.0
Capital commitments (\$000,000)	\$21.9	\$20.4	\$11.6	65.9	\$64.9	\$70.0	\$0.0	\$2.8
Human services contract budget (\$000,000)	\$826.3	\$941.2	\$1,120.6	1037.2	\$1,345.1	\$1,121.9	\$316.9	\$369.7
<sup>1</sup> January 2017 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DHS has established a new set of critical incident standards for Fiscal 2017. Under these standards, critical incidents are incidents impacting upon the safety and well-being of any resident onsite. These include deaths, suicides, life-threatening injuries (including drug overdoses), assaults, rapes, sexual assaults, or attempted rapes or sexual assaults, arrests for alleged child abuse, fires, disasters, or other events that cause evacuation of the building or injury to shelter residents, heating, water, electrical failure that is more than four hours in duration, domestic violence that results in injury, criminal activity on the part of emergency shelter staff, or any misconduct on the part of emergency shelter staff that results in harm to the residents or other staff members. Previously reported figures are not comparable.
- With the rollout of the HOME-STAT program, the City partners existing homeless response and prevention programs with new innovations designed to better identify, engage, and transition homeless New Yorkers to appropriate services and, ultimately, permanent housing. To reflect this new program, DHS replaced previously reported indicators 'Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams' with 'HOME-STAT clients placed into permanent, transitional and other housing.' The previously reported indicator 'Response rate to 311 calls for homeless person assistance from constituents requesting a call back' is no longer reported.
- DHS now reports shelter exits and return to shelter indicators by placement type – subsidized and unsubsidized – for all client groups. DHS no longer reports the indicator 'Exits from the adult family shelter system, as compared to monthly goal (%)'. DHS introduced more ambitious Fiscal 2017 targets for the homelessness prevention indicators in Goal 1a "Provide effective interventions to households most at risk of homelessness." Numeric targets for shelter census indicators have been replaced with directional targets. DHS introduced new targets for the indicators 'Families with children receiving public assistance (average) (%)' and 'Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)'.

## ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:  
<http://www.nyc.gov/html/dhs/html/communications/stats.shtml>
- Homeless Outreach Population Estimate (HOPE) count results:  
<https://a071-hope.nyc.gov/hope/statistics.aspx>
- DHS daily report, including census & intake statistics:  
<http://www.nyc.gov/html/dhs/downloads/pdf/dailyreport.pdf>
- HOME-STAT information & results:  
<http://www1.nyc.gov/site/operations/projects/HomeStat.page>

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



# DEPARTMENT FOR THE AGING

Donna M. Corrado, Commissioner



## WHAT WE DO

The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. Thus far this year, DFTA served 163,927 older New Yorkers through its in-house and contracted programs, and provided 4.1 million meals (both home-delivered and at senior centers). The Department supports a broad range of services, both directly and through over 500 direct service contracts, which includes discretionary funds with community-based organizations.

## FOCUS ON EQUITY

The Department for the Aging (DFTA) aims to connect with the full range of older people in the City based on demographics, immigrant status and other factors, in order to link interested seniors from all backgrounds and with varied demographic characteristics with services and activities that promote their health and well-being. To achieve this, DFTA offers programs that are tailored to the varied cultures, ethnicities and backgrounds of older New Yorkers. Innovative Senior Centers and Neighborhood Centers offer culturally relevant programming such as varied health, education, and case assistance activities. In addition to senior centers, DFTA's core programs include services provided on site at Naturally Occurring Retirement Communities, home care, caregiver supports, and case management and home delivered meals for the largely homebound. The Department also offers a variety of supports to assist older people, such as elder abuse programs for victims of abuse and crime, employment services, and a resource center for grandparents and other relatives caring for children. DFTA's Advisory Board is made up of an ethnically and culturally diverse group of individuals with varied educational and professional backgrounds in order to promote input on programs and services that reflect a breadth of viewpoints. The Department contracts with over 500 direct service providers and works to ensure their diversity and excellence in meeting the needs of older New Yorkers from all backgrounds.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Provide health and nutrition opportunities to older New Yorkers.**

- Goal 1a Increase utilization of nutrition programs.
- Goal 1b Increase utilization of senior centers.

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### **SERVICE 2 Provide supportive services for seniors.**

- Goal 2a Increase supportive services to caregivers.
- Goal 2b Increase supportive services to the homebound.

## HOW WE PERFORMED

- During the first four months of Fiscal 2017, 29,299 older New Yorkers participated in activities and received meals at DFTA's 250 senior centers (234 Neighborhood Centers and 16 Innovative Senior Centers) each day. The number of congregate meals (breakfast, lunch, and dinner) served at senior centers remained stable during the reporting period at 2.6 million. Seniors also received approximately 1.49 million home delivered meals. In total, more than 4.1 million meals were provided.
- DFTA continues to support homebound older New Yorkers through its home delivered meal, case management, and home care programs. During the reporting period, hours of case management remained stable with homebound older New Yorkers receiving 168,553 hours of service. The number of hours of home care provided has increased by 34.6 percent in comparison to last year, with 437,197 hours of home care services provided to homebound older New Yorkers during this period.
- DFTA's caregiver services assist and support New York City caregivers who provide care for an older person, and to grandparents or other older adults caring for children. Caregivers and grandparents seeking services can receive them through DFTA's Alzheimer's and Caregiver Resource Center (ACRC), Grandparents Resource Center (GRC) and borough-based contracted caregiver providers. During the first four months of Fiscal 2017, 3,875 persons received information and/or supportive services through DFTA's in-house and contracted caregiver programs.

### SERVICE 1 Provide health and nutrition opportunities to older New Yorkers.

#### Goal 1a Increase utilization of nutrition programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Total meals served (000)	11,597	11,671	12,102	*	*	4,110	4,101

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

#### Goal 1b Increase utilization of senior centers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Senior center utilization rate (%)	86.0%	85.0%	86.0%	95.0%	95.0%	89.4%	89.0%
Average daily attendance at senior centers	23,983	27,812	29,682	26,342	26,342	28,416	29,299

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

### SERVICE 2 Provide supportive services for seniors.

#### Goal 2a Increase supportive services to caregivers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Persons who received information and/or supportive services through DFTA's in-house and contracted Caregiver programs	9,296	11,033	11,342	*	*	4,224	3,875

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

**Goal 2b**

Increase supportive services to the homebound.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Hours of home care services provided	996,105	906,442	1,097,543	961,500	961,500	324,757	437,197
★ Total recipients of home care services	3,250	2,928	3,826	2,900	2,900	2,814	3,060
Hours of case management services provided	458,432	456,838	534,769	462,112	462,112	169,254	168,553
Total recipients of case management services	28,233	28,898	32,773	*	*	23,678	24,697

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	523	428	892	*	*	196	246
Letters responded to in 14 days (%)	59.4%	77.2%	86.5%	*	*	89.0%	80.0%
E-mails responded to in 14 days (%)	96.5%	75.7%	81.4%	*	*	77.1%	87.0%
CORE facility rating	100	100	96	*	*	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Housing Options (14 days)	99%	94%	90%	*	*	87%	90%
Percent meeting time to first action - Home Delivered Meals for Seniors - Missed Delivery (14 days)	100%	100%	100%	*	*	100%	100%
Percent meeting time to first action - Elder Abuse (5 days)	72%	76%	67%	*	*	68%	83%
Percent meeting time to first action - Alzheimers Care Information (14 days)	87%	95%	85%	*	*	78%	86%
Percent meeting time to first action - Senior Center Complaint (14 days)	96%	97%	99%	*	*	98%	99%

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$263.9	\$285.2	\$305.4	\$330.9	\$341.0	\$306.5	\$197.0	\$198.8
Revenues (\$000,000)	\$1.1	\$1.1	\$0.3	\$1.0	\$1.0	\$1.0	\$0.2	\$0.3
Personnel	660	727	731	690	720	720	636	662
Overtime paid (\$000)	\$28	\$35	\$17	\$0	\$0	\$0	\$6	\$2
Capital commitments (\$000,000)	\$5.5	\$1.7	\$1.2	\$10.5	\$19.5	\$12.6	\$0.0	\$2.1
Human services contract budget (\$000,000)	\$225.0	\$244.9	\$264.3	\$276.7	\$284.1	\$253.3	\$92.4	\$95.9

<sup>1</sup>January 2017 Financial Plan

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

"NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

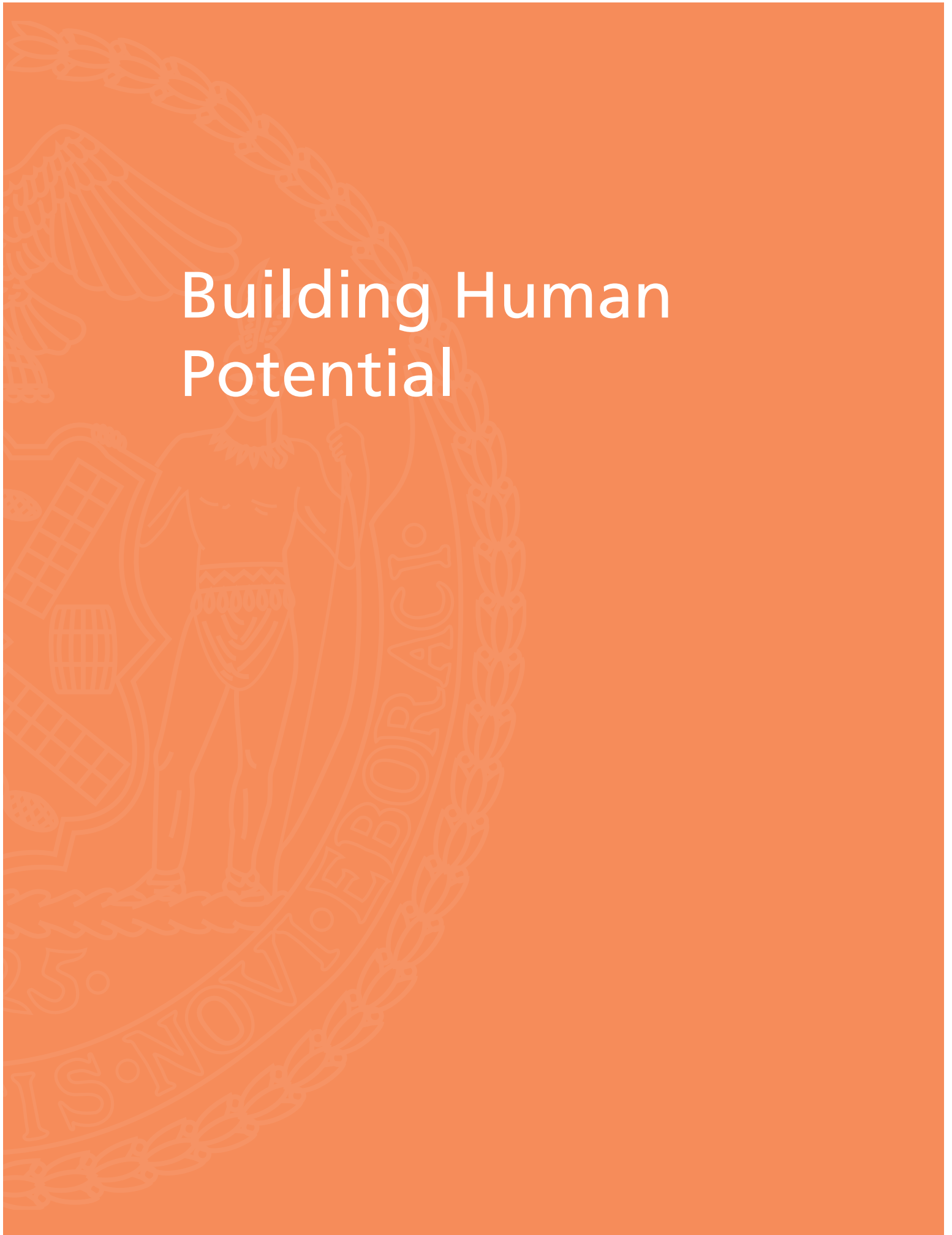
None.

## ADDITIONAL RESOURCES

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



# Building Human Potential



# Building Human Potential



Department of  
Education

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Public  
Libraries

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School Construction  
Authority

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City University of  
New York

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Department of Youth  
and Community  
Development

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Department of Small  
Business Services

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## WHAT WE DO

The Department of Education (DOE) provides primary and secondary education to over one million students, from pre-kindergarten to grade 12, in 32 school districts in over 1,800 schools and employs approximately 77,000 teachers. DOE prepares students to meet grade level standards in reading, writing and math, and prepares high school students to graduate ready for college and careers. The School Construction Authority (SCA), reported separately, coordinates the development of DOE's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools and supervises conversion of administrative space for classroom use.

## FOCUS ON EQUITY

DOE is committed to putting every student—from pre-kindergarten through twelfth grade—on a path to college and a meaningful career. In fall 2015, Mayor Bill de Blasio and Chancellor Carmen Fariña announced an ambitious set of goals for New York City schools: By 2026, 80 percent of students will graduate high school on time, and two-thirds will be college ready. To reach these goals, DOE is focusing on ensuring a strong foundation for students through its Pre-K for All and Universal Literacy programs; building the capacity of teachers through increased opportunities for professional development; increasing student access to the courses they need to succeed, including Computer Science for All and AP for All; engaging students and families; and ensuring that programming and support are tailored to the needs of each community. The Equity and Excellence for All agenda is an essential part of our work to ensure all students receive a world-class education and have the opportunity to reach their full potential.

## OUR SERVICES AND GOALS

### SERVICE 1 Educate New York City's children.

- Goal 1a Improve academic achievement.
- Goal 1b Promote parental involvement in education.

### SERVICE 2 Support children with special needs.

- Goal 2a Improve the ability of English Language Learners to learn English and improve academic progress.
- Goal 2b Improve the ability of students with disabilities to progress academically and socially.

### SERVICE 3 Prepare children to become productive, engaged adults.

- Goal 3a Increase the percentage of high school graduates enrolling in post-secondary education or training.
- Goal 3b Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

### SERVICE 4 Maintain and enhance the City's educational facilities.

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

## HOW WE PERFORMED

- Fiscal 2016 figures for 4-year graduation and dropout rates and Fiscal 2014 figures for 6-year graduation and dropout results are not available for inclusion in this report and will appear in the full-year Fiscal 2017 Mayor's Management Report.
- During the first four months of Fiscal 2017, all parent engagement indicators remained stable or improved. The number of school-based workshops offered to parents remained stable at 8,000. Attendance at parent-teacher conferences increased by 45 percent, to approximately 428,000. The positive growth is attributed to broader promotion of the importance of family welcome nights in September, consistent with the Department's priority for schools to engage with families in creative ways. Promotion of these nights was included in email newsletters and webpages for principals, parent coordinators and district office staff. This increase also includes parent-teacher conference attendance for middle schools, which occurred in late October 2016.
- During the 2015-2016 School Year, more students graduated ready for college and careers as measured by New York City's College Readiness Index. Among all students in the ninth grade cohort, the percentage of students meeting the standard increased from 34.6 percent to 37.2 percent. For the 2014-2015 School Year, the percentage of students who graduated from high school and enrolled in a college or other post-secondary program within six months increased 1.6 percentage points to 54.6 percent, compared to 53 percent for the 2013-2014 School Year. Data for the class of 2016 will be reported in the Preliminary Fiscal 2018 Mayor's Management Report.
- The percentage of all NYC seniors – students in the Class of 2016, who started high school in Fall 2012 – who took at least one Advanced Placement (AP) exam during their four years of high school increased to 31.1 percent, a 2.4 percentage point increase from the Class of 2015. The increases in participation and performance are supported by the DOE's AP Expansion program, which brought new AP courses to over 70 schools since 2013. AP for All builds on this work, and this school year, 63 high schools are offering new AP courses through the initiative, including 31 that offered no AP courses during the 2015-16 school year.
- School building condition generally improved in Fiscal 2015. The hazardous building violations backlog declined by 15 percent, from 113 to 96; and school building ratings improved. The percentage of buildings rated to be in "good condition" or "fair to good condition" increased from 49.9 percent to 51.6 percent. Building ratings in other categories remained stable or improved.
- The Department has a long-established collaborative partnership with the NYPD's School Safety Division, which works to provide a safe and secure learning environment in every school building. DOE's work with the School Safety Division includes establishing safety protocols and procedures in schools, developing school safety and emergency preparedness plans, maintaining a safe environment for students and staff. In addition, the Department's Office of Safety and Youth Development works closely with schools to provide a safe, supportive and inclusive environment by investing in and expanding successful school climate programs – including restorative trainings, mental health programs and social-emotional supports. Through October 2016, the NYPD reported more school safety incidents in two of the three categories. Incidents in other criminal categories declined from 379 to 372 and felony incidents increased from 128 to 133. The number of non-criminal incidents increased by nearly 13 percent from 743 to 839.



# SERVICE 1 Educate New York City's children.

## Goal 1a

## Improve academic achievement.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,104.5	1,122.8	1,134.0	*	*	1,134.0	1,142.0
Student Enrollment as of October 31 in full day pre-kindergarten	19,287	53,120	68,547	*	*	NA	NA
★Average daily attendance (%)	91.1%	91.7%	91.9%	92.9%	93.9%	93.2%	92.9%
- Elementary/middle (%)	92.9%	93.4%	93.6%	94.6%	95.6%	95.2%	94.9%
- High school (%)	87.0%	87.9%	88.6%	89.6%	90.6%	88.9%	88.9%
Students with 90% or better attendance rate (%)	72.4%	74.5%	75.0%	76.0%	77.0%	83.6%	81.4%
★Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	28.4%	30.4%	38.0%	39.0%	41.0%	NA	NA
★ - Math (%)	34.2%	35.2%	36.4%	37.4%	39.4%	NA	NA
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	28.0%	29.5%	38.3%	*	*	NA	NA
- Math (%)	27.9%	23.3%	24.0%	*	*	NA	NA
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	11.0%	12.2%	18.4%	*	*	NA	NA
- Math (%)	12.7%	9.7%	9.9%	*	*	NA	NA
Students in grades 1 to 9 promoted (%)	94.7%	96.0%	96.3%	98.0%	98.0%	NA	NA
Students in the graduating class taking required Regents examinations (%)	76.7%	77.3%	76.5%	77.6%	77.6%	NA	NA
Students passing required Regents examinations (%)	68.8%	70.1%	69.8%	75.0%	75.0%	NA	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	75.7%	78.4%	79.1%	80.0%	80.0%	NA	NA
- Math (%)	77.6%	78.5%	79.1%	80.0%	80.0%	NA	NA
- United States history and government (%)	70.8%	72.4%	71.4%	75.0%	75.0%	NA	NA
- Global history (%)	69.2%	69.4%	67.9%	75.0%	75.0%	NA	NA
- Science (%)	73.8%	74.8%	74.7%	80.0%	80.0%	NA	NA
★Students in cohort graduating from high school in 4 years (%) (NYSED)	68.4%	70.5%	NA	71.5%	71.5%	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)	9.7%	9.0%	NA	8.0%	8.0%	NA	NA
Students in cohort dropping out from high school in 6 years (%) (NYSED)	NA	NA	NA	*	*	NA	NA
★Average class size - Kindergarten	22.8	22.9	22.6	22.1	22.1	22.6	22.0
★ - Grade 1	25.1	24.9	24.9	24.4	24.4	24.9	24.6
★ - Grade 2	25.3	25.3	25.2	24.7	24.7	25.3	25.1
★ - Grade 3	25.5	25.6	25.7	25.2	25.2	25.8	25.4
★ - Grade 4	25.9	26.1	26.1	25.6	25.6	26.1	26.1
★ - Grade 5	26.0	26.0	26.3	25.8	25.8	26.2	26.1
★ - Grade 6	26.6	26.4	26.7	26.2	26.2	26.6	26.8
★ - Grade 7	27.1	27.3	27.1	26.6	26.6	27.1	27.0
★ - Grade 8	27.8	27.3	27.4	26.9	26.9	27.4	27.3

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

**Goal 1b** Promote parental involvement in education.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Phone calls responded to by parent coordinator or parent engagement designee (000)	3,910	5,458	6,060	5,000	5,000	1,322	1,472
In-person consultations with parents by PC or parent engagement designee (000)	1,275	1,450	1,593	1,400	1,400	391	407
School-based workshops offered to parents (000)	31	39	41	37	37	8	8
Parents attending school-based workshops (000)	785	976	1,036	1,037	1,037	251	282
Parents attending Fall and Spring Parent-Teacher Conferences (000)	1,437	1,910	1,983	1,984	1,984	296	428

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

**SERVICE 2** Support children with special needs.

**Goal 2a** Improve the ability of English Language Learners to learn English and improve academic progress.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Students enrolled as English Language Learners (000)	154	150	151	*	*	NA	NA
English language learners testing out of ELL Programs (%)	17.4%	18.2%	13.1%	14.1%	14.1%	NA	NA
★ English language learners testing out of ELL programs within 3 years (%)	53.0%	61.3%	57.7%	58.7%	58.7%	NA	NA

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

**Goal 2b** Improve the ability of students with disabilities to progress academically and socially.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSESED)	40.5%	41.1%	NA	42.1%	43.1%	NA	NA
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSESED)	NA	NA	NA	↑	↑	NA	NA
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSESED)	15.8%	15.4%	NA	14.4%	13.4%	NA	NA
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSESED)	NA	NA	NA	*	*	NA	NA
Students receiving special education services (preliminary unaudited)	260,791	270,722	283,017	*	*	272,271	282,710
Special education enrollment - School-age	230,928	239,619	251,755	*	*	249,007	259,473
- Public school	192,110	200,259	206,839	*	*	205,728	210,620
- Non-public school	38,818	39,360	44,916	*	*	43,279	48,853
Special education enrollment - Pre-school	29,863	31,103	31,262	*	*	23,264	23,237
- Public school	1,502	1,420	2,124	*	*	1,626	1,719
- Non-public school	28,361	29,683	29,138	*	*	21,638	21,518
Students recommended for special education services	27,651	28,995	29,179	*	*	5,212	3,660
Students no longer in need of special education services	5,464	5,726	5,864	*	*	1,955	2,324
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	6.7%	16.4%	21.7%	22.7%	23.7%	NA	NA
★ - Math (%)	11.4%	13.5%	14.7%	15.7%	16.7%	NA	NA

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

## SERVICE 3 Prepare children to become productive, engaged adults.

### Goal 3a

Increase the percentage of high school graduates enrolling in post-secondary education or training.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Percent of high school cohort taking the SAT at least once in 4 years of high school	58.1%	59.4%	59.7%	60.7%	70.0%	NA	NA
Percent of high school cohort who graduate ready for college and careers	32.6%	34.6%	37.2%	38.8%	40.4%	NA	NA
Percent of high school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months	53.0%	54.6%	NA	55.6%	56.6%	NA	NA

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

### Goal 3b

Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	27.0%	28.7%	31.1%	33.1%	35.1%	NA	NA
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	15.4%	15.9%	17.1%	19.1%	21.1%	NA	NA
Percent of students who successfully completed approved rigorous courses or assessments	46.0%	46.0%	47.4%	48.4%	49.4%	NA	NA

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

## SERVICE 4 Maintain and enhance the City's educational facilities.

### Goal 4a

Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Schools that exceed capacity - Elementary schools (%)	33.0%	65.0%	59.0%	*	*	NA	NA
- Middle schools (%)	13.0%	24.5%	22.0%	*	*	NA	NA
- High schools (%)	31.0%	48.7%	36.0%	*	*	NA	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	31.0%	54.0%	54.0%	*	*	NA	NA
- High schools (%)	44.0%	48.7%	47.0%	*	*	NA	NA
Total new seats created	5,380	15,210	6,241	8,084	3,853	0	0
Hazardous building violations total backlog	119	109	94	*	*	113	96
★ School building ratings - Good condition (%)	0.6%	0.7%	1.1%	↑	↑	NA	NA
★ - Fair to good condition (%)	43.8%	49.2%	50.5%	↑	↑	NA	NA
★ - Fair condition (%)	55.6%	50.0%	48.3%	*	*	NA	NA
★ - Fair to poor condition (%)	0.0%	0.1%	0.1%	↓	↓	NA	NA
- Poor condition (%)	0.0%	0.0%	0.0%	*	*	NA	NA

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ School safety - Seven major felony crimes	654	614	532	↓	↓	128	133
★ - Other criminal categories	2,485	2,286	2,219	↓	↓	379	372
★ - Other incidents	3,811	3,975	4,092	↓	↓	743	839
Average lunches served daily	614,698	619,718	599,920	*	*	NA	NA
Average breakfasts served daily	224,377	226,572	244,666	*	*	NA	NA
Average expenditure per student (\$)	\$20,814	\$21,667	NA	*	*	NA	NA
- Elementary school (\$)	\$20,398	\$21,328	NA	*	*	NA	NA
- Middle school (\$)	\$20,107	\$21,022	NA	*	*	NA	NA
- High school (\$)	\$18,658	\$19,206	NA	*	*	NA	NA
- Full-time special education (District 75) (\$)	\$85,549	\$89,887	NA	*	*	NA	NA
Average direct services to schools expenditure per student (\$)	\$17,615	\$18,365	NA	*	*	NA	NA
Teachers	74,103	74,922	76,351	*	*	76,039	77,446
Teachers with 5 or more years teaching experience (%)	75.3%	71.2%	68.5%	*	*	68.5%	66.9%
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Principals with 4 or more years experience as principal (%)	59.5%	60.0%	59.9%	*	*	NA	NA
Teachers absent 11 or more days (%)	15.9%	14.1%	13.6%	*	*	NA	NA
Collisions involving City vehicles	45	55	52	*	*	18	14
Workplace injuries reported	2,986	3,120	2,997	*	*	674	798
Accidents in schools - students	40,025	41,235	42,314	*	*	8,567	8,294
Accidents in schools - public	631	669	730	*	*	171	167

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	32,267	49,922	54,626	*	*	NA	NA
Letters responded to in 14 days (%)	79%	75.1%	72.5%	73.5%	74.5%	NA	NA
E-mails responded to in 14 days (%)	62%	64.3%	60.4%	61.4%	62.4%	NA	NA
CORE facility rating	97	94	94	90	90	NA	NA
Parents completing the NYC School Survey	485,696	459,929	497,331	*	*	NA	NA
Customers rating service good or better (%) (as applicable)	95%	95%	95%	90%	90%	NA	NA

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$20,085.3	\$20,999.4	\$22,421.6	\$23,189.5	\$23,310.3	\$24,325.7	\$8,360.6	\$8,916.9
Revenues (\$000,000)	\$88.8	\$77.6	\$75.6	\$55.9	\$64.4	\$64.4	\$25.6	\$19.9
Personnel	134,426	137,078	141,311	140,930	144,077	144,937	139,533	142,909
Overtime paid (\$000,000)	\$16.6	\$19.2	\$20.7	\$11.9	\$11.9	\$11.9	\$3.7	\$4.0
Human services contract budget (\$000,000)	\$762.9	\$765.9	\$786.6	\$863.0	\$851.5	\$838.6	\$175.5	\$161.8

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department is now reporting 'Students in the graduating class taking required Regents examinations (%)' in place of the previously reported count of 'Students in the graduating class taking required Regents examinations'.
- The Department revised the calculation method for the Regents Exam results series of indicators and Advanced Placement (AP) results indicators. Previously reported figures have been revised to reflect the new calculation method. Previously published targets for these indicators have been revised accordingly.
- The Department revised Fiscal 2017 targets for the following indicators: 'Percent of high school cohort taking the SAT at least once in 4 years of high school,' 'Percent of high school cohort who graduate ready for college and careers,' 'Percent of high school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months' and 'Percent of students who successfully completed approved rigorous courses or assessments.'
- Fiscal 2016 figures for 4-year graduation and dropout rates and Fiscal 2014 figures for 6-year graduation and dropout rates are not available for inclusion in this report and will appear in the full-year Fiscal 2017 Mayor's Management Report.
- For the class of 2016, results for 'Percent of high school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months' will be available in the Preliminary Fiscal 2018 Mayor's Management Report.
- The Fiscal 2017 target for the indicator 'Total new seats created' has been revised.

## ADDITIONAL RESOURCES

For additional information, go to:

- Performance data:  
<http://schools.nyc.gov/Accountability>
- School Quality report data:  
<http://schools.nyc.gov/Accountability/tools/report>
- School survey information and results:  
<http://schools.nyc.gov/Accountability/tools/survey>
- School quality review information and reports:  
<http://schools.nyc.gov/Accountability/tools/review>

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





## WHAT WE DO

The School Construction Authority (SCA) is the agency accountable for new school construction and major renovations to older schools. SCA is responsible for all capital planning, budgeting, design and operations. SCA coordinates the development of the Department of Education's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools and supervises conversion of administrative space for classroom use.

## FOCUS ON EQUITY

SCA is committed to designing and constructing safe, attractive and environmentally sound public schools for children throughout all of the City's communities. SCA has set its priorities, including reducing overcrowding, upgrading schools and improving access to technology to reflect this commitment. The Fiscal 2015-2019 Capital Plan creates tens of thousands of new seats in areas projected for enrollment growth, directly addressing overcrowding and the goal of creating additional high-quality, full-day pre-kindergarten seats for neighborhoods throughout the City. Furthermore, the Capital Plan calls for much-needed improvements for aging infrastructure throughout the five boroughs.

## OUR SERVICES AND GOALS

### **SERVICE 1 Design and construct new schools, additions and capital improvement projects authorized by the Department of Education's Five-Year Capital Plan.**

- Goal 1a Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.
- Goal 1b Achieve cost efficiencies in construction.
- Goal 1c Increase the number of capital improvement projects completed on schedule and within budget.
- Goal 1d Ensure project safety and quality.

## HOW WE PERFORMED

- During the first four months of Fiscal 2017 the percentage of capital improvement projects constructed within budget improved 15 percentage points to 89 percent. The percentage of projects constructed on time declined by two percentage point to 72 percent.

### SERVICE 1 Design and construct new schools, additions and capital improvement projects authorized by the Department of Education's Five-Year Capital Plan.

**Goal 1a** Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total new seats created	5,380	15,210	6,241	8,084	3,853	0	0
★ New schools and additions constructed	11	52	29	25	8	NA	NA

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

**Goal 1b** Achieve cost efficiencies in construction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Construction bid price for school capacity projects per square foot (\$)	\$630	\$771	\$752	\$700	\$700	NA	NA
Average new school construction cost per square foot - Early childhood (\$)	NA	NA	NA	*	*	NA	NA
- Elementary (\$)	\$552	\$631	\$657	*	*	NA	NA
- Intermediate (\$)	\$604	NA	\$573	*	*	NA	NA
- High school (\$)	NA	\$498	NA	*	*	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	92.6%	92.9%	93.0%	100.0%	100.0%	NA	NA
★ Scheduled new seats constructed on time (%)	100%	100%	96%	100%	100%	NA	NA
★ Capital improvement projects constructed on time or early (%)	72%	72%	86%	80%	80%	74%	72%
★ Capital improvement projects constructed within budget (%)	80%	83%	73%	80%	80%	74%	89%

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



**Goal 1d** Ensure project safety and quality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Ultimate cost of insurance losses as % of construction value (per calendar year)	4.66%	6.62%	NA	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Personnel	671	677	741	800	800	800	691	757
Capital commitments (\$000,000)	\$2,086.7	\$2,884.4	\$2,568.0	\$3,121.3	\$4,081.9	\$3,035.8	\$745.6	\$548.8
<sup>1</sup> January 2017 Financial Plan "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- SCA revised Fiscal 2017 targets for the indicators 'New schools and additions constructed' and 'Total new seats created' SCA set new Fiscal 2018 targets for two indicators: 'New schools and additions constructed' and 'Total new seats created'.
- Previously published Fiscal 2016 data for 'Total new seats created' was revised to reflect current figures.

## ADDITIONAL RESOURCES

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



# DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

**Bill Chong, Commissioner**



## WHAT WE DO

The Department of Youth and Community Development (DYCD) sponsors a network of community-based programs to alleviate the effects of poverty and provide opportunities for New Yorkers and communities. DYCD's diverse range of programs includes services to help low-income individuals and families become more self-sufficient, literacy programs that help adults and adolescents further their education and advance their careers, and programs that assist immigrants. DYCD's afterschool programs, known as COMPASS NYC (Comprehensive After-School System of NYC), offer school-age youth a mix of academic support, sports/recreational activities, and arts and cultural experiences when school is out. As part of the City's broader commitment to providing free afterschool programs to all middle school students, SONYC (School's Out NYC), a component of COMPASS, provides opportunities for more than 61,000 young people in grades six to eight, including justice-involved youth and young people living in Department of Homeless Services' family shelters. DYCD also oversees the City's youth workforce development system, 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, and the City's portfolio of services for runaway and homeless youth. The Department supports 80 Beacon community centers, housed in public schools, which serve youth, adults and families, as well as 94 Cornerstone community center programs in NYCHA facilities.

## FOCUS ON EQUITY

Prioritizing investments to help eliminate disparities and improve the quality of life of all New Yorkers is among the key principles that guide the development and implementation of DYCD programs. DYCD achievements include significant expansions in programs for young people, NYCHA residents, and runaway and homeless youth, including those who identify as transgender. To continue to broaden access and heighten awareness of services, DYCD is improving protocols and systems used to assess community needs, enroll participants, and track results, as well as supporting the expansion of provider networks and partnerships with sister agencies to offer individuals and families pathways to holistic services. Going forward, DYCD will add a focus on gender equity, joining in the City's efforts to identify and remove barriers for girls and young women, LGBTQ New Yorkers and other vulnerable populations.

## OUR SERVICES AND GOALS

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### **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.

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### **SERVICE 2 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.**

- 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.

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### **SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.**

- Goal 3a Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.
- Goal 3b Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.
- Goal 3c Maximize the number of New York City immigrants receiving services that improve language and employment skills and help families support their children's education and successfully integrate into their new communities.

## HOW WE PERFORMED

- Indicators for DYCD's Runaway and Homeless Youth (RHY) programs demonstrate upward trends in several respects. The number of runaway and homeless youth provided with crisis beds increased to 1,102 in the first four months of Fiscal 2017, 13.5 percent more than the 971 youth served during the same time period in Fiscal 2016. Similarly, the number of youth served through Transitional Independent Living (TIL) beds rose to 387 at the end of the Fiscal 2017 four-month period, an increase of 81.7 percent from the 213 youth served over the corresponding period a year earlier. These increases largely reflect the increase in certified residential beds: at the end of the Fiscal 2017 four-month period RHY programs had 441 certified residential beds, 78 beds more than previously. Program outcomes also improved. The percent of youth reunited with family or placed in a suitable environment from TIL facilities increased to 94 percent, compared to 58 percent during the same time period in Fiscal 2016, while the percent of youth reunited with family or placed in a suitable environment from crisis shelters increased to 88 percent, a nine percent increase from the same time period in Fiscal 2016.
- DYCD's COMPASS programs continue on the positive trajectory that began with the City's largest ever expansion of afterschool in late Fiscal 2014, enrolling 106,280 youth across all age levels in the first four months of Fiscal 2017, a four percent increase over the 102,121 youth enrolled in COMPASS programs during the same period of Fiscal 2016. The percent of all COMPASS school-year programs meeting their target enrollment during the Fiscal 2017 four-month period increased to 87 percent, up from 83 percent in the first four months of Fiscal 2016. In particular, 85 percent of SONYC school-year afterschool programs for middle school youth met their target enrollments by the end of the Fiscal 2017 four-month period, a seven percent increase from the 78 percent achieved during the same time period in Fiscal 2016.
- Participation in DYCD's Summer Youth Employment Program (SYEP) reached a new high of 60,113 in the summer of Fiscal 2017, representing an increase of 10.7 percent over the previous summer. The growth in enrollment reflects increased funding, which rose to \$93.4 million in summer 2016 from \$79.9 million in summer 2015. The number of work sites for participants also rose to 10,850 from 9,156. SYEP provides six weeks of work and community service experience for youth at community-based organizations, government agencies and private sector businesses.
- Participation in DYCD's literacy programs reached a new high of 4,372 for the Fiscal 2017 four-month period, a 57.7 percent increase from the 2,772 participants served during the same time period last year.

### SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Number of young people involved in DYCD-funded programs	247,705	288,767	317,341	*	*	NA	NA
Comprehensive After School System of NYC (COMPASS NYC) enrollment	71,585	112,600	122,792	110,000	110,000	102,121	106,280
★ COMPASS NYC programs meeting target enrollment (school year) (%)	95%	96%	94%	85%	85%	83%	87%
★ COMPASS NYC programs meeting target enrollment - SONYC/middle school (school year) (%)	92%	95%	91%	85%	85%	78%	85%
★ COMPASS NYC programs meeting target enrollment - elementary (school year) (%)	99%	100%	99%	90%	90%	95%	96%
★ COMPASS NYC programs meeting target enrollment (summer) (%)	95%	92%	80%	90%	90%	80%	81%
Beacon programs' enrollment as a percentage of the minimum annual target (%)	110%	110%	100%	100%	100%	75%	43%
Calls to Youth Connect	34,191	47,281	55,538	48,000	50,000	17,729	16,202

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

**Goal 1b**

Runaway and homeless youth will reunite with their families or live independently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Youth reunited with family or placed in a suitable environment from crisis shelters (%)	83%	89%	77%	75%	75%	79%	88%
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	93%	92%	89%	85%	85%	58%	94%
Certified residential beds for runaway or homeless youth	329	337	441	*	*	363	441
Runaway and homeless youth served - crisis beds	1,744	2,193	2,539	1,400	2,250	971	1,102
Runaway and homeless youth served - transitional independent living beds	355	361	519	250	525	213	387
★ Utilization rate for crisis beds (%)	98%	99%	96%	90%	90%	98%	93%
★ Utilization rate for transitional independent living beds (%)	94%	96%	91%	85%	90%	94%	89%

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

**SERVICE 2 Increase youth capacity for economic independence through programs that provide work related education, skills training and employment opportunities.**

**Goal 2a**

Young people will complete DYCD-funded training and employment programs at high levels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Summer Youth Employment Program (SYEP) participants	35,957	47,126	54,263	60,000	65,000	54,263	60,113
Number of Summer Youth Employment Program contracts	98	98	100	*	*	NA	NA
Value of Summer Youth Employment Program contracts (\$000)	\$15,036	\$17,145	\$18,563	*	*	NA	NA
Participants in WIA-funded Out-of-School Youth program	1,721	1,800	2,265	*	*	NA	NA
Participants in WIA-funded In-School Youth program	2,527	2,678	2,766	*	*	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 Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Youth who are out-of-school, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training in the 1st quarter after exiting the program (%)	68%	68%	68%	69%	69%	69%	NA
★ Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	78%	82%	85%	69%	69%	NA	NA
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	65%	68%	70%	63%	63%	81%	NA
Youth who attend a DYCD-funded training or employment program while in school and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	77%	78%	83%	63%	63%	NA	NA

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

## SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.

**Goal 3a** Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	61%	67%	64%	60%	60%	22%	33%
Participants in community anti-poverty programs	23,403	19,128	19,480	*	*	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Participants in DYCD-funded English literacy programs	4,306	4,068	6,003	5,100	5,100	2,772	4,372
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	54%	52%	54%	55%	55%	NA	NA

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

**Goal 3c** Maximize the number of New York City immigrants receiving services that improve language and employment skills and help families support their children's education and successfully integrate into their new communities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Participants achieving positive outcomes in immigration assistance programs (%)	58%	59%	58%	50%	50%	31%	31%
Participants in immigration assistance programs	5,422	7,058	3,505	*	*	NA	NA

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Contracts terminated	4	2	13	2	0	10	0
★ Agency assessments completed as a percent of total agency contracts (%)	91%	56%	90%	90%	90%	NA	NA
Fiscal audits conducted	305	290	344	345	345	0	0
Expenditure report reviews	25,352	21,687	25,433	*	*	NA	NA
★ Programmatic reviews/contract monitoring	11,008	14,622	16,832	*	*	NA	NA
Agency assessments completed	1,579	732	1,356	*	*	NA	NA
Contracts funded	2,691	3,046	2,502	*	*	NA	NA
Value of agency contracts (\$000)	\$328,301	\$478,784	\$548,747	*	*	NA	NA
Value of intracity agreements (\$000)	\$5,366	\$9,460	\$6,945	*	*	NA	NA

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed customer requests for interpretation	1,515	1,986	2,380	*	*	899	712
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Calls answered in 30 seconds (%)	94%	47%	47.82%	*	*	51%	78%

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$404.4	\$581.9	\$664.7	\$727.5	\$748.8	\$636.5	\$394.8	\$439.5
Personnel	426	503	525	525	568	519	487	517
Overtime paid (\$000)	\$134	\$167	\$111	\$154	\$154	\$154	\$25	\$42
Human services contract budget (\$000,000)	\$318.1	\$463.2	\$523.2	\$632.5	\$583.4	\$528.6	\$143.5	\$155.4

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The agency was unable to provide data for the first four months of Fiscal 2017 for two indicators, 'Youth who are out-of-school, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training in the 1st quarter after exiting the program (%)' and '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 (%)'. The implementation of the Workforce Innovation and Opportunity Act has introduced changes to definitions and reporting, which has resulted in delays in DYCD obtaining the data needed for its calculations of these indicators. The agency expects to have these indicators available for the Fiscal 2017 Mayor's Management Report.
- The agency reduced its Fiscal 2018 target for 'Contracts terminated' to zero, consistent with its current practice of working with its contractors through technical assistance and corrective action plans to resolve business problems and issues and minimize termination of contracts.

## ADDITIONAL RESOURCES

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



# PUBLIC LIBRARIES

**Nicholas A. Gravante, Jr., Chair – Brooklyn Public Library System**

**Evan R. Chesler, Chair – New York Public Library System**

**Carl S. Koerner, Chair – Queens Borough Public Library System**



## WHAT WE DO

Library services are provided through three independent systems: the Brooklyn Public Library, the New York Public Library and the Queens Borough Public Library. These systems operate 217 local library branches throughout the City and four research library centers in Manhattan. The libraries offer free and open access to books, periodicals, electronic resources, mobile technology and non-print materials. Reference and career services, Internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

## FOCUS ON EQUITY

New York City's public libraries (Brooklyn Public Library, New York Public Library and Queens Library) focus on equitable service delivery by ensuring that all New Yorkers have fair and unfettered access to information, resources and programs at over 200 community-based library and literacy locations throughout the five boroughs. The three systems maintain robust and diverse collections in multiple languages and provide free Wi-Fi, computers and other technology for the public, serving as a critical link for disconnected and low-income households. In Fiscal 2015, the three library systems promoted equitable access to mobile technology by beginning to lend mobile internet access devices, and in Fiscal 2016, they continued to expand their offerings of educational programs and services, with early child literacy development and after school initiatives, English as a Second Language classes, High School Equivalency test preparation, computer skills training and job seeker services. The libraries also provided offerings aligned with the Mayor and Chancellor's Equity and Excellence initiatives, including collections that support Pre-K for All and literacy provider training. As part of the City's vision to serve communities most in need of the valuable services libraries provide, the City's public libraries have expanded their services offered to incarcerated New Yorkers and to the homeless. These services include the citywide expansion of Video Visitation services, allowing incarcerated people to communicate with their loved ones through video conferencing. The libraries have also expanded offerings for literacy programs in shelters and continue to partner with the Department of Homeless Services to better serve the homeless community.

## BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Average weekly scheduled hours	42.0	45.0	49.3	49.7	49.7	49.3	50.5
Libraries open seven days per week (%)	3%	3%	8%	8%	8%	8%	8%
★Libraries open six days per week (%)	38%	65%	100%	100%	100%	100%	100%
★Circulation (000)	15,731	15,205	14,933	14,993	14,993	5,194	4,999
Reference queries (000)	4,053	4,406	4,008	4,008	4,008	1,084	1,024
Electronic visits to website (000)	10,748	11,391	11,161	11,719	11,719	3,941	3,666
Computers for public use	1,436	1,436	1,633	1,673	1,673	1,633	1,673
Computer sessions (000)	2,152	2,188	2,164	2,188	2,207	767	710
Wireless sessions	412,437	424,463	510,172	535,681	562,465	156,545	198,444
Program sessions	41,094	47,100	64,539	66,475	69,799	18,991	22,022
★Program attendance	782,805	928,740	994,279	1,024,107	1,054,831	325,344	325,053
★Library card holders (000)	1,243	1,362	1,523	1,569	1,600	NA	NA
Active library cards (000)	761	696	630	*	*	697	645
New library card registrations	205,089	192,156	126,082	*	*	48,716	47,050
★Total library attendance (000)	8,432	8,699	8,686	9,120	9,212	2,970	2,982

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

## NEW YORK PUBLIC LIBRARY - BRANCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Average weekly scheduled hours	46.6	46.6	50.0	50.0	50.0	47.6	50.0
Libraries open seven days per week (%)	4%	4%	8%	8%	8%	8%	8%
★Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★Circulation (000)	24,722	23,296	22,723	22,100	22,100	7,642	7,706
Reference queries (000)	8,446	9,047	9,141	9,000	9,000	3,477	3,482
Electronic visits to website (000)	32,722	30,852	29,849	*	*	10,519	NA
Computers for public use	4,180	4,530	4,647	4,660	4,660	4,530	4,647
Computer sessions (000)	3,306	3,287	3,214	3,180	3,180	1,108	1,125
Wireless sessions	2,424,966	1,644,366	2,650,115	2,800,000	2,800,000	897,572	1,018,786
Program sessions	65,842	77,823	91,281	98,000	98,000	25,763	32,284
★Program attendance	1,209,148	1,443,213	1,713,362	1,840,000	1,840,000	493,357	629,033
★Library card holders (000)	2,302	2,230	2,060	2,100	2,100	NA	NA
Active library cards (000)	902	1,320	729	*	*	712	759
New library card registrations	366,357	483,103	277,641	*	*	107,426	127,094
★Total library attendance (000)	13,971	14,014	13,867	13,800	13,800	4,709	4,808

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

## NEW YORK PUBLIC LIBRARY - RESEARCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Average weekly scheduled hours	46.8	46.8	51.3	51.3	51.3	51.3	51.3
Libraries open seven days per week (%)	25%	25%	25%	25%	25%	25%	25%
★Libraries open six days per week (%)	75%	100%	100%	100%	100%	100%	100%
Reference queries (000)	467	506	514	515	515	91	87
★Program attendance	70,192	92,206	100,330	100,900	100,900	19,154	29,697
★Total library attendance (000)	3,630	3,679	3,744	3,650	3,650	1,333	1,239
Program sessions	1,501	1,953	2,060	2,170	2,170	536	831

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

## QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Average weekly scheduled hours	39.6	40.2	46.3	45.6	45.6	41.6	45.0
Libraries open seven days per week (%)	5%	3%	3%	3%	3%	3%	3%
★Libraries open six days per week (%)	33%	33%	100%	100%	100%	33%	100%
★Circulation (000)	15,759	13,587	13,091	13,500	13,500	4,673	4,536
Reference queries (000)	4,351	2,955	3,443	4,000	4,200	1,207	1,246
Electronic visits to website (000)	6,926	7,854	7,725	8,000	8,500	2,704	2,555
Computers for public use	1,904	1,963	1,967	10,000	12,000	1,967	8,630
Computer sessions (000)	3,211	2,985	3,040	3,500	3,500	1,043	1,042
Wireless sessions	346,782	453,555	477,230	500,000	525,000	158,306	NA
Program sessions	46,636	52,396	68,364	68,000	72,000	20,008	24,773
★Program attendance	806,128	884,622	1,110,842	1,000,000	1,200,000	344,726	491,463
★Library card holders (000)	929	972	841	1,400	1,400	NA	NA
Active library cards (000)	929	972	841	*	*	973	873
New library card registrations	198,626	171,677	103,457	*	*	39,540	40,537
★Total library attendance (000)	11,191	11,287	11,247	12,000	12,360	3,857	3,954

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$241.9	\$326.3	\$364.3	\$365.1	\$369.5	\$366.1	\$239.3	\$253.9
Personnel	3,709	3,705	4,142	4,269	4,285	4,336	3,880	4,130
Capital commitments (\$000,000)	\$42.2	\$39.9	\$42.4	\$243.1	\$441.1	\$312.3	\$10.6	\$6.2

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

### BROOKLYN PUBLIC LIBRARY

- BPL increased its targets for 'Electronic visits to website (000)' for Fiscal 2017 and Fiscal 2018, reflecting its scheduled release of a new website in Fiscal 2017.
- BPL increased its target for 'Wireless sessions' for Fiscal 2017, and again for Fiscal 2018, to adjust for the upward trend of an indicator that exceeded its established target last year, and account for ongoing positive impact of changes including more mobile printing and improved speed and capacity in its system.
- BPL increased its targets for 'Program sessions' and 'Program attendance' for Fiscal 2017, and again for Fiscal 2018, to account for anticipated increases resulting from changes including new staff in branches and additional technology for programs in all branches.

### NEW YORK PUBLIC LIBRARY

- NYPL did not have targets for 'Electronic visits to website (000)' for Fiscal 2017 and Fiscal 2018, or its four-month Fiscal 2017 actual value, available for this report. This was due to the ongoing expansion of the scope of its digital capacity, which caused NYPL to be still in the process of determining which additional digital platforms and properties to include in its updated reporting of this indicator. NYPL plans to have reached this determination and to have the Fiscal 2017 actual and Fiscal 2018 target for 'Electronic visits to website' available for the next Mayor's Management Report.
- For its Research Libraries, NYPL has somewhat decreased its Fiscal 2017 target for 'Total library attendance (000)', and set the Fiscal 2018 at that level. The plan decrease was to account for ongoing renovation work at the Schomburg Center for Research in Black Culture. Its expected impact was offset by the effect of the October 2016 reopening of the Rose Main Reading Room in the Steven A. Schwarzman Building. Since that reopening, NYPL has seen increase in year-to-year visitation to the building.

### QUEENS BOROUGH PUBLIC LIBRARY

- The Queens Public Library (QPL) has increased its Fiscal 2017 and Fiscal 2018 targets for 'Computers for public use' as it has been moving toward mobile technology devices to give library users access to the internet. This indicator has been revised to include laptops, tablets and other mobile devices available for public use.
- QPL acquired a new wireless internet vendor without reporting mechanisms at this time and with the result that the value for 'Wireless sessions' is not available for the first four months of Fiscal 2017. The Queens Public Library hopes to have a reporting mechanism in place by the end of Fiscal 2017.
- QPL changed the method of calculation for its total 'Library card holders' as of Fiscal 2017. To convey a more accurate count of cardholders still in its system, it now includes non-active cardholders with fines, resulting in a sizeable increase from Fiscal 2016 to Fiscal 2017. Therefore, it has maintained the Fiscal 2017 and preliminary Fiscal 2018 targets for this indicator at the previously published Fiscal 2017 level. QPL did not have revised data for previous fiscal years for this report.
- The Queens Public Library reduced its targets for 'Circulation' to 13,500 for Fiscal 2017 and Fiscal 2018. This adjustment reflects the reductions in annual circulation it has experienced for the last six years, but is consistent with recent past levels and the fact that the system is providing its first full year of 100 percent six-day service in Fiscal 2017.

## ADDITIONAL RESOURCES

For more information on these libraries, please visit:

- Brooklyn Public Library: [www.brooklynpubliclibrary.org](http://www.brooklynpubliclibrary.org).
- New York Public Library: [www.nypl.org](http://www.nypl.org).
- Queens Borough Public Library: [www.queenslibrary.org](http://www.queenslibrary.org).

# CITY UNIVERSITY OF NEW YORK

James B. Milliken, Chancellor



## WHAT WE DO

The City University of New York (CUNY) provides higher education to more than 270,000 degree and non-degree seeking students and over 275,000 adult and continuing education students. CUNY consists of 24 institutions: eleven senior colleges, seven community colleges, the William E. Macaulay Honors College, the CUNY Graduate School and University Center, the CUNY Graduate School of Journalism, the CUNY School of Law, the CUNY School of Professional Studies, and the CUNY School of Public Health. In addition, CUNY has newly opened the CUNY School of Medicine as part of City College. CUNY enrolls students in over 1,700 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,000 full-time faculty and 12,000 part-time faculty. In the academic year 2015-2016, CUNY granted an estimated 8,000 graduate and professional degrees, 23,000 baccalaureate degrees, 15,000 associate degrees, 300 certificates and 800 advanced certificates.

## FOCUS ON EQUITY

The City University of New York is of vital importance for the upward mobility of the people of New York City. CUNY offers all levels of training, from certificate programs to doctoral degrees, and an unprecedented number of students currently take advantage of this opportunity to obtain an excellent and affordable education. CUNY serves the diverse people of New York City; over 30 percent of CUNY students were born outside the US mainland, more than 50 percent report an annual household income of less than \$30,000 and seven in ten attend CUNY for free. Last spring, close to 48,000 new CUNY graduates entered the workforce or began work on more advanced degrees. In the key areas of Science, Technology, Engineering and Mathematics (STEM), the Mayor's new and critical multi-year investment in CUNY's community colleges will enable thousands of students to earn STEM degrees and enter New York City's vibrant high-tech sector.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ CUNY courses offered partly or totally online (%)	4.9%	5.7%	6.8%	8.0%	8.0%	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	41.8%	43.9%	43.4%	*	*	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	50.8%	53.4%	53.6%	*	*	NA	NA
Student/faculty ratio - Overall	17:1	17:1	17:1	*	*	NA	NA
Number of full-time faculty employed by CUNY community colleges	2,011	2,092	2,165	*	*	NA	NA
Students earning Grade C or better in Freshman Composition Courses (%)	84.9%	83.8%	84.1%	*	*	NA	NA
Students earning Grade C or better in Math Gateway Courses (%)	68.9%	68.6%	68.4%	*	*	NA	NA
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	67.1%	67.9%	66.3%	68.0%	68.0%	NA	NA
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	84.8%	87.3%	86.8%	88.0%	88.0%	NA	NA
★ Six-year systemwide graduation rate (%) - CUNY associate degree students	31.7%	30.5%	31.8%	33.0%	33.0%	NA	NA
★ Six-year systemwide graduation rate (%) - CUNY baccalaureate students	52.6%	52.7%	53.9%	55.0%	55.0%	NA	NA
Students passing the National Council Licensure Examination for Registered Nurse (%)	74.8%	76.4%	80.1%	*	*	NA	NA
★ CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	51.5%	54.0%	54.8%	56.0%	56.0%	NA	NA
CUNY associate degree recipients who continue their education or are working (%)	92.5%	95.3%	92.4%	*	*	NA	NA
High school students participating in college preparation program (College Now)	30,025	30,606	31,105	*	*	NA	NA
Total headcount enrollment	269,897	275,132	274,357	*	*	NA	NA
Total full-time equivalent enrollment (FTEs)	199,958	203,996	204,418	*	*	NA	NA
Total headcount enrollment at CUNY community colleges	97,751	99,958	99,045	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges	17,742	19,322	19,022	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	12,758	13,790	13,769	*	*	NA	NA
Annual tuition at CUNY community colleges (full-time NYS resident)	\$4,500	\$4,800	\$4,800	*	*	NA	NA
Annual tuition at CUNY senior colleges (full-time NYS resident)	\$6,030	\$6,330	\$6,330	*	*	NA	NA
Expenditures per student (full-time equivalent) at CUNY community colleges	\$11,818	\$12,058	\$12,443	*	*	NA	NA
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	63.1%	64.0%	61.9%	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$891.9	\$955.1	\$1,018.7	\$1,055.0	\$1,197.8	\$1,106.6	\$293.9	\$229.2
Revenues (\$000,000)	\$363.5	\$383.0	\$401.1	\$414.3	\$414.3	\$415.3	\$63.9	\$67.0
Personnel	8,633	8,749	8,979	9,741	9,741	9,896	10,232	10,220
Overtime paid (\$000,000)	\$7.0	\$7.6	\$7.3	\$1.6	\$1.7	\$1.6	\$2.3	\$2.2
<sup>1</sup> January 2017 Financial Plan	<sup>2</sup> Expenditures include all funds			"NA" - Not Available in this report				

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The formatting error for 'Student/faculty ratio – Overall' that resulted in the misreporting of this indicator for Fiscal 2014 to Fiscal 2016 has been corrected. This ratio, which had appeared incorrectly as "17:0", now appears as reported by CUNY, "17:1."

## ADDITIONAL RESOURCES

For additional information, go to:

- Office of Institutional Research performance management reports:  
<http://cuny.edu/about/administration/offices/ira/ir/data-book/current/accountability.html>

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





# DEPARTMENT OF SMALL BUSINESS SERVICES

Gregg Bishop, Commissioner



## WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to start, grow and thrive by providing direct assistance to business owners, fostering neighborhood development in commercial districts and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers and Workforce1 Career Centers; provides services to support the growth of local community and economic development organizations throughout the City; and administers the Minority and Women-owned Business Enterprise Program (M/WBE).

## FOCUS ON EQUITY

By focusing on three key pillars – good jobs, stronger businesses and thriving neighborhoods – SBS is committed to ensuring economic security for all New Yorkers by providing a wide range of services that help businesses, jobseekers and communities throughout the five boroughs. Through business programs such as Women Entrepreneurs NYC, the agency has committed to providing customized services to 5,000 women entrepreneurs in underserved communities. SBS is also leading Small Business First, an initiative to improve the City's regulatory environment and consolidate information that small businesses need to start, grow and thrive. The agency also oversees certification and capacity building services for Minority and Women-owned Business Enterprises (M/WBE), reaching a new high in the number of certified M/WBEs in Fiscal 2016.

SBS is investing in the future of New York City's workforce and equipping jobseekers with the skills they need to build careers in the 21st century economy. Supporting the Mayor's Career Pathways strategic plan, SBS trains New Yorkers for good-paying jobs and links jobseekers to employment in fast-growing industries with real opportunities for advancement. Connecting New Yorkers to good jobs with family-supporting wages both improves the lives of jobseekers, and makes it possible for our growing local businesses to access the world-class talent they need right here in the five boroughs. For neighborhoods, SBS has launched Neighborhood 360°, a program that identifies and develops customized, place-based commercial revitalization programs in neighborhoods across the five boroughs in partnership with local community-based organizations and provides resources to address the challenges these neighborhoods are experiencing.

## OUR SERVICES AND GOALS

### **SERVICE 1 Help businesses start, operate and expand in New York City.**

- Goal 1a Ensure 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 Ensure that businesses have timely access to qualified job applicants.

### **SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.**

- Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

### **SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.**

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

## HOW WE PERFORMED

- In the first four months of Fiscal 2017, NYC Business Solutions Centers served 3,201 small businesses in offering free business services across the five boroughs, a decrease of three percent in comparison to the same period of Fiscal 2016. SBS continues to strive to serve more businesses through its strong focus on providing a diverse suite of services and assistance. In the same period of Fiscal 2017, NYC Business Solutions helped small businesses obtain 129 financing awards that totaled \$10.5 million. This represents a 55 percent decrease in the number of financing awards and a 57 percent decrease in the value of financing awards, in comparison to the first four months of Fiscal 2016. This decrease was largely due to the planned conclusion of the Hurricane Sandy Loan Program, which had temporarily increased the number and value of financing awards in response to Hurricane Sandy.
- The Energy Cost Savings Program (ECSP) and the Lower Manhattan Energy Program (LMEP) are scheduled to sunset at the end of Fiscal 2017. The City is working currently to extend both programs. In the first four months of Fiscal 2017, ECSP approved 13 projects for businesses with a total of 368 jobs. These ECSP businesses are estimated to save \$175,000 in annual energy costs, potentially saving over \$2 million during the 12-year benefit schedule. For the same period in Fiscal 2016, ECSP approved 11 projects for businesses with a total of 99 jobs. Those ECSP businesses were slated to save \$63,000 annually and over \$700,000 in the 12-year benefit schedule.
- The LMEP, which measures on a cumulative basis, had \$3.97 million in savings received by 869 active commercial tenants during the first four months of Fiscal 2017, compared to \$5.13 million in savings and 1,152 commercial tenants during the same period in Fiscal 2016. LMEP is currently in the phase-out period for the majority of buildings receiving its benefits. The decreases in cumulative LMEP benefits and active tenancy figures reflect buildings coming off-line after completing their 12-year benefit schedule. Additionally, a finite number of buildings are potentially eligible for LMEP and the majority have applied for and completed, or are completing, the program.
- In the first four months of Fiscal 2017, SBS registered 18,893 new jobseekers through the Workforce1 Career Center system, a slight decrease from the 19,427 registrants in the same period of Fiscal 2016, and periodic walk-in traffic decreased five percent for the centers. SBS also made 8,253 job placements and promotions at businesses in the City during the period, a decrease of eight percent from the 8,947 advancements made one year earlier. The corresponding decreases from Fiscal 2016 between new registrants, walk-in traffic and job advancement figures were in line with expected performance, as participation and outcome with Workforce1 are driven largely by available employment opportunities. Overall employment opportunities were down due in part to several Workforce1 centers being closed and new centers opened, and the ramp-up time required for the business development teams at the new centers to reach full capacity. However, customer training enrollments increased by 22 percent to 889 in the first four months of Fiscal 2017, from 726 in the same period a year earlier, as SBS continued to invest in and expand its training programs.
- In the first third of Fiscal 2017, the SBS Neighborhood 360° program published six Commercial District Needs Assessments to highlight the existing business landscape and consumer characteristics of Downtown Flushing, Downtown Staten Island, East Harlem, East New York, Inwood, and Jerome Avenue in the Bronx. Applications were released for Neighborhood 360° grants of up to \$3,000,000 to support community partners in the planning and implementation of customizable commercial revitalization programs and services in these targeted neighborhoods.
- SBS certified and recertified 473 M/WBEs during the first four months of Fiscal 2017, an increase of 35 percent compared to the 350 M/WBEs it certified and recertified in the same period of Fiscal 2016. The number of actively certified M/WBEs in the program rose to 4,722 at the end of the Fiscal 2017 four-month period, compared to 4,221 certified one year earlier.

## SERVICE 1 Help businesses start, operate and expand in New York City.

### Goal 1a

Ensure that businesses and entrepreneurs have easy access to a variety of high quality support services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Unique businesses served by NYC Business Solutions	8,344	7,642	9,812	*	*	3,295	3,201
★ Financing awards to businesses facilitated by NYC Business Solutions	518	805	567	540	540	284	129
★ Unique businesses receiving financing awards facilitated by NYC Business Solutions	440	735	432	470	470	NA	NA
Value of financing awards facilitated by NYC Business Solutions (\$000)	\$44,811	\$64,799	\$44,983	*	*	\$24,036	\$10,450
★ Number of businesses opened by NYC Business Acceleration	757	854	915	↑	↑	339	253
Number of unique businesses served by NYC Business Acceleration	6,377	5,899	5,122	*	*	1,803	1,687
Projected number of hires by businesses opened by NYC Business Acceleration	13,090	12,037	12,759	*	*	5,428	3,319
Site consultations by NYC Business Acceleration inspectors	678	1,031	1,052	*	*	407	578

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

### Goal 1b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Value of Energy Cost Savings Program savings for businesses (\$000)	\$176	\$841	\$878	*	*	\$63	\$175
Jobs created or retained by Energy Cost Savings Program	361	5,164	1,060	*	*	99	368
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000)	\$14,546	\$12,433	\$10,028	*	*	\$5,131	\$3,968
Commercial tenants active in Lower Manhattan Energy Program	1,059	1,152	1,007	*	*	1,152	869

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

## SERVICE 2 Match businesses in need of workers with qualified applicants.

### Goal 2a

Ensure that businesses have timely access to qualified job applicants.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Workforce1 systemwide job placements and promotions	36,097	26,952	28,455	25,000	25,000	8,947	8,253
New jobseekers registered through the Workforce1 Career Center system	82,619	55,133	55,647	*	*	19,427	18,893
Walk-in traffic at Workforce1 Centers	367,695	266,663	273,753	*	*	96,024	91,647
★ Customers enrolled in training	NA	NA	3,649	↑	↑	726	889
Unique customers served	NA	NA	104,715	*	*	44,496	43,291
★ Businesses awarded funding for employer-based training	NA	NA	57	*	*	20	13

★ 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 Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ City block faces receiving supplemental sanitation services through BIDs	1,480	3,562	3,600	3,800	3,800	3,562	4,044
★ Average acceptably clean BID sidewalk ratings (%)	96.5%	96.1%	96.8%	97.0%	97.0%	96.2%	97.9%
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.38	\$1.38	\$1.30	*	*	NA	NA

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

## SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Total Minority and Women-owned Business Enterprises certified	3,783	4,115	4,516	4,651	4,651	4,221	4,722
★ Minority and Women-owned Business Enterprises awarded City contracts	684	902	1,011	920	920	NA	NA
★ - M/WBEs awarded contracts after receiving procurement and capacity building assistance	472	613	723	625	625	NA	NA
★ Annual M/WBE recertification rate	60.4%	60.4%	53.4%	60.0%	60.0%	NA	NA
Newly certified and recertified businesses in M/WBE Program	923	1,003	1,030	*	*	350	473

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
CORE customer experience rating (0-100)	95	95	98	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	NA	2,351	7,281	*	*	NA	NA

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$202.3	\$273.5	\$282.5	\$236.4	\$333.7	\$159.5	\$161.4	\$137.7
Revenues (\$000,000)	\$94.8	\$55.6	\$54.9	\$0.2	\$0.4	\$0.2	\$0.2	\$0.1
Personnel	258	257	302	348	383	363	265	283
Overtime paid (\$000)	\$59	\$34	\$30	\$0	\$0	\$0	\$3	\$19
Human services contract budget (\$000,000)	\$27.1	\$28.6	\$31.9	\$19.2	\$29.6	\$18.3	\$5.2	\$6.0
<sup>1</sup> January 2017 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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



# Infrastructure and Sustainability



# Infrastructure and Sustainability



Department of  
Environmental  
Protection

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Department of  
Buildings

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Department of  
Transportation

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Department of Design  
and Construction

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# DEPARTMENT OF ENVIRONMENTAL PROTECTION

Vincent Sapienza, Acting Commissioner



## WHAT WE DO

The Department of Environmental Protection (DEP) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater and reducing air, noise and hazardous materials pollution. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily to more than half the population of New York State; builds and maintains the City's water distribution network, fire hydrants, storm and sanitary sewage collection systems and Bluebelt and green infrastructure systems; and manages 14 in-City wastewater treatment plants as well as seven treatment plants in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 836,000 water and sewer accounts and manages citywide water conservation programs.

## FOCUS ON EQUITY

DEP is focused on protecting public health and the environment in an equitable manner by supplying clean drinking water, collecting and treating wastewater, and reducing air, noise and hazardous materials pollution for all New Yorkers. In July 2015 DEP announced an additional series of programs to provide assistance to its most vulnerable customers, including the lowest rate increase in 15 years. The City froze the minimum charge for a second year in a row, preventing any increase in water and sewer charges for 25 percent of single-family homeowners. In addition, in December 2015 DEP expanded the Home Water Assistance Program, which provides an annual bill credit to low-income homeowners across the five boroughs, to 40,000 additional low-income senior and disabled homeowners, for a total of 52,000 customers.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Ensure the sufficiency, quality and security of the City's drinking water supply.**

- Goal 1a Comply with all federal and State drinking water quality standards.
- Goal 1b Assure the integrity of the drinking water supply and distribution systems.

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### **SERVICE 2 Maintain the City's water delivery and sewer collection systems.**

- Goal 2a Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

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### **SERVICE 3 Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.**

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

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### **SERVICE 4 Bill and collect revenue for water and sewer usage.**

- Goal 4a Ensure that customer billing is accurate, transparent and fair.
- Goal 4b Meet revenue targets established by the NYC Water Board.

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### **SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.**

- Goal 5a Investigate complaints in a timely manner.

## HOW WE PERFORMED

- DEP police performed almost eight percent more security checks of facilities during the reporting period due largely to the Croton Water Filtration Plant being brought into full service.
- Enforcement activities initiated by the Department's police more than doubled, from 458 to 927, as the number of incidents related to unauthorized swimming in the reservoirs and illegal fire hydrant use rose. Enforcement activities include summonses, arrests, warnings as well as violation issuance.
- The Department introduced an automated daily reporting system at the beginning of the reporting period that has improved its ability to identify backlogs of uninspected street cave-in complaints. In conjunction with other changes, the new system has helped the Department reduce the average time it takes to respond to street cave-in complaints and make the condition safe by almost two days.
- Local Law 48 of 2015 changed the inspection cycle for catch basins from once every three years to once each year. Largely as a result of the increased frequency of inspections, the number of defects identified has risen sharply, with programmatic catch basin cleaning growing by over 20 percent compared to the same four-month period a year ago. At the same time, the increased workload has resulted in longer turnaround times to resolve clogged catch basin complaints, which rose from 3.5 days to 5.6 days, although remaining well within the 9-day target. Over time, the Department anticipates that the number of complaints regarding clogged catch basins will decrease as potential problems are identified through the routine inspection process. This will allow crews to address the remaining complaints more quickly.
- At 3.4 days and 4.5 days, respectively, average times to close air and noise complaints improved. While DEP received six percent fewer air and noise complaints compared to the same four-month period a year ago, the creation of two new units of inspectors to address noise complaints related to off-hours construction and overnight private carting complaints and scheduling changes implemented in Fiscal 2016 are credited with the faster response times.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Samples testing positive for coliform bacteria (%)	0.3%	0.3%	0.5%	*	*	1.3%	0.8%
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%
Acres of land solicited in watershed area	44,316	32,865	45,569	*	*	12,380	13,060

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Water supply - Critical equipment out of service (%)	1.4%	1.3%	1.0%	*	*	1.2%	0.9%
★ Facility security checks	289,759	278,439	293,199	275,000	275,000	91,350	98,528
Overall enforcement activity	1,207	1,206	1,658	*	*	458	927

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

## SERVICE 2 Maintain the City's water delivery and sewer collection systems.

### Goal 2a

Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Sewer backup complaints received	11,637	11,435	10,469	*	*	3,191	3,666
Sewer backup complaints resolved - Confirmed (on City infrastructure)	3,224	2,846	2,503	*	*	719	703
- Unconfirmed (not on City infrastructure or unfounded)	8,417	8,589	7,960	*	*	2,464	2,967
★ Sewer backup resolution time (hours)	3.9	3.9	3.7	7.0	7.0	3.5	3.6
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.4%	1.2%	1.1%	*	*	1.2%	1.0%
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.4%	0.3%	0.3%	1.0%	1.0%	0.3%	0.3%
Street cave-in complaints received	3,737	4,073	4,174	*	*	1,815	1,681
Average time to respond to street cave-in complaints and make safe (days)	2.5	2.5	4.6	*	*	4.2	2.3
Water main breaks	513	563	397	*	*	89	88
Water main breaks per 100 miles of main in the last 12 months	7.3	8.0	5.7	*	*	8.2	5.7
★ Average time to restore water to customers after confirming breaks (hours)	4.4	5.1	4.2	6.0	6.0	5.3	6.0
★ Broken and inoperative hydrants (%)	0.44%	0.50%	0.52%	1.00%	1.00%	0.56%	0.47%
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	3.1	2.5	2.9	7.0	7.0	3.1	2.9
Catch basin complaints received	8,576	8,851	8,020	*	*	3,041	2,937
★ Catch basin backup resolution time (days)	3.9	3.1	4.0	9.0	9.0	3.5	5.6
Catch basins surveyed/inspected (%) (cumulative)	31.0%	31.4%	31.7%	100.0%	100.0%	7.1%	18.8%
Catch basins cleaned	29,730	31,086	30,778	*	*	8,931	10,124
★ Backlog of catch basin repairs (% of system)	0.3%	0.4%	0.7%	1.0%	1.0%	0.6%	1.0%
Leak complaints received	3,601	3,622	3,642	*	*	1,027	1,064
★ Leak resolution time (days) (City infrastructure only)	9.8	9.3	10.2	12.0	12.0	9.2	11.0

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

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

### Goal 3a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.6%	99.5%	99.5%	100.0%	100.0%	99.8%	99.9%
Harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen (%)	91%	94%	90%	89%	89%	73%	76%
★ WWTPs - Critical equipment out-of-service (% below minimum)	1.9%	2.5%	2.1%	5.0%	5.0%	1.7%	0.7%

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

## SERVICE 4 Bill and collect revenue for water and sewer usage.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Estimated bills (%)	3.7%	3.2%	3.0%	5.0%	5.0%	3.2%	3.0%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total revenue collected (\$000,000)	\$3,612.3	\$3,808.9	\$3,852.6	\$3,622.8	\$3,783.0	\$1,690.9	\$1,720.9
★ Total revenue as percent of target (%)	105.2%	105.3%	104.5%	100.0%	100.0%	102.0%	101.9%
Accounts receivable - Total balance (\$000,000)	\$1,750	\$1,640	\$1,666	*	*	\$938	\$928
Billed amount collected in 30 days (%)	56.7%	61.8%	63.1%	*	*	60.8%	62.1%

★ 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 Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Air complaints received	7,896	8,776	9,858	*	*	3,427	3,188
★ Average days to close air quality complaints	3.8	4.3	4.0	9.0	9.0	4.1	3.4
Air complaints responded to within seven days (%)	98%	95%	95%	85%	85%	96%	96%
Noise complaints received	45,584	53,862	61,784	*	*	19,857	18,668
★ Average days to close noise complaints	5.2	5.9	5.6	9.0	9.0	7.1	4.5
Noise complaints not requiring access to premises responded to within seven days (%)	99%	97%	97%	85%	85%	97%	98%
Asbestos complaints received	1,414	1,674	1,855	*	*	693	564
★ Average days to close asbestos complaints	0.26	0.37	0.34	1.00	1.00	0.26	0.22
Asbestos complaints responded to within three hours (%)	100%	100%	100%	90%	90%	100%	100%

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total violations issued	14,077	15,284	14,753	*	*	5,317	5,872
Violations admitted to or upheld at the Environmental Control Board (%)	89.7%	90.9%	93.8%	*	*	93.8%	92.8%
Collisions involving City vehicles	301	337	380	*	*	124	136
Workplace injuries reported	493	478	352	*	*	119	139

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
E-mails responded to in 14 days (%)	88%	86%	93%	95%	95%	81%	100%
Letters responded to in 14 days (%)	97%	99%	99%	95%	95%	99%	99%
Calls answered in 30 seconds (%)	79%	68%	73%	76%	76%	70%	75%
Average customer in-person wait time (minutes)	7	6	5	5	5	NA	NA
Completed customer requests for interpretation	13,870	12,976	13,685	*	*	NA	NA
Visitors rating customer service at borough centers as good or better (%)	93.0%	93.0%	95.0%	90.0%	90.0%	NA	NA
CORE customer experience rating (0-100)	95	95	100	90	90	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	90%	93%	91%	85%	85%	89%	93%
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	86%	89%	90%	85%	85%	89%	89%
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	86%	85%	85%	85%	85%	83%	87%
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	87%	88%	88%	85%	85%	87%	91%
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	80%	80%	79%	85%	85%	79%	81%

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$1,192.6	\$1,216.1	\$1,267.2	\$1,450.1	\$1,583.9	\$1,217.6	\$691.1	\$683.9
Revenues (\$000,000) <sup>3</sup>	\$29.7	\$26.6	\$27.3	\$24.8	\$24.8	\$24.8	\$8.0	\$7.6
Personnel	5,708	5,727	5,946	6,402	6,365	6,327	5,677	5,876
Overtime paid (\$000,000)	\$37.2	\$42.9	\$40.6	\$22.9	\$23.1	\$23.0	\$13.0	\$14.3
Capital commitments (\$000,000)	\$1,160.0	\$2,102.8	\$1,590.1	\$3,233.8	\$3,195.6	\$3,007.4	\$159.2	\$332.1

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report  
<sup>3</sup>DEP revenues shown here do not include any of the approximately \$1.4 billion the City receives annually from the NYC Water Board in reimbursement for operations & maintenance.

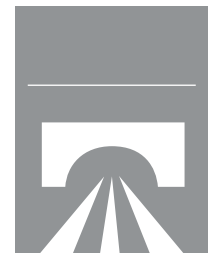
## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department corrected the total number of leak complaints received in Fiscal 2014, from 3,718 to 3,601. It also corrected the number of leak complaints concerning private infrastructure for Fiscal 2015, from 1,912 to 2,967, and Fiscal 2016, from 1,905 to 2,980. The latter indicator appears in the web version of the Preliminary Mayor's Management Report.
- DEP also corrected the Fiscal 2017 revenue target, from \$3,693.4 to \$3,622.8 million.

## ADDITIONAL RESOURCES

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





## WHAT WE DO

The Department of Transportation (DOT) is responsible for the condition and operation of 6,300 miles of streets, highways and public plazas, 789 bridge structures and nine boats for the Staten Island Ferry program. DOT operates over 12,900 signalized intersections and over 315,000 street lights, and maintains over 200 million linear feet of markings on City streets and highways. Safety for everyone using the City's roads, bridges and ferries is the agency's top concern. To increase mobility, DOT manages the City's Bus Rapid Transit program, Select Bus Service, in partnership with the MTA; oversees the City's bike share system; and maintains over 1,000 miles of the cycling network, including over 60 miles of on-street protected bicycle lanes. DOT's infrastructure programs include bridge capital investment and life-cycle maintenance; roadway resurfacing and pothole repair; ferry boat and terminal upgrades and maintenance; and street and sidewalk reconstruction. DOT focuses on delivering quality projects on time and under budget by developing and monitoring project plans and schedules. DOT also manages the Joint Traffic Management Center, pedestrian ramp and sidewalk repair, and oversees the on-street parking meters system. DOT's alternative fuel program promotes cleaner vehicles using biodiesel, ethanol and electricity in both the public and private sectors.

## FOCUS ON EQUITY

DOT focuses on equitable service delivery through its maintenance of critical transportation infrastructure and its commitments to safety and mobility for all New Yorkers. This focus ensures DOT provides all its services, including roadway, bridge and sidewalk maintenance, traffic planning and management, and ferry operations in an equitable manner. DOT's Vision Zero Borough Safety Action Plans, which establish the Department's Vision Zero street safety engineering priorities, were developed by combining statistical data collected from the scenes of traffic crashes with neighborhood input gathered at Vision Zero workshops and town halls and comments received through the Vision Zero website. To date, 83.5 miles of Select Bus Service (SBS) routes have been installed citywide, bringing fast and reliable service to residents living in transit-dependent neighborhoods, such as Tremont, the Bronx; Bedford–Stuyvesant, Brooklyn; Jamaica, Queens; and East Harlem, Manhattan. From project inception through implementation, each route is developed via a comprehensive community-based planning process that includes extensive public input and feedback. SBS routes improve the quality and performance of transit and, in turn, improve mobility and access in the neighborhoods that they serve.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Maintain the City's transportation infrastructure.**

- Goal 1a Manage the City's bridge inventory to achieve a high state of good repair.
- Goal 1b Maintain a state of good repair for the City's streets, sidewalks and highways.
- Goal 1c Ensure timely repairs of the City's street lights, traffic signs and signals.

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### **SERVICE 2 Provide a safe transportation network.**

- Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.
- Goal 2b Ensure passenger safety on the Staten Island Ferry.

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### **SERVICE 3 Design and build transportation alternatives.**

- Goal 3a Increase mobility and accessibility throughout the City.

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### **SERVICE 4 Design public space to facilitate livability.**

- Goal 4a Enhance quality of life through streetscape improvements.

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### **SERVICE 5 Deliver projects on time.**

- Goal 5a Complete capital bridge projects on schedule.

## HOW WE PERFORMED

- The average time to close a pothole work order improved by nearly two days to 2.4 days, the fastest in three years. Compared to the same period last year, the number of pothole work orders decreased by 12 percent to 10,950, and DOT repaired 16 percent fewer potholes (arterials and local streets). DOT resurfaced approximately 690 lane miles, a 14 percent increase, in line with the higher internal goal set for this year of 1,300 lane miles. To help with this increased effort, the Department has 15 full-time crews dedicated to the resurfacing program. Beginning in Fiscal 2016 the Department expanded its resurfacing program as part of a \$1.6 billion multi-year investment. By replacing the top layer of asphalt, resurfacing prevents potholes, addresses existing potholes, and frees crews to address locations in need of general roadway repairs.
- DOT inspectors completed almost 25 percent more inspections (initial and post-audit) and issued 34 percent fewer violations, attributed to a decrease in complaints and an uptick in compliance. Compared to the same four months in Fiscal 2016, the percent of street and sidewalk work that passed initial inspections rose from 72 percent to 78 percent, and the percent of post-audit inspections of completed work rated satisfactory increased from 73 percent to 81 percent.
- Citywide traffic fatalities rose from 76 to 78. Traffic fatalities among motorists and passengers decreased to 18 from 31 while fatalities among bicyclists and pedestrians increased from 45 to 60. DOT continued to implement safety improvements throughout the City. In addition to installing 172 speed humps and 26 accessible pedestrian signals, the Department completed 27 street improvement projects, and installed 304 leading pedestrian intervals and 4.7 miles of protected bike paths. In August 2016 DOT released [Don't Cut Corners: Left Turn Pedestrian and Bicycle Crash Study](#). The report found that left turns account for more than twice as many pedestrian and bicyclist fatalities as right turns, leading to the development of Left-Turn Traffic Calming Treatments. As part of a pilot program, DOT installed new treatments at 100 locations citywide, focusing on areas with the highest number of left turn pedestrian and bicycle injuries. The treatments utilize two basic elements: a "hardened centerline" (rubber curb with delineators on the double yellow centerline) and "slow turn wedge" (markings and plastic delineators within the intersection).
- The number of Citi Bike annual memberships activated during the first four months of Fiscal 2017 increased by 46 percent over the same period last year to almost 91,000; the total active annual members at the end of October 2016 rose to more than 119,000. Citi Bike trips by all users (annual and short-term) rose 29 percent to nearly 6.2 million. In Summer 2016 DOT added 140 new stations to the Citi Bike network, expanding the bike share program into Carroll Gardens, Boerum Hill, Cobble Hill, Park Slope, Gowanus and Red Hook in Brooklyn, and the Upper West and East Sides up to 110th Street in Manhattan.
- The Staten Island Ferry's customer accident injury rate rose from 0.83 to 1.16, but remained below the target of 1.34. The increase is attributed to five events occurring in July directly related to passenger behavior and not to unsafe ferry or facility conditions. In total, there were 10 passenger injuries reported during the reporting period compared to seven during the same four months last year.
- DOT added almost 46 lane miles to the City's bicycle network, 45 percent ahead of last year's record pace; by the end of October the network had grown to 1,090 lane miles. The increase is a result of streamlined implementation periods, more organized and targeted community outreach, and more miles installed per project. In November 2016 the network surpassed 1,100 lane miles citywide.
- The percent of calls answered in 30 seconds declined to 11 percent, although the average wait time to speak to a customer service representative remained under 10 minutes. The majority of calls relate to parking permits for people with disabilities. DOT is evaluating the call center operation and working to introduce new systems to improve performance, such as enhancing the current e-permits application and renewal process.



# SERVICE 1 Maintain the City's transportation infrastructure.

## Goal 1a

Manage the City's bridge inventory to achieve a high state of good repair.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Bridges rated - Good or very good (%) (calendar year)	42.0%	42.1%	41.9%	40.7%	40.7%	NA	NA
- Fair (%)	57.9%	57.9%	58.1%	*	*	NA	NA
- Poor (%)	0.1%	0.0%	0.0%	*	*	NA	NA

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

## Goal 1b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Streets maintained with a pavement rating of - Good (%)	69.3%	70.0%	68.8%	71.0%	71.0%	NA	NA
- Fair (%)	30.0%	29.3%	30.4%	*	*	NA	NA
- Poor (%)	0.7%	0.7%	0.8%	*	*	NA	NA
★ Average time to close a pothole work order where repair was done (calendar days)	5.6	5.6	3.2	5.0	5.0	4.3	2.4
Pothole work orders	54,667	60,809	50,085	*	*	12,436	10,950
Potholes repaired - Arterial highway system	126,144	90,289	33,889	*	*	3,586	2,297
- Local streets	323,384	370,204	269,329	*	*	64,276	54,668
Lane miles resurfaced citywide (in-house)	1,005.9	1,019.7	1,239.4	*	*	605.5	689.6
Average cost per lane mile resurfaced citywide (\$)	\$169,201	\$160,759	\$149,102	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$61.25	\$56.72	\$51.77	*	*	NA	NA
Average vendor cost of asphalt per ton (\$)	\$63.24	\$58.67	\$55.43	*	*	NA	NA
Construction permits issued	418,245	471,688	549,495	*	*	184,572	197,143
Inspections of permitted street work	641,061	574,467	708,276	*	*	211,355	255,813
- Street work rated satisfactory (%)	76%	75%	76%	75%	75%	72%	78%
Post-audit inspections for completed street work	329,664	292,453	374,075	*	*	108,203	142,296
- Completed street work that passed inspection (%)	75%	75%	77%	*	*	73%	81%
Adopt-A-Highway adoption rate (%)	76.8%	81.5%	80.7%	75.0%	75.0%	80.9%	82.0%
Adopted highway miles that receive a service rating of good (%)	98.9%	94.3%	95.1%	*	*	92.1%	95.4%
★ Muni-meters that are operable (%)	99.3%	99.2%	99.2%	98.0%	98.0%	99.3%	99.2%
Total violations issued	33,843	34,266	67,065	*	*	25,308	16,690
Violations admitted to or upheld at the Environmental Control Board (%)	92.0%	91.0%	92.0%	*	*	92.0%	92.0%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	2:05	1:47	1:50	2:00	2:00	1:29	1:51
★Average time to repair priority regulatory signs after notification (business days)	1.8	1.8	1.8	3.0	3.0	1.8	1.8
Average time to repair street lights - by DOT (calendar days)	2.5	2.3	2.9	*	*	2.5	2.9
Average time to repair street lights - by ConEd (calendar days)	14.9	15.6	14.4	*	*	14.7	13.8

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

**SERVICE 2** Provide a safe transportation network.

**Goal 2a** Improve safety for pedestrians, motorists and bus and bike riders.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Overall traffic crashes	205,066	209,729	225,318	↓	↓	NA	NA
★Citywide traffic fatalities	285	249	236	↓	↓	76	78
- Bicyclists/pedestrians	172	159	152	*	*	45	60
- Motorists/passengers	113	90	84	*	*	31	18
Collisions involving DOT vehicles	461	344	370	*	*	147	159
★Speed humps installed	274	382	395	250	250	163	172
★Roadway safety markings installed (000,000) (linear feet)	28.4	45.2	45.2	50.0	50.0	25.5	22.3
Accessible pedestrian signals installed	30	18	47	75	75	28	26

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

**Goal 2b** Ensure passenger safety on the Staten Island Ferry.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Staten Island Ferry - Customer accident injury rate (per million passengers)	1.51	1.48	0.81	1.34	1.34	0.83	1.16

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

## SERVICE 3 Design and build transportation alternatives.

Goal 3a Increase mobility and accessibility throughout the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Staten Island Ferry - Trips that are on time (%)	91.1%	92.1%	92.3%	90.0%	90.0%	90.1%	91.7%
- Ridership (000)	21,068	21,911	23,067	*	*	8,575	8,653
- Average cost per passenger (\$)	\$5.75	\$5.87	\$5.87	*	*	NA	NA
Private ferry service - Total ridership (000)	9,656	9,830	10,883	*	*	4,138	4,179
- Number of permanent routes	21	21	21	*	*	21	21
Citi Bike annual membership	92,598	73,369	114,779	*	*	61,977	90,699
- Trips (000)	9,409	8,765	12,234	*	*	4,767	6,160
Bicycle lane miles installed	65.9	51.2	53.9	50.0	50.0	31.5	45.8
Bicycle racks installed	3,656	2,408	1,300	1,500	1,500	NA	NA
★ In-season cycling index	422	437	NA	↑	↑	NA	NA
Select Bus Service ridership (000) (annual)	36,961	45,200	57,762	*	*	NA	NA
- Route miles (cumulative)	61	65	73	*	*	NA	NA
Average travel speed (miles per hour) - Manhattan Central Business District	8.7	8.3	8.1	*	*	NA	NA
Crossing points with pedestrian ramps installed (%)	97%	97%	97%	*	*	NA	NA

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

## SERVICE 4 Design public space to facilitate livability.

Goal 4a Enhance quality of life through streetscape improvements.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Pedestrian volume index	111.1	112.7	118.3	*	*	NA	NA
Pedestrian space installed (square feet)	297,408	230,956	353,439	*	*	NA	NA
Existing newsstands converted to new model (%)	93.7%	94.0%	95.9%	*	*	95.4%	97.0%

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

## SERVICE 5 Deliver projects on time.

Goal 5a Complete capital bridge projects on schedule.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Bridge projects (structural work) substantially completed on schedule (%)	100%	100%	100%	100%	100%	NA	NA

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Cases commenced against the City in state and federal court	1,919	2,173	2,209	*	*	696	726
Payout (\$000)	\$63,272	\$50,636	\$62,940	*	*	\$14,866	\$20,967
Workplace injuries reported	359	390	371	*	*	155	111

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
E-mails responded to in 14 days (%)	89%	95%	98%	90%	90%	98%	99%
Letters responded to in 14 days (%)	90%	95%	98%	90%	90%	97%	97%
Calls answered in 30 seconds (%)	47%	61%	21%	*	*	43%	11%
Average customer in-person wait time (minutes)	NA	3	4	*	*	4	3
Completed customer requests for interpretation	798	1,261	1,415	*	*	NA	NA
CORE customer experience rating (0-100)	97	95	98	90	90	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Street Condition - Pothole (30 days)	97%	98%	100%	98%	98%	100%	100%
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	93%	99%	98%	98%	98%	99%	99%
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	72%	73%	74%	80%	80%	78%	77%
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	92%	92%	92%	85%	85%	89%	90%
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	96%	98%	68%	90%	90%	88%	89%

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$860.6	\$885.0	\$910.3	\$946.3	\$998.4	\$956.5	\$502.1	\$522.1
Revenues (\$000,000)	\$357.5	\$368.8	\$381.5	\$362.8	\$382.9	\$368.1	\$117.9	\$118.9
Personnel	4,796	4,861	5,315	5,338	5,471	5,406	4,866	5,296
Overtime paid (\$000,000)	\$62.9	\$70.4	\$62.1	\$40.8	\$53.0	\$49.7	\$25.1	\$20.1
Capital commitments (\$000,000)	\$836.9	\$1,360.9	\$1,151.7	\$3,363.7	\$2,571.2	\$2,836.6	\$74.3	\$85.9

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Data for the three metrics that report on the average cost of asphalt and roadway resurfacing, which was not available when the Fiscal 2016 Mayor’s Management Report was published, has been added.
- DOT updated previously reported four-month Fiscal 2016 data for the following indicators: ‘Pothole work orders,’ from 13,085 to 12,436; ‘Potholes repaired – Local streets,’ from 62,750 to 64,276; ‘Average time to repair street lights – by Con Ed (calendar days),’ from 15.6 days to 14.7 days; ‘Collisions involving DOT vehicles,’ from 150 to 147; and ‘Bicycle lane miles installed,’ from 25.8 to 31.5.
- DOT corrected four-month and annual Fiscal 2016 data for ‘Calls answered in 30 seconds (%)’ as well as data for fiscal years 2014 and 2015. Based on the revised calculation, data was updated as follows: Fiscal 2014 was revised from 73% to 47%, Fiscal 2015 was revised from 60% to 61%, four-month Fiscal 2016 from 52% to 43% and annual data from 23% to 21%. DOT also removed the performance target of 70 percent for this metric and will propose a revised target once the review of the call center is completed.

## ADDITIONAL RESOURCES

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

- Bridges and Tunnels Condition Report:  
[http://www.nyc.gov/html/dot/downloads/pdf/dot\\_bridgereport15.pdf](http://www.nyc.gov/html/dot/downloads/pdf/dot_bridgereport15.pdf)
- Don’t Cut Corners: Left Turn Pedestrian and Bicycle Crash Study  
<http://www.nyc.gov/html/dot/downloads/pdf/left-turn-pedestrian-and-bicycle-crash-study.pdf>

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



# DEPARTMENT OF BUILDINGS

Rick D. Chandler, Commissioner



## WHAT WE DO

The Department of Buildings (DOB) ensures the safe and lawful use of more than 1,000,000 buildings and construction sites by enforcing the City's Building Code, Construction Codes and Zoning Resolution, as well as the New York State Multiple Dwelling Law. The Department enforces compliance with these regulations and promotes public safety through its review and approval of building plans, permitting and licensing functions, and inspections.

## FOCUS ON EQUITY

The Department of Buildings promotes the safety of all people who build, live and work in New York City.

The Department's motto, 'Build Safe | Live Safe,' underscores the importance of safe construction and the safe use of buildings, even after a property's final Certificate of Occupancy is issued.

In addition to code and zoning compliance review, the Department provides emergency response and performs professional analysis of accidents, with the goal of preventing future incidents. The Department has strengthened its educational outreach efforts to remind construction professionals, property owners, and tenants that safety must always come first.

The Department is committed to operating efficiently and equitably distributing its resources to meet the safety and service needs of residents in all five boroughs. As part of its transformative Building One City plan, in May 2016 the Department announced new, more equitable filing fees for construction permits. The new fee structure lowers the rates for one-to-three family homes by half, while fees for major developments will be commensurate with the amount of Department resources required to review and regulate these projects.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Facilitate safe and compliant development.**

- Goal 1a Improve processing efficiency.
- Goal 1b Promptly review initial construction plans.
- Goal 1c Promptly schedule development inspections.

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### **SERVICE 2 Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.**

- Goal 2a Promptly address complaints.
- Goal 2b Rigorously enforce building and zoning laws.
- Goal 2c Prevent construction-related fatalities and injuries.

## HOW WE PERFORMED

- Overall job filings decreased by 2.6 percent from the same period in the prior fiscal year. Decreases in the number of filings of new buildings and minor renovations, which fell by 1.4 and 3.1 percent, respectively, were partially offset by a 6.6 percent increase in major renovation filings. The average time for customers to complete their transactions was 6 minutes.
- Average plan review times improved across the board. The average time to complete first plan reviews for new buildings at the Borough Offices decreased by more than 60 percent, from 15.6 to 6.1 days, and for major renovations dropped from 17.0 to 5.6 days. For jobs filed through the Hub, average plan review times for new buildings decreased from 10.7 to 6.3 days, and for major renovations went from 10.2 to 6.6 days. Average plan review times for minor renovations at both the Borough Offices and the Hub decreased by 3.1 days to 1.5 and 0.2 days, respectively. As part of its ongoing implementation of [Building One City](#), the agency's action plan, the Department is continuing to hire additional plan examiners, which has significantly reduced all review times.
- The average wait time for a construction inspection fell by more than one-third to 2.7 days, while average wait times for plumbing and electrical inspections increased to 4.6 days and 6.1 days, respectively.
- The Department responded to 60 percent more Priority B complaints than in the same Fiscal 2016 period, attributed to additional inspector hires. At the same time, the average time to respond to Priority B complaints more than doubled, growing from 24.5 to 57.5 days, as the agency completed its internal commitment to address a backlog of older complaints that included more than 3,500 complaints received in 2015. Going forward, the Department expects average response times to B complaints to steadily decline to levels at or below its 40-day target.
- DOB issued 11,267 violations, 58 percent fewer than a year ago but in line with other four-month periods. DOB violations, which are primarily administrative, can be issued in batches at different times of the year, resulting in inconsistent year-over-year comparisons.
- Despite hiring additional enforcement inspectors, as well as continuing to strengthen its education and outreach programs by working with industry professionals to raise awareness about best safety practices, construction accidents causing serious or fatal injuries still occur. Compared to the same four-month period last year, construction-related accidents rose from 181 to 244 and construction-related injuries increased from 203 to 246, while fatalities decreased from 4 to 3. Much of these increases were associated with both an increase in average construction employment as well as the amount of actively permitted square footage.

## SERVICE 1 Facilitate safe and compliant development.

### Goal 1a Improve processing efficiency.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Jobs filed	82,551	91,933	93,130	*	*	32,945	32,094
★ Average customer in-person transaction time (minutes)	NA	NA	NA	↓	↓	NA	6
Average customer in-person wait time (minutes)	NA	NA	NA	*	*	NA	33
Building permits issued - Initial	98,302	104,087	109,277	*	*	38,482	37,879
Building permits issued - Renewals	44,538	44,774	52,244	*	*	16,674	18,404
Certificates of Occupancy issued	5,694	5,289	5,893	*	*	2,004	2,138

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



**Goal 1b** Promptly review initial construction plans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
First plan reviews completed	76,669	84,449	88,542	*	*	31,057	30,449
★Average days to complete first plan review (Borough offices) - New buildings	8.8	14.9	11.1	12.0	12.0	15.6	6.1
★Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	11.3	15.2	12.2	10.0	10.0	17.0	5.6
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	3.8	4.1	3.2	4.0	4.0	4.6	1.5
Average days to complete first plan review (Hub projects) - New buildings	12.7	17.9	9.9	*	*	10.7	6.3
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	11.9	16.2	9.0	*	*	10.2	6.6
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	1.1	2.6	2.7	*	*	3.3	0.2
Jobs professionally certified (%)	57.8%	58.8%	61.9%	*	*	61.4%	64.3%
Jobs professionally certified that were audited (%)	NA	20.6%	20.3%	*	*	19.0%	21.5%
Of eligible audited jobs, the percent of audits that resulted in revocation notices (%)	NA	NA	34.3%	*	*	NA	32.9%

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

**Goal 1c** Promptly schedule development inspections.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Average wait time for a construction inspection (days)	3.4	3.6	3.8	4.5	4.5	4.2	2.7
★Average wait time for a plumbing inspection (days)	4.5	4.5	3.8	5.0	5.0	3.8	4.6
★Average wait time for an electrical inspection (days)	6.1	5.2	6.4	6.0	6.0	4.4	6.1

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

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

**Goal 2a** Promptly address complaints.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Priority A (emergency) complaints received	14,654	15,827	17,629	*	*	6,214	5,757
Priority B (nonemergency) complaints received	70,089	63,160	70,661	*	*	24,633	26,660
Priority A complaints responded to	14,468	15,420	16,927	*	*	5,978	5,490
Priority B complaints responded to	63,215	54,688	60,716	*	*	16,388	26,259
★Average time to respond to Priority A complaints (days)	0.7	0.7	0.8	1.0	1.0	0.8	0.7
★Average time to respond to Priority B complaints (days)	34.6	38.4	42.8	40.0	40.0	24.5	57.5
★Residential illegal conversion complaints where access was obtained (%)	44.1%	40.5%	38.4%	44.0%	44.0%	38.5%	33.2%
- Access obtained and violations were written (%)	44.7%	37.4%	40.4%	*	*	38.6%	38.9%
Work without a permit complaints where access was obtained and violations were written (%)	32.7%	33.3%	29.5%	*	*	27.1%	30.9%

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

**Goal 2b** Rigorously enforce building and zoning laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Construction inspections completed	142,222	139,323	148,162	140,000	140,000	46,139	50,512
Construction inspections resulting in violations (%)	19.1%	18.6%	24.9%	*	*	27.2%	23.2%
DOB violations issued	82,753	65,215	61,393	*	*	26,919	11,267
Environmental Control Board violations issued	47,768	52,315	55,121	*	*	17,645	18,392
★ Violations admitted to or upheld at the Environmental Control Board (%)	82.1%	84.5%	85.2%	80.0%	80.0%	86.6%	83.7%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Construction-related incidents	459	736	979	*	*	365	398
- Construction-related accidents	207	314	500	*	*	181	244
★ Construction-related injuries	212	324	526	↓	↓	203	246
★ Construction-related fatalities	6	10	11	↓	↓	4	3
Incident inspections resulting in violations (%)	75.2%	70.4%	63.1%	*	*	61.2%	61.8%

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Collisions involving City vehicles	33	41	44	*	*	15	19
Workplace injuries reported	15	12	10	*	*	2	7

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
E-mails responded to in 14 days (%)	65%	51%	60%	57%	57%	54%	68%
Letters responded to in 14 days (%)	49%	69%	30%	57%	57%	17%	55%
Calls answered in 30 seconds (%)	NA	NA	NA	*	*	NA	NA
Completed customer requests for interpretation	17	66	68	*	*	NA	NA
CORE customer experience rating (0-100)	91	90	91	85	85	NA	NA

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Response to 311 Service Requests (SRs)	51%	48%	57%	50%	50%	62%	86%
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	80%	81%	78%	72%	72%	83%	66%
Percent meeting time to first action - General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	79%	81%	93%	77%	77%	95%	82%
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Dericks, Building/Use, Elevator (60 days)	72%	63%	85%	77%	77%	81%	93%

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$98.7	\$108.7	\$134.7	\$172.1	\$170.2	\$157.6	\$43.4	\$55.7
Revenues (\$000,000)	\$246.1	\$291.8	\$301.9	\$251.9	\$280.9	\$247.5	\$99.4	\$97.0
Personnel	1,073	1,156	1,361	1,669	1,663	1,620	1,180	1,418
Overtime paid (\$000,000)	\$6.4	\$7.1	\$8.3	\$3.4	\$3.4	\$3.4	\$2.3	\$2.8

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

# NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department replaced 'Average time to complete application processing (days)' with 'Average customer in-person transaction time (minutes)' to better reflect agency performance. The agency also resumed data reporting for the indicator 'Average customer in-person wait time (minutes),' and moved this metric under a revised Goal 1a, Improve processing efficiency.
- The indicator 'Jobs professionally certified that were audited (%)', which reported only on those randomly selected jobs that were audited, was replaced with an identically named metric that is more inclusive and includes random audits as well as zoning and targeted audits of professionally certified jobs. As a result, 'Audits that resulted in revocation notices (%)' has been replaced with 'Of eligible audited jobs, audits that resulted in revocation notices (%)' as not all audit types can lead to a revocation notice.
- DOB revised four-month Fiscal 2016 data for several indicators reflecting updates and adjustments to previously reported data. Included among these were the following: the average times to complete first plan reviews at the Hub for new buildings (from 11.4 to 10.7 days) and for major renovations (from 11 to 10.2 days); the percent of illegal conversion complaints where access was obtained (from 41.8% to 38.5%); and the percent of work without a permit complaints where access was obtained and violations written (from 33.7% to 27.1%).
- The Department added 4-month Fiscal 2016 data for 'Violations admitted to or upheld at the Environmental Control Board (%)'.

## ADDITIONAL RESOURCES

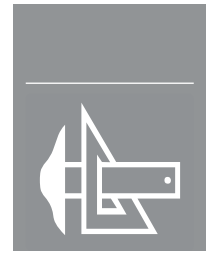
For additional information go to:

- Building One City:  
[http://www1.nyc.gov/assets/buildings/pdf/building\\_one\\_city.pdf](http://www1.nyc.gov/assets/buildings/pdf/building_one_city.pdf)
- Experience Is Not Enough:  
<http://www1.nyc.gov/site/buildings/safety/experience-not-enough.page>
- Metrics & Reports  
<http://www1.nyc.gov/site/buildings/about/metrics-reports.page>

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

# DEPARTMENT OF DESIGN AND CONSTRUCTION

Dr. Feniosky Peña-Mora, Commissioner



## WHAT WE DO

The Department of Design and Construction (DDC) designs and builds sustainable and resilient public buildings and infrastructure for New York City. The Department works collaboratively with other City agencies, ensuring that projects are built safely and efficiently, and provides a full range of services to client agencies, from administering design consultant and construction management services to managing day-to-day operations throughout construction. DDC provides the City's diverse neighborhoods with civic structures such as museums, libraries, firehouses and police precincts, and with water and sewer mains, roadways, and plazas so the City's population can continue to grow and live healthfully. In Fiscal 2016 the Department's portfolio included more than 1,100 active projects valued at approximately \$15 billion.

## FOCUS ON EQUITY

DDC's work impacts lives and communities in every corner of New York. The Department designs and builds the civic places and spaces that welcome people equally, recognizing cultural diversity and providing access to public resources. Whether it is for a new health hub in Harlem or improved streets on Staten Island, the Office of Community Outreach and Notification reaches out early and often to community groups, local businesses and individuals affected by the Department's work to share information and respond to concerns.

Businesses working with the City should have the tools needed to compete for public work and to successfully complete projects awarded. To this end, DDC's Office of Diversity and Industry Relations holds monthly workshops and seminars so that emerging and M/WBE firms have a clear path toward a long-term professional relationship with the City of New York. In addition, the agency has expanded and restructured its Design and Construction Excellence program to provide more opportunities for smaller firms to compete and bid on City capital improvement projects. To further the Design and Construction Excellence process, DDC has introduced [Guiding Principles](#), a publication that outlines shared aims that ensure equity, sustainability, resiliency and healthy living are integral to the design and construction process.

Beyond managing the design and construction of the City's public projects, DDC also educates students about careers in science, technology, engineering, architecture, and mathematics through its STEAM program. And, through its mentorship and internship opportunities, the Department provides students with the guidance and skills to successfully build careers in design and construction.

## OUR SERVICES AND GOALS

### **SERVICE 1 Design and build quality public buildings and infrastructure.**

- Goal 1a Complete projects on time and within budget.
- Goal 1b Meet quality assurance and site safety standards for all active projects.
- Goal 1c Improve customer satisfaction ratings.

## HOW WE PERFORMED

- The Department completed 31 design and 23 construction projects during the first four months of Fiscal 2017 and is on track to meet the annual targets of 106 and 104, respectively. Completed projects include the Helen Marshall Cultural Center, an 11,175-square-foot LEED-certified atrium at Queens Borough Hall, providing a venue for cultural and entertainment performances; restoration of the Wavertree, a national historic vessel and the world’s last remaining wrought-iron sailing ship, which was returned to the South Street Seaport Museum where it will continue to serve as an exhibit and educational space for future generations; and a 10,000 square-foot Carriage Barn Facility to house an extensive collection of 19th and 20th century horse drawn vehicles in Staten Island. DDC also completed work to upgrade the City’s sewer and water main infrastructure and to alleviate chronic flooding, adding a total of over 11.6 miles of new and rebuilt sewers and 51.1 miles of new water main, as well as reconstructed 15.6 lane miles of roadway. This work includes roadway and infrastructure work along 34th Street in Manhattan for the Select Bus Service project; 58th Street water tunnel activation in Manhattan; storm and sanitary sewer, water mains and appurtenances in Staten Island; and a landscaped intermodal transfer point at the Broadway Junction station in Brooklyn.
- On-time performance for active construction projects was 88 percent, up three percentage points from last year. For projects involving roadwork, on-schedule performance was 100 percent. On-time performance for active design projects was 83 percent, down by six percentage points. The Department closely monitors active projects to ensure on-time targets for completed projects—88 percent for design and 82 percent for construction are met.
- As part of DDC’s ongoing work to monitor and improve safety at its construction sites, trained safety inspectors routinely conduct random inspections of jobsites. Using a standardized checklist to ensure consistency, inspectors evaluate compliance with contract requirements; safety plans; and City, State, and federal regulatory codes. Beginning with last year’s Preliminary Mayor’s Management Report, DDC is reporting on the percent of these inspections where an inspector identified a high-risk deviation – i.e., any unsafe condition or practice that could reasonably be expected to cause serious physical harm, presenting a serious safety hazard to workers or the public at large. During the reporting period, DDC conducted 1,030 inspections at 205 project sites. DDC inspectors identified at least one high risk deviation in 75.9 percent of inspections. In every case, each high-risk deviation was addressed on the same day, before the inspector left the site.

## SERVICE 1 Design and build quality public buildings and infrastructure.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Design projects completed	128	179	181	106	*	48	31
Total design projects completed early/on time (%)	86%	84%	87%	88%	88%	NA	NA
★ - Completed early/on time: Infrastructure (%)	85%	84%	87%	88%	88%	NA	NA
★ - Completed early/on time: Public buildings (%)	87%	84%	87%	88%	88%	NA	NA
Construction projects completed	122	125	135	104	*	45	23
Total construction projects completed early/on time (%)	81%	84%	87%	82%	82%	NA	NA
★ - Completed early/on time: Infrastructure (%)	87%	88%	87%	82%	82%	NA	NA
★ - Completed early/on time: Public buildings (%)	76%	83%	85%	82%	82%	NA	NA
Average cost change for all completed consultant design and construction supervision projects (excluding programmatic scope changes) (%)	2.7%	2.6%	8.4%	3.0%	3.0%	2.7%	8.4%
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	2.1%	2.0%	8.8%	3.0%	3.0%	2.8%	8.8%

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Projects completed within budget (%)	89%	89%	82%	*	*	85%	92%
Lane miles reconstructed	42.6	20.4	16.7	20.4	*	4.5	15.6
- Construction completed on schedule (%)	85%	93%	89%	82%	82%	83%	100%
Sewers constructed (miles)	12.8	9.8	11.4	8.2	*	3.6	6.1
- Construction completed on schedule (%)	84%	85%	84%	82%	82%	92%	80%
Sewers reconstructed (miles)	6.7	6.1	4.6	8.4	*	1.1	5.6
- Construction completed on schedule (%)	86%	84%	89%	82%	82%	82%	76%
Water mains (new and replaced) (miles)	31.8	34.6	34.3	55.2	*	7.6	51.1
- Construction completed on schedule (%)	88%	92%	91%	82%	82%	95%	86%
★ Active design projects: Early/on time (%)	86%	88%	84%	88%	88%	89%	83%
★ Active construction projects: Early/on time (%)	88%	84%	90%	82%	82%	85%	88%
★ Active design projects: Difference between projected and scheduled duration (%)	2.0%	1.3%	-0.4%	1.5%	1.5%	1.3%	-1.8%
★ Active construction projects: Difference between projected and scheduled duration (%)	2.4%	1.9%	-2.7%	2.5%	2.5%	1.9%	3.7%

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

### Goal 1b

Meet quality assurance and site safety standards for all active projects.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Projects audited (%)	100%	100%	100%	95%	95%	52%	46%
★ Project inspections with at least one high-risk deviation (%)	72.7%	74.6%	69.1%	↓	↓	68.4%	75.9%

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

### Goal 1c

Improve customer satisfaction ratings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Eligible projects with completed post-construction surveys (%)	47%	28%	56%	*	*	59%	50%
Post-construction satisfaction - Surveys returned	46	27	54	*	*	37	15
★ Respondents rating a completed project as adequate or better (%)	93%	85%	91%	90%	90%	87%	90%

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
E-mails responded to in 14 days (%)	94%	95%	86%	90%	90%	92%	85%
Letters responded to in 14 days (%)	96%	94%	88%	90%	90%	92%	77%

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$127.3	\$160.3	\$399.3	\$478.7	\$641.1	\$148.3	\$489.7	\$506.7
Revenues (\$000)	\$152	\$62	\$49	\$150	\$150	\$150	\$18	\$8
Personnel	1,241	1,254	1,437	1,399	1,604	1,458	1,261	1,416
Overtime paid (\$000,000)	\$1.9	\$2.2	\$2.7	\$1.3	\$1.3	\$1.3	\$0.8	\$0.9
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$1,301.3	\$1,439.2	\$1,584.7	\$2,257.0	\$2,367.4	*	NA	NA
<sup>1</sup> January 2017 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department corrected four-month and Fiscal 2016 data for the number of design projects completed, from 44 to 48 and from 186 to 181, respectively, and revised four-month Fiscal 2016 data for the number of construction projects completed, from 42 to 45, as well as Fiscal 2014 data, from 118 to 122. The agency also corrected the distribution of the design and construction project completions, revising the number of infrastructure and public buildings data for each of the referenced reporting periods. The latter data appears in the web version of the Preliminary Mayor's Management Report (MMR).
- The agency merged the three sub-project categories (public safety, cultural institutions and libraries, and health and human services) into one category—public buildings—to align with the agency's organizational structure.
- DDC revised four-month Fiscal 2016 data for 'Eligible projects with completed post-construction surveys (%)' from 69% to 59%.
- DDC revised the Fiscal 2017 target for 'Water mains (new and replaced)' from 50.1 miles to 55.2 miles.
- Fiscal 2018 targets for the number of design and construction projects are developed after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan and will be provided in the Fiscal 2017 MMR.

## ADDITIONAL RESOURCES

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

- Design and Construction Excellence 2.0 Guiding Principles  
<http://www1.nyc.gov/site/ddc/about/guiding-principles.page>

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





# Promoting Viable Communities & Neighborhoods

# Promoting Viable Communities & Neighborhoods



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# DEPARTMENT OF CITY PLANNING

Carl Weisbrod, Director/Chairman



## WHAT WE DO

The Department of City Planning (DCP) plans for the strategic growth and development of the City through ground-up planning with communities, the development of land use policies and zoning regulations applicable citywide and by sharing its perspectives on growth and community needs with sister agencies in collaboration with the Office of Management and Budget (OMB).

DCP's six strategic objectives include: (a) to catalyze long-term neighborhood improvement through integrated planning and targeted public investments; (b) encourage housing production, affordability, and quality; (c) promote economic development and job growth; (d) enhance resiliency and sustainability of neighborhoods; (e) ensure integrity, timeliness and responsiveness in land use reviews; and, (f) supply objective data and expertise to a broad range of planning functions and stakeholders.

Central to its mission, DCP supports the City Planning Commission in its annual review of approximately 450 land use applications. The Department also works closely with OMB in developing the Ten-Year Capital Strategy and helping administer the \$1.0 billion Neighborhood Development Fund, geared toward ensuring growing neighborhoods undergoing rezoning have accompanying infrastructure investments.

## FOCUS ON EQUITY

DCP works to create a more equitable City by promoting housing production and affordability, fostering economic development while enhancing New York's status as a global city, maintaining neighborhood livability and ensuring a high quality of life. In conjunction with [Housing New York: A Five-Borough, Ten-Year Plan](#), the Department has advanced significant regulatory changes to advance these goals—including the introduction of [Mandatory Inclusionary Housing](#) (MIH) in newly rezoned areas and the citywide [Zoning for Quality and Affordability](#) (ZQA). These initiatives promote affordable housing production, encourage better quality buildings, reduce parking requirements, and make it easier to build affordable senior housing. Through inclusive community development initiatives with public and private stakeholders—such as the [East New York Neighborhood Plan](#) adopted in early 2016 as part of the Mayor's Housing New York Plan—DCP stimulates housing production and expands access to quality jobs and services in traditionally underserved neighborhoods. In order to meaningfully engage communities on planning and budgeting decisions, working with OMB and all 59 community boards, DCP reformed and integrated the annual Community District Needs Statements and Budget Requests process, and now more easily shares top issues, needs and requests for City programs and services with City agencies and other stakeholders. In addition, DCP is committed to expanding public access to land use, housing and population data, planning resources and policy expertise through its website, reports and public presentations. These resources help the public to be better informed participants in neighborhood planning and land use review processes, which ultimately improves planning outcomes.

## 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 land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

### **SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.**

- Goal 2a Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

### **SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.**

- Goal 3a Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

## HOW WE PERFORMED

- In total, the Department completed and presented 13 housing, economic development and neighborhood enhancement proposals during the reporting period compared to 11 during the same four-month period a year ago.
- The Department advanced and contributed to interagency collaboration on housing and neighborhood enhancement proposals across all five boroughs. These activities included a public presentation of the [East Harlem](#) draft zoning framework, a public scoping meeting for the [Jerome Avenue](#) study in the Bronx, commencement of the [Gowanus Neighborhood Plan](#) in Brooklyn, and public stakeholder meetings for the [Bay Street Corridor study](#) and Far Rockaway interagency planning study in Staten Island and Queens, respectively.
- To advance its objectives of promoting economic development and job growth, in August and September the Department publicly presented the [Greater East Midtown zoning proposal](#) at outreach meetings with community stakeholders including Manhattan Community Boards 5 and 6. This proposal is part of a multi-agency effort to promote modern, sustainable office development in the area while preserving distinctive features of its built environment, upgrading its transit infrastructure, creating pedestrian-friendly streets and public spaces, and allowing greater opportunity for landmark preservation through the transfer of a landmark's unused development rights throughout the 78-block rezoning area.
- The Department presented or publicly released 75 planning information and policy analysis initiatives during the reporting period. Of the 75, 72 are datasets, including release of the updated [City Owned and Leased Property](#) (COLP) dataset in both spreadsheet and interactive map versions. In the comparable Fiscal 2016 reporting period, 61 of 62 initiatives were datasets. Planning initiatives or policy reports released during July to October 2016 include the [Resilient Retail report](#), highlighting land use, business assistance, and federal regulatory reform strategies to support retail corridors throughout the City's floodplains.
- In total, 74 percent of the 69 projects DCP advanced to the land use review process met their target timeframes during the July to October 2016 reporting period compared to 69 percent of 62 projects during the same four months a year ago. The baseline target is 70 percent.
- Within project types, performance varied. For both simple zoning actions and renewals and natural area approvals, the percent certified/referred within their respective timeframes improved but decreased for complex zoning actions and City projects (non-zoning).

### SERVICE 1 Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.

**Goal 1a** Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Economic development and housing proposals completed and presented to the public	10	29	42	*	*	9	7
Neighborhood enhancement proposals completed and presented to the public	8	30	14	*	*	2	6

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

## SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

### Goal 2a

Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Planning information and policy analysis initiatives presented to the public	NA	212	222	*	*	62	75

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

## SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

### Goal 3a

Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Zoning actions (simple) certified/referred	41	60	31	*	*	7	7
★ - Certified/referred within 12 months (%)	93%	72%	68%	70%	70%	43%	57%
Zoning actions (complex) certified/referred	38	40	55	*	*	12	11
★ - Certified/referred within 15 months (%)	68%	63%	44%	70%	70%	67%	46%
City projects (non-zoning) certified/referred	62	47	50	*	*	12	23
★ - Certified/referred within 6 months (%)	87%	70%	96%	70%	70%	100%	87%
Renewals and natural area approvals certified/referred	133	117	94	*	*	31	28
★ - Certified/referred within 6 months (%)	73%	63%	68%	70%	70%	65%	79%

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
E-mails responded to in 14 days (%)	87%	90%	85%	85%	85%	70%	98%
Letters responded to in 14 days (%)	44%	64%	72%	50%	50%	90%	90%
Completed customer requests for interpretation	1	2	6	*	*	NA	NA
CORE customer experience rating (0 - 100)	89	92	100	80	80	NA	NA

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$20.6	\$24.7	\$31.2	\$46.3	\$47.1	\$42.5	\$10.5	\$16.5
Revenues (\$000,000)	\$3.6	\$1.6	\$3.0	\$2.0	\$2.0	\$2.0	\$1.3	\$0.7
Personnel	256	274	296	381	387	382	284	298
Overtime paid (\$000)	\$55	\$47	\$66	\$29	\$32	\$32	\$20	\$14
<sup>1</sup> January 2017 Financial Plan	<sup>2</sup> Expenditures include all funds			"NA" - Not Available in this report				

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Due to a change in how the Department counts datasets, previously reported data for the indicator 'Planning information and policy analysis initiatives presented to the public' has been revised. Previously, DCP consolidated multiple related datasets and counted these as one. In order to represent a more accurate picture of the scope of the Department's publicly accessible datasets, each individual dataset update or release is now reported. As a result of this change, Fiscal 2015 and 2016 data were recalculated. Data for Fiscal 2014 could not be recalculated and has been removed.
- DCP revised four-month Fiscal 2016 data for the percent of complex zoning actions certified/referred within 15 months, from 58% to 67%, and for the number of non-zoning City projects certified/referred, from 11 to 12.

## ADDITIONAL RESOURCES

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

- Housing New York: A Five-Borough, Ten Year Plan:  
<http://www1.nyc.gov/site/housing/index.page>
- Mandatory Inclusionary Housing:  
<http://nyc-csg-web.csc.nycnet/site/planning/plans/mih/mandatory-inclusionary-housing.page>
- Zoning for Quality and Affordability:  
<http://nyc-csg-web.csc.nycnet/site/planning/plans/zqa/zoning-for-quality-and-affordability.page>
- East New York Neighborhood Plan:  
<http://nyc-csg-web.csc.nycnet/site/planning/plans/east-new-york/east-new-york-1.page>
- East Harlem Neighborhood Planning Study:  
<http://www1.nyc.gov/site/planning/plans/east-harlem/east-harlem.page>
- Jerome Avenue Neighborhood Plan:  
[http://www.nyc.gov/html/dcp/html/jerome\\_ave/index.shtml](http://www.nyc.gov/html/dcp/html/jerome_ave/index.shtml)
- Gowanus Neighborhood Plan:  
<http://www1.nyc.gov/site/planning/plans/gowanus/gowanus.page>
- Bay Street Corridor @ Downtown Staten Island Neighborhood Plan:  
<http://www.nyc.gov/html/dcp/html/bay-street-corridor/index.shtml>
- Greater East Midtown:  
<http://www1.nyc.gov/site/planning/plans/greater-east-midtown/greater-east-midtown.page>

- City Owned and Leased Property:  
<http://www1.nyc.gov/site/planning/plans/greater-east-midtown/greater-east-midtown.page>
- Resilient Retail report:  
<http://www1.nyc.gov/site/planning/plans/resilient-retail/resilient-retail.page>

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





# NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

Maria Torres-Springer, President



## WHAT WE DO

New York City Economic Development Corporation (NYCEDC), a nonprofit organization operating under contract with the City of New York, is the City's primary engine for economic development, encouraging economic growth throughout the five boroughs by strengthening the City's globally competitive position and facilitating investments that build capacity, create jobs, generate economic opportunity and improve quality of life for all New Yorkers. NYCEDC invests in major infrastructure upgrades, capital projects and real estate development; manages City-owned properties; and works to enhance the City's major business sectors. NYCEDC addresses challenges faced by traditional and emerging industries through analysis of current economic trends, development of strategies and solutions, and implementation of programs that help businesses start, grow and thrive. Through the New York City Industrial Development Agency (NYCIDA) and Build New York City Resource Corporation (Build NYC), NYCEDC helps eligible businesses meet financing needs for property acquisition, new equipment, renovation and working capital through low-cost tax-exempt bonds and exemptions and abatements of selected City and State taxes, in order to create and retain jobs.

## FOCUS ON EQUITY

NYCEDC fosters inclusive economic development across all five boroughs by helping to lay the foundations of growth, advancing quality jobs across sectors and promoting access to opportunity. Through large investments in community facilities, parks, streetscapes, infrastructure, resiliency upgrades and affordable housing, NYCEDC creates dynamic and accessible neighborhoods across the City.

The NYC Neighborhood Capital Corporation is a community development entity administered by NYCEDC that is leveraging a \$55 million New Market Tax Credits allocation to support health centers, community facilities, grocery stores and industrial projects in low-income communities.

The ConstructNYC program connects small-to-mid-sized Minority, Women, and Disadvantaged-owned Business Enterprises in construction with opportunities to work on NYCEDC projects. NYCEDC's Emerging Developer Loan Fund provides low-interest loans to emerging developers taking on real estate projects.

A strong network of incubators provides low-cost workspace for entrepreneurs in manufacturing, food production, bioscience, clean technology and digital technology. In addition, NYCEDC's HireNYC Program provides job access to low-income residents by connecting communities to permanent jobs created by NYCEDC's development projects.

## OUR SERVICES AND GOALS

### **SERVICE 1 Develop and build physical assets and infrastructure in all five boroughs.**

- Goal 1a Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

### **SERVICE 2 Manage, maintain and enhance City assets to attract businesses.**

- Goal 2a Leverage City assets to support business growth and strengthen communities' economic vitality.

### **SERVICE 3 Provide resources to targeted industries and businesses.**

- Goal 3a Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.
- Goal 3b Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

### **SERVICE 4 Leverage City investments to support inclusive economic development.**

- Goal 4a Create economic opportunity for New Yorkers through real estate development.

## HOW WE PERFORMED

- NYCEDC closed four real estate transactions in the first four months of Fiscal 2017, generating approximately \$316 million in new private investment from three land sales, and one long-term lease, including the August 2016 sale of a vacant 20,000 square foot City-owned site adjacent to the Addabbo Family Health Center. The Center specializes in serving low-income and medically-underserved residents. The new site will enable the Center to complete a \$17 million expansion to increase the types of services offered and the volume of patients that can be treated and builds on the City's commitment to strengthening neighborhood amenities. The Center is the only Federally Qualified Health Center headquartered in Southwest Queens, serving patients in Queens and Brooklyn, regardless of their ability to pay or immigration status.
- Capital expenditures for design and construction projects, with the exception of those related to asset management and funding agreements, exceeded \$14 million for the period of July to October 2016. Work on the Rockaway Boardwalk advanced, with the completion of the entire length of the boardwalk anticipated for Memorial Day 2017, and work on the NY Harbor Siphon Project is fast approaching completion. NYCEDC continued to make progress on infrastructure work that supports affordable housing development. Hunter's Point South Phase 2 construction is well underway; contractors for Coney West are mobilizing; and design work for the Lower Concourse and Stapleton Phases 2 and 3 is about to begin. Construction is also beginning on the West Thames Street Pedestrian Bridge, which will span Route 9A near the entrance to the Hugh Carey Tunnel. Finally, multi-faceted resiliency work on four sites for NYC Health + Hospitals is ramping up, with design and construction beginning on multiple tasks at Coney Island, Bellevue, Metropolitan and Coler hospitals.
- Monthly ridership on the East River ferry (ERF) averaged 173,265, an increase of 1.4 percent over the same Fiscal 2016 four-month period. As the City prepares to launch the new Citywide Ferry Service, with the first routes opening in Summer 2017, the ERF will be incorporated into that larger system.
- The New York City Industrial Development Agency (NYCIDA) closed one project, Global Container Terminal, which is expected to generate \$22.7 million in City tax revenue, leverage \$25 million in private investment and create 30 jobs within the first three years of its term. The company operates a full service container and general cargo handling port terminal facility located in Staten Island. It has one of the highest volume cargo capacities of any facility in the New York Harbor, and can handle up to 425,000 containers annually. NYCIDA provided assistance in connection with the company's acquisition of equipment, including cranes, trucks and forklifts, that will enable it to expand its capacity to support containerized waste transport and future growth.
- Build NYC Resource Corporation (Build NYC) closed six transactions during the first four months of Fiscal 2017. Collectively, these projects are expected to generate over \$65 million in City tax revenue, leverage nearly \$239 million in private investment and create 32 jobs within the first three years of their respective terms. Build NYC continued to assist various not-for-profit organizations to realize significant savings through the refinancing of old debt originally used for the construction and renovation of their facilities. Savings can, in turn, be reinvested in program improvements and expansions. For example, Build NYC assisted the United States Fund for UNICEF, a New York not-for-profit corporation that provides services to vulnerable children throughout the world through fund-raising, education and advocacy activities. The bond proceeds from this transaction helped to finance the acquisition, renovation, and equipping of three commercial condominium units.
- The value of funding disbursed through capital funding agreements exceeded \$15.2 million. Notable highlights include the opening of the Coney Island Amphitheater.

## SERVICE 1 Develop and build physical assets and infrastructure in all five boroughs.

### Goal 1a

Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)	\$6,020.5	\$2,003.3	\$1,213.6	\$534.0	\$534.0	\$326.0	\$316.3
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	\$296.3	\$253.2	\$303.4	*	*	\$59.0	\$14.3
Graffiti sites cleaned	7,909	10,295	9,189	*	*	4,496	3,948
Square feet of graffiti removed (000)	4,325	5,913	5,650	*	*	2,350	2,410
East River Ferry - Average monthly ridership	107,494	113,366	131,896	*	*	170,944	173,265

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

## SERVICE 2 Manage, maintain and enhance City assets to attract businesses.

### Goal 2a

Leverage City assets to support business growth and strengthen communities' economic vitality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Capital expenditures on asset management (\$000,000)	\$49.9	\$38.8	\$45.8	*	*	\$11.6	\$8.8
★ Occupancy rate of NYCEDC-managed property (%)	97.3%	93.3%	93.7%	95.0%	95.0%	93.2%	93.2%
Portfolio revenue generated (\$000,000)	\$199.4	\$192.4	\$191.2	*	*	NA	NA
Square footage of assets actively managed by NYCEDC (000)	66,394.3	67,266.8	66,321.4	*	*	NA	NA
Outstanding violations at beginning of the period	35	25	64	*	*	27	80
Outstanding violations closed during the period	23	22	31	*	*	1	52

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

## SERVICE 3 Provide resources to targeted industries and businesses.

### Goal 3a

Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Businesses served by industry-focused programmatic initiatives	1,290	1,366	2,722	↑	↑	NA	NA
Private sector jobs in innovation industries (%) (calendar year)	14.6%	14.7%	14.8%	*	*	NA	NA
New York City unemployment rate (%)	8.2%	6.6%	4.9%	*	*	5.3%	5.6%

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

**Goal 3b** Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
New York City Industrial Development Agency projects - Contracts closed	21	14	14	*	*	3	1
★ - Projected three-year job growth associated with closed contracts	12,238	10,822	3,639	2,500	2,500	171	30
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$1,370.4	\$1,435.6	\$312.6	↑	↑	\$15.8	\$22.7
- Private investment leveraged on closed projects (\$000,000)	\$5,189.0	\$3,596.2	\$942.2	*	*	\$15.9	\$25.0
Build NYC Resource Corporation - Contracts closed	21	23	28	*	*	12	6
★ - Projected three-year job growth associated with closed contracts	307	211	321	300	300	134	32
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$250.9	\$515.6	\$411.2	↑	↑	\$283.3	\$65.1
- Private investment leveraged on closed projects (\$000,000)	\$555.8	\$777.8	\$1,404.3	*	*	\$591.5	\$238.8
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$166.3	\$168.7	\$128.7	*	*	\$27.8	\$15.2

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

**SERVICE 4 Leverage City investments to support inclusive economic development.**

**Goal 4a** Create economic opportunity for New Yorkers through real estate development.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Project employees reported to be earning a living wage or more (%)	94%	95%	95%	*	*	NA	NA

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

**AGENCY RESOURCES**

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Personnel	411	455	468	462	505	505	478	490
Capital commitments (\$000,000)	\$278.2	\$163.1	\$185.5	\$1,061.1	\$1,256.5	\$821.6	\$26.2	\$100.7

<sup>1</sup>January 2017 Financial Plan "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- To reflect audited financial statements, NYCEDC updated annual Fiscal 2016 data for the following indicators: 'Capital expenditures (\$000,000) (excludes asset management and funding agreements),' from \$307.9 million to \$303.4 million; 'Capital expenditures on asset management (\$000,000),' from \$37.3 million to \$45.8 million; and 'Portfolio revenue generated (\$000,000),' from \$199.8 million to \$191.2 million.
- Fiscal 2016 data for the metric 'Project employees reported to be earning a living wage or more (%)', which was not available when the Fiscal 2016 Mayor's Management Report was published, has been added.

## ADDITIONAL RESOURCES

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



# DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Vicki Been, Commissioner



## WHAT WE DO

The New York City Department of Housing Preservation and Development (HPD) is the largest municipal housing preservation and development agency in the nation. The agency promotes the construction, rehabilitation and preservation of affordable, high quality housing for low- and moderate-income families in thriving and diverse neighborhoods in every borough by enforcing housing quality standards, financing affordable housing development and preservation and ensuring sound management of the City's affordable housing stock.

## FOCUS ON EQUITY

Using a variety of preservation, development and enforcement strategies, HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City. In enforcing the Housing Maintenance Code, HPD works to ensure that all New Yorkers live in safe and habitable neighborhoods and homes. In developing affordable housing, HPD seeks to serve households of a wide range of incomes, in all neighborhoods, with special attention to those with special needs, seniors and the formerly homeless. Through the Housing Connect lottery, marketing and outreach efforts, HPD has expanded the number and diversity of households applying to live in affordable housing, and ensures that eligible applicants have an equal and fair chance of receiving housing. Using a targeted, neighborhood-based approach for preservation, HPD is working to protect the ability of low-income families to remain in their current neighborhoods even as rents increase. At the same time, the Department's development and preservation initiatives seek to open up new housing opportunities for households at a range of incomes, including the lowest income households.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Enforce the Housing Maintenance Code.**

Goal 1a Resolve housing maintenance complaints efficiently.

Goal 1b Improve compliance with the Housing Maintenance Code.

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### **SERVICE 2 Preserve and create quality affordable housing.**

Goal 2a Increase affordable housing opportunities through construction and preservation.

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### **SERVICE 3 Effectively manage HPD affordable housing assets.**

Goal 3a Improve financial and physical stability of existing affordable housing.

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### **SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.**

Goal 4a Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Goal 4b Target HPD financed housing to the lowest income New Yorkers.

## HOW WE PERFORMED

- HPD closed emergency and nonemergency complaints faster in the first four months of Fiscal 2017 compared to the same time period in Fiscal 2016. Average closing times decreased by almost one day and 13.8 days, respectively, largely due to an increase in the number of clerical staff available to process complaints as well as a more than seven percent decrease in complaints.
- Despite the decrease in total complaints reported, HPD issued more violations in the first four months of Fiscal 2017. The overall number of violations issued increased by four percent to 156,355, with emergency violations increasing by three percent to 23,356 and non-emergency violations up by four percent to 132,999.
- Total housing starts for the first four months of Fiscal 2017 were 34 percent higher than in the same Fiscal 2016 period, 2,578 units compared to 1,924 units. There can be marked differences in performance during the first four months of the fiscal year, depending on the timing of closings and the presence or absence of a few large projects. HPD is on track to meet or exceed its goal of creating or preserving 20,000 units of affordable housing in Fiscal 2017.
- HPD increased the buildings in its asset management portfolio. In particular, the rental portfolio rose by 11 percent, to 3,770 buildings. As the agency finances additional affordable housing, the asset management portfolio naturally grows over time. Starting with the Fiscal 2017 Preliminary Mayor's Management Report, HPD will report on the percentage of the rental and co-op buildings at medium or high risk of physical deterioration, financial distress, or noncompliance with federal requirements. Staff use these risk metrics to prioritize outreach and intervention efforts in the Asset Management portfolio. As of October 2016, 34.6 percent of rental buildings and 56.6 percent of co-op buildings were at medium or high risk. Of these at-risk rental and co-op buildings, roughly half are medium risk.
- HPD issued 287 fewer Section 8 vouchers in the first four months of Fiscal 2017 than in the same time period in Fiscal 2016. The decrease represents a normal fluctuation in voucher issuance after the increase in Fiscal 2016 when two enhanced conversion projects were completed. The agency's voucher utilization rate increased by one percentage point from Fiscal 2016 to 94.8 percent.

## SERVICE 1 Enforce the Housing Maintenance Code.

### Goal 1a Resolve housing maintenance complaints efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total complaints reported	548,626	553,135	549,640	*	*	178,383	165,202
★ - Emergency complaints reported	363,501	348,447	337,791	*	*	100,430	91,899
Inspections completed	675,760	664,960	692,943	600,000	600,000	223,132	212,324
Inspection visits per team per day	12.3	12.2	12.6	*	*	11.7	11.6
Ratio of completed inspections to attempted inspections (%)	78%	80%	78%	*	*	76%	76%
Total complaints closed	544,229	547,823	558,417	*	*	180,587	159,460
- Emergency complaints closed	363,995	346,603	339,524	*	*	98,955	87,982
- Heat and hot water	120,106	122,753	110,007	*	*	17,581	14,170
- Lead	33,600	32,528	32,170	*	*	11,749	10,483
- Other emergency	210,289	191,322	197,347	*	*	69,625	63,329
★ Average time to close emergency complaints (days)	11.9	13.3	11.3	12.0	12.0	12.6	11.7
★ Average time to close nonemergency complaints (days)	18.1	27.9	23.3	20.0	20.0	27.4	13.6
★ Emergency complaints closed within 12 days of receipt (%)	72%	70%	71%	↑	↑	65%	66%
Nonemergency complaints closed within 20 days of receipt (%)	78%	69%	75%	*	*	75%	84%

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



**Goal 1b**

**Improve compliance with the Housing Maintenance Code.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total violations issued	390,951	408,874	440,849	*	*	150,652	156,355
- Emergency violations issued	77,909	75,122	72,000	*	*	22,753	23,356
- Heat and hot water	12,352	10,478	8,858	*	*	1,737	1,778
- Lead	13,046	11,132	11,625	*	*	3,951	4,011
- Other emergency	52,511	53,512	51,517	*	*	17,065	17,567
- Nonemergency violations issued	313,042	333,752	368,849	*	*	128,019	132,999
★ Violations issued and removed in the same fiscal year (%)	38%	38%	45%	40%	40%	NA	NA
★ Emergency violations corrected by owner (%)	51%	53%	57%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	14%	12%	11%	*	*	NA	NA
Violations closed	416,454	458,863	489,900	*	*	178,740	158,256
Violations certified as corrected by owner	118,867	141,484	170,109	*	*	52,606	59,851
Housing Court cases initiated by HPD	6,824	6,299	5,659	*	*	941	1,146
Housing Court cases initiated by HPD that were disposed	6,183	6,365	5,633	*	*	1,347	1,390
- Cases settled	4,802	4,827	4,308	*	*	828	1,023
- Cases resulting in judgments	571	721	842	*	*	315	166
Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)	\$11,360,685	\$11,234,213	\$10,139,937	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	502	581	609	*	*	NA	NA
- Buildings discharged (cumulative)	885	1,056	1,278	*	*	NA	NA
- Buildings discharged from program (%) (cumulative)	64%	65%	64%	*	*	NA	NA
Total dollars spent on emergency repairs in the Alternative Enforcement Program (\$)	\$3,980,941	\$3,878,569	\$1,935,904	*	*	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 affordable housing opportunities through construction and preservation.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Total housing starts under Housing New York (units)	9,329	20,324	23,408	20,000	21,500	1,924	2,578
- New construction starts	2,760	8,485	6,097	8,000	8,600	959	455
- Preservation starts	6,569	11,839	17,311	12,000	12,900	965	2,123
★ Total housing completions (New Housing Marketplace Plan and Housing New York) (units)	9,976	12,133	19,721	17,343	16,716	3,231	1,948
- New construction completions	2,305	3,507	4,373	6,910	7,423	1,801	1,029
- Preservation completions	7,671	8,626	15,348	10,433	9,293	1,430	919

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

## SERVICE 3 Effectively manage HPD affordable housing assets.

**Goal 3a** Improve financial and physical stability of existing affordable housing.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Asset management - Rental buildings in portfolio	3,110	3,396	3,604	*	*	3,406	3,770
- Medium/high risk rental buildings in portfolio (%)	NA	NA	NA	*	*	NA	34.6%
Asset management - Co-op buildings in portfolio	1,151	1,207	1,217	*	*	1,209	1,218
- Medium/high risk co-op buildings in portfolio (%)	NA	NA	NA	*	*	NA	56.6%

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

## SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.

**Goal 4a** Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Section 8 - Voucher utilization rate	98.2%	93.3%	94.5%	98.0%	98.0%	93.8%	94.8%
- Vouchers issued	1,138	2,960	2,999	*	*	1,312	1,025
- Households assisted	36,859	38,128	39,058	*	*	38,303	39,132
Section 8 subsidized units in abatement (%)	3%	2%	2%	*	*	2%	2%

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

**Goal 4b** Target HPD financed housing to the lowest income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Housing New York units started – Extremely low income (0-30% AMI)	896	2,869	3,766	*	*	129	878
Housing New York units started – Very low income (31%-50% AMI)	1,426	2,393	2,999	*	*	437	663

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
E-mails responded to in 14 days (%)	56%	76%	55%	58%	58%	78%	73%
Letters responded to in 14 days (%)	49%	47%	53%	52%	52%	56%	40%
Average customer in-person wait time (minutes)	43	36	27	29	29	NA	NA
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	NA	85%	83%	95%	95%	NA	NA
Completed customer requests for interpretation	1,053	1,526	1,202	*	*	NA	NA
CORE customer experience rating (0-100)	89	90	97	85	85	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Heating (5 days)	83%	82%	73%	78%	78%	80%	86%
Percent meeting time to close - Pests (30 days)	64%	55%	75%	59%	59%	58%	67%
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	74%	69%	84%	71%	71%	76%	80%
Percent meeting time to close - Paint/Plaster - Walls (17 days)	70%	61%	79%	69%	69%	67%	72%
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	69%	60%	78%	68%	68%	68%	73%

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$690.0	\$718.4	\$850.0	\$1,271.9	\$1,338.7	\$903.0	\$345.9	\$522.9
Revenues (\$000,000)	\$52.6	\$64.7	\$61.3	\$28.1	\$61.4	\$27.3	\$20.0	\$31.9
Personnel	2,001	2,130	2,246	2,486	2,529	2,534	2,165	2,286
Overtime paid (\$000,000)	\$1.7	\$1.9	\$2.2	\$1.7	\$2.4	\$2.2	\$0.6	\$0.6
Capital commitments (\$000,000)	\$415.4	\$412.8	\$634.3	\$683.2	\$908.6	\$862.2	\$53.8	\$60.2
<sup>1</sup> January 2017 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available in this report								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HPD updated Fiscal 2014 housing starts and completions data. Annual housing data for Housing New York (HNY) increased by one new construction unit for a revised new construction total of 2,760 and an overall total of 9,329 units started. Fiscal 2014 housing completions data for the New Housing Marketplace Plan (NHMP) and HNY increased by 692 units to 9,976. Fiscal 2014 HNY completions increased by 500 units to 3,600 and NHMP rose by 192 units to 6,376.
- HPD updated Fiscal 2015 housing completions data for both the NHMP and HNY for a revised overall total of 12,133 units. NHMP completions increased by a net of 1,500 units to 9,549 and HNY completions increased by 505 units to 2,584. The number of Fiscal 2015 HNY units started for households with earnings that fall within the extremely low and very low income bands also increased—by 216 units to 2,869 for extremely low income and by 18 units to 2,393 for very low income.
- HPD updated four-month and annual Fiscal 2016 data for HNY starts. Four-month data for total starts remained unchanged at 1,924 but the distribution of new construction and preservation starts was revised. Annual data increased by 121 preservation units for a revised total of 23,408 starts. Four-month and annual Fiscal 2016 data for total housing completions (NHMP and HNY combined) rose to 3,231 for the four months and to 19,271 for the full year, increases of 1,430 and 1,279 units, respectively. NHMP increased by 1,075 units for the four-month period and by 253 for the full fiscal year; HNY completions increased by 355 for the four-month period and by 1,026 for the full fiscal year. Data on the number of Fiscal 2016 HNY units started for households with earnings that fall within the extremely low and very low income bands were also updated. For extremely low income, four-month data increased by 52 to 129 and decreased by one to 3,766 for the fiscal year. In the very low income category, four-month data increased by three to 437 and by 120 to 2,999 for the fiscal year.
- The above changes are partly due to data clean up and routine updates.
- HPD retired and replaced the two asset management indicators that reported on the percentage of the rental and co-op building portfolio in distress with indicators that measure the percentage of the rental and co-op buildings at

medium or high risk of physical deterioration, financial distress, or noncompliance with federal requirements. The agency intentionally expanded its criteria to be more proactive in identifying and addressing at-risk projects, rather than measuring distress only after it occurs. The new metrics assist the agency in meeting its goal of effectively managing HPD affordable housing assets.

- HPD no longer participates in the Workforce Experience Program (WEP). As a result, agency resources data on 'Work Experience Program (WEP) enrollment' is no longer reported.

## ADDITIONAL RESOURCES

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

- Housing New York: A Five-Borough, Ten-Year Plan:  
<http://www.nyc.gov/html/housing/pages/home/index.shtml>
- Housing New York: Three Years of Progress (January 2014 – December 2016)  
<http://www1.nyc.gov/assets/hpd/downloads/pdf/about/hny-three-years-of-progress.pdf>

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

# NEW YORK CITY HOUSING AUTHORITY

Shola Olatoye, Chair/Chief Executive Officer



## WHAT WE DO

The New York City Housing Authority (NYCHA) provides affordable housing to approximately 403,000 low- and moderate-income City residents in 328 housing developments with nearly 178,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists nearly 85,000 families in locating and renting housing in privately owned buildings. In addition, the Authority facilitates access to critical social services to residents in their communities.

## FOCUS ON EQUITY

NYCHA promotes equitable service delivery in providing low- and moderate-income New Yorkers with safe and affordable housing, facilitating access to social and community services, and increasing their opportunities for success. The Authority's ten-year strategic plan, *NextGeneration (NextGen) NYCHA*, is a multi-faceted, collaborative effort that seeks to achieve four key goals to strengthen and preserve public housing for the future. These goals are: Achieve short-term financial stability and diversify funding for the long term; Operate as an efficient and effective landlord; (Re)build, expand and preserve public housing and affordable housing stock; and Engage residents and connect them to best-in-class social services. As part of the Mayor's Housing New York Plan and in keeping with NextGen NYCHA's goal to expand housing opportunities, NYCHA restored homeless families' priority for public housing and continues to give homeless individuals a priority for Section 8 resources. In 2016, NYCHA housed an additional 1,047 homeless families in Section 8 LLC properties and private units. NYCHA's public housing program provided housing to an additional 1,507 homeless families from DHS and HRA shelters plus an additional 37 homeless families due to domestic violence from HRA shelters during calendar year 2016. NYCHA will also provide an additional 1,500 homeless families with public housing units each year through 2020. As of October 31, 2016, NYCHA placed a total of 1,997 homeless families in its developments.

## OUR SERVICES AND GOALS

### **SERVICE 1 Operate as an efficient and effective landlord.**

- Goal 1a Improve rent collection.
- Goal 1b Expedite maintenance and repairs.
- Goal 1c Optimize apartment usage and ensure rental equity.
- Goal 1d Improve safety and security.

### **SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.**

- Goal 2a Preserve the public and affordable housing asset.
- Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.
- Goal 2c Increase access to affordable housing in privately owned units.
- Goal 2d Develop new mixed-use, mixed-income housing and resources.

### **SERVICE 3 Engage residents and connect them to best-in-class social services.**

- Goal 3a Connect all residents to critical services in their communities.
- Goal 3b Increase employment opportunities among NYCHA residents.

## HOW WE PERFORMED

- The cumulative rent collection rate for NYCHA remained stable through October 2016 at 94.1 percent. Through the first four months of Fiscal 2017, the rent delinquency rate, the percentage of delinquent households, increased slightly from 28.7 percent in Fiscal 2016 to 30 percent in Fiscal 2017. In July 2016, Property Management staff received professional development on setting rent collection targets to inform and guide rent collection efforts. NYCHA is exploring improvements to its rent collection processes.
- Through October 2016, the average time to resolve heat service requests and all emergency service requests remained stable and well within the target of 24 hours. NYCHA performed more emergency repairs in Fiscal 2017, compared to the previous year. Between July 2016 to October 2016, NYCHA closed 48,340 emergency work orders (primarily heat, hot water, and elevators) compared to 44,568 during the same period last year—an 8 percent increase. The average time to resolve heat service requests remained within the target of 24 hours.
- The average time to resolve non-emergency service requests increased by four days to 17.3 days in Fiscal 2017 from 13.4 days in Fiscal 2016. Non-emergency requests include two categories of work—routine maintenance and skilled trades for more complex work. With the implementation of apartment inspections NYCHA-wide in 2016, the Authority now makes real-time repairs for simple maintenance issues at the time of annual inspections. Inspections also result in the creation of work orders for more complex repairs, which require skilled trades—such as carpentry, plumbing, plastering, and painting. The creation of more skilled trade work orders has impacted the time to resolve non-emergency repairs, which is now 88.2 days compared to 72.7 days last year. NYCHA is working to improve maintenance productivity and shorten resolution times.
- The average time to resolve elevator outages increased by four hours from 6.9 hours through October 2015 to 10.8 hours through October 2016. NYCHA's Elevator Division has expanded routine safety inspections of equipment or a 'Safety Check' every time an elevator is restored back to service, which has increased the time to resolve elevator outages. These additional measures have impacted the response time since a new work order is created when elevator issues are identified during the safety check.
- The average time to prepare vacant apartments increased by about 4 days from 37 days in Fiscal 2016 to 40.8 days during the first four months of Fiscal 2017. The average turnaround days for vacant apartments also increased by a day from 48.5 days to 49.9 days. With residents staying in their apartment longer and major infrastructure needs that have to be deferred because of inadequate capital funding, apartments that are turned over need more work to be returned to a state of good repair. At the same time, training demands impacted maintenance staff availability for apartment preparation work.
- Through October 2016, the crime rate year-to-date and the number of major felony crimes in public housing development declined. The NYPD and other law enforcement agencies continue to work with NYCHA to boost resident engagement and work with residents to secure additional funding for security measures such as CCTV. Council funding has enabled the installation or renovation of security cameras in 110 buildings at 19 designated developments.
- The percentage of active capital projects in construction phase on schedule increased from 57.8 percent in Fiscal 2016 to 93.3 percent in Fiscal 2017. Improved management and monitoring of the projects during the construction phase resulted in a significant improvement in timeliness.
- The number of applicants placed through Section 8 vouchers was up nine percent from 501 in Fiscal 2016 to 546 in Fiscal 2017. As a result of increased funding NYCHA issued more vouchers in 2016 as compared to 2015. The number of Section 8 occupied units decreased two percent from 86,402 to 84,638 and the utilization rate for Section 8 vouchers decreased from 87 percent to 85 percent, due to an increase in move outs. Due to the lack of affordable housing units in New York City, many voucher holders have been unable to find units and their voucher is not utilized. Currently there are 2,133 voucher holders searching for an apartment. About 73 percent are successful at finding a rental unit.
- There are approximately 11,000 units in NYCHA's active development pipeline and 3,859 units completed since 2005. Of the 11,000 active units, 350 units are under construction, 875 Section 8 units are being rehabilitated, and

approximately 9,350 units are in pre-development. Recently completed projects include the 149-unit Prospect Plaza Phase II in Brooklyn, 168-unit Randolph Houses in Manhattan, and 86-unit Soundview II in the Bronx.

- NYCHA's Emergency Transfer Program (ETP) is intended to enhance safety for at-risk residents by providing case management and confidential relocation services to another NYCHA development. The number of residents approved for the Emergency Transfer Program decreased by 7 percent from 361 in Fiscal 2016 to 334 in Fiscal 2017. Fewer applications were submitted, which impacted the number of approvals. The ETP disposition time improved by 31 percent. NYCHA continues to use the productivity reports developed in the Siebel system to more effectively manage caseloads and ensure the timely disposition of cases.
- Resident job placements decreased by 14 percent from 912 in Fiscal 2016 to 780 in Fiscal 2017. This indicator includes the number of residents placed by NYCHA's Department of Resident Economic Empowerment and Sustainability (REES) and NYCHA's Human Resources (HR). REES placements include caretaker positions and security contract-related positions and HR placements are for primarily seasonal positions. NYCHA anticipates an increase in the reported number of hires, especially for security contracts in the fourth quarter of 2016 and construction projects in the first quarter of 2017.

## SERVICE 1 Operate as an efficient and effective landlord.

### Goal 1a Improve rent collection.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Rent collection (%)	94.6%	94.9%	94.9%	97.5%	97.5%	94.6%	94.1%
Rent delinquency Rate (%)	NA	NA	27.7%	*	*	28.7%	30.0%

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

### Goal 1b Expedite maintenance and repairs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Average time to resolve emergency service requests (hours)	11.0	14.7	13.1	24.0	24.0	11.4	11.6
★ Average time to resolve non-emergency service requests (days)	27.6	14.0	14.7	15.0	15.0	13.4	17.3
★ Average time to resolve heat service requests (hours)	13.6	19.0	17.3	24.0	24.0	17.2	17.9
★ Average time to resolve elevator outages (hours)	5.7	6.5	8.7	10.0	10.0	6.9	10.8
★ Average outage per elevator per month	1.00	0.99	1.13	1.01	1.01	1.08	1.17
★ Elevator service uptime	99.1%	99.0%	98.6%	97.0%	97.0%	98.8%	98.3%
★ Alleged elevator injuries reported to DOB	9.0	17.0	20.0	↕	↕	7.0	6.0
★ Elevator related fatalities	0	1	2	↕	↕	0	0
Management cost per dwelling unit (\$)	\$913	\$893	\$875	\$875	\$875	\$837	\$863

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

**Goal 1c** Optimize apartment usage and ensure rental equity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Average time to prepare vacant apartments (days)	43.7	38.2	40.7	20.0	20.0	37.0	40.8
★Average turnaround days for vacant apartments	77.9	58.1	50.0	30.0	30.0	48.5	49.9

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

**Goal 1d** Improve safety and security.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Crime Rate Year To Date	13.3	12.0	13.2	*	*	4.8	4.5
★Major felony crimes in public housing developments	5,328	4,858	5,205	↕	↕	1,896	1,864

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

**SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★Active capital projects on schedule (%)	32.3%	24.4%	64.4%	29.1%	29.1%	30.6%	74.6%
★Active capital projects in construction phase on schedule (%)	61.0%	54.9%	94.2%	91.1%	91.1%	57.8%	93.3%

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

**Goal 2b** Optimize access to affordable housing in public housing developments to income-eligible families.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Apartments vacated	4.8%	3.9%	4.1%	*	*	NA	NA
★Occupancy rate (%)	99.4%	99.5%	99.5%	99.2%	99.2%	99.4%	99.4%
Applicants placed in public housing	5,988	4,939	4,211	*	*	1,466	1,298
Working families residing in public housing (cumulative) (%)	47.6%	47.5%	46.7%	*	*	NA	NA

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



## Goal 2c

Increase access to affordable housing in privately owned units.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Families on Section 8 waiting list (000)	123	121	119	*	*	120	119
★ Utilization rate for Section 8 vouchers (%)	91.2%	88.1%	87.0%	97.0%	97.0%	87.0%	85.0%
★ Section 8 occupied units (vouchers)	88,529	86,167	85,224	87,000	87,000	86,402	84,638
Annual Section 8 inspections	89.8%	88.9%	78.0%	*	*	78.0%	83.0%
Annual Section 8 recertifications	92.9%	96.7%	98.0%	*	*	98.0%	98.0%
Applicants placed through Section 8 vouchers	384	892	1,706	*	*	501	546

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

## Goal 2d

Develop new mixed-use, mixed-income housing and resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Apartments (000)	179	178	178	*	*	178	178
Number of developments	334	328	328	*	*	328	328
Number of buildings	2,563	2,553	2,528	*	*	2,551	2,500

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

# SERVICE 3 Engage residents and connect them to best-in-class social services.

## Goal 3a

Connect all residents to critical services in their communities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Residents approved for the Emergency Transfer Program	808	815	931	*	*	361	334
★ Emergency Transfer Program disposition time (days)	45.91	48.17	39.60	45.00	45.00	48.19	33.32
★ Initial social service tenant contacts conducted within five days of referral (%)	68%	80%	86%	76%	76%	87%	72%
Referrals to supportive social services rendered to senior residents	84,987	70,824	53,763	*	*	20,496	4,384
Senior centers	33	32	15	*	*	15	14
Utilization of senior centers (%) ages 60+	143.0%	145.0%	116.0%	85.0%	85.0%	113.0%	131.0%

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

## Goal 3b

Increase employment opportunities among NYCHA residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Resident job placements	874	1,084	1,410	1,593	1,593	912	780
Job training programs - ratio of job placements to program graduates (current period)	73%	69%	63%	*	*	NA	NA
Youth placed in jobs through youth employment programs	918	918	888	*	*	NA	NA

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Completed requests for interpretation	154,339	187,871	196,996	*	*	50,405	55,457
Letters responded to in 14 days (%)	80.3%	79.0%	84.7%	*	*	87.1%	82.0%
E-mails responded to in 14 days (%)	87.1%	88.3%	82.9%	*	*	95.1%	73.8%
Average wait time to speak with a customer service agent (minutes)	19	15	13	*	*	15	16
CORE facility rating	94	93	92	*	*	NA	NA
Calls answered in 30 seconds (%)	68.0%	72.0%	64.0%	*	*	57.0%	49.0%
Number of agency customers surveyed for overall customer satisfaction	27,660	33,843	25,764	*	*	NA	NA
Customers rating service good or better (%) (As applicable)	70.0%	68.2%	78.8%	71.0%	71.0%	NA	NA

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$3,318.4	\$3,154.3	\$2,911.1	\$3,379.9	\$3,379.9	\$3,242.1	\$1,030.2	\$1,036.5
Revenues (\$000,000)	\$3,076.8	\$3,260.8	\$3,210.8	\$3,319.9	\$3,319.9	\$3,263.2	\$1,107.0	\$1,058.1
Personnel	11,449	11,399	10,940	11,186	11,459	11,282	11,415	11,080
Overtime paid (\$000,000)	\$106.6	\$64.9	\$82.7	\$67.5	\$67.5	\$67.4	\$24.4	\$28.2
Capital commitments (\$000,000)	\$23.4	\$37.4	\$234.1	\$176.0	\$372.1	\$169.7	\$105.6	\$29.8

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

- NextGeneration NYCHA plan: <http://www1.nyc.gov/site/nycha/about/nextgen-nycha.page>

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

# LANDMARKS PRESERVATION COMMISSION

Meenakshi Srinivasan, Commissioner/Chair



## WHAT WE DO

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,373 individual landmarks and more than 35,800 buildings and sites in 140 historic districts and extensions. The agency reviews applications to alter landmark structures, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law.

## FOCUS ON EQUITY

LPC focuses on equitable and inclusive service delivery through its education and outreach efforts in communities across all five boroughs. These efforts include holding community meetings to inform diverse stakeholders—including residents, property owners, business owners and community boards—about the landmark designation process and its regulatory impact. The Commission is also developing more multi-lingual accessibility to serve those same audiences. The agency works with applicants from all backgrounds including homeowners, commercial property owners and small businesses, retail tenants, developers, institutions and City agencies to provide technical advice and expedite applications related to improvements and alterations to landmark properties. An agency grant program provides funding to low-income applicants to assist with building repairs. LPC seeks to preserve historic resources that represent a diversity of cultures, historical periods and neighborhoods to tell the story of the development of New York City.

The agency launched a new [Permit Application Search](#) feature on its website in Fiscal 2016, part of this Administration's ongoing commitment to transparency, efficiency and accessibility in the Commission's processes. The Permit Application Search tool displays the current status of all permit applications, including Certificates of Appropriateness reviewed by the full Commission and permits issued by LPC staff. Users can search by address, historic district, borough, block or lot, and search results display two years of permit application data.

The Permit Application Search tool is the latest agency initiative to provide easier and greater access to LPC information. Over the last two years, the Commission has launched a searchable online tool containing more than [1,600 LPC Designation Reports](#), a searchable database of [Commission decisions](#) on projects at landmark sites and an interactive map that displays information on landmarks in all five boroughs. This webmap, [Discover NYC Landmarks](#), allows individuals to easily search, navigate and explore designated landmarks and calendared sites, and links them directly to designation reports in their neighborhoods and throughout the five boroughs. The agency also redesigned its application forms to make them more efficient and user-friendly, and posts applicant presentation materials on the LPC website prior to public hearings and meetings for proposed work on landmark sites.

## OUR SERVICES AND GOALS

### **SERVICE 1 Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.**

- Goal 1a Identify and designate as landmarks, eligible individual buildings, interiors, scenic landmarks and historic districts.
- Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.
- Goal 1c Increase compliance with landmark regulations.
- Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

## HOW WE PERFORMED

- In the first four months of Fiscal 2017, the agency directed its resources to resolve longer term landmark designation initiatives, including two new historic districts and completion of the Greater East Midtown initiative and the Commission’s Backlog Initiative. The ongoing work to complete these initiatives is reflected in the low number of building designations this period, but should result in an increase in the number of designations in the remainder of Fiscal 2017 for the two historic districts, and the Backlog and East Midtown initiatives.
- The quantity of work permit applications received in the first four months of Fiscal 2017 was similar to the number received in the same reporting period of the last fiscal year. The agency adjusted its process for Expedited Certificates of No Effect, resulting in a decrease in the percentage issued within two days in the beginning of Fiscal 2017, but changes have been made that brought the numbers back up toward the end of this reporting period. The percentage of Certificates of No Effect issued within 10 days was comparable to the first four months of Fiscal 2016, and well above target. Performance for issuance of Permits for Minor Work also remained in line with the first four months of Fiscal 2016.
- There was an increase in Notices of Violation issued during the first four months of Fiscal 2017, compared with the same period of Fiscal 2016, due to an updated reporting process. Cases in which Notices of Violation are issued without a penalty, such as when a property owner is working to address violations but there are significant delays, are now counted with Notices of Violation that are issued with a penalty, rather than being counted as Warning Letters. The number of Warning Letters decreased in the first four months of Fiscal 2017, also as a result of this change in reporting methodology.
- During the first four months of Fiscal 2017, LPC had some large and complex projects that resulted in slightly increased review times within the Archaeological Department, and a decrease in the percentage of archaeological applications reviewed within 10 days. While this indicator decreased to 93 percent, from 99 percent in the first four months of Fiscal 2016, the percent of archaeological applications reviewed within 10 days still met its target.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Individual landmarks and historic districts designated	11	15	20	20	20	1	1
★ - Total number of buildings designated	324	2,013	1,411	*	*	276	1

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Work permit applications received	13,235	13,273	13,963	*	*	4,643	4,657
★ Actions taken on work permit applications received	13,176	15,446	14,081	*	*	4,737	4,593
Certificates of No Effect issued within 10 days (%)	94%	91%	96%	85%	85%	94%	93%
Expedited Certificates of No Effect issued within two days (%)	97%	90%	99%	100%	100%	98%	85%
Permits for minor work issued within 10 days (%)	91%	92%	95%	*	*	93%	92%

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

**Goal 1c** Increase compliance with landmark regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Number of complaints received	875	772	792	*	*	286	238
Investigations completed	783	755	997	*	*	327	301
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	993	1,014	1,221	*	*	392	403
Violations admitted to or upheld at the Environmental Control Board (%)	97%	98%	98%	*	*	99%	98%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Archaeology applications received	284	308	297	*	*	106	86
Archaeology applications reviewed within 10 days (%)	98%	97%	95%	85%	85%	99%	93%

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Letters responded to in 14 days (%)	94%	85%	80%	*	*	74%	64.5%
E-mails responded to in 14 days (%)	100%	100%	98%	*	*	99%	98%

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$4.7	\$4.8	\$5.3	\$6.3	\$6.2	\$6.3	\$1.8	\$1.9
Revenues (\$000,000)	\$6.4	\$6.9	\$7.1	\$5.0	\$5.1	\$5.1	\$2.6	\$2.2
Personnel	64	71	71	77	78	78	72	69
Overtime paid (\$000)	\$0	\$1	\$5	\$7	\$7	\$7	\$0	\$0

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

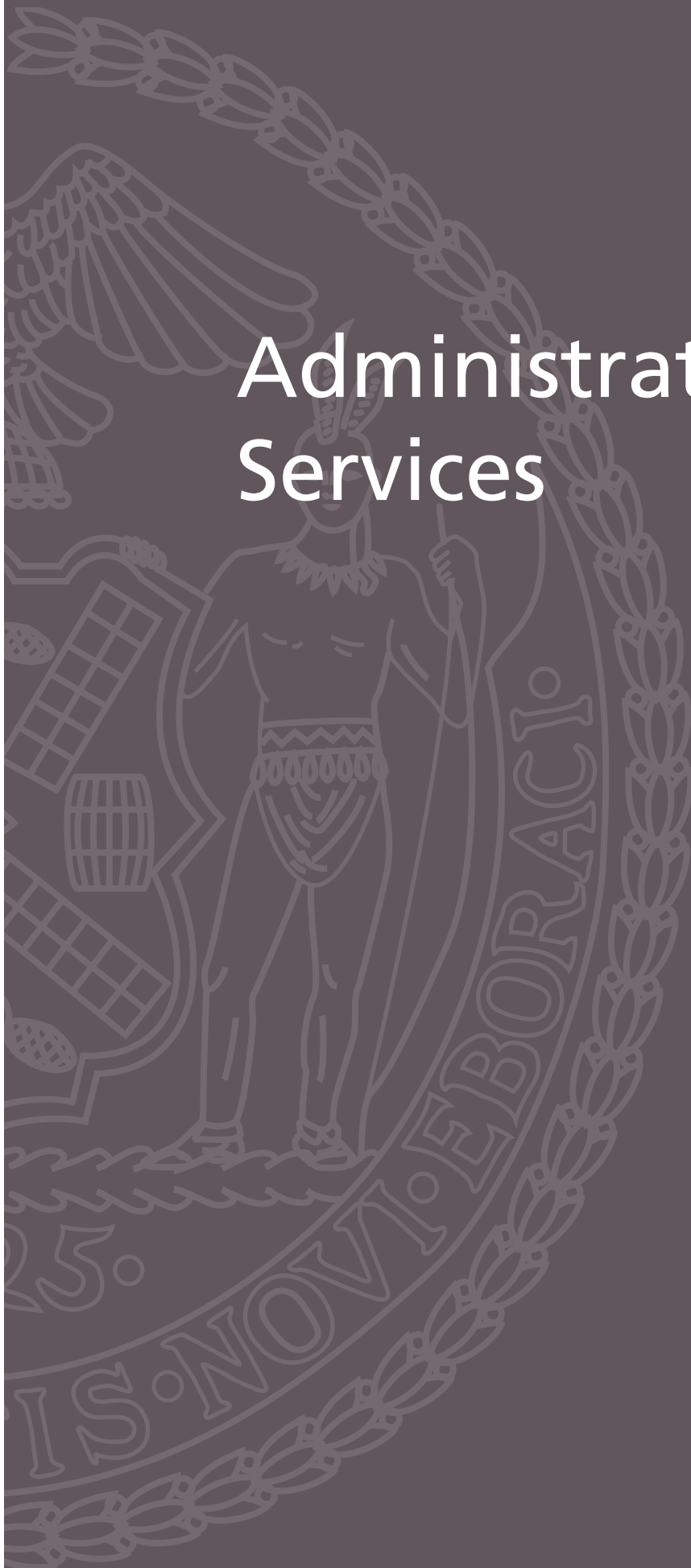
For additional information, go to:

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

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



# Administrative Services



# Administrative Services



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# DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Lisette Camilo, Commissioner



## WHAT WE DO

The Department of Citywide Administrative Services (DCAS) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public. DCAS supports City agencies' workforce needs in recruiting, hiring and training City employees; establishes and enforces uniform procedures to ensure equal employment opportunity (EEO) for employees and job candidates; provides overall facilities management, including security, maintenance and construction services for tenants in 55 public buildings; purchases, sells and leases non-residential real property; purchases a wide range of goods and services; inspects and distributes supplies and equipment; disposes of all surplus and obsolete goods; manages City agency fleets and the City's overall compliance with fleet purchasing laws and environmental goals; establishes utility accounts, reviews and pays bills that serve 80 agencies and more than 4,000 buildings; and oversees energy efficiency and renewable energy projects throughout City facilities in support of the City's emission reduction goals.

## FOCUS ON EQUITY

DCAS works to ensure diverse and inclusive hiring, employment and contracting practices to create broader opportunities for individuals and businesses to participate in and lead City government. During the first four months of Fiscal 2017 DCAS provided outreach and communication at 72 events for the public and underserved/underrepresented communities. DCAS also trained more than 30,000 employees to promote the City's policies on diversity and EEO in Fiscal 2016. To include Minority and Women-Owned Business Enterprises (M/WBE) in all contracting and business opportunities and to expand the vendor pool, DCAS continues to increase its outreach to M/WBE vendors through electronic communication, targeted advertising and in-person meetings.

## OUR SERVICES AND GOALS

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### SERVICE 1 Help City agencies fulfill their workforce needs.

- Goal 1a Increase the public's access to information about employment opportunities in City government.
- Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.
- Goal 1c Ensure timely administration of civil service exams.
- Goal 1d Provide a wide range of training opportunities.

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### SERVICE 2 Manage and operate City-owned office buildings.

- Goal 2a Improve cleanliness and maintenance ratings for DCAS-managed facilities.
- Goal 2b Meet timeliness standards for maintenance service requests and repair work.
- Goal 2c Consolidate and reduce City office space.

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### SERVICE 3 Manage the City's surplus real and personal property.

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

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

- Goal 4a Maximize competition in the procurement process.
- Goal 4b Use citywide buying power to achieve best value for goods and services purchased.

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

- Goal 5a Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.
- Goal 5b Reduce the energy-related carbon footprint of City buildings.
- Goal 5c Increase the City's renewable energy capacity.

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

- Goal 6a Reduce fuel use and emissions.
- Goal 6b Optimize fleet resources to meet agency needs.

## HOW WE PERFORMED

- In the first four months of Fiscal 2017 DCAS experienced a 55 percent increase in the number of applications received for open competitive civil service exams compared to the same period in Fiscal 2016. This increase is attributed to a rise in the number of exams offered, including information technology titles such as computer associate and computer programmer analyst.
- In the first four months of Fiscal 2017 DCAS administered all 29 civil service exams on schedule. Civil service exams for titles that are in high-demand are offered on a regular basis at the DCAS computer-based testing and applications centers (CTACs), while other exams are scheduled for specific days throughout the year.
- The median time from exam administration to exam results completion increased 37 percent to 426 days due, in part, to examinations containing multiple parts/sessions that take additional time to administer and score, as well as a decrease in the number of examiners at DCAS, which resulted in a backlog of exams. Since the close of the reporting period DCAS has hired six out of the seven vacant examiner positions and plans to implement more strategic exam scheduling going forward.
- In the first four months of Fiscal 2017 DCAS offered 405 classes, covering 168 unique course titles across seven portfolios that included managerial, professional, technical and City-specific courses. The number of City employees/participants attending training sessions increased five percent.
- Due to a rent pre-payment of approximately \$9.4 million that was received in July 2016 from a tenant that elected to pay earlier than scheduled, lease revenue increased 28 percent during the reporting period.
- During the reporting period there was an 11 percentage point increase in Mayoral agency spending against DCAS master contracts, reflecting City agencies' increased use of DCAS requirements contracts.

### SERVICE 1 Help City agencies fulfill their workforce needs.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Applications received for open competitive civil service exams	74,700	184,849	79,878	*	*	21,774	33,866
Employment applications received via NYC Jobs	679,785	925,054	952,641	*	*	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ New hires - White (%)	23.2%	23.9%	23.0%	*	*	28.7%	23.0%
★ New hires - Black (%)	38.8%	40.8%	36.8%	*	*	38.0%	43.8%
★ New hires - Hispanic (%)	19.4%	19.8%	19.5%	*	*	22.2%	21.4%
★ New hires - Asian/Pacific Islander (%)	6.8%	7.2%	7.5%	*	*	8.7%	8.7%
★ New hires - Native American (%)	0.4%	0.4%	0.4%	*	*	0.4%	0.4%
New hires - Unspecified (%)	11.5%	7.9%	12.9%	*	*	2.0%	2.7%
★ New hires - Male (%)	57.2%	53.7%	59.3%	*	*	57.8%	51.3%
★ New hires - Female (%)	42.8%	46.3%	40.7%	*	*	42.2%	48.7%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Exams administered on schedule (%)	100%	100%	100%	100%	100%	100%	100%
★ Median time from exam administration to exam results completion (days)	251	209	343	*	*	310	426

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Average rating for professional development training sessions (%)	88%	88%	90%	88%	88%	91%	89%
★ City employees/participants attending training sessions	20,252	25,989	40,586	25,000	30,000	8,053	8,493
City employees participating in diversity, inclusion and equal employment opportunity training	1,961	10,226	33,322	20,000	20,000	NA	NA

★ 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 Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	70%	69%	70%	70%	70%	NA	NA
CORE customer experience rating of facilities (0-100)	96	94	100	90	95	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Average time to complete in-house trade shop work orders for minor repairs (days)	4.3	4.2	3.6	7.0	5.0	3.6	3.5
★ In-house trade shop work orders completed within 30 days (%)	69%	70%	70%	75%	75%	72%	67%

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

**Goal 2c** Consolidate and reduce City office space.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Lease-in agreements executed	56	53	66	*	*	NA	NA
Square footage associated with executed lease-in agreements (000)	1,957	1,712	3,011	*	*	NA	NA

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

**SERVICE 3 Manage the City's surplus real and personal property.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Lease revenue generated (\$000)	\$64,979	\$55,484	\$52,419	\$42,078	\$42,078	\$16,506	\$21,205
★ Revenue generated from the sale of surplus goods (\$000)	\$9,892	\$10,406	\$11,026	\$8,693	\$6,893	\$3,269	\$2,917
★ - Revenue generated from auto auctions (\$000)	\$7,957	\$6,254	\$9,770	\$6,492	\$4,692	\$2,931	\$2,441
Real estate auction bids received (\$000)	\$17,500	NA	\$12,990	*	*	\$12,990	NA

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

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

**Goal 4a** Maximize competition in the procurement process.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Average number of bidders per bid	3.3	3.3	3.0	3.4	3.4	2.7	3.4
Mayoral agency spending against DCAS master contracts (%)	NA	41%	55%	*	*	50%	61%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Value of goods and services purchased (\$000,000)	\$1,191	\$1,169	\$1,353	*	*	\$502	\$635
- Value of Central Storehouse requisitions (\$000)	\$24,000	\$23,370	\$22,600	*	*	\$8,500	\$8,440

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

## SERVICE 5 Manage energy use by City agencies.

### Goal 5a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Electricity purchased (kilowatt hours) (billions)	4.3	4.3	4.2	*	*	NA	NA
Total energy purchased (British Thermal Units) (trillions)	28.9	29.5	28.4	*	*	NA	NA
- Electricity (%)	50.4%	49.3%	51.0%	*	*	NA	NA
- Natural gas (%)	41.5%	42.4%	42.0%	*	*	NA	NA
- Steam (%)	8.1%	8.3%	7.0%	*	*	NA	NA

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

### Goal 5b

Reduce the energy-related carbon footprint of City buildings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	7,893	40,984	14,459	4,269	28,000	NA	NA
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	19,739	60,723	75,182	79,451	107,451	NA	NA
★ Annual estimated avoided energy cost from all energy projects (\$000,000)	\$2.79	\$12.46	\$6.56	\$1.14	\$8.70	NA	NA
★ Cumulative estimated avoided energy cost from all energy projects (\$000,000)	\$7.06	\$19.52	\$26.08	\$27.22	\$35.92	NA	NA
Annual energy retrofit/conservation projects completed	37	109	158	*	*	NA	NA
Cumulative energy retrofit/conservation projects completed	114	223	381	*	*	NA	NA
Annual Energy Efficiency Reports (EER) completed	70	145	141	*	*	NA	NA
Cumulative Energy Efficiency Reports (EER) completed	258	403	544	*	*	NA	NA

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

### Goal 5c

Increase the City's renewable energy capacity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Cumulative installed solar capacity (kilowatts)	428.5	2,759.1	7,996.0	↑	↑	NA	NA

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

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

### Goal 6a Reduce fuel use and emissions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	56%	57%	59%	62%	63%	60%	59%
- Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	56%	66%	74%	75%	76%	71%	75%
Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	99%	98%	98%	95%	95%	NA	NA
- Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	99%	96%	100%	95%	95%	NA	NA
Electric vehicles in the citywide fleet	723	802	945	750	1,000	792	966
- Electric vehicles in the DCAS-managed fleet	51	64	72	75	100	65	81

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Fleet in-service rate citywide (%)	90%	90%	91%	90%	91%	90%	92%
- Fleet in-service rate for DCAS-managed fleet (%)	98%	98%	98%	97%	98%	99%	99%

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
City employees trained in defensive driving citywide	2,357	15,266	7,929	8,000	11,000	2,805	2,335
- Employees of DCAS-managed fleet agencies trained in defensive driving	1,798	1,879	1,690	*	*	598	477
Collisions involving City vehicles citywide	5,886	5,726	6,344	*	*	1,876	1,995
- Collisions involving City vehicles in the DCAS-managed fleet	402	449	400	*	*	151	131
Preventable collisions involving City vehicles citywide	2,925	2,873	2,815	*	*	1,007	869
- Preventable collisions involving City vehicles in the DCAS-managed fleet	173	211	145	*	*	63	49
Injuries resulting from collisions involving City vehicles citywide	831	669	510	*	*	278	245
- Injuries resulting from collisions involving City vehicles in the DCAS-managed fleet	81	60	66	*	*	29	18
Fatalities resulting from collisions involving City vehicles citywide	NA	5	1	*	*	0	1
- Fatalities resulting from collisions involving City vehicles in the DCAS-managed fleet	0	0	0	*	*	0	0
Workplace injuries reported	58	65	52	*	*	19	28
Accidents involving the public in DCAS-managed properties	18	18	21	*	*	9	6
Average cost of training per employee (\$)	\$215	\$163	\$112	*	*	NA	NA
Average cost of cleaning per square foot (\$)	\$2.9	\$2.9	\$3.0	*	*	NA	NA

# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Letters responded to in 14 days (%)	54%	50%	66%	*	*	64%	43%
E-mails responded to in 14 days (%)	80%	74%	81%	*	*	73%	85%
Average wait time to speak with a customer service agent (minutes)	1:09	1:00	1:39	*	*	NA	NA

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$1,201.7	\$1,157.8	\$1,117.8	\$1,180.7	\$1,206.7	\$1,133.6	\$903.3	\$852.4
Revenues (\$000,000)	\$346.3	\$166.6	\$109.6	\$62.4	\$68.4	\$60.3	\$27.6	\$27.8
Personnel	2,077	2,105	2,179	2,512	2,642	2,645	2,090	2,177
Overtime paid (\$000,000)	\$17.5	\$18.6	\$22.2	\$16.2	\$19.8	\$19.3	\$6.1	\$7.9
Capital commitments (\$000,000)	\$144.0	\$98.8	\$123.8	\$376.6	\$366.1	\$526.5	\$41.6	\$7.4
Work Experience Program (WEP) enrollment	NA	NA	284	*	*	*	506	287

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

# NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DCAS revised the definition for all new hires demographic indicators to include the Board of Standard and Appeals, Financial Information Services Agency, the Office of Labor Relations and the Office of Management and Budget in the data reported so as to be in line with other reporting of Mayoral agency data, i.e. City employees participating in diversity, inclusion and equal employment opportunity training. Revisions to the indicator definition also reflect DCAS' mandate, based on the City Charter, to provide demographic reports to Mayoral agencies that are required to work within the Diversity and Inclusion and EEO Policies developed by the Department. Revisions to the new hires definition resulted in slight adjustments to the percentages reported for Fiscal 2014, Fiscal 2015 and Fiscal 2016, as well as the four-month actual for Fiscal 2016 as follows:
  - DCAS revised data for 'New hires – Asian/Pacific Islander (%)' for Fiscal 2014 from 6.7% to 6.8%, Fiscal 2015 from 7% to 7.2% and four-month Fiscal 2016 from 8.6% to 8.7%. Revisions to Fiscal 2015 data for this indicator also correct a rounding error.
  - DCAS revised 'New Hires – Unspecified' for Fiscal 2014 from 11.6% to 11.5%.
  - DCAS revised data for 'New hires – Male (%)' for Fiscal 2014 from 57.1% to 57.2% and Fiscal 2015 from 53.6% to 53.7%.
  - DCAS revised data for 'New hires – Female (%)' for Fiscal 2015 from 46.4% to 46.3%.
- DCAS revised the definition and indicator name of 'City employees participating in diversity, inclusion and equal employment opportunity e-learning sessions' to 'City employees participating in diversity, inclusion and equal employment opportunity training'. With the changes to the indicator name and definition, DCAS reconciled Fiscal 2014 from 1,761 to 1,961, Fiscal 2015 from 9,619 to 10,226 and Fiscal 2016 from 30,739 to 33,322.
- DCAS revised the indicator name of 'Average time to complete in-house work orders for minor repairs (days)' to 'Average time to complete in-house trade shop work orders for minor repairs (days)' as the term 'trade shop' was accidentally dropped off during the preparation of the Fiscal 2016 MMR. Re-insertion of 'trade shop' does not impact

any data previously reported. DCAS also decreased the target for 'Average time to complete in-house trade shop work orders for minor repairs (days)' from 7 days to 5 days.

- DCAS increased the Fiscal 2017 target for 'Lease revenue generated (\$000)' from \$42.077 million to \$42.078 million.
- DCAS increased the Fiscal 2017 targets for 'Revenue generated from the sale of surplus goods (\$000)' from \$6.893 million to \$8.693 million and '- Revenue generated from auto auctions (\$000)' from \$4.692 million to \$6.492 million as a result of the January 2017 Financial Plan.
- DCAS revised the Fiscal 2016 four-month actual for 'Value of goods and services purchased (\$000,000)' from \$722.6 million to \$502.2 million to reflect corrections made due to a calculation error.
- DCAS added Fiscal 2017 and Fiscal 2018 targets for 'Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)' and 'Annual estimated avoided energy cost from all energy projects (\$000,000)' to this report.
- DCAS revised the Fiscal 2014 actual for 'Hybrid or alternative fuel vehicles in the citywide fleet (%)' from 57% to 56%.
- DCAS revised the Fiscal 2016 four-month actual for 'Fleet in-service rate citywide (%)' from 91% to 90%.
- In Fiscal 2017 DCAS added 10 new indicators related to Vision Zero and Clean Fleet: 'City employees trained in defensive driving', '- Employees of DCAS-managed fleet agencies trained in defensive driving', 'Electric vehicles in the citywide fleet', '- Electric vehicles in the DCAS-managed fleet', 'Preventable collisions involving City vehicles citywide', '- Preventable collisions involving City vehicles in the DCAS-managed fleet', 'Injuries resulting from collisions involving City vehicles citywide', '- Injuries resulting from collisions involving City vehicles in the DCAS-managed fleet', 'Fatalities resulting from collisions involving City vehicles citywide', and '- Fatalities resulting from collisions involving City vehicles in the DCAS-managed fleet'.
- DCAS revised the Fiscal 2016 four-month actual for 'Collisions involving City vehicles citywide' from 1,645 to 1,876 to reflect final data, as reported in the Fiscal 2016 MMR.
- DCAS revised data for 'Workplace injuries reported' for Fiscal 2014 from 60 to 58, Fiscal 2015 from 65 to 66 and Fiscal 2016 from 46 to 52 to include incidents reported by employees after they occurred.

## ADDITIONAL RESOURCES

For additional information go to:

- Annual and Monthly Civil Service Exam Schedule:  
[http://www.nyc.gov/html/dcas/html/work/exam\\_monthly.shtml](http://www.nyc.gov/html/dcas/html/work/exam_monthly.shtml)
- Online Application System (OASys):  
<https://a856-eeexams.nyc.gov/OLEE/oasys/index.aspx>
- NYC Jobs:  
<http://www1.nyc.gov/jobs/index.page>
- EEO-4 reports to the U.S. Equal Employment Opportunity Commission:  
[http://www.nyc.gov/html/dcas/html/about/eo4\\_reports.shtml](http://www.nyc.gov/html/dcas/html/about/eo4_reports.shtml)
- Workforce Profile Report:  
[http://www.nyc.gov/html/dcas/html/workforce\\_reports/workforce\\_reports.shtml](http://www.nyc.gov/html/dcas/html/workforce_reports/workforce_reports.shtml)
- Provisional Reduction Plan and Reports:  
[http://www.nyc.gov/html/dcas/html/work/provisional\\_reduction\\_plan.shtml](http://www.nyc.gov/html/dcas/html/work/provisional_reduction_plan.shtml)



- One City: Built to Last:  
<http://www.nyc.gov/html/builttolast/pages/home/home.shtml>
- Use-based fuel economy report (Local Law 75 of 2013):  
[http://www.nyc.gov/html/dcas/downloads/pdf/fleet/FY2016\\_Local\\_Law\\_75\\_Report\\_on\\_Use\\_Based\\_Fuel\\_Economy.pdf](http://www.nyc.gov/html/dcas/downloads/pdf/fleet/FY2016_Local_Law_75_Report_on_Use_Based_Fuel_Economy.pdf)
- DCAS data sets on the NYC Open Data Portal:  
<http://bit.ly/DCASOpenData>

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



# DEPARTMENT OF RECORDS & INFORMATION SERVICES

Pauline Toole, Commissioner



## WHAT WE DO

The mission of the Department of Records and Information Services is to foster civic life by preserving and providing access to the historical and contemporary records of New York City government. To achieve this, the Department ensures that City records are properly maintained following professional archival and record management practices and makes materials available to diverse communities both online and in person.

The Department's website provides the public with access to more than one million historical photographs, maps, and an expanding number of reports and publications issued by City agencies. The Archives and Library staff respond to more than 64,000 requests annually, and provide the public and City agencies access to approximately 225,000 cubic feet of City records and photographs, and a collection of more than 385,000 books, government reports, studies and other publications.

The Municipal Records Management Division develops and administers the City's record management policies, operates records storage facilities in two locations with a combined capacity of 738,000 cubic feet, and provides records management services to 50 City agencies, ten courts, and the five district attorneys' offices. Services include off-site records storage, retrieval, and overall guidance on the management of records in all media.

## FOCUS ON EQUITY

The Department of Records and Information Services is expanding access to City government's history by focusing on groups and stories largely underrepresented in that history. The Department is moving beyond traditional approaches to accessioning and cataloging, and is making documents available online to provide a more comprehensive history of City government. Using social media, community-based exhibits and multi-lingual communications, the Department is bringing primary source material to new audiences, with a special focus on attracting and informing a more diverse demographic.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Provide the public and City agencies with access to public records and publications.**

- Goal 1a Increase the volume and availability of public records and publications.
- Goal 1b Promptly respond to requests for information.

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### **SERVICE 2 Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.**

- Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.
- Goal 2b Promptly transfer eligible agency records to off-site storage.
- Goal 2c Dispose of all records according to their scheduled retention period.

## HOW WE PERFORMED

- The Department continued to measure compliance with Section 1133 of the Charter that requires City agencies to post publications to the Department's website. At the end of the first four months of Fiscal 2016, the compliance rate was 96 percent. However, the Department has since identified additional City agency reports and other publications that are required to be in the portal, and the corresponding figure for the first four months of Fiscal 2017 is 60 percent. During the remainder of Fiscal 2017, agencies will be asked to certify which of their reports are still produced, in order to develop a baseline. This certification process will help define the scope of required reports and remind City agencies of their obligation to submit their publications to the portal.
- During the first four months of Fiscal 2017, the average time to respond to requests for copies of vital records increased to 30.3 days, significantly above the 8.5 days achieved during the corresponding period in Fiscal 2016, and the 12-day target for this indicator. The related measurement of the percentage of requests responded to within 12 days dropped to three percent in Fiscal 2017, compared with 83 percent in Fiscal 2016. In the second half of Fiscal 2017, the vital record copy service will migrate from its current obsolete microfilm system to an electronic-based platform. This update, and the filling of positions open due to retirements, is expected to result in a noteworthy improvement to the agency customer service measured by these indicators.
- The volume of City agency requests for record retrievals from the DORIS off-site storage facilities decreased to 2,397 files during the first four months of Fiscal 2017, a reduction of 47 percent compared to the 4,524 retrievals during the same period of Fiscal 2016. Fewer requests from the District Attorneys, particularly the Bronx and Brooklyn offices, accounted for this diminished volume of activity.
- The 12,100 items digitized in the first four months of Fiscal 2017 is substantially below the 2.8 million items digitized during the same period of Fiscal 2016. The reduction is due to the completion of the first phase of the Municipal Archives' vital record digitization project in June 2016, which totaled more than 10 million items. The second phase of vital record digitization will commence during the last quarter of Fiscal 2017.
- The Department disposed of 6,164 cubic feet of City agency records from its storage sites during the first four months of Fiscal 2017, more than three times the 2,021 cubic feet disposed from its sites in the same period of Fiscal 2016. This increase is attributable to the Mayor's Records Management initiative, launched in January 2016, directing that agencies dispose of their obsolete records. During the first four months of Fiscal 2017, the total volume of records disposed by all City entities was 50,997.

### SERVICE 1 Provide the public and City agencies with access to public records and publications.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Records preserved and digitized	101,033	10,651,475	7,422,426	260,000	260,000	2,872,363	12,100
Number of library items available	358,825	363,997	371,208	*	*	365,468	372,483
Publications and reports acquired	7,547	7,113	10,016	*	*	2,019	2,160
Records accessioned by Municipal Archives (cubic ft.)	3,920	2,738	1,049	*	*	133	0
Walk-in and program attendees at the Visitor Center	1,508	1,318	1,363	*	*	354	1,338
Percent of required agency reports submitted to the Municipal Library publications portal	NA	NA	60%	100%	100%	96%	60%

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

**Goal 1b** Promptly respond to requests for information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Vital record requests responded to within 12 business days (%)	49%	17%	62%	60%	60%	83%	3%
★ Average response time to vital record requests (days)	14.0	21.4	11.5	12.0	12.0	8.5	30.3
★ Average response time to historical photo requests (days)	9.0	17.2	22.9	15.0	15.0	21.7	21.8

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Average response time to agency requests for inactive records (days)	1.0	0.9	1.2	2.0	2.0	1.5	1.6
Requests for stored records processed within 48 hours (%)	98.0%	100.0%	94.0%	*	*	85.0%	84.0%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Warehouse capacity available for new accessions (%)	4%	5%	12%	*	*	11%	11%
Records transferred into Municipal Records Center (cubic ft.)	20,509	27,837	6,668	*	*	1,099	398

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.6	0.5	0.6	2.0	2.0	NA	NA
★ Average time for Law Department to approve records disposal application (months)	1.6	0.8	2.8	3.0	3.0	3.8	2.1
Total records disposed by City government entities (cubic ft.)	NA	NA	59,232	*	*	NA	50,997

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

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Letters responded to in 14 days (%)	92%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
CORE customer experience rating (0-100)	93	91	97	*	*	NA	NA

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$5.6	\$6.3	\$7.7	\$7.6	\$8.5	\$7.3	\$3.1	\$3.2
Revenues (\$000,000)	\$0.9	\$1.2	\$1.0	\$0.8	\$0.8	\$0.9	\$0.3	\$0.3
Personnel	51	53	69	56	68	64	53	62
Overtime paid (\$000)	\$26	\$23	\$0	\$0	\$4	\$0	\$0	\$1

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

# DEPARTMENT OF FINANCE

Jacques Jiha, Commissioner



## WHAT WE DO

The Department of Finance (DOF) has a broad range of responsibilities, including collecting nearly \$35 billion annually in revenue for the City and valuing more than one million properties worth a total of more than \$1 trillion. DOF also records property-related documents, administers property tax exemption and abatement programs, adjudicates parking tickets, administers the City's network of bank accounts, manages the City's cash flows and administers the City's business and excise taxes.

In addition, DOF provides administrative support to the City's Banking Commission, which recommends interest rates for late payments of property taxes and approves bank and trust companies to hold City funds.

Through the Office of the Sheriff, DOF enforces court mandates, orders, warrants of arrest and property seizures. Additionally, the Office conducts investigations of deed fraud, the sale of illegal and untaxed tobacco products and the sale of synthetic cannabinoids.

Through the Mayor's Office of Pensions and Investments, DOF advises the Administration on the management of the City's five pension systems.

## FOCUS ON EQUITY

The Department of Finance administers the City's tax revenue laws fairly, efficiently and transparently to instill public confidence and encourage compliance, while providing exceptional customer service. Following the tenets of this mission, the agency has undergone a significant shift toward a more equitable and customer-centric business model, introducing a number of reforms and initiatives intended to ensure that all taxpayers, employees and stakeholders are treated fairly. Among the new services DOF has introduced is the Office of the Taxpayer Advocate, with a focus on helping taxpayers better understand the tax system.

DOF is in the process of reengineering its critical, customer-facing processes. As part of this major overhaul, the agency has implemented private-sector tools such as the Lean Six Sigma methodology to streamline processes, eliminate waste and inefficiencies, reallocate resources and improve end-to-end processing times. After a thorough internal review of the Rent Freeze Program, the agency found that 42 percent of SCRIE and 76 percent of DRIE initial applications submitted were incomplete. To address the issues, DOF is making significant changes to all of the exemption and abatement programs. The agency is simplifying its application forms, leveraging data from other government agencies to simplify eligibility determinations, using technology to revamp how applicants and clients submit and receive information, redesigning forms with larger fonts for seniors and people with visual impairments, and creating a portal for landlords to submit lease information for the application-review process and will be partnering with the Social Security Administration and other government agencies to obtain income data that will enable the agency to verify eligibility more quickly and lessen the burden on seniors and people with disabilities.

## 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 requests for refunds.

### **SERVICE 2 Bill, adjudicate and collect on parking tickets.**

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

Goal 2b Assure that all respondents are offered convenient options for challenging tickets.

### **SERVICE 3 Administer rent and property owner exemption programs.**

Goal 3a Promptly review applications for exemption programs.

### **SERVICE 4 Help NYC taxpayers resolve tax issues.**

Goal 4a Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

### **SERVICE 5 Record property-related documents.**

Goal 5a Increase the percentage of online property recording transactions.

## HOW WE PERFORMED

- The average turnaround time to perform audits fell from 512 to 402 days. This 21.5 percent decrease can be attributed to improvements in monitoring of auditors' caseloads, implementation of formal work plans for each case and greater use of exit conferences with taxpayers to resolve older cases. As a result of these strategies, the percent of audits closed within one year rose seven percentage points to 58 percent.
- By early Fiscal 2018 the Department of Finance will have launched the new Property Tax System. In preparation for that conversion, staff are proactively reviewing property tax credits and overpayments and issuing refunds to ensure that all accounts are balanced when they are converted to the new system. Primarily as a result of this effort, the Department processed 33 percent more property tax refunds and adjustments. Taxpayer acceptance of refunds in the form of direct deposits resulted in a decrease in the average time to issue refunds from 30 days to 23 days.
- The number of business tax refunds also increased, growing by 166 percent to nearly 28,000, attributed to the implementation of the new Business Tax System in the latter half of Fiscal 2016. With this new system, DOF automatically refunds overpayments instead of crediting them to a future tax period. The Department is also able to generate refund vouchers and checks daily, leading to average processing times of 15 days compared to 18 days a year ago despite the increase in volume.
- Although the number of online hearings rose, the overall number of parking ticket hearings decreased by eight percent to approximately 307,000. The decrease is associated with a parallel reduction in the number of summonses issued and received, which fell by nearly 11 percent to 2.6 million. Largely as a result of the drop in the number of hearings, average turnaround times to issue decisions were faster across the board. The percent of parking ticket appeals granted a reversal grew from 13 percent to 22 percent due to a policy change that allows additional evidence upon appeal. Prior to this change, only evidence that had been submitted at the lower court hearing could be considered by the appeals panel.
- The Department received fewer initial applications for SCRIE benefits—2,803 compared to 2,901 during the same four months a year ago—as well as fewer renewal applications—8,418 compared to 8,665. The agency has refocused its marketing and outreach efforts to more effectively reach and enroll eligible low-income seniors in the City and expects applications to increase over the course of fiscal years 2017 and 2018. On average, initial SCRIE applications were processed 2.4 days faster, while the average processing time for renewals was almost one day longer.
- Average processing times for initial and renewal applications for DRIE benefits were cut by more than half. Initial applications were processed in 3.8 days and renewals in 4.2 days. The number of initial applications decreased from 962 to 756, while renewal applications increased from 1,861 to 1,947.
- The percent of e-mails responded to within 14 days declined from 78 percent to 68 percent as the number of e-mails received rose 22 percent to over 62,000 due, in large part, to the high volume of e-mails regarding E-services, a new taxpayer portal for business taxes. The Department of Finance publicized the new system over the summer with an e-mail to 200,000 taxpayers, practitioners and preparers, which contributed to the higher volume. The Department is pleased that the participation rate in the new system has been so high with 40,000 registered users, and anticipates that e-mail volumes will level off as users become more familiar with the portal.



## SERVICE 1 Bill and collect property and other taxes.

### Goal 1a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Property taxes billed that are paid (%)	98.6%	98.5%	98.6%	97.0%	97.0%	NA	NA
- Paid on time (%)	95.0%	95.3%	96.1%	*	*	94.7%	95.9%
Average turnaround time for audits (days)	677	479	504	*	*	512	402
Increase in tax liability as a result of audits (%)	16.0%	18.3%	25.8%	*	*	29.9%	19.9%
Originally noticed properties sold in lien sale (%)	21%	16%	14%	*	*	NA	NA

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

### Goal 1b

Promptly review requests for refunds.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Average time to issue a property tax refund (days)	37	24	24	28	28	30	23
★ Average time to issue a business tax refund (days)	29	31	9	25	25	18	15

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

## SERVICE 2 Bill, adjudicate and collect on parking tickets.

### Goal 2a

Increase the proportion of parking tickets that are collected.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Tickets paid before penalty assessed (%)	53.1%	55.3%	55.2%	*	*	54.0%	52.0%
★ Parking tickets issued that are paid within 90 days (%)	63.2%	65.8%	66.8%	65.0%	65.0%	66.2%	64.8%

★ 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 Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Parking ticket hearings - Total	1,104,940	1,041,841	978,447	*	*	333,178	307,316
★ Average turnaround time for in-person parking ticket hearings (minutes)	25	19	14	25	25	16	13
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	7.0	6.5	4.4	8.5	8.5	5.0	3.4
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	10.3	8.3	7.0	14.0	14.0	7.3	6.9
Parking ticket appeals reviewed	41,405	55,036	58,939	*	*	17,445	10,099
Parking ticket appeals granted a reversal (%)	12.8%	14.0%	10.0%	*	*	13.0%	22.0%

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

## SERVICE 3 Administer rent and property owner exemption programs.

**Goal 3a** Promptly review applications for exemption programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	8,272	15,713	8,951	*	*	2,991	2,803
★Average time to process initial SCRIE applications (days)	4.4	7.7	4.7	10.0	10.0	5.8	3.4
SCRIE renewal applications received	21,239	23,321	27,760	*	*	8,665	8,418
★Average time to process renewal SCRIE applications (days)	9.6	8.9	6.9	10.0	10.0	5.2	6.1
Disability Rent Increase Exemption (DRIE) - Initial applications received	NA	NA	2,594	*	*	962	756
★Average time to process initial DRIE applications (days)	NA	NA	7.5	10.0	10.0	11.0	3.8
DRIE renewal applications received	NA	NA	5,816	*	*	1,861	1,947
★Average time to process renewal DRIE applications (days)	NA	NA	7.6	10.0	10.0	8.9	4.2

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

## SERVICE 4 Help NYC taxpayers resolve tax issues.

**Goal 4a** Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Inquiries received	NA	NA	381	*	*	NA	170
★Average time to address inquiries (days)	NA	NA	9.0	↓	↓	NA	9.0
Cases opened	NA	NA	194	*	*	NA	109
Cases closed	NA	NA	156	*	*	NA	55
★Average time to close a case (days)	NA	NA	53.7	↓	↓	NA	63.1

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

## SERVICE 5 Record property-related documents.

**Goal 5a** Increase the percentage of online property recording transactions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Online property recording transactions (%)	NA	NA	58.8%	*	*	NA	60.0%
Average time to record and index property documents (days) - Citywide	2.4	3.8	3.4	*	*	3.3	1.9

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

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Total revenue collected (\$000,000)	\$32,227	\$34,452	\$36,044	*	*	NA	NA
- Property taxes collected (\$000,000)	\$19,977	\$21,317	\$22,946	*	*	NA	NA
- Business taxes collected (\$000,000)	\$7,578	\$7,724	\$7,550	*	*	NA	NA
- Property transfer taxes collected (\$000,000)	\$2,488	\$2,920	\$3,008	*	*	NA	NA
- Parking summons revenue (\$000,000)	\$588	\$643	\$642	*	*	NA	NA
- Audit and enforcement revenue collected (\$000,000)	\$911	\$1,132	\$1,161	*	*	NA	NA
- Other revenue (\$000,000)	\$685	\$717	\$738	*	*	NA	NA

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
E-mails responded to in 14 days (%)	86%	83%	71%	85%	85%	78%	68%
Letters responded to in 14 days (%)	79%	90%	87%	85%	85%	91%	90%
Completed customer requests for interpretation	4,353	4,466	5,453	*	*	1,636	2,321
Average customer in-person wait time (minutes)	17	9	4	12	12	4	4
CORE customer experience rating (0-100)	92	93	81	90	90	NA	NA

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$240.3	\$251.8	\$258.8	\$276.8	\$278.5	\$286.5	\$128.3	\$125.9
Revenues (\$000,000)	\$743.8	\$803.9	\$816.2	\$777.1	\$792.5	\$776.8	\$273.2	\$260.3
Personnel	1,870	1,916	1,954	2,234	2,233	2,229	1,930	1,925
Overtime paid (\$000)	\$1,545	\$1,709	\$2,699	\$1,352	\$1,311	\$1,332	\$624	\$947

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised the Fiscal 2017 target for 'Average time to issue a business tax refund (days),' from 32 days to 25 days.

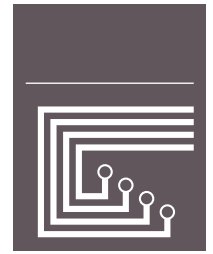
## ADDITIONAL RESOURCES

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

- NYC Rent Freeze Program:  
[www.nyc.gov/rentfreeze](http://www.nyc.gov/rentfreeze)

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





## WHAT WE DO

The Department of Information Technology and Telecommunications (DoITT) is the City's information technology (IT) provider, ensuring the sustained, efficient delivery of IT services, infrastructure and telecommunications services. DoITT establishes the strategic direction for citywide IT operations, security policies and standards; procures citywide IT services; evaluates emerging technologies; provides project management, application development, quality assurance and support services; maintains [nyc.gov](http://nyc.gov) and Geographic Information Systems (GIS); operates the City's state-of-the-art data center, the Citywide Radio Network, the dedicated wireless network (NYCWiN), the wired network (CityNet), the Citywide Service Desk and various telecommunications systems; and administers telecommunications franchise contracts providing fiber, cable television, Wi-Fi hotspots and mobile telecom equipment installed on City property and streets. The agency also manages large interagency technology projects.

## FOCUS ON EQUITY

DoITT works to expand broadband access citywide with a focus on traditionally underserved areas via a range of programs. DoITT is implementing the LinkNYC network to replace outdated payphones with kiosks that provide free, up to gigabit-speed Wi-Fi access in neighborhoods across the City, and offer free domestic calling, including 911 and 311. LinkNYC is expected to generate at least \$500 million for the City over its first 12 years, providing advertising revenue for additional broadband initiatives aimed at bridging the digital divide. DoITT administers NYC Connected Communities, a program that provides \$3.7 million per year to City partners to increase public access to broadband, computer literacy and job readiness training in low-income communities. DoITT administers the Open Data portal, making more than 1,600 City datasets publicly available. DoITT maintains NYC.gov, which is easily accessed by desktop computer, smartphone or tablet, and is available 24 hours a day in approximately 90 languages.

## 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 telecommunication services on City streets.**

- Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

## HOW WE PERFORMED

- During the first four months of Fiscal 2017 DoITT maintained an average uptime of its key systems of 99.89 percent, the second highest uptime in the last five fiscal years. To ensure this trend, the Department continues to update servers, especially those that support key systems.
- DoITT's average time to resolve all service incidents increased to an average of 1.7 days for the first four months of Fiscal 2017, but remained well below the three-day target. DoITT recently reorganized and created a new Service Management division with the goal of improving DoITT's response to incidents and increasing customer satisfaction. It is anticipated that with this new division there will be an improvement in service incident resolution.
- The percentage of projects that were completed on time decreased by nine percentage points during the first four months of Fiscal 2017. This is primarily due to tightening the criteria for recording a project complete, which provides a clearer overall picture of service delivery. Data for prior periods was not adjusted.
- The number of telecommunications service incidents received by DoITT increased by 10 percent, while the average time to resolve these incidents improved by three percent. This was achieved largely through enhanced staff training.
- DoITT published 1,612 datasets on the Open Data portal during the first four months of Fiscal 2017, an increase of 15 percent compared to the same period of Fiscal 2016. DoITT continues to work closely with other agencies to ensure compliance with the NYC Open Data Law, automating as many datasets as possible. During Fiscal 2017 DoITT will be increasing staff assigned to this area to further the goals of the Open Data program and recently passed legislation.
- As of October 31, 2016, 414 LinkNYC kiosks were installed across the City. LinkNYC deployment, which began in December 2015, is on pace to reach the target of 1,530 kiosks by the end of Fiscal 2017, with an additional 1,300 expected by the end of Fiscal 2018, for a total of 2,830 kiosks citywide by June 2018.

## SERVICE 1 Deliver City IT services including hardware, software and technical support.

### Goal 1a

Provide quality service delivery and performance monitoring for DoITT-managed systems.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Average uptime of key systems (mainframe, UNIX, Wintel) (%)	99.72%	99.36%	99.59%	99.99%	99.99%	99.93%	99.89%
Average utilization of shared City agencies mainframe system (%)	79.7%	72.3%	60.9%	*	*	59.1%	63.8%
Average utilization of mainframe system used by the Department of Education and DoITT (%)	49.2%	57.6%	61.2%	*	*	55.9%	55.8%
Uptime of NYC.gov (%)	99.93%	99.99%	100.00%	99.99%	99.99%	100.00%	100.00%
Uptime of NYCWiN (%)	100.00%	100.00%	99.99%	99.99%	99.99%	100.00%	99.98%
Uptime of 800 MHz network (%)	100.00%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
Uptime of Citywide Radio Network (%)	100.00%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
800 MHz network transmissions (000)	3,621.7	2,935.7	3,187.2	*	*	1,071.8	921.0

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

### Goal 1b

Resolve all citywide service desk requests and incident tickets within targeted levels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Service incidents	188,745	197,166	230,978	*	*	75,237	79,222
★Average time to resolve all service incidents (days)	1.2	1.3	1.6	3.0	3.0	1.5	1.7
Average time to resolve service incidents - Urgent (days)	0.7	0.7	0.4	0.1	0.1	0.3	0.6
Average time to resolve service incidents - High (days)	0.5	0.4	0.8	0.2	0.2	0.7	0.9
Average time to resolve service incidents - Medium (days)	1.0	1.0	1.2	3.0	3.0	1.2	1.3
Average time to resolve service incidents - Low (days)	1.5	1.8	2.2	6.0	6.0	2.2	2.2

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

### Goal 1c

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Projects on schedule (%)	85%	87%	88%	75%	75%	87%	90%
★Projects completed on time (%)	NA	75%	71%	↑	↑	76%	67%
Active projects	NA	34	45	*	*	33	49

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

### Goal 1d

Ensure effective management of the City's telecommunications service.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Service incidents - Telecommunications repair	3,909	2,628	2,531	*	*	703	775
Average time to resolve telecommunications incidents (days)	4.6	4.6	8.0	*	*	10.2	9.9
★Uptime of telecommunications network (Voice over Internet Protocol) (%)	100.00%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%

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

## SERVICE 2 Support sharing and management of citywide data and information.

### Goal 2a

Increase the public's use of City government information through NYC.gov.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★NYC.gov web page views (000)	NA	NA	271,252.2	↑	↑	91,060.9	89,064.6
NYC.gov unique visitors (average monthly) (000)	3,778	3,772	4,001	*	*	3,988	4,553

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Data sets available for download on NYC.gov/OpenData	1,273	1,369	1,552	1,679	1,679	1,396	1,612

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

**SERVICE 3 Regulate franchised cable services.**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Cable complaints resolved within 30 days (%)	99.4%	99.8%	100.0%	98.0%	98.0%	100.0%	100.0%
Average time to resolve all cable complaints (days)	14	13	13	*	*	12	14

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

**SERVICE 4 Regulate provisioning of public telecommunication services on City streets.**

**Goal 4a** Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ LinkNYC kiosks on City streets	NA	NA	198	1,530	2,830	NA	414
LinkNYC kiosks in violation (%)	NA	NA	0%	5%	5%	NA	0%
Telecommunications advertisement-generated revenue (\$000)	NA	\$5,190.5	\$23,816.4	*	*	\$11,346.5	\$32,341.4
★ Inspected phones deemed operable (%)	65%	63%	65%	75%	75%	62%	79%
Inspected phones passing scorecard appearance standards (%)	97%	98%	99%	95%	95%	99%	100%
Pay phone inspections conducted	9,491	10,571	9,123	*	*	3,415	2,446
Violations admitted to or upheld at the Environmental Control Board (%)	69%	72%	65%	*	*	59%	47%

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

**AGENCY-WIDE MANAGEMENT**

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Citywide IT professional services contracts in use by agencies (%)	57%	37%	39%	*	*	NA	NA
Agencies' task orders using citywide IT professional services contracts	1,071	747	570	*	*	185	108



# AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Customer Experience							
Letters responded to in 14 days (%)	99%	91%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	97%	95%	100%	*	*	100%	100%

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Response to 311 Service Requests (SRs)							
Percent meeting time to close – cable complaint - video service (15 days)	97	96	96	*	*	95	90
Percent meeting time to close – cable complaint - billing (30 days)	100	100	100	*	*	100	100
Percent meeting time to close – cable complaint - miscellaneous (30 days)	100	100	100	*	*	100	100
Percent meeting time to close – public payphone complaint - damaged telephone (30 days)	77	74	86	*	*	75	91

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$467.5	\$491.7	\$587.0	\$626.7	\$715.1	\$603.1	\$260.6	\$349.4
Revenues (\$000,000)	\$168.2	\$174.1	\$173.9	\$175.8	\$178.4	\$176.2	\$46.7	\$49.4
Personnel	1,163	1,257	1,379	1,806	1,777	1,745	1,283	1,420
Overtime paid (\$000)	\$777	\$867	\$1,135	\$517	\$517	\$517	\$318	\$549

<sup>1</sup>January 2017 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available in this report

# NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- This report reflects performance for DoITT based on the organizational structure it had at the beginning of Fiscal 2017; however, it should be noted that reorganization began in early Fiscal 2017. The goal of this reorganization is to better position DoITT to serve its customer agencies and the public. While DoITT’s content in this report remains unchanged from the previous MMR, it is anticipated that future reports may reflect the agency’s reorganization.

# ADDITIONAL RESOURCES

For additional information go to:

- NYC.gov: <http://www.nyc.gov/>
- Open Data portal: <https://nycopendata.socrata.com/>

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



# BOARD OF ELECTIONS

Michael J. Ryan, Executive Director



## WHAT WE DO

The Board of Elections of the City of New York (the Board) is an administrative body of ten commissioners, two from each borough upon recommendation by both political parties and then appointed by the City Council for a term of four years. The commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State election law for the following: voter registration, outreach and processing; maintenance and updating of voter records; processing and verification of candidate petitions/documents; campaign finance disclosures of candidates and campaign committees; recruiting, training and assigning the various election day officers to conduct elections; operation of poll site locations; maintenance, repair, setup and deployment of the Election Day operation equipment; ensuring each voter his or her right to vote at the polls or by absentee ballot; canvassing and certification of the vote; voter education, notification and dissemination of election information; and preparation of maps of various political subdivisions.

## FOCUS ON EQUITY

The mission of the Board of Elections is to provide independent access to the voter franchise to all eligible voters in the City of New York. The Board is committed to providing meaningful access to over 1,200 poll sites throughout the City. The Board works closely with all interested stakeholders, including various executive and legislative bodies, as well as advocacy groups. The Board works diligently to ensure that all poll locations are compliant with the requirements of the Americans with Disabilities Act and federal limited English proficiency standards to ensure that all eligible voters receive the materials and assistance required to independently participate in the voting process.

## HOW WE PERFORMED

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Voter turnout - general election (000)	1,102	1,042	236	*	*	NA	NA
Voter Registration forms processed	254,404	145,809	166,961	*	*	NA	NA
Total registered voters (000)	4,610	4,568	4,552	*	*	NA	NA
Total active voters (000)	4,276	4,160	4,108	*	*	NA	NA
Eligible voters registered (%)	NA	NA	NA	*	*	NA	NA
Poll worker attendance on Election Day (%)	87.5%	84.8%	89.1%	*	*	NA	NA
Voter complaints regarding poll workers	422	446	304	*	*	NA	NA
Voter complaints regarding poll workers - service	253	213	243	*	*	NA	NA
Voter complaints regarding poll workers - procedure	169	233	61	*	*	NA	NA
Voting equipment replacement rate - ballot scanners (%)	0.4%	0.4%	0.3%	*	*	NA	NA
Voting equipment replacement rate - ballot marking devices (%)	0.9%	2.3%	0.5%	*	*	NA	NA
Election results reporting timeliness (hours)	NA	NA	NA	*	*	NA	NA
Precision of unofficial election results (%)	1.8%	2.1%	1.8%	*	*	NA	NA
Interpreters deployed on election day	1,908	2,051	1,874	*	*	NA	NA
Interpreters deployed on election day - Bronx	138	148	155	*	*	NA	NA
Interpreters deployed on election day - Brooklyn	530	539	500	*	*	NA	NA
Interpreters deployed on election day - Queens	832	924	830	*	*	NA	NA
Interpreters deployed on election day - Manhattan	366	394	351	*	*	NA	NA
Interpreters deployed on election day - Staten Island	42	46	38	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2016 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY14	FY15	FY16	FY17	FY17 <sup>1</sup>	FY18 <sup>1</sup>	FY16	FY17
Expenditures (\$000,000) <sup>2</sup>	\$116.2	\$106.8	\$116.7	\$123.7	\$132.4	\$98.6	\$36.2	\$51.9
Revenues (\$000)	\$74	\$41	\$47	\$116	\$116	\$116	\$16	\$20
Personnel	624	638	752	1,037	1,067	1,067	641	776
Overtime paid (\$000,000)	\$6.5	\$4.9	\$7.2	\$4.9	\$4.9	\$2.3	\$1.9	\$4.2

<sup>1</sup>January 2017 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

- Annual reports: <http://vote.nyc.ny.us/html/forms/reports.shtml>

For more information on the agency, please visit: [www.vote.nyc.ny.us](http://www.vote.nyc.ny.us).



# Appendix





# Additional Tables







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## ADDITIONAL TABLES

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# CUSTOMER SERVICE

## Timeliness Indicators

### Percent of e-mails responded to in 14 days

Performance Statistics	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Agency							
311	100%	100%	100%	*	*	100%	100%
ACS	93%	90%	98%	*	*	99%	99%
BIC	100%	100%	100%	*	*	100%	100%
CCHR	100%	100%	100%	*	*	100%	100%
CCRB	94%	98%	100%	*	*	100%	100%
DCAS	80%	74%	81%	*	*	73%	85%
DCLA	90%	92%	95%	88%	88%	93%	86%
DCP	87%	90%	85%	85%	85%	70%	98%
DDC	94%	95%	86%	90%	90%	92%	85%
DEP	88%	86%	93%	95%	95%	81%	100%
DFTA	97%	76%	81%	*	*	77%	87%
DHS	81%	69%	61%	*	*	69%	50%
DOB	65%	51%	60%	57%	57%	54%	68%
DOC	100%	100%	100%	*	*	100%	100%
DOE	62%	64%	60%	61%	62%	NA	NA
DOF	86%	83%	71%	85%	85%	78%	68%
DOHMH	68%	58%	72%	75%	75%	72%	52%
DOI	100%	100%	100%	*	*	100%	100%
DOITT	97%	95%	100%	*	*	100%	100%
DOP	100%	100%	100%	*	*	100%	100%
DORIS	100%	100%	100%	*	*	100%	100%
DOT	89%	95%	98%	90%	90%	98%	99%
DPR	38%	52%	60%	60%	60%	51%	71%
DSNY	75%	64%	75%	*	*	71%	72%
DYCD	100%	100%	100%	*	*	100%	100%
FDNY	97%	37%	54%	*	*	50%	69%
HPD	56%	76%	55%	58%	58%	78%	73%
HRA	96%	94%	93%	90%	90%	96%	91%
LAW	100%	100%	100%	*	*	100%	100%
LPC	100%	100%	98%	*	*	99%	98%
NYCEM	95%	97%	99%	*	*	99%	100%
NYCHA	87%	88%	83%	*	*	95%	74%
OATH	100%	100%	100%	*	*	100%	100%
OCME	100%	100%	100%	*	*	100%	100%
SBS	100%	100%	100%	*	*	100%	100%
TLC	93%	99%	NA	80%	80%	NA	NA

\*NA\* - means Not Available in this report

\* No Target

# CUSTOMER SERVICE

## Timeliness Indicators (cont.)

Percent of letters responded to in 14 days							
Performance Statistics	Actual			Target		4-Month Actual	
Agency	FY14	FY15	FY16	FY17	FY18	FY16	FY17
ACS	87%	85%	97%	*	*	100%	86%
BIC	100%	100%	100%	*	*	100%	100%
CCHR	100%	100%	98%	*	*	100%	40%
CCRB	73%	84%	88%	*	*	79%	78%
DCAS	54%	50%	66%	*	*	64%	43%
DCLA	100%	100%	100%	90%	90%	100%	NA
DCP	44%	64%	72%	50%	50%	90%	90%
DDC	96%	94%	88%	90%	90%	92%	77%
DEP	97%	99%	99%	95%	95%	99%	99%
DFTA	59%	77%	87%	*	*	89%	80%
DHS	84%	70%	65%	*	*	72%	78%
DOB	49%	69%	30%	57%	57%	17%	55%
DOC	100%	99%	99%	*	*	98%	100%
DOE	79%	75%	73%	74%	74%	NA	NA
DOF	79%	90%	87%	85%	85%	91%	90%
DOHMH	30%	36%	60%	40%	40%	69%	22%
DOI	100%	100%	100%	*	*	100%	100%
DOITT	99%	91%	100%	*	*	100%	100%
DOP	77%	100%	100%	*	*	100%	100%
DORIS	92%	100%	100%	*	*	100%	100%
DOT	90%	95%	98%	90%	90%	97%	97%
DPR	30%	43%	47%	60%	60%	35%	70%
DSNY	65%	58%	73%	*	*	70%	61%
DYCD	100%	100%	100%	*	*	100%	100%
FDNY	95%	92%	97%	*	*	97%	98%
HPD	49%	47%	53%	52%	52%	56%	40%
HRA	87%	81%	87%	90%	90%	92%	86%
LAW	100%	100%	100%	*	*	100%	100%
LPC	94%	85%	80%	*	*	74%	65%
NYCEM	100%	100%	100%	*	*	100%	100%
NYCHA	80%	79%	85%	*	*	87%	82%
OATH	100%	100%	100%	*	*	100%	100%
OCME	100%	100%	100%	*	*	100%	100%
SBS	100%	100%	100%	*	*	100%	100%
TLC	92%	99%	NA	90%	90%	NA	86%

\*NA\* - means Not Available in this report

\* No Target

# CUSTOMER SERVICE

## Timeliness Indicators (cont.)

Average customer in-person wait time (minutes)							
Performance Statistics	Actual			Target		4-Month Actual	
Agency	FY14	FY15	FY16	FY17	FY18	FY16	FY17
BIC	2	4	3	*	*	NA	NA
CCHR	10	10	11	*	*	12	5
DCA	16	13	9	17	17	NA	NA
DCAS	1	1	2	*	*	NA	NA
DEP	7	6	5	5	5	NA	NA
DHS	24	15	10	*	*	NA	NA
DOF	17	9	4	12	12	4	4
DOHMH	9	8	1	10	10	NA	NA
DOI	3	3	3	*	*	NA	NA
DOT	NA	3	4	*	*	4	3
FDNY	13	11	14	*	*	NA	NA
HPD	43	36	27	29	29	NA	NA
HRA	40	42	35	60	60	37	34
NYCHA	19	15	13	*	*	15	16

Percent of calls answered in 30 seconds							
Performance Statistics	Actual			Target		4-Month Actual	
Agency	FY14	FY15	FY16	FY17	FY18	FY16	FY17
311	83%	84%	89%	80%	80%	90%	85%
DEP	79%	68%	73%	76%	76%	70%	75%
DOHMH	85%	82%	78%	85%	85%	81%	75%
DOT	47%	61%	21%	*	*	43%	11%
DYCD	94%	47%	48%	*	*	51%	78%
HRA	70%	66%	80%	80%	80%	79%	93%
NYCHA	68%	72%	64%	*	*	57%	49%
NYPD	99%	99%	99%	*	*	99%	99%

"NA" - means Not Available in this report

\* No Target

# CUSTOMER SERVICE

## 311 Customer Service Center Inquiries by Agency

Top Inquiries	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
<b>ACS</b>						
Child Care Financial Assistance - Eligibility Information and Application By Mail	3,134	13%	1	2,223	12%	1
Child Care Financial Assistance - Voucher Information	2,751	11%	2	2,221	12%	2
Child Care Financial Assistance - Children's Services Clients	1,857	8%	6	1,683	9%	3
Child Care Financial Assistance - Eligibility and Application In Person or By Phone	1,926	8%	5	1,488	8%	4
Child Care Financial Assistance - Eligibility and Application Online	2,059	8%	3	1,446	8%	5
<b>BIC</b>						
Commercial Waste and Private Carters Information	401	62%	1	531	65%	1
Sanitation Complaint - Private Carter	225	35%	2	275	34%	2
Trade Waste License Registration	25	4%	3	13	2%	3
<b>BOE</b>						
Election and Voting Information	1,191	45%	1	7,093	43%	1
Check Voter Registration Status	135	5%	5	3,368	20%	2
Absentee Voting	59	2%	7	2,562	16%	3
Find a Poll Site	731	28%	2	2,356	14%	4
Become a Poll Worker	199	8%	3	614	4%	5
<b>BPL</b>						
Find a Library - Brooklyn	742	79%	1	542	80%	1
Elementary School Student After School Program - Drop-In	79	8%	2	46	7%	2
General Information - Brooklyn Public Library	72	8%	3	46	7%	3
Library Complaint - Brooklyn	38	4%	4	27	4%	4
Find a Library - Bronx, Manhattan, Staten Island	4	0%	6	4	1%	5
<b>CCHR</b>						
Discrimination Complaint	3,256	86%	1	3,540	87%	1
Disability Access Inadequate	362	10%	2	417	10%	2
Human Rights Commission Publications	85	2%	4	67	2%	3
Human Rights Education and Community Outreach	95	3%	3	62	2%	4
<b>CCRB</b>						
Police Officer Misconduct	3,004	98%	1	2,558	99%	1
Civilian Complaint Mediation	53	2%	2	15	1%	2
<b>CUNY</b>						
Find a CUNY College	776	44%	1	574	39%	1
CUNY Citizenship Now	96	5%	5	172	12%	2
CUNY Admissions Services	186	10%	3	158	11%	3
Free GED Bridge Classes - LaGuardia Community College	197	11%	2	113	8%	4
CUNY Career PATH	72	4%	6	84	6%	5

# CUSTOMER SERVICE

311 Customer Service Center Inquiries by Agency (cont.)						
	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
<b>Top Inquiries</b>						
<b>DCA</b>						
Financial Empowerment Center	1,620	5%	3	1,750	6%	1
NYC Online Licensing Service - Technical Assistance	1,115	3%	5	1,494	5%	2
Retail Store Complaint	1,715	5%	1	1,478	5%	3
Investigate a Business Licensed by DCA	1,691	5%	2	1,455	5%	4
Restaurant Permit - Renew or Status	1,565	5%	4	1,300	4%	5
<b>DCAS</b>						
Civil Service Exam Information	8,722	74%	1	4,270	62%	1
NYC Jobs	961	8%	2	753	11%	2
City Employment Verification	478	4%	3	338	5%	3
The Green Book	301	3%	4	312	5%	4
Sale of City-Owned Real Estate and Sales Auctions	233	2%	5	245	4%	5
<b>DCLA</b>						
Find a Zoo or Aquarium	507	47%	1	453	45%	1
Find a Museum	331	31%	2	346	34%	2
Find a Botanical Garden	121	11%	3	107	11%	3
Grants for Cultural Programs	39	4%	4	41	4%	4
Find a Performing Arts Venue	21	2%	5	18	2%	5
<b>DCP</b>						
Locate an Elected Official	6,800	86%	1	5,895	88%	1
Zoning Information Desk	993	13%	2	765	11%	2
Waterfront - Flood Zone Information	65	1%	3	27	0%	3
Purchase City Planning Maps and Books	30	0%	4	21	0%	4
City Planning - Hearings and Publications	13	0%	5	10	0%	5
<b>DDC</b>						
DDC Project Inquiries and Complaints	255	86%	1	353	90%	1
General Inquiries for the Department of Design and Construction	35	12%	2	37	9%	2
Bidding on DDC Projects	4	1%	3	3	1%	3
Construction Vendor Prequalification List	2	1%	4	1	0%	4
<b>DEP</b>						
Fire Hydrant Running Full	8,518	11%	2	10,680	14%	1
Noise from Construction After Hours	7,594	10%	1	6,902	9%	2
Fire Hydrant Running	5,092	7%	5	5,495	7%	3
Water and Sewer Bill Information	4,534	6%	4	4,462	6%	4
Sewer Backup Complaint - Priority	4,125	5%	3	4,206	6%	5

# CUSTOMER SERVICE

311 Customer Service Center Inquiries by Agency (cont.)						
Top Inquiries	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
<b>DFTA</b>						
Housing Options - Senior - Low-Income	3,067	17%	1	2,890	17%	1
Lawyer Referral for Seniors	2,082	12%	2	1,883	11%	2
Find a Senior Center	1,206	7%	3	1,110	7%	3
Housing Options - Senior - Frail, Disabled, or with Alzheimers or Dementia	1,121	6%	5	937	6%	4
Case Assistance for Seniors	804	4%	6	890	5%	5
<b>DHS</b>						
Homeless Shelter Complaint - Shelter Client	4,586	16%	4	7,362	25%	1
Homelessness Prevention through HomeBase	5,841	21%	1	5,748	20%	2
Homeless Shelter Intake for Single Adults	4,920	17%	2	4,942	17%	3
Homeless Person Outreach Assistance	4,904	17%	3	4,116	14%	4
Homeless Shelter Intake for Families with Children	3,572	13%	5	3,126	11%	5
<b>DOB</b>						
Schedule a Plan Examiner Appointment	35,753	37%	1	37,889	40%	1
Illegal Conversion of Residential Space	7,078	7%	2	6,425	7%	2
Building Construction Without Permit	6,858	7%	3	5,828	6%	3
Elevator or Escalator Defective or Without Permit	4,800	5%	4	5,747	6%	4
Plan Examiner Scheduling Error Assistance	1,292	1%	8	1,774	2%	5
<b>DOC</b>						
Jail System Complaint	3,155	15%	3	11,399	38%	1
Inmate Location and Information	8,053	37%	1	8,681	29%	2
Property Pickup for Former Rikers Island Inmates	5,638	26%	2	5,774	19%	3
Inmate Visit Schedule	1,630	8%	4	1,138	4%	4
Inmate Location if Not Found in City Jail Lookup	583	3%	6	580	2%	5
<b>DOE</b>						
Public School Calendar	12,598	21%	1	10,868	23%	1
Find a School	6,461	11%	2	4,096	9%	2
Pre-Kindergarten - General Information	2,872	5%	3	2,017	4%	3
Find a School Zone	2,313	4%	4	1,996	4%	4
Student Record Request - Former Student	2,103	4%	5	1,646	4%	5
<b>DOF</b>						
Parking Ticket Lookup - Ticket or Plate Number Known	70,654	22%	1	63,582	20%	1
Find a Towed Vehicle - Plate Number Known	30,889	10%	2	32,153	10%	2
Property Tax Account Assistance and Bill Information	26,353	8%	3	24,960	8%	3
Pay a Parking Ticket - Online	10,416	3%	6	12,880	4%	4
Parking Ticket Payment Problem or Penalty Adjustment	12,665	4%	5	12,076	4%	5



# CUSTOMER SERVICE

311 Customer Service Center Inquiries by Agency (cont.)						
Top Inquiries	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
<b>DOHMH</b>						
Birth Certificate from 1910 to Present	16,849	12%	1	13,854	11%	1
Rodent Complaint - Other Location	8,743	6%	2	8,460	7%	2
Status of a Birth Certificate Order	4,100	3%	6	4,561	4%	3
Animal - Injured or Sick - Stray Dog or Cat	6,046	4%	3	3,993	3%	4
LifeNet	4,100	3%	5	3,541	3%	5
<b>DOI</b>						
City Worker or Contractor Corruption or Misconduct	518	43%	2	523	47%	1
Contact or Locate a City Marshal	533	44%	1	456	41%	2
City Marshal Complaint	88	7%	3	86	8%	3
Fingerprinting - Center-Based Day Care or Pre-School	65	5%	4	50	4%	4
Become a City Marshal	10	1%	5	9	1%	5
<b>DOITT</b>						
Cable Complaint - Service	428	30%	1	365	20%	1
Cable Phone and Internet Service Complaint	NA	NA	NA	327	18%	2
Cable Complaint - Billing	NA	NA	NA	324	18%	3
Verizon City-Wide Cable TV Franchise	218	15%	3	201	11%	4
Pay Phone Complaint - Street	209	15%	4	121	7%	5
<b>DOP</b>						
Adult Probation Supervision - Brooklyn	71	24%	1	79	25%	1
Adult Probation Supervision - Bronx	56	19%	3	60	19%	2
Adult Probation Supervision - Manhattan	70	23%	2	51	16%	3
Adult Probation Supervision - Queens	46	15%	4	48	15%	4
Voting Rights for People with a Criminal Record	1	0%	13	26	8%	5
<b>DORIS</b>						
Marriage Record Before 1930	151	14%	3	283	24%	1
Death Certificate Before 1949	304	28%	1	260	22%	2
Birth Certificate Before 1910	237	22%	2	196	17%	3
Status of Request for Death Certificate from Before 1949	93	9%	4	166	14%	4
Classic Photos from the City Archives	60	5%	7	69	6%	5
<b>DOT</b>						
Streetlight Condition	13,447	12%	2	10,943	12%	1
Muni-Meter Defective or Damaged	8,497	7%	3	7,051	8%	2
Traffic or Pedestrian Signal Condition	6,701	6%	4	4,906	5%	3
Parking Permit - Disability - General Information and Application Status	3,058	3%	8	4,206	5%	4
Pothole on Street	6,501	6%	5	4,065	4%	5

# CUSTOMER SERVICE

311 Customer Service Center Inquiries by Agency (cont.)						
Top Inquiries	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
<b>DPR</b>						
Removal of Large Branch or Entire Tree - City Tree or Property	8,040	12%	1	8,200	14%	1
Wood Disposal, Chipping, and Pickup - Brooklyn and Queens	5,524	8%	2	5,105	9%	2
Park Maintenance Complaint	4,220	6%	5	4,135	7%	3
Standing Dead Tree Removal - City Tree	4,279	7%	4	3,975	7%	4
Find a Park	5,019	8%	3	3,881	7%	5
<b>DSNY</b>						
Bulk Item Disposal Information	23,445	12%	1	28,744	14%	1
CFC and Freon Removal - Appointment	18,083	9%	2	27,901	14%	2
Missed Garbage Collection	14,651	8%	4	16,295	8%	3
Recycling and Trash Collection Schedules	16,010	8%	3	13,752	7%	4
Electronic Disposal Information	2,278	1%	16	12,532	6%	5
<b>DYCD</b>						
Literacy and GED or TASC Instruction for Non-English Speakers	713	12%	1	669	15%	1
Summer Jobs for Youth - General	592	10%	3	567	12%	2
Immigration Assistance from Community-Based Organizations	552	9%	4	539	12%	3
Literacy and GED or TASC Instruction for Adults	645	11%	2	453	10%	4
Elementary School Student After School Program - Enrolled	403	7%	6	384	8%	5
<b>FDNY</b>						
Fire Hazard Complaint	1,920	15%	1	2,132	16%	1
Ambulance Patient Locator	1,607	12%	2	1,453	11%	2
Fire Hydrant Recreational Use	696	5%	4	1,044	8%	3
Locate a Firehouse - Brooklyn	901	7%	3	954	7%	4
Smoke Alarm and Battery Giveaway	NA	NA	NA	763	6%	5
<b>NYC H + H</b>						
Find a Public Hospital	8,264	68%	1	6,688	53%	1
Inmate Health and Mental Health Complaints and Concerns	NA	NA	NA	2,715	22%	2
Health Department Low to No-Cost Confidential Clinics	497	4%	3	461	4%	3
Adult Immunization Clinic	680	6%	2	447	4%	4
MetroPlus Health Plan	271	2%	6	269	2%	5
<b>HPD</b>						
Apartment Maintenance Complaint	45,038	30%	1	39,661	32%	1
Heat or Hot Water Complaint in Entire Residential Building	15,981	11%	2	13,116	10%	2
Heat or Hot Water Complaint in Apartment	11,819	8%	3	9,723	8%	3
Residential Public Area Maintenance Complaint	10,374	7%	4	8,638	7%	4
Residential Building-Wide Maintenance Complaint	5,823	4%	6	5,436	4%	5

# CUSTOMER SERVICE

311 Customer Service Center Inquiries by Agency (cont.)						
	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
<b>Top Inquiries</b>						
<b>HRA</b>						
IDNYC - Make an Appointment	64,845	29%	1	20,948	20%	1
Documents Required to Apply for IDNYC	31,691	14%	2	10,446	10%	2
Food Stamp Assistance	13,535	6%	4	8,354	8%	3
IDNYC Complaints, Status, and Inquiries	17,611	8%	3	6,491	6%	4
Public Assistance or Welfare Information	6,935	3%	8	6,411	6%	5
<b>LAW</b>						
Laws of the City of New York	408	100%	1	338	100%	1
<b>LPC</b>						
Landmark and Historic District Information	73	40%	2	90	49%	1
Landmark Building Alteration Permit	85	46%	1	69	38%	2
Landmark Building Painting Complaint	8	4%	4	10	5%	3
Landmark Status Application	13	7%	3	9	5%	4
Landmark Restoration Grant Application	5	3%	5	5	3%	5
<b>NYCEM</b>						
Cooling Center Locations	1,060	37%	1	2,364	76%	1
Know Your Zone - Hurricane Evacuation Lookup	908	31%	2	240	8%	2
Ready New York Guide	203	7%	3	145	5%	3
Notify NYC - Telephone Registration	148	5%	4	68	2%	4
Ready New York Guide - Hurricanes	118	4%	5	47	2%	5
<b>NYCHA</b>						
Public Housing Maintenance	6,976	32%	1	6,250	32%	1
NYCHA Borough Management Office - Brooklyn	NA	NA	NA	1,752	9%	2
Public Housing Application Information and Assistance	1,936	9%	3	1,688	9%	3
NYCHA Borough Management Office - Manhattan	NA	NA	NA	1,639	8%	4
Public Housing Assistance Status - All Boroughs	1,728	8%	4	1,389	7%	5
<b>NYPD</b>						
Noise from Neighbor	40,848	13%	1	40,349	13%	1
Vehicle Blocking Driveway Complaint	31,328	10%	2	34,873	11%	2
Find a Police Precinct or PSA by Location	28,479	9%	3	27,415	9%	3
Illegal Parking Complaint	23,756	8%	4	25,649	8%	4
Dangerous Location or Situation	16,173	5%	6	17,849	6%	5
<b>NYPL</b>						
Find a Library - Bronx, Manhattan, Staten Island	1,122	90%	1	961	89%	1
Library Complaint - Bronx - Manhattan - Staten Island	43	3%	3	54	5%	2
General Information - New York Public Library	77	6%	2	48	4%	3
Library Hotspot	NA	NA	NA	12	1%	4
Find a Library - Queens	3	0%	5	3	0%	5

# CUSTOMER SERVICE

311 Customer Service Center Inquiries by Agency (cont.)						
	Total Jul-Oct FY16	% of Inquiries Jul-Oct FY16	Rank in # of Calls in Jul-Oct FY16	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17
<b>Top Inquiries</b>						
<b>OATH</b>						
City-Issued Summons - Information	3,700	45%	1	5,234	62%	1
City-Issued Summons - Request Status or Copy	938	NA	2	1,329	16%	2
Hearings Division Borough Office Locations	NA	NA	NA	345	4%	3
City-Issued Summons - Request a Hearing by Phone	NA	NA	NA	302	4%	4
ECB Hearing Summons - Online Ticket Finder	697	9%	4	256	3%	5
<b>OCME</b>						
Death Inquiries	342	57%	1	419	59%	1
Proof of Death	99	17%	2	114	16%	2
Autopsy Report	91	15%	3	109	15%	3
Cremation Inquiries	38	6%	4	31	4%	4
Reflection Room at the World Trade Center Memorial	27	5%	5	31	4%	5
<b>QPL</b>						
Find a Library - Queens	417	70%	1	255	63%	1
Elementary School Student After School Program - Drop-In	60	10%	2	45	11%	2
Library Complaint - Queens	39	7%	4	39	10%	3
General Information - Queens Public Library	29	5%	5	30	7%	4
Free Mobile Hotspot Lending	45	8%	3	19	5%	5
<b>SBS</b>						
Help Starting a Small Business	1,081	28%	1	861	27%	1
Find a Workforce1 Career Center	944	24%	2	739	24%	2
Job Seeker Assistance - Employment Programs	427	11%	3	397	13%	3
Get a Professional License	206	5%	4	161	5%	4
NYC Business Express Website - General Information	184	5%	5	133	4%	5
<b>SCA</b>						
School Construction Complaint	222	84%	1	219	88%	1
School Construction Information	41	16%	2	29	12%	2
<b>TLC</b>						
Lost Property in a Taxi - Medallion Number Known	7,356	21%	1	6,179	22%	1
Lost Property in a Taxi - Medallion Number Unknown	5,909	17%	2	5,137	18%	2
Lost Property in a Taxi - Medallion Number Not Found by 311	2,512	7%	3	2,255	8%	3
Taxi Inquiry or Complaint from Taxi Driver or Taxi Licensee	1,790	5%	5	1,453	5%	4
Taxi Driver License	1,289	4%	6	1,339	5%	5

\*NA\* - means Not Available in this report

# CUSTOMER SERVICE

Requests for Interpretation							
Performance Statistics	Actual			Target		4-Month Actual	
Agency	FY14	FY15	FY16	FY17	FY18	FY16	FY17
311	392,759	531,194	556,576	*	*	191,959	185,281
ACS	63,351	79,347	87,775	*	*	25,705	26,233
BIC	56	26	93	*	*	NA	NA
CCHR	1,097	1,126	1,671	*	*	430	388
CCRB	613	591	695	*	*	NA	NA
DCA	2,536	3,377	3,861	*	*	NA	NA
DCP	1	2	6	*	*	NA	NA
DEP	13,870	12,976	13,685	*	*	NA	NA
DFTA	523	428	892	*	*	196	246
DHS	4,195	5,787	6,054	*	*	1,805	NA
DOB	17	66	68	*	*	NA	NA
DOE	32,267	49,922	54,626	*	*	NA	NA
DOF	4,353	4,466	5,453	*	*	1,636	2,321
DOHMH	11,102	12,475	14,986	*	*	NA	NA
DOI	17	24	26	*	*	NA	NA
DOP	16,520	15,859	9,425	*	*	NA	NA
DOT	798	1,261	1,415	*	*	NA	NA
DPR	60	81	122	*	*	NA	NA
DSNY	8	17	16	*	*	NA	NA
DYCD	1,515	1,986	2,380	*	*	899	712
FDNY	3,721	4,501	5,484	*	*	NA	NA
HPD	1,053	1,526	1,202	*	*	NA	NA
HRA	1,116,886	909,712	989,229	*	*	308,512	395,645
LAW	860	762	1002	*	*	NA	NA
NYCHA	154,339	187,871	196,996	*	*	50,405	55,457
NYPD	263,035	273,575	238,382	*	*	96,263	104,095
OATH	9,240	9,419	10,185	*	*	3,240	3,761
OCME	188	304	664	*	*	164	297
SBS	NA	2,351	7,281	*	*	NA	NA
TLC	5,721	5,336	6,880	*	*	NA	NA

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



# PAID ABSENCE RATES

## FIRST FOUR MONTHS OF FISCAL YEAR

WORKFORCE OR AGENCY	FY 2017 TOTAL SICK LEAVE	FY 2017 LODI/ WC	FY 2017 TOTAL ABSENCE	FY 2016 TOTAL ABSENCE	FY 2017 EQUIV. ABSENCE DAYS/YEAR
<b>UNIFORMED WORKFORCES</b>					
DOC (U)	5.64%	1.07%	6.71%	5.83%	16.7
FDNY (U)	2.29%	5.18%	7.47%	7.29%	18.6
NYPD (U)	1.89%	0.79%	2.68%	2.78%	6.7
DSNY (U)	4.35%	1.48%	5.83%	6.05%	14.4
<i>Uniformed Subtotal</i>	2.81%	1.67%	4.48%	4.40%	11.1
<b>LARGER CIVILIAN WORKFORCES</b>					
NYPD (C)	2.66%	0.10%	2.76%	3.04%	6.8
FDNY (C)	3.45%	1.35%	4.80%	5.15%	11.9
ACS	3.27%	0.61%	3.89%	4.26%	9.6
HRA	3.88%	0.20%	4.08%	3.61%	10.1
DHS	3.33%	0.30%	3.63%	3.82%	8.9
HPD	3.36%	0.13%	3.49%	3.76%	8.6
DOHMH	2.87%	0.08%	2.95%	3.05%	7.3
DEP	3.07%	0.16%	3.24%	3.44%	8.0
DSNY (C)	3.52%	0.43%	3.95%	4.08%	9.8
DOF	3.22%	0.22%	3.44%	3.81%	8.5
DOT	3.25%	0.51%	3.76%	4.25%	9.3
DPR	2.18%	0.15%	2.34%	2.09%	5.8
LAW	2.73%	0.03%	2.76%	3.10%	6.8
DCAS	2.85%	0.19%	3.04%	3.16%	7.5
DDC	3.04%	0.01%	3.05%	3.43%	7.6
DOC (C)	3.42%	0.14%	3.56%	3.68%	8.8
PROBATION	3.68%	0.24%	3.92%	4.68%	9.7
DOB	3.07%	0.03%	3.10%	3.29%	7.7
DOITT	2.85%	0.01%	2.86%	3.09%	7.1
<i>Subtotal</i>	3.03%	0.26%	3.30%	3.47%	8.1
<b>SMALLER CIVILIAN WORKFORCES</b>					
OEM	2.14%	0.09%	2.22%	2.38%	5.5
DCP	3.12%	0.00%	3.12%	3.27%	7.7
DOI	2.42%	0.00%	2.42%	2.59%	6.0
DFTA	2.98%	0.00%	2.98%	3.62%	7.4
CULTURAL	2.27%	0.05%	2.33%	4.06%	5.8
OATH	2.99%	0.00%	2.99%	2.29%	7.4
LPC	2.20%	0.07%	2.27%	2.62%	5.6
ELECTIONS	3.81%	0.12%	3.93%	3.42%	9.7
CCRB	2.73%	0.00%	2.73%	2.87%	6.8
TLC	3.49%	0.38%	3.86%	4.27%	9.6
CCHR	2.45%	0.02%	2.47%	3.77%	6.1
DYCD	3.14%	0.08%	3.21%	2.55%	8.0
SBS	3.01%	0.01%	3.03%	2.79%	7.5
RECORDS	6.12%	0.00%	6.12%	5.00%	15.1
DCA	3.03%	0.01%	3.04%	2.84%	7.5
BIC	2.56%	0.26%	2.82%	2.42%	7.0
<i>Subtotal</i>	3.13%	0.09%	3.22%	3.19%	8.0
<i>Uniformed</i>	2.81%	1.67%	4.48%	4.40%	11.1
<i>Civilian</i>	3.04%	0.26%	3.29%	3.46%	8.1
<b>TOTAL</b>	2.94%	0.84%	3.78%	3.87%	9.4
<b>CITYWIDE</b>	2.94%	0.15%	3.09%	3.08%	7.7

Note: The **Total Absence Rate** is calculated by dividing the sum of paid sick leave for all employees, Line-of-Duty Injury absence for uniformed employees, and paid Workers' Compensation absence for civilian employees, by paid scheduled hours for all employees. The **Citywide Absence Rate** is calculated by dividing paid sick leave for all employees plus paid Workers' Compensation absence for civilian employees by paid scheduled hours for all employees.





# VEHICLE FLEETS AND MAINTENANCE

New York City operates the largest municipal fleet in the United States, with over 29,000 units. Citywide, fleet operations are led by DCAS Fleet through the Deputy Commissioner for Fleet Management, who serves as Citywide Chief Fleet Officer, consistent with Executive Order 161. The Chief Fleet Officer works with the more than 50 City agencies that operate fleet units, especially the 12 major fleet agencies of NYPD, FDNY, DOC, DSNY, DPR, DOT, DEP, DOE, DOHMH, NYCEM, TLC and DCAS, known as the Fleet Federation.

DCAS Fleet leads initiatives in safety, sustainability, transparency, and emergency management, while also providing direct services in areas including repair, collisions management, subrogation, fuel, auction and parts. DCAS manages the City's central fleet management systems and FleetStat reporting.

As part of Vision Zero, New York City's fleet operations are undertaking a series of initiatives to improve safety and reporting relating to vehicle collisions. These initiatives currently include:

- 1) Training all authorized City fleet drivers in defensive driving. DCAS Fleet is leading this initiative for all staff except uniformed drivers at NYPD and FDNY, who receive separate driver training for their emergency response vehicles.
- 2) Assessing the safety outfitting of City vehicles and developing a Safe Fleet Transition Plan. As part of this initiative, the City has a policy to install side-guards on all fleet units. The City is also working with private fleets to assess and promote best industry practices. NYC Fleet recently barred the use of hands-free phone devices by City fleet operators.
- 3) Improving the tracking of vehicle collisions. DCAS Fleet introduced two new indicators in the Vehicle Fleets and Maintenance tables of the Mayor's Management Report (MMR) for 2016: the citywide number of injuries and the number of fatalities resulting from collisions involving City fleet vehicles. The number of Preventable Collisions was reported in the MMR for the second year and is expanded to be included in the agency Fleet sections of the PMMR.
- 4) Installing tracking devices called CANceivers in all City fleet vehicles. The CANceivers provide data to be used to monitor City fleet driving habits and create a Safety Index to help improve safe driving of City vehicles. The CANceivers are also part of a new fuel management program.

The City is also implementing a series of sustainability initiatives as part of the OneNYC and NYC Clean Fleet plans, including efforts to expand electric and hybrid vehicles; install additional diesel particulate filters; increase the use of fossil fuel alternatives; and introduce anti-idling and other technologies. Fleet has committed to reduce greenhouse gas emissions by 50 percent by 2025. DCAS Fleet has also worked to increase the transparency of citywide fleet operations. The vehicle out-of-service report and CRASH collisions reporting are available now online, as is Fleet's regular newsletter. The roll-out of fleet systems to better track, monitor and share fleet assets, parts and fuel, and driving behaviors, will increase our understanding of fleet operations; allow for better management oversight; and facilitate further service improvements.

In addition to this report, the Local Law 75 Annual Report contains information on use-based fuel economy for non-emergency light and medium fleets. The Local Law 38 Annual Report, prepared by the Department of Environmental Protection, contains information on City purchases of light and medium duty vehicles, the fuel economy of light duty vehicles purchased by the City, and the fuel consumption and carbon dioxide emission of the City fleet of light and medium duty vehicles.

## Additional Resources

### Fleet newsletter:

<http://www.nyc.gov/html/dcas/html/employees/fleet.shtml>

### Use-based fuel economy report (Local Law 75):

[http://www.nyc.gov/html/dcas/downloads/pdf/fleet/FY2016\\_Local\\_Law\\_75\\_Report\\_on\\_Use\\_Based\\_Fuel\\_Economy.pdf](http://www.nyc.gov/html/dcas/downloads/pdf/fleet/FY2016_Local_Law_75_Report_on_Use_Based_Fuel_Economy.pdf)

### Air pollution from City vehicles report (Local Law 38)

<http://www.nyc.gov/html/dep/html/air/index.shtml>

## VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY15 Annual Actual	FY16 Annual Actual	FY17 Annual Target	FY18 Annual Target	FY16 4-Month Actual	FY17 4-Month Actual
<b>CITYWIDE FLEET SIZE</b>	<b>27,844</b>	<b>29,374</b>	<b>29,500</b>	<b>29,300</b>	<b>28,471</b>	<b>29,628</b>
- Light Duty	11,734	12,605	12,600	12,500	11,646	12,740
- Medium Duty	4,757	4,825	4,900	4,825	4,859	4,847
- Heavy Duty	7,203	7,184	7,200	7,200	7,591	7,229
- Other Vehicles	4,150	4,760	4,800	4,775	4,375	4,812
Fleet vehicle in-service rate (%)	90%	91%	90%	91%	90%	92%
Daily fleet in-service targets achieved (%)	93%	89%	88%	90%	86%	99.5%
Agency vehicle in-service rates (%)						
- Department of Citywide Administrative Services	98%	98%	94%	94%	98%	99%
- Department of Environmental Protection	91%	92%	90%	90%	91%	93%
- Department of Health and Mental Hygiene	97%	98%	94%	94%	98%	98%
- Department of Transportation	91%	91%	85%	85%	90%	93%
- Department of Sanitation	83%	84%	78%	78%	82%	83%
- Department of Parks and Recreation	96%	95%	90%	90%	96%	95%
- Police Department	93%	94%	90%	90%	94%	94%
- Fire Department	81%	83%	80%	80%	83%	85%
- Department of Correction	93%	91%	92%	92%	90%	93%
- Department of Education	98%	98%	94%	94%	98%	99%
Purchased vehicles compliant with Local Law 38 (%)	98%	98%	95%	95%	99%	100%
Alternative fuel vehicles	15,491	16,681	17,000	17,250	16,522	16,903
Alternative fuel vehicles in City fleet (%)	57%	59%	62%	63%	60%	59%
Vehicle fuel used (gallons)	29,212,219	28,265,173	28,500,000	28,500,000	9,613,867	9,725,530
- Biodiesel fuel used (gallons)	15,595,726	15,281,204	15,500,000	15,500,000	4,775,833	5,009,883
Electric chargers installed	48	55	100	100	21	75
Vehicles purchased	3,131	4,352	3,000	3,000	1,586	2,700
Average age of fleet (months)	75	72	72	72	74	71
Collisions involving City vehicles <sup>1</sup>	5,726	6,344	*	*	1,876	1,995
Preventable collisions involving City vehicles <sup>2</sup>	2,873	2,815	*	*	1,007	869
Injuries resulting from collisions involving City vehicles	669	510	*	*	278	245
Fatalities resulting from collisions involving City vehicles	5	1	*	*	0	1
Revenue from recoverable affirmative claims	\$1,937,675	\$2,680,961	*	*	\$714,865	\$774,391

# VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY15 Annual Actual	FY16 Annual Actual	FY17 Annual Target	FY18 Annual Target	FY16 4-Month Actual	FY17 4-Month Actual
Employees trained in defensive driving	15,266	7,929	8,000	11,000	2,805	2,335
Fleet repair expenditures (\$000,000)	\$230.8	\$235.3	*	*	\$72.0	\$72.2
Fleet fuel expenditures (\$000,000)	\$68.7	\$46.0	*	*	\$17.4	\$16.8
Fleet acquisition expenditures (capital) (\$000,000)	\$206.8	\$215.3	\$220.0	\$240.0	\$21.1	\$178.0
Fleet acquisition expenditures (expense) (\$000,000)	\$69.0	\$109.4	\$70.0	\$60.0	\$63.1	\$57.3
Automotive repair personnel	1,316	1,356	1,350	1,350	1,316	1,366
Fleet support personnel	364	384	380	380	356	382

## AGENCY FLEET SIZES AND COLLISIONS<sup>1</sup>

<b>- Department of Citywide Administrative Services</b>						
- Fleet Size	<b>2,292</b>	<b>2,458</b>	*	*	<b>2,180</b>	<b>2,394</b>
- Light Duty	1,784	1,934	*	*	1,672	1,853
- Medium Duty	293	301	*	*	290	308
- Heavy Duty	75	80	*	*	77	80
- Other Vehicles	140	143	*	*	141	153
Collisions involving City vehicles <sup>1</sup>	449	400	*	*	132	131
Preventable collisions involving City vehicles <sup>2</sup>	215	135	*	*	65	49
<b>- Department of Environmental Protection</b>						
- Fleet Size	<b>1,999</b>	<b>2,176</b>	*	*	<b>2,115</b>	<b>2,155</b>
- Light Duty	704	834	*	*	752	809
- Medium Duty	489	471	*	*	489	474
- Heavy Duty	403	435	*	*	426	431
- Other Vehicles	403	436	*	*	448	441
Collisions involving City vehicles <sup>1</sup>	337	380	*	*	124	136
Preventable collisions involving City vehicles <sup>2</sup>	182	207	*	*	69	74
<b>- Department of Health and Mental Hygiene</b>						
- Fleet Size	<b>274</b>	<b>298</b>	*	*	<b>287</b>	<b>322</b>
- Light Duty	198	205	*	*	205	221
- Medium Duty	68	85	*	*	74	93
- Heavy Duty	6	6	*	*	6	6
- Other Vehicles	2	2	*	*	2	2
Collisions involving City vehicles <sup>1</sup>	29	23	*	*	14	6
Preventable collisions involving City vehicles <sup>2</sup>	12	16	*	*	7	0

# VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY15 Annual Actual	FY16 Annual Actual	FY17 Annual Target	FY18 Annual Target	FY16 4-Month Actual	FY17 4-Month Actual
<b>- Department of Transportation</b>						
- Fleet Size	2,766	3,065	*	*	2,936	3,096
- Light Duty	703	864	*	*	765	888
- Medium Duty	462	476	*	*	475	490
- Heavy Duty	892	844	*	*	919	830
- Other Vehicles	709	881	*	*	777	888
Collisions involving City vehicles <sup>1</sup>	344	370	*	*	147	159
Preventable collisions involving City vehicles <sup>2</sup>	249	282	*	*	116	107
<b>- Department of Sanitation</b>						
- Fleet Size	5,857	6,060	*	*	6,155	6,127
- Light Duty	983	996	*	*	976	980
- Medium Duty	307	317	*	*	314	322
- Heavy Duty	4,011	3,826	*	*	4,211	3,874
- Other Vehicles	556	921	*	*	654	951
Collisions involving City vehicles <sup>1</sup>	2,616	2,625	*	*	608	712
Preventable collisions involving City vehicles <sup>2</sup>	1,144	1,201	*	*	351	402
<b>- Department of Parks and Recreation</b>						
- Fleet Size	2,923	2,916	*	*	2,910	2,966
- Light Duty	564	614	*	*	592	649
- Medium Duty	903	858	*	*	888	850
- Heavy Duty	360	347	*	*	356	362
- Other Vehicles	1,096	1,097	*	*	1,074	1,105
Collisions involving City vehicles <sup>1</sup>	540	576	*	*	187	180
Preventable collisions involving City vehicles <sup>2</sup>	249	230	*	*	100	34
<b>- Police Department</b>						
- Fleet Size	8,882	9,240	*	*	8,826	9,436
- Light Duty	6,117	6,378	*	*	5,974	6,564
- Medium Duty	1,324	1,338	*	*	1,336	1,340
- Heavy Duty	355	418	*	*	406	434
- Other Vehicles	1,086	1,106	*	*	1,110	1,098
- Collisions in City vehicles <sup>3</sup>	3.2	3.9	*	*	4.7	3.7

# VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY15 Annual Actual	FY16 Annual Actual	FY17 Annual Target	FY18 Annual Target	FY16 4-Month Actual	FY17 4-Month Actual
<b>- Fire Department</b>						
- Fleet Size	2,097	2,289	*	*	2,287	2,270
- Light Duty	354	372	*	*	365	364
- Medium Duty	687	734	*	*	764	721
- Heavy Duty	909	1,020	*	*	1,000	1,023
- Other Vehicles	147	163	*	*	158	162
Collisions involving City vehicles <sup>1</sup>	1,286	1,520	*	*	619	626
Preventable collisions involving City vehicles <sup>2</sup>	726	681	*	*	277	186
<b>- Department of Correction</b>						
- Fleet Size	453	549	*	*	461	540
- Light Duty	149	218	*	*	160	224
- Medium Duty	123	136	*	*	122	140
- Heavy Duty	170	184	*	*	168	164
- Other Vehicles	11	11	*	*	11	12
Collisions involving City vehicles <sup>1</sup>	103	135	*	*	27	31
Preventable collisions involving City vehicles <sup>2</sup>	65	82	*	*	15	12
<b>- Department of Education</b>						
- Fleet Size	301	323	*	*	314	322
- Light Duty	178	190	*	*	185	188
- Medium Duty	101	109	*	*	107	109
- Heavy Duty	22	24	*	*	22	25
- Other Vehicles	0	0	*	*	0	0
Collisions involving City vehicles <sup>1</sup>	55	52	*	*	18	14
Preventable collisions involving City vehicles <sup>2</sup>	31	16	*	*	7	5

<sup>1</sup>Collision volumes in City vehicles do not include NYPD collisions.

<sup>2</sup>Preventable collision - A collision in which the driver did not take all reasonable avoidance actions.

<sup>3</sup>NYPD Collisions figure represents Collisions per 100,000 miles.

\*Indicator is not subject to targeting in the MMR.

"NA" means Not Available in this report.

# VEHICLE FLEETS AND MAINTENANCE

## DEFINITIONS

- Alternative fuel vehicles in City fleet (%): The percentage of City vehicles that are using alternative fuel.
- Alternative fuel vehicles: The total number of City vehicles that are using alternative fuel.
- Automotive repair personnel: The number of City personnel assigned to repair and maintain City fleet for the year.
- Average age of fleet (months): The average number of months from the date a vehicle is put in service to the end of the reporting period (i.e., the MMR/PMMR reporting period).
- City Managed Fleet: The total number of city funded and non-city funded vehicles in the city managed fleet.
- Citywide fleet size: The total number of vehicles in the city managed fleet and the subtotals by vehicle size/type.
- Collisions involving City vehicles: The total number of City-vehicle involved collision reports involving injury or property damage for the citywide fleet reported in the citywide collision reporting system (CRASH). New York State MV-104 reports are required whenever a collision occurs involving death, or other personal injury, or property damage over \$1,000. Collisions are tracked and reported regardless of whether or not the driver was at fault and whether or not the vehicle was in motion. Collisions involving City vehicles occur whenever a City vehicle strikes (or is struck by) a second vehicle, pedestrian, bicyclist or fixed object.
- Daily fleet in-service targets achieved (%): The percentage of days the target for vehicle in-service rate was met.
- Electric chargers installed: The number of chargers installed for the City hybrid-electric powered vehicles.
- Employees trained in defensive driving: The number of City employees trained in defensive driving centrally.
- Fatalities resulting from collisions involving City vehicles: The number of fatalities associated with collisions that included at least one City vehicle.
- Fleet acquisition expenditures (capital) (\$000,000): The amount of capital funds spent on City fleet during the year.
- Fleet acquisition expenditures (expense) (\$000,000): The amount of expense funds spent on City fleet during the year.
- Fleet fuel expenditures (\$000,000): The amount spent on fuel for City fleet during the year.
- Fleet repair expenditures (\$000,000): The amount spent on repair and maintenance of City fleet during the year.
- Fleet support personnel: The number of City personnel assigned to administer and support City fleet operations for the year.
- Injuries resulting from collisions involving City vehicles: The number of injuries associated with collisions that included at least one City vehicle.
- Percentage of alternative fuel vehicles in City Fleet: The percentage of vehicles in the city managed fleet that is using alternative fuel. This calculation does not include vehicles in the "Other" subgroup.
- Preventable collisions involving City vehicles - A collision in which the driver, by his/her own admission or in the judgment of an Agency Accident Review Committee, did not take all reasonable avoidance actions, including attention to road conditions and improper actions of other drivers. Preventability is not limited to the violation of traffic laws and is distinguished from chargeability as determined by the law.
- Purchased vehicles compliant with Local Law 38 (%): The percentage of light and medium-duty vehicles purchased for the City through DCAS during the period that are certified with the highest ratings defined by California Low-Emission Vehicle (LEV) II standards. The four highest ratings are zero emission vehicles (ZEV), transitional zero emission vehicles (TZEV), advanced technology partial zero emission vehicles (ATPZEV), and partial zero emission vehicles (PZEV). Pursuant to Local Law 38 of 2005, each light and medium-duty vehicle that the City purchases should have the best certified emission rating within its vehicle category while meeting the requirements for the City's intended use. According to the law, some exceptions apply based on cost and other limited exemptions, including for certain emergency vehicles.
- Revenue from recoverable affirmative claims: The amount of money recovered following collisions in City vehicles.
- Vehicle and Biodiesel fuel used (gallons): The volume of fuel used by City fleet in year (biodiesel is included in vehicle fuel).
- Vehicle in-service rate (%): The percentage of fleet in full service.
- Vehicles purchased: The number of City fleet vehicles acquired.

Source: DCAS Citywide Fleet Management.

# VEHICLE FLEETS AND MAINTENANCE

## LIST OF AGENCIES IN THE CITYWIDE FLEET

Department of Citywide Administrative Services*	New York City Fire Department
Department of Environmental Protection	New York City Police Department
Department of Correction	Department of Transportation
Department of Parks and Recreation	Department of Sanitation
Department of Health and Mental Hygiene	Department of Education

\*\*Department of Citywide Administrative Services" vehicles include those used by the following agencies:

Administration of Children's Services	Department of Youth and Community Development
Board of Elections	Financial Information Services Agency
Bronx Borough President	GrowNY (formerly known as "Council on the Environment")
Brooklyn Borough President	Human Resources Administration
Business Integrity Commission	Landmarks Preservation Commission
Campaign Finance Board	Law Department
City Commission on Human Rights	Manhattan Borough President
City Council	Mayor's Office
Civilian Complaint Review Board	New York City Emergency Management
Department for the Aging	NYC Economic Development Corporation
Department of Buildings	Office of Administrative Trials and Hearings
Department of City Planning	Office of Chief Medical Examiner
Department of Citywide Administrative Services	Office of Labor Relations
Department of Consumer Affairs	Office of Management and Budget
Department of Cultural Affairs	Office of Payroll Administration
Department of Design and Construction	Office of the City Clerk
Department of Finance	Office of the Comptroller
Department of Homeless Services	Office of the Public Advocate
Department of Housing Preservation and Development	Queens Borough President
Department of Information Technology and Telecommunications	Sheriff's Office
Department of Investigation	Sports Commission
Department of Probation	Staten Island Borough President
Department of Records and Information Services	Tax Commission
Department of Small Business Services	Taxi and Limousine Commission





## SPENDING AND BUDGET INFORMATION BY UNITS OF APPROPRIATION

### FISCAL YEAR 2017 PMMR

This appendix provides expenditures for City agencies, by unit of appropriation, as reported in the City's Fiscal 2016 [Comprehensive Annual Financial Report](#) (CAFR) and the budgeted amounts for Fiscal 2017 as reported in the [Fiscal 2017 adopted budget](#) and provided to the Mayor's Office of Operations by the NYC Office of Management and Budget (OMB).

The Preliminary Mayor's Management Report and Mayor's Management Report cover the operations of City agencies that report directly to the Mayor. Additional non-Mayoral agencies and legally separate organizations are included in the Mayor's Management Report, however, there is limited spending and budget information available to OMB. These include:

- Board of Elections
- City University of New York
- New York City Health + Hospitals
- New York City Housing Authority
- Public Libraries
- School Construction Authority

Figures reflect all funds

AGENCY	UNIT OF APPROPRIATION WITHIN AGENCY	CAFR FY16^	ADOPTED BUDGET FY17^^
<b>Aging [125]</b>			
	Personal Services		
001	Executive and Administrative Management	10,733,121	14,754,279
002	Community Programs	13,601,810	15,417,124
	Total Personal Services	24,334,931	30,171,403
	Other Than Personal Services		
003	Community Programs	279,398,786	298,838,484
004	Executive and Administrative Management	1,645,377	1,878,951
	Total Other Than Personal Services	281,044,163	300,717,435
	Agency Total	\$ 305,379,094	\$ 330,888,838
<b>Board of Elections [003]</b>			
001	Personal Services	54,045,441	52,355,676
002	Other Than Personal Services	62,626,677	71,390,634
	Agency Total	\$ 116,672,119	\$ 123,746,310
<b>Brooklyn Public Library [038]</b>			
001	Lump Sum (OTPS)	\$ 102,041,492	\$ 100,365,588
<b>Buildings [810]</b>			
001	Personal Services	97,392,344	126,836,881
002	Other Than Personal Services	37,332,371	45,235,471
	Agency Total	\$ 134,724,714	\$ 172,072,352
<b>Business Integrity Commission [829]</b>			
001	Personal Services	5,272,520	5,985,452
002	Other Than Personal Services	2,819,248	3,139,579
	Agency Total	\$ 8,091,768	\$ 9,125,031

## SPENDING AND BUDGET INFORMATION BY UNITS OF APPROPRIATION

FISCAL YEAR 2017 PMMR

### Children's Services [068]

Personal Services			
001	Personal Services	282,983,029	316,622,847
003	Head Start/Day Care	16,868,926	24,161,135
005	Administrative	83,679,779	72,883,679
007	Juvenile Justice	36,375,751	40,339,017
	Total Personal Services	419,907,485	454,006,678
Other Than Personal Services			
002	Other than Personal Services	76,438,579	74,951,475
004	Head Start/Day Care	1,052,892,713	1,091,491,409
006	Child Welfare	1,172,732,750	1,201,814,158
008	Juvenile Justice	153,148,187	155,667,985
	Total Other Than Personal Services	2,455,212,230	2,523,925,027
	Agency Total	\$ 2,875,119,714	\$ 2,977,931,705

### City Planning [30]

Personal Services			
001	Personal Services	20,447,693	25,694,489
003	Geographic Systems	2,126,734	2,278,931
	Total Personal Services	22,574,427	27,973,420
Other Than Personal Services			
002	Other Than Personal Services	8,378,980	18,000,272
004	Geographic Systems	277,570	297,688
	Total Other Than Personal Services	8,656,549	18,297,960
	Agency Total	\$ 31,230,977	\$ 46,271,380

### City University of New York [042]

Personal Services			
002	Community College	687,246,892	708,277,799
004	Hunter Schools	16,055,024	14,807,238
	Total Personal Services	703,301,915	723,085,037
Other Than Personal Services			
001	Community College	314,399,637	295,541,419
003	Hunter Schools	995,559	1,330,953
012	Senior College	--	35,000,000
	Total Other Than Personal Services	315,395,196	331,872,372
	Agency Total	\$ 1,018,697,112	\$ 1,054,957,409

### Citywide Administrative Services [856]

Personal Services			
001	Human Capital	21,381,341	24,866,752
005	Board of Standards and Appeals	1,963,127	2,232,553
100	Executive and Support Services	21,889,665	22,405,203
200	Division of Administration and Security	9,940,965	10,944,760
300	Asset Management – Public Facilities	98,318,626	98,491,306
400	Office of Citywide Purchasing	10,017,544	10,681,259

## SPENDING AND BUDGET INFORMATION BY UNITS OF APPROPRIATION

### FISCAL YEAR 2017 PMMR

600	External Publications and Retailing	1,446,374	1,597,328
700	Energy Management	3,578,489	4,642,836
800	Citywide Fleet Services	2,594,722	2,763,201
	Total Personal Services	171,130,853	178,625,198
	Other Than Personal Services		
002	Human Capital	5,615,253	6,833,920
006	Board of Standards and Appeals	416,329	766,506
190	Executive and Support Services	7,687,763	4,882,436
290	Division of Administration and Security	15,488,723	36,590,752
390	Asset Management – Public Facilities	802,711,773	147,369,583
490	Office of Citywide Purchasing	30,257,113	28,024,296
690	External Publications and Retailing	1,115,991	996,962
790	Energy Management	39,877,840	759,036,072
890	Citywide Fleet Services	43,476,323	17,537,269
	Total Other Than Personal Services	946,647,108	1,002,037,796
	Agency Total	\$ 1,117,777,961	\$ 1,180,662,994

#### Civilian Complaint Review Board [054]

001	Personal Services	10,367,452	12,746,019
002	Other Than Personal Services	3,709,577	3,511,047
	Agency Total	\$ 14,077,029	\$ 16,257,066

#### Commission on Human Rights [226]

Personal Services			
001	Personal Services	2,253,880	3,114,091
003	Community Development	3,853,659	4,892,462
	Total Personal Services	6,107,539	8,006,553
Other Than Personal Services			
002	Other than Personal Services	1,421,067	1,271,934
004	Community Development	1,313,269	2,278,705
	Total Other Than Personal Services	2,734,336	3,550,639
	Agency Total	\$ 8,841,875	\$ 11,557,192

#### Consumer Affairs [866]

Personal Services			
001	Administration	7,556,121	8,716,061
002	Licensing and Enforcement	12,731,596	15,994,001
004	Adjudication	1,771,538	1,834,045
	Total Personal Services	22,059,254	26,544,107
Other Than Personal Services			
003	Other than Personal Services	14,151,602	14,053,975
	Total Other Than Personal Services	14,151,602	14,053,975
	Agency Total	\$ 36,210,856	\$ 40,598,082

## SPENDING AND BUDGET INFORMATION BY UNITS OF APPROPRIATION

FISCAL YEAR 2017 PMMR

### Correction [072]

Personal Services			
001	Administration	83,493,954	97,679,862
002	Operations	1,055,999,061	1,106,113,207
	Total Personal Services	1,139,493,015	1,203,793,069
Other Than Personal Services			
003	Operations	147,480,648	172,525,474
004	Administration	20,658,878	15,962,053
	Total Other Than Personal Services	168,139,526	188,487,527
	Agency Total	\$ 1,307,632,541	\$ 1,392,280,596

### Cultural Affairs [126]

Personal Services			
001	Office of the Commissioner	4,467,149	5,036,192
	Total Personal Services	4,467,149	5,036,192
Other Than Personal Services			
002	Office of the Commissioner	1,668,311	1,982,757
003	Cultural Programs	48,583,964	59,427,846
004	Metropolitan Museum of Art	24,208,146	26,447,675
005	New York Botanical Garden	6,897,143	6,791,924
006	American Museum of Natural History	15,291,772	16,140,709
007	The Wildlife Conservation Society	13,756,827	16,518,637
008	Brooklyn Museum	7,470,543	8,138,320
009	Brooklyn Children's Museum	1,839,218	2,016,316
010	Brooklyn Botanical Garden	4,081,098	3,808,780
011	Queens Botanical Garden	2,341,058	1,117,778
012	New York Hall of Science	1,921,689	1,898,384
013	Staten Island Institute of Arts and Sciences	805,193	976,741
014	Staten Island Zoological Society	1,386,182	1,526,608
015	Staten Island Historical Society	780,215	737,965
016	Museum of the City of New York	1,598,438	1,668,952
017	Wave Hill	1,189,234	1,335,178
019	Brooklyn Academy of Music	2,653,739	2,793,296
020	Snug Harbor Cultural Center	3,142,787	1,897,009
021	Studio Museum in Harlem	809,554	855,715
022	Other Cultural Institutions	17,153,331	19,550,220
024	New York Shakespeare Festival	1,060,539	1,107,409
	Total Other Than Personal Services	158,638,981	176,738,219
	Agency Total	\$ 163,106,130	\$ 181,774,411

### Design and Construction [850]

001	Personal Services	106,993,158	114,507,001
002	Other Than Personal Services	292,293,583	364,224,798
	Agency Total	\$ 399,286,741	\$ 478,731,799

# SPENDING AND BUDGET INFORMATION BY UNITS OF APPROPRIATION

FISCAL YEAR 2017 PMMR

## Education [040]

Personal Services			
401	General Educational Instruction and School Leadership	6,050,412,168	6,164,926,031
403	Special Educational Instruction and School Leadership	1,559,902,972	1,552,538,005
407	Universal Pre-K	439,140,425	427,550,363
415	School Support Organization	255,088,494	278,250,283
421	Citywide Special Ed. Instruction and School Leadership	974,406,427	1,006,906,463
423	Special Education Instructional Support	279,653,954	309,772,783
435	School Facilities	481,621,013	192,661,757
439	School Food Services	218,778,888	222,814,288
453	Central Administration	172,006,787	195,260,887
461	Fringe Benefits	3,019,277,282	3,066,394,184
481	Categorical Programs	1,020,088,185	1,040,699,834
	Total Personal Services	14,470,376,596	14,457,774,878
Other Than Personal Services			
402	General Educational Instruction and School Leadership	720,312,964	861,700,587
404	Special Educational Instruction and School Leadership	4,330,028	5,349,878
406	Charter Schools	1,493,652,679	1,711,375,121
408	Universal Pre-K	423,099,429	435,798,668
416	School Support Organization	27,359,532	32,585,425
422	Citywide Special Ed. Instruction and School Leadership	18,869,655	22,464,246
424	Special Education Instructional Support	257,234,866	235,141,406
436	School Facilities	466,366,920	810,658,602
438	Pupil Transportation	1,143,283,491	1,131,169,903
440	School Food Services	242,300,015	295,107,727
442	School Safety	327,490,616	357,190,809
444	Energy and Leases	439,198,801	477,904,833
454	Central Administration	179,113,771	155,574,734
470	Special Education Pre-K Contract Payments	762,244,838	854,197,732
472	Charter & Contract Schools and Foster Care Placements	709,674,442	677,365,819
474	NPS and FIT Payments	66,038,048	65,036,284
482	Categorical Programs	670,613,262	603,142,050
	Total Other Than Personal Services	7,951,183,358	8,731,763,824
	Agency Total	\$ 22,421,559,954	\$ 23,189,538,702

## Emergency Management [017]

001	Personal Services	13,919,156	18,282,070
002	Other Than Personal Services	21,751,991	41,371,688
	Agency Total	\$ 35,671,146	\$ 59,653,758

## SPENDING AND BUDGET INFORMATION BY UNITS OF APPROPRIATION

FISCAL YEAR 2017 PMMR

### Environmental Protection [826]

Personal Services			
001	Executive and Support	33,377,998	35,208,856
002	Environmental Management	26,365,313	27,281,797
003	Water Supply and Wastewater Collection	181,801,512	197,048,139
007	Central Utility	74,700,185	79,643,874
008	Wastewater Treatment	176,032,632	180,530,599
	Total Personal Services	492,277,641	519,713,265
Other Than Personal Services			
004	Utility	559,350,452	671,802,143
005	Environmental Management	159,477,282	194,713,776
006	Executive and Support	56,052,064	63,871,413
	Total Other Than Personal Services	774,879,798	930,387,332
	Agency Total	\$ 1,267,157,439	\$ 1,450,100,597

### Finance [836]

Personal Services			
001	Administration and Planning	40,870,305	42,549,359
002	Operations	26,306,426	24,483,959
003	Property	21,236,668	28,971,445
004	Audit	25,633,692	30,190,849
005	Legal	6,084,316	6,447,011
007	Parking Violations Bureau	10,652,021	10,496,626
009	City Sheriff	17,267,739	20,464,136
	Total Personal Services	148,051,167	163,603,385
Other Than Personal Services			
011	Administration	56,729,512	56,577,182
022	Operations	32,129,869	34,222,201
033	Property	1,154,870	2,657,970
044	Audit	501,757	966,080
055	Legal	80,621	81,790
077	Parking Violations Bureau	1,043,316	1,448,198
099	City Sheriff	19,156,854	17,211,040
	Total Other Than Personal Services	110,796,799	113,164,461
	Agency Total	\$ 258,847,966	\$ 276,767,846

### Fire [057]

Personal Services			
001	Executive Administrative	97,033,937	118,632,472
002	Fire Extinguishment & Emergency Response	1,340,047,666	1,332,379,001
003	Fire Investigation	18,866,687	18,647,012
004	Fire Prevention	39,003,272	35,990,394
009	Emergency Medical Service	253,794,429	249,698,633
	Total Personal Services	1,748,745,992	1,755,347,512

## SPENDING AND BUDGET INFORMATION BY UNITS OF APPROPRIATION

### FISCAL YEAR 2017 PMMR

Other Than Personal Services			
005	Executive Administrative	171,520,191	132,860,638
006	Fire Extinguishment & Response	23,479,871	26,570,399
007	Fire Investigation	127,850	150,060
008	Fire Prevention	607,526	1,583,770
010	Emergency Medical Services	30,035,358	31,664,206
	Total Other Than Personal Services	225,770,795	192,829,073
	Agency Total	\$ 1,974,516,787	\$ 1,948,176,585

#### Health and Hospitals Corporation [819]

001	Lump Sum Appropriation (OTPS)	\$ 1,359,134,846	\$ 344,045,788
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#### Health and Mental Hygiene [816]

##### (Office of Chief Medical Examiner)

Personal Services			
101	Health Administration	47,612,533	49,211,393
102	Disease Control	80,570,736	86,952,510
103	Family and Child Health and Health Services	102,239,980	109,274,353
104	Environmental Health Services	53,747,519	63,833,611
105	Early Intervention	14,668,749	16,363,196
106	Office of Chief Medical Examiner	48,977,237	52,456,842
107	Prevention and Primary Care	12,941,318	13,496,582
108	Mental Hygiene Management Services	25,097,461	38,147,684
109	Epidemiology	15,017,742	15,496,648
	Total Personal Services	400,873,275	445,232,819
Other Than Personal Services			
111	Health Administration	107,053,663	102,947,847
112	Disease Control	183,301,893	204,830,022
113	Family and Child Health and Health Services	51,801,083	59,127,153
114	Environmental Health Services	32,607,371	42,170,771
115	Early Intervention	237,306,817	201,242,311
116	Office of Chief Medical Examiner	19,602,206	16,464,826
117	Prevention and Primary Care	71,649,910	54,435,068
118	Mental Hygiene Management Services	16,530,349	47,849,820
119	Epidemiology	5,925,883	5,486,444
120	Mental Health Services	233,449,686	239,474,763
121	Developmental Disability	11,211,929	16,216,504
122	Chemical Dependency and Health Promotion	79,359,967	88,804,893
	Total Other Than Personal Services	1,049,800,758	1,079,050,422
	Agency Total	\$ 1,450,674,032	\$ 1,524,283,241

#### Homeless Services [071]

100	Personal Services	147,275,043	145,104,594
200	Other Than Personal Services	1,253,353,987	1,152,819,459
	Agency Total	\$ 1,400,629,030	\$ 1,297,924,053

## SPENDING AND BUDGET INFORMATION BY UNITS OF APPROPRIATION

FISCAL YEAR 2017 PMMR

### Housing Preservation and Development [806]

Personal Services			
001	Office of Administration	33,401,016	38,497,007
002	Office of Development	25,885,481	32,941,807
004	Office of Housing Preservation	56,953,018	62,918,891
006	Housing Maintenance and Sales	33,133,619	34,331,704
	Total Personal Services	149,373,134	168,689,409
Other Than Personal Services			
008	Office of Administration	9,736,821	9,404,480
009	Office of Development	621,834,090	1,003,227,723
010	Housing Management and Sales	9,494,241	9,651,260
011	Office of Housing Preservation	59,593,478	80,975,314
	Total Other Than Personal Services	700,658,630	1,103,258,777
	Agency Total	\$ 850,031,764	\$ 1,271,948,186

### Human Resources [069]

Personal Services			
201	Administration	311,164,612	298,725,953
203	Public Assistance	281,074,675	332,964,343
204	Medical Assistance	80,988,708	103,675,912
205	Adult Services	105,398,516	121,640,548
	Total Personal Services	778,626,510	857,006,756
Other Than Personal Services			
101	Administration	247,634,069	262,776,806
103	Public Assistance	2,103,718,994	2,271,423,595
104	Medical Assistance	5,960,017,665	5,939,427,955
105	Adult Services	307,992,479	341,899,179
107	Legal Services	--	90,381,698
	Total Other Than Personal Services	8,619,363,206	8,905,909,233
	Agency Total	\$ 9,397,989,717	\$ 9,762,915,989

### Information Technology and Telecommunications [858] (311 Customer Service Center)

001	Personal Services	112,118,500	140,729,414
002	Other Than Personal Services	474,891,381	485,942,876
	Agency Total	\$ 587,009,881	\$ 626,672,290

### Investigation [032]

Personal Services			
001	Personal Services	19,897,702	24,814,350
003	Inspector General	2,863,028	5,225,579
	Total Personal Services	22,760,731	30,039,929
Other Than Personal Services			
002	Other Than Personal Services	13,722,699	14,691,082
004	Inspector General	1,884,654	1,974,571
	Total Other Than Personal Services	15,607,354	16,665,653
	Agency Total	\$ 38,368,085	\$ 46,705,582



# SPENDING AND BUDGET INFORMATION BY UNITS OF APPROPRIATION

FISCAL YEAR 2017 PMMR

## Landmarks Preservation [136]

001	Personal Services	4,879,920	5,574,373
002	Other Than Personal Services	370,958	738,642
	Agency Total	\$ 5,250,879	\$ 6,313,015

## Law [025]

001	Personal Services	118,777,294	146,027,908
002	Other Than Personal Services	75,573,738	65,484,503
	Agency Total	\$ 194,351,032	\$ 211,512,411

## New York Public Library - The Research Libraries [035]

001	Lump Sum Appropriation (OTPS)	\$ 26,736,633	\$ 27,462,828
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## New York Public Library [037]

003	Lump Sum - Borough of Manhattan (OTPS)	\$ 25,695,455	\$ 25,984,588
004	Lump Sum - Borough of the Bronx (OTPS)	\$ 24,180,937	\$ 24,368,046
005	Lump Sum - Borough of Staten Island (OTPS)	\$ 10,135,748	\$ 10,189,096
006	Systemwide Services (OTPS)	\$ 72,417,604	\$ 73,168,009
007	Consultant and Advisory Services (OTPS)	\$ 1,362,128	\$ 1,362,128
	Total Other Than Personal Services	\$ 133,791,872	\$ 135,071,867
	Agency Total	\$ 133,791,872	\$ 135,071,867

## Office of Administrative Trials and Hearings [820]

001	Personal Services	28,006,612	30,648,221
002	Other Than Personal Services	8,337,112	8,889,162
	Agency Total	\$ 36,343,725	\$ 39,537,383

## Parks and Recreation [846]

Personal Services			
001	Executive Management and Administrative Services	8,175,828	8,382,145
002	Maintenance and Operations	287,864,603	299,733,934
003	Design and Engineering	42,471,173	46,699,679
004	Recreation Services	26,003,945	24,843,432
	Total Personal Services	364,515,549	379,659,190
Other Than Personal Services			
006	Maintenance and Operations	84,889,281	97,653,405
007	Executive Management and Administrative Services	21,538,149	23,315,968
009	Recreation Services	1,627,040	1,585,906
010	Design and Engineering	3,534,450	4,160,988
	Total Other Than Personal Services	111,588,921	126,716,267
	Agency Total	\$ 476,104,470	\$ 506,375,457

## SPENDING AND BUDGET INFORMATION BY UNITS OF APPROPRIATION

FISCAL YEAR 2017 PMMR

### Police [056]

Personal Services			
001	Operations	3,115,141,076	3,165,002,851
002	Executive Management	451,659,118	424,056,609
003	School Safety	271,700,828	274,892,243
004	Administration - Personnel	259,803,077	243,405,817
006	Criminal Justice	87,121,354	91,967,532
007	Traffic Enforcement	151,766,407	149,496,743
008	Transit Police	223,679,338	226,014,746
009	Housing Police	182,685,740	184,281,461
	Total Personal Services	4,743,556,939	4,759,118,002
Other Than Personal Services			
100	Operations	151,810,173	65,584,245
200	Executive Management	64,954,836	15,639,731
300	School Safety	4,745,647	4,976,354
400	Administration	353,789,744	294,431,180
600	Criminal Justice	273,897	461,925
700	Traffic Enforcement	9,520,084	10,640,324
	Total Other Than Personal Services	585,094,381	391,733,759
	Agency Total	\$ 5,328,651,320	\$ 5,150,851,761

### Probation [781]

Personal Services			
001	Executive Management	7,293,607	9,329,039
002	Probation Services	55,661,202	61,845,846
	Total Personal Services	62,954,809	71,174,885
Other Than Personal Services			
003	Probation Services	26,041,094	29,363,649
004	Executive Management	52,603	125,553
	Total Other Than Personal Services	26,093,697	29,489,202
	Agency Total	\$ 89,048,506	\$ 100,664,087

### Queens Borough Public Library [039]

001	Lump Sum (OTPS)	\$ 101,696,154	\$ 102,203,544
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### Sanitation [827]

Personal Services			
101	Executive Administrative	72,154,077	81,407,514
102	Cleaning and Collection	666,715,653	701,656,697
103	Waste Disposal	20,768,984	31,300,254
104	Building Management	22,656,880	24,075,602
105	Bureau of Motor Equipment	63,892,707	67,908,786
107	Snow Budget - Personal Services	48,603,189	53,265,414
	Total Personal Services	894,791,490	959,614,267

## SPENDING AND BUDGET INFORMATION BY UNITS OF APPROPRIATION

FISCAL YEAR 2017 PMMR

Other Than Personal Services			
106	Executive and Administrative	86,535,423	100,809,074
109	Cleaning and Collection	25,024,833	34,869,804
110	Waste Disposal	404,849,967	514,871,777
111	Building Management	4,633,412	3,779,939
112	Motor Equipment	29,040,946	28,135,682
113	Snow Budget	55,800,234	34,819,649
	Total Other Than Personal Services	605,884,815	717,285,925
	Agency Total	\$ 1,500,676,305	\$ 1,676,900,192

### Small Business Services [801] (Economic Development Corporation)

Personal Services			
001	Department of Business	13,904,729	16,313,810
004	Contract Compliance & Business Opportunity	2,429,776	2,640,499
010	Workforce Investment Act	4,246,125	6,077,683
	Total Personal Services	20,580,630	25,031,992
Other Than Personal Services			
002	Department of Business	110,274,293	48,434,114
005	Contract Compliance & Business Opportunity	2,138,508	4,318,370
006	Economic Development Corporation	97,815,770	64,916,671
011	Workforce Investment Act	51,656,919	54,408,918
012	Trust for Governor's Island and NYC & Co.	--	39,256,447
	Total Other Than Personal Services	261,885,491	211,334,520
	Agency Total	\$ 282,466,122	\$ 236,366,512

### Transportation [841]

Personal Services			
001	Executive Administration and Planning Management	49,410,074	50,328,463
002	Highway Operations	152,886,242	169,645,902
003	Transit Operations	60,890,721	62,202,003
004	Traffic Operations	99,647,407	98,222,803
006	Bureau of Bridges	65,477,045	79,596,494
	Total Personal Services	428,311,489	459,995,665
Other Than Personal Services			
007	Bureau of Bridges	15,026,911	26,718,997
011	Executive Administration and Planning Management	56,039,195	66,489,059
012	Highway Operations	108,642,155	108,245,374
013	Transit Operations	43,780,585	29,639,555
014	Traffic Operations	258,477,804	255,173,285
	Total Other Than Personal Services	481,966,650	486,266,270
	Agency Total	\$ 910,278,139	\$ 946,261,935

## SPENDING AND BUDGET INFORMATION BY UNITS OF APPROPRIATION

FISCAL YEAR 2017 PMMR

### Taxi and Limousine [156]

	001 Personal Services	34,622,004	38,473,539
	002 Other Than Personal Services	13,308,624	32,138,542
	Agency Total	\$ 47,930,628	\$ 70,612,081

### Youth and Community Development [260]

Personal Services			
	002 Executive and Administrative	17,643,826	14,971,841
	311 Program Services	19,418,519	22,862,577
	Total Personal Services	37,062,345	37,834,418
Other Than Personal Services			
	005 Community Development	60,781,126	75,274,544
	312 Other than Personal Services	566,871,740	614,378,371
	Total Other Than Personal Services	627,652,866	689,652,915
	Agency Total	\$ 664,715,211	\$ 727,487,333

^ Comprehensive Annual Financial Report for the Fiscal Year ended June 30, 2016

^^ City of New York Adopted Budget Fiscal Year 2017

# USER'S GUIDE

**WHAT WE DO** – A summary of agency activities, facilities and resources.

**FOCUS ON EQUITY** – Articulates how each agency works to promote fair delivery and quality of services among and across groups of people and places, supporting the goals of equity, equality and opportunity for all New York City residents.

**OUR SERVICES AND GOALS** – The agency's major areas of responsibility for delivering services to New Yorkers and the steps it takes to provide those services.

**HOW WE PERFORMED** – Highlights describing how the agency has performed in delivering its services for the first four months of the fiscal year.

**PERFORMANCE INDICATORS** – Measures of agency performance, organized by goal, including three full years of data and the first four months of the prior and current fiscal years.

**CRITICAL INDICATOR ICON** – A star (★) designates indicators that are considered critical to agency performance. These are the indicators that appear on the Citywide Performance Reporting website.

**TARGET** – Desired levels of performance for the current fiscal year and the next fiscal year. Targets can be numeric or directional. Numeric targets can set an expected level of performance, a maximum level not to be exceeded, or a minimum level to be met. Directional targets are represented by up or down arrows. An asterisk means no numeric or directional target was set.

**AGENCY-WIDE MANAGEMENT** – Indicators that apply to broad aspects of management within an agency rather than a single goal.

**AGENCY CUSTOMER SERVICE** – Statistics on how well an agency provides services to its customers via phone, e-mail, letters, and walk-in centers. For 12 agencies that handle 311 Customer Service Center service requests, a table shows performance for five key service request types.

**AGENCY RESOURCES** – Overview of the financial and workforce resources used by an agency over the past three fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

**NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS** – Describes changes to an agency's data.

**ADDITIONAL RESOURCES** – Provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

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\*Non-Mayoral Agencies

This report was produced by  
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in collaboration with the City agencies presented within.

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