Celebrating 40 years

MAYOR'S MANAGEMENT REPORT

September 2017

**The City of New York
Mayor Bill de Blasio**

**Anthony Shorris
First Deputy Mayor**

**Emily W. Newman, Acting Director
Mayor's Office of Operations**

NYC

LETTER FROM THE MAYOR

Friends:

My administration came into office committed to effective, transparent and progressive government dedicated to righting wrongs and making this a better and fairer city for all. Those are the core values that have animated everything we have done since then. The Mayor's Management Report has been an important tool in this work.

Today, our city is stronger than ever with crime at historic lows, Pre-Kindergarten for every four-year-old, and more jobs than New York City has seen before. Yet, we can never rest on our laurels or ignore new challenges. As New Yorkers strive to deepen the progress we have made together, the need for strategic, data-driven decision making has never been greater. New York City is faced with a federal government that cannot be counted on to support policies in line with our values.

The document you are reading isn't just a collection of numbers, or a tool of good government. It is a statement of who we are as New Yorkers and the kind of leadership we demand from those who serve us. To quote Mayor Abraham Beame, who released the first report 40 years ago, the MMR has helped us in "our continuing quest for better service for the city's residents and greater efficiency of governmental operations." Now, as ever, that vital quest goes on.

Sincerely,

Bill de Blasio
Mayor

Mayor's Management Report

Fiscal 2017

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As the performance management arm of the City, the Mayor's Office of Operations has a mandate to ensure that all agencies are working toward clear, defined goals and that we are closely measuring and tracking individual agency performance and our City's collective progress. Central to this work is the Mayor's Management Report (MMR), which was developed in concert with the creation of this Office. This year marks the 40th anniversary of both. The MMR has long served as a standard of municipal management and is at the heart of what we do in the Mayor's Office of Operations. We work to make government more efficient, more effective, and more open to all New Yorkers.

This MMR covers Fiscal Year 2017: July 1, 2016 through June 30, 2017. As a reflection of the City's values and priorities, the MMR continues to include "Focus on Equity" statements, an innovation of this Administration that highlights how each agency is working to advance fairness and equality. Because some of our biggest challenges and highest priority initiatives involve coordinating multiple agencies, the MMR also includes a "Collaborating to Deliver Results" section, highlighting the progress of landmark initiatives such as Vision Zero and ThriveNYC.

The MMR is a crucial component of what makes New York City a national model of public accountability. The annual release of the MMR makes the City's performance data accessible to the public. In addition to ensuring transparency, this report routinely creates opportunities for government leadership to gain new insights and for the public to have a window into how agencies are performing. By focusing on data, we identify where we are succeeding and where we face challenges. This enables us to target our work and continuously improve the delivery of services.

Behind this data is the commitment of the City's workforce to serving the public. From creating programs to bring more New Yorkers out of the shadows to making every part of our city more sustainable, our government is driven by its employees. They work day and night to improve the quality of life and produce results for New Yorkers in every community. By tracking our performance through the MMR, we can focus the City on the right issues, ensuring that our workforce and initiatives will have the most meaningful impact on all New Yorkers.

Emily W. Newman
Acting Director, Mayor's Office of Operations

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INTRODUCTION

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

The MMR and PMMR 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 MMR, the most recent five full fiscal years of data are presented. In the PMMR, results are shown for the first four months of the current and preceding fiscal years, in addition to three previous full fiscal years.

- A star designation (★) showing which indicators are deemed critical.

- Numeric or directional targets, if appropriate, allowing for the comparison of actual performance against these projected levels of service. Numeric 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 MMR and PMMR also present, for each agency, an overview of resources used and resources projected for use including personnel levels, overtime, expenditures, revenues and capital commitments. Additionally, spending and budget information are provided by budgetary unit of appropriation, and, where possible, in relationship to an agency's goals.

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 MMR/PMMR 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.

Two types of MMR-related information are also available at 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 and inquiries to the 311 Customer Service Center.

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 MMR/PMMR cycle. Visit the CPR website at www.nyc.gov/cpr.

MMR/PMMR 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

Thrive NYC

PARTNER AGENCIES & OFFICES

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

Mayor's Community Affairs Unit

Mayor's Office to Combat Domestic Violence

Mayor's Office of Criminal Justice

Mayor's Office for Economic Opportunity

Mayor's Office of Operations

NYC Children's Cabinet

NYC Digital

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 addresses mental health and substance use. The implementation of the program 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). By the end of Fiscal 2017, 94 percent of the 54 ThriveNYC initiatives were underway and actively serving and training New Yorkers citywide.

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 suffer—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 public health problem.

ThriveNYC's initiatives are organized around six guiding principles:

- Change the Culture

- Act Early

- Close Treatment Gaps

- Partner with Communities

- Use Data Better

- Strengthen Government's Ability to Lead

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 supports that can transform their lives. ThriveNYC focuses on the critical work of replacing a culture of shame with a culture of support.

Highlights of accomplishments during Fiscal 2017 under *Change the Culture* include:

- The City continued to expand Mental Health First Aid by successfully training 13,580 New Yorkers, bringing the total number of trained First Aiders to 16,815 by end of Fiscal 2017. Efforts continue to be on track to train 250,000 New Yorkers by the end of Calendar 2020.

- Public awareness campaigns included a focus on NYC Well to ensure New Yorkers are aware of the ease with which they can receive comprehensive services for themselves or a loved one. An estimated 4.5 million New Yorkers were reached through media campaigns.

- An additional 1,591 New York City Police Department (NYPD) officers, including new recruits, received Crisis Intervention Training, bringing the total to 5,871 officers trained.

- The NYPD Crime Victim Advocate program was launched in Fiscal 2017 to help mitigate trauma in the aftermath of crime. Crime Victim Advocates give victims information about the criminal justice process, help develop safety plans to reduce the likelihood of repeat

victimization, and provide assistance with accessing services. Fifty-two advocates have already been placed in 26 precincts. By late summer 2018, there will be both a general Crime Victim Advocate and a specialized Domestic Violence Victim Advocate in 77 precincts and all nine Housing Bureau Police Service Areas. The remaining six precincts will have a general Victim Advocate.

ACT EARLY

Acting early helps New Yorkers develop emotional fitness through preventive self-care approaches. Fewer New Yorkers will develop mental illness and those who do will recover more quickly and wholly.

The City is investing in early intervention for all New Yorkers, with a special focus on its youngest residents. Highlights of ThriveNYC's accomplishments during Fiscal 2017 under *Act Early* include:

- 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; show empathy for others; and maintain positive relationships. During the reporting period, 1,422 Pre-K program leaders attended trainings about the importance of family engagement. Additionally, 4,744 Administration for Children's Services (ACS) staff attended training opportunities in SEL. Both ACS and the Department of Education's (DOE) programs launched in 2016.

- In Fiscal 2017, 13 additional School-Based Mental Health Clinics opened in Community Schools, raising the City total to 56 mental health clinics in Community Schools.

- The School Mental Health Consultant Program provides mental health consultation to all NYC public schools that do not already have enhanced mental health services. The approximately 900 schools that do not currently have a Mental Health Clinic or other mental health resources are being connected to Masters-level School Mental Health Consultants. In Fiscal 2017, 60 additional consultants were hired, bringing the total number of consultants to 90.

- The Creating Awareness about Relationship Equality (CARE) initiative teaches healthy relationship skills to teens in foster care and other ACS programs so they will be better prepared to prevent, recognize, and respond to dating violence. In Fiscal 2017, 944 youth and 434 caregivers attended workshops, for a cumulative total 1,364 youth trainings and 988 caregiver trainings.

- The Newborn Home Visiting Program set a goal to expand program services to successfully visit 840 additional mothers of infants in New York City family shelters during Fiscal 2017. The program includes home visiting and education around an array of topics related to parenting and child development. During the reporting period, 1,252 eligible Department of Homeless Services (DHS) families were visited. Since ThriveNYC's launch in November 2015, 1,692 families have been visited and 1,285 mothers have been screened for maternal depression.

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.

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

- 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. The demand for these services more than doubled the previous call center's usage and, in response, the City expanded NYC Well's capacity to reach the need. NYC Well has received over 170,000 calls, texts, or chats.

- With the establishment of a Maternal Depression Learning Collaborative, New York City has set up a system to screen all pregnant women and new mothers for pregnancy-related depression in participating hospitals and clinics. NYC Health + Hospitals and Maimonides Medical Center, along with the Greater New York Hospital Association and DOHMH, are leading the collaboration with 30 participating city hospital systems to close this treatment gap.

As of June 2017, all 11 NYC Health + Hospitals and Gouverneur Hospital started offering screenings. During the reporting period, 15,284 prenatal and postpartum screenings were conducted by participating hospitals.

- The City University of New York (CUNY) Mental Health Digital Platform initiatives were piloted between October 2016 and June 2017 at selected CUNY campuses. These programs provided CUNY students with high-quality, low-cost mental health services and self-care resources through web-based and mobile-supported media. In order to test and identify interventions that best serve students, the following programs were piloted during the reporting period:

  - The CUNY Mental Health Ambassadors program expanded to include 12 new Ambassadors at select Bronx campuses. Ambassadors actively work to promote mental health services available on campus and conduct outreach events. In Spring 2017, Ambassadors conducted 37 outreach and promotion events and distributed 1,206 print materials for students across two campuses (Bronx Community College and Lehman College).

  - In Fall 2016, the Healthy CUNY App, designed by CUNY students for CUNY students, launched at Borough of Manhattan Community College and John Jay College as a digital health application. This web-based mobile service provides students with resources for maintaining positive mental health, sexual and reproductive health, food security and benefits, and insurance assistance. During the reporting period, the Healthy CUNY App had 10,763 page views. Healthy CUNY was extended to Brooklyn campuses in March 2017 (Brooklyn College, Medgar Evers, and Kingsborough Community College).

  - The MyCUNY Canvas program, moderated and facilitated by experienced healthcare professionals trained in online interventions, was designed as an online support network for an anonymous peer community. In Spring 2017, the vendor, the Big White Wall, suspended operations in the United States. As a result, the Canvas went offline. During its five-month operational run, the network was visited 321 times.

- In Fiscal 2017, the Peer Support Training program graduated 236 peer specialists from its mental health, substance use, and family/youth peer advocate programs. This number exceeded the Fiscal 2017 goal of 200. These trainings will equip individuals with lived experience to take on workforce positions in the healthcare system.

- The Department of Youth and Community Development (DYCD) served more than 2,408 individuals in their Runaway and Homeless Youth system during Fiscal 2017. Youth participated in psychological evaluations, service referrals, and individual and group therapy.

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 during Fiscal 2017 under *Partner with Communities* include:

- The NYC Mental Health Service Corps program hired 128 Year 1 clinicians and physicians and placed them in primary care practices, mental health clinics, and substance use disorder programs in high-need communities throughout the City, serving a total of 9,245 unique patients.

- Connections to Care (C2C), a $30 million-dollar initiative, brings mental health resources to community-based organizations (CBOs) that already provide a range of social services to New Yorkers. It launched during Fiscal 2017. CBOs and their mental health provider partners have trained over 725 staff, exceeding the original goal to train 669 staff, and served over 6,500 individuals.

USE DATA BETTER

The City is investing in collecting better data 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: Thrive Learning Center, Maternal Depression, C2C, and Early Years Collaborative.

STRENGTHEN GOVERNMENT'S ABILITY TO LEAD

In order to create long-term systems change, ThriveNYC works in collaboration with the administration, City Council, City agencies, and community partners to advance its goals.

- In March 2016, Mayor Bill de Blasio established the NYC Mental Health Council, bringing together City agencies to meet quarterly and harness resources to achieve identified shared goals including: 1) Build a Culture of Mental Wellness and Community Integration; 2) Improve the Workforce; and 3) Address Substance Misuse.

- The Cities Thrive Coalition, spearheaded by the First Lady of New York City, recruited and mobilized nearly 200 cities, representing all 50 states and Washington, D.C., to advocate for a stronger, better funded, and more integrated behavioral health system. In May, the Coalition hosted a National Day of Action, where a delegation of mayors, led by the First Lady of New York City, travelled to Washington to discuss the importance of mental health funding with members of the House and Senate Appropriations Committees and senior staff from the Office of Health and Human Services. The Coalition also sent a letter to Congress, signed by 154 mayors, opposing the American Health Care Act on the grounds that it would leave millions of Americans without access to critical mental health services.

	Actual		Target	
SELECTED PERFORMANCE INDICATORS	**FY16**	**FY17**	**FY17**	**FY18**
Change the Culture				
Individuals trained in Mental Health First Aid (DOHMH)	3,235	13,580	15,000	72,000
Act Early				
Staff (teachers, assistants, and school leaders) participation in training opportunities in Social-Emotional Learning training	NA	6,166	9,535	14, 082
School Mental Health Consultants hired (DOE)	30	60	70	10
Eligible families residing in DHS shelters who have been successfully visited by the Newborn Home Visiting Program (DOHMH)	448	1,252	840	1,200
Close Treatment Gaps				
Naloxone kits distributed from DOHMH to Opioid Overdose Prevention Programs (DOHMH)	10,110	14,000	14,000	48,500
NYC Well: Inbound call/text/chat volume	NA	170,300	*	*
NYC Well: Answer rate for all inbound calls, texts and chats within 30 seconds or less (DOHMH)	NA	88%	90%	90%
Runaway and homeless youth served (DYCD)	*	2,408	2, 250	2,250
Partner with Communities				
Mental Health Service Corps members hired (DOHMH)	128	117	130	130
Staff trained through Connections to Care (DOHMH, Mayor's Office for Economic Opportunity)	99	725	600	669

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Social-Emotional Learning participation metric indicates the number of people who have participated in at least one training but also includes duplicated figures of those who participated in more than one session.

- The Newborn Home Visiting Program (NHVP) will expand services to 1,600 additional mothers of newborns in all family shelters across the City over four years as outlined in the 2015 ThriveNYC: A Mental Health Roadmap for All report. This note is to correct page four of the 2017 Preliminary Mayor's Management Report indicating the program was to expand services to reach 1,600 additional mothers by June 2017.

- The Fiscal 2017 Target for Individuals trained in Mental Health First Aid was amended during Fiscal 2017 to reflect programmatic changes intended to meet multi-year targets.

- Hiring for active cohorts of the Mental Health Service Corps will continue to take place throughout Fiscal 2018 until targets are fulfilled.

- The indicator "Runaway and homeless youth served (DYCD)" replaces "Mental health interventions provided to runaway and homeless youth (DYCD)." The new DYCD indicator reports the total, unduplicated number of youth served. Unduplicated Fiscal 2016 data is currently not available.

ADDITIONAL RESOURCES

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

- ThriveNYC: Year End Update:
https://thrivenyc.cityofnewyork.us/wp-content/uploads/2017/02/Thrive_Year_End_Updated-1.pdf

HOUSING NEW YORK

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

Housing New York (HNY) is New York City's five-borough, ten-year affordable housing plan to create and preserve 200,000 affordable housing units for a wide range of New Yorkers, from extremely low- to middle-income households. Launched in May 2014, HNY will spur the construction of 80,000 new units and preservation of 120,000 units of affordable housing, ensuring that hundreds of thousands of New Yorkers will have a physically sound home at a price they can afford. The creation and preservation of affordable housing is critical given that buildings across the City face physical disrepair, expiring rent restrictions or escalating maintenance costs, while households at all income levels have experienced increased rent burdens as the City's population has surged.

In Fiscal 2017 the New York City Department of Housing Preservation and Development (HPD) and Housing Development Corporation (HDC) financed 24,293 affordable apartments and homes, the highest overall production since 1989. Through HNY, the City has financed a total of 77,651 affordable homes since January 2014—the highest three-year streak of affordable housing production in the City's history. New HPD and HDC programs are achieving deeper levels of affordability, with nearly a third of these homes reserved for households making less than $33,400 for a single person or $42,950 for a family of three. Of these units, close to 50 percent, or approximately 11,500, have been created or preserved for the lowest income households—New Yorkers making less than $20,040 for a single person or $25,770 for a family of three. HNY has also created over 6,500 units to serve individuals experiencing homelessness and close to 5,000 units for seniors. Finally, the City has approved about 5,000 total units of affordable housing (1,700 permanently affordable) under the Mandatory Inclusionary Housing (MIH) program, which was enacted in March 2016 and requires developers to build permanently affordable housing in areas rezoned for growth.

The City engages communities in comprehensive planning in order to stabilize and strengthen neighborhoods as well as ensure that they are diverse and livable. In Fiscal 2017 two plans were released that are the result of years of community planning efforts and the work of many City agencies. The Resilient Edgemere Community Plan provides a long-term vision for the Edgemere neighborhood of Queens as it seeks to rebuild from Hurricane Sandy and chart a more sustainable future. The City also released the Brownsville Plan, which includes community-driven strategies for new housing, business opportunities, and cultural, recreational and educational facilities.

During Fiscal 2017 the City increased its efforts to ensure that City-assisted affordable housing reaches the neediest New Yorkers. HPD expanded its Housing Ambassadors program, through which the agency partners with community-based service providers who help people apply for affordable housing. HPD and the Department of Consumer Affairs' Office of Financial Empowerment launched the Ready to Rent program, which offers financial counseling to help New Yorkers overcome challenges in qualifying for affordable housing. Finally, HPD and HDC released new affordable housing lottery rules.

The City is leveraging its investments to create economic opportunity. HPD launched its Minority- and Women-Owned Business Enterprises (M/WBE) Build Up program. Under the program, developers receiving $2 million or more in City contributions are now required to set and meet M/WBE spending goals. In Fiscal 2017 the first 20 housing projects met the program threshold and will have until the end of construction completion to achieve the project's M/WBE goals. In addition, the New York City Housing Authority (NYCHA) released

a list of prequalified developers for NYCHA's "100 Percent Affordable" program, intended to increase participation of a diverse range of developers, including nonprofits and minority- and women-owned enterprises. About 60 percent of the prequalified developers are M/WBEs.

These successes are built on collaboration with and the commitment of more than a dozen City agencies and offices, including HPD, HDC, NYCHA, the Department of City Planning (DCP), the New York City Economic Development Corporation (NYCEDC), the Department of Buildings (DOB), the Human Resources Administration (HRA), the Department of Homeless Services (DHS), 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 Fiscal 2017.

FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS

Housing New York recognizes that a thriving neighborhood requires affordable housing as well as services and amenities. Together, DCP, HPD, HDC, SBS, NYCEDC and NYCHA work to provide housing and economic opportunities while enhancing the livability of neighborhoods.

Accomplishments include:

- The City issued an RFP to develop the City-owned Dinsmore-Chestnut site in East New York. The site is a cornerstone of the East New York Neighborhood Plan, which is supported by over $260 million of public investments in the neighborhood. In addition to the thousands of housing units that will be built under the plan, a Workforce1 jobs center has already opened and planning has begun for a state-of-the-art multipurpose community center as well as a new 1,000 seat public school.

- HPD released the Resilient Edgemere Community Plan, a long-term vision for Edgemere that seeks to rebuild from Hurricane Sandy and chart a more sustainable future, including protections from future floods. The plan proposes hundreds of millions of dollars in planned investment in Edgemere and over 60 specific projects that will be implemented. The plan marks the completion of the learning and creating phase of HPD's the Resilient Edgemere Community Initiative, launched in October 2015. Community input was critically important, along with close collaboration with Council Member Donovan Richards and many City agencies.

- The City released the Brownsville Plan, which advances community-driven strategies for the creation of 2,500 new affordable homes; new and improved cultural, recreational, and educational facilities; and business opportunities in Brownsville, Brooklyn. Community input began in July 2016 and included dozens of advocacy organizations, approximately 500 residents, and an innovative collaboration with coUrbanize—an online community engagement platform. One of the many results is a comprehensive plan for the creation of affordable housing on publicly- and privately-owned sites, representing over $1 billion of investment.

- The East Harlem Neighborhood Plan is a community-based vision and strategy for the future of East Harlem. DCP released a land use proposal in October 2016. In April 2017 the land use application was certified and the ULURP process commenced. As certified, the land use proposal will facilitate a projected increase of nearly 6,000 housing units, of which 1,500 would be affordable.

- The Gowanus Neighborhood Planning Study seeks to foster a thriving neighborhood by reinforcing and encouraging a robust local economy anchored by a mix of uses and businesses, while creating opportunities for new housing with affordable housing in appropriate locations. Since the Gowanus Neighborhood Planning Study launched in October 2016, DCP, in collaboration with City Council Member Brad Lander and other agency partners, has hosted over 30 stakeholder meetings, working groups and open houses. DCP will incorporate the feedback received into a draft land use proposal by early 2018.

- The Bushwick Community Plan is a coordinated, collaborative planning effort of residents, stakeholders, City Council Members Antonio Reynoso and Rafael Espinal and City agencies to promote a thriving and inclusive neighborhood. DCP has been working to develop a land use framework that addresses the needs of current residents and fosters sustainable growth, and anticipates releasing a land use framework, which both creates opportunities for new affordable housing and preserves existing affordable housing, by early 2018.

PRESERVING THE AFFORDABILITY AND QUALITY OF THE EXISTING HOUSING STOCK

The City works both to create new housing units while also preserving the affordability of the existing affordable housing stock so that tenants and homeowners can stay in their homes.

Accomplishments include:

- The City achieved the highest number of affordable homeownership units in over a decade with 5,827 affordable homes, bringing the total financed under the housing plan to almost 10,000. This includes the preservation of critical Mitchell-Lama developments (such as Brighton House and Village East Towers, both extensively damaged by Hurricane Sandy), which provide an anchor of affordability in neighborhoods across the City. This is in addition to the many efforts underway to work with homeowners to provide counseling, pursue mortgage modification or refinancing, or reposition foreclosed homes as affordable homeownership opportunities, especially to support neighborhoods continuing to struggle in the aftermath of the foreclosure crisis.

- HPD notified applicants of the Affordable Neighborhood Cooperative Program (ANCP), Third Party Transfer – Tenant Petition & Special Projects Request for Qualifications. Qualifying developers will enter into negotiations for the next wave of ANCP projects, which focus on the rehabilitation of distressed City-owned occupied multi-family properties, managed by the Tenant Interim Lease Program, in order to create affordable cooperatives for low- and moderate-income households.

- To further expand the City's outreach to owners and landlords, HPD launched the Landlord Ambassadors program to select community-based nonprofits to help owners of small- and mid-sized multifamily buildings take advantage of HPD's affordable housing initiatives. Organizations will be provided with the training and funds to hire staff as they work with landlords to stabilize and upgrade buildings, including those on the City's tax lien docket. A new preservation marketing campaign is also underway, building on HPD's outreach over the last year to owners of more than 12,400 properties across the City.

- HPD and HDC launched a new assessment tool to better evaluate the physical, environmental and health opportunities of multifamily properties throughout New York City and New York State. This tool, called the Integrated Physical Needs Assessment, will be used for projects receiving City and State financing to rehabilitate their buildings.

BUILDING NEW AFFORDABLE HOUSING FOR ALL NEW YORKERS

New York City's residents come from all corners of the globe and all walks of life. HNY seeks to preserve the diversity of our neighborhoods through programs designed to reach residents at all income levels, as well as programs that will produce affordable housing on vacant and underdeveloped parcels of public land throughout the City.

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%	≤$644	≤$25,770
Very Low Income	31-50%	$645-$1,074	$25,771 - $42,950
Low Income	51-80%	$1,075-$1,718	$42,951 - $68,720
Moderate Income	81-120%	$1,719-$2,577	$68,721- $103,080
Middle Income	121-165%	$2,578-$3,543	$103,081- $141,735

Accomplishments include:

- The City financed its first 400 units under the City's new MIH program, which requires developers to build permanently affordable housing in areas rezoned for growth. Since MIH was adopted, 18 projects for approximately 6,800 units—about 5,000 of them affordable—have been approved by the City Council. At least 1,700 of them will be permanently affordable.

- Through HireNYC, the City is expanding access to jobs on affordable housing projects receiving more than $2 million in City subsidy. Last fiscal year, HPD closed 51 projects, including almost 9,000 units, which require participation in HireNYC.

- HPD and HDC announced the designation of the SustaiNYC East 111th Street development site, which will become the largest passive house in the nation. It will be a mixed-use, highly sustainable development constructed in three phases that will bring 655 affordable apartments to the East Harlem community. Due to MIH rules, 163 of the total 655 affordable apartments will be permanently affordable. The project also emphasizes deep affordability, with 20 percent of the total units serving extremely low-income households and nearly 60 percent of the total units serving low-income households. The development will feature 79 affordable apartments for seniors.

- HPD announced the selection of development teams to build 100 percent affordable developments on five clusters of small parcels of vacant City-owned land. The developments will be financed through HPD's New Infill Homeownership Opportunities Program and the Neighborhood Construction Program. The teams will lead the construction of nine buildings with a combined total of 182 units of affordable housing.

PROMOTING HOMELESS, SENIOR, SUPPORTIVE AND ACCESSIBLE HOUSING

HNY provides supportive, accessible housing to the homeless and other vulnerable New Yorkers with special needs.

Accomplishments include:

- Mayor de Blasio committed an additional $1.9 billion in City subsidy to ensure that 50,000 affordable homes, one quarter of the HNY total, will be for the lowest-income New Yorkers, including seniors and veterans. By adding a mix of incentives and requirements to its programs, HPD is working to put the new funds to work as quickly and efficiently as possible.

- Fiscal 2017 saw the highest production of housing for homeless individuals and families in the City's history, with 2,571 homes financed. The second highest year was Fiscal 2016, with 1,907 homeless units, bringing the total number of apartments for homeless New Yorkers produced under HNY to 6,533. This progress reflects the requirement of homeless set-asides in the majority of HPD's affordable housing programs, and new initiatives such as Our Space that provide additional capital subsidy to create a reserve to fund units affordable to homeless households without relying on rental assistance.

- With 4,627 affordable senior apartments financed under HNY, the City is nearly a third of the way towards its goal of creating 15,000 homes for seniors—many of whom are living on fixed incomes—over 10 years. The 929 homes created in Fiscal 2017 include the first projects to benefit from the City's Zoning for Quality and Affordability amendment, which makes it easier and less expensive to build quality, affordable senior housing citywide.

- Through funding from the City Council, HPD expanded its Housing Ambassadors program and produced a video to help New Yorkers prepare and apply for affordable housing. HPD and the City's Office of Financial Empowerment also launched the Ready to Rent program. This program works in partnership with the financial counseling provider Ariva and offers free one-on-one financial counseling and additional assistance to those seeking affordable housing.

- HPD and HDC released new affordable housing lottery rules designed to ensure that City-assisted affordable housing reaches New Yorkers who need it most. Important changes to the policies include ending developers' and leasing agents' ability to deny applications based solely on credit scores; new standards for homeless shelter referrals to account for special challenges faced by these households; strictly limiting the ability of landlords to deny an applicant based only on their exercising due process rights in housing court; and imposing limits on personal assets.

REFINING CITY FINANCING TOOLS AND EXPANDING FUNDING SOURCES FOR AFFORDABLE HOUSING

The City is working to leverage its investments more effectively. As part of HNY, the City will continue to analyze its housing programs, identify new funding streams and create new partnerships in order to meet HNY's ambitious goals.

Accomplishments include:

- HPD, in partnership with the Mayor's Office of Sustainability, financed the first group of projects under its new Green Housing Preservation Program. The program assists owners of small- to mid-sized multifamily properties in undertaking energy efficiency and water conservation upgrades to improve working conditions, reduce greenhouse gas emissions, and preserve affordability. Working with individual building owners, the boards of low-income coops, non-profit developers and others, the City is financing energy efficiency and water conservation improvements that are expected to save up to 40 percent in annual utility costs for participating buildings.

- HPD announced the issuance of a Request for Expressions of Interest to identify qualified groups to form Community Land Trusts (CLTs). A CLT is a not-for-profit organization that maintains control and oversight of its affordable housing resources through ownership of land. The CLT's land ownership, paired with a governance structure that reflects the interests of CLT affordable housing residents and the broader community, may offer a unique housing model that empowers residents and neighborhoods.

- The HomeFirst Down Payment Assistance Program has been enhanced to assist even more families achieve homeownership. HomeFirst will now provide up to $25,000 in down payment and closing cost assistance funds to be used toward the purchase of a 1- to 4-family home, coop or condo.

- NYCHA's PACT (Permanent Affordability Commitment Together) initiative generates revenue to reinvest back into its developments by leveraging federal Section 8 assistance. Through PACT, NYCHA is able to safeguard long-term housing affordability, improve and modernize apartments, and stabilize developments by placing them on solid financial footing. PACT ensures converted units remain affordable, residents retain their public housing rights and the public housing authority retains ownership interest in the property.

- As part of PACT, in December 2016 NYCHA converted 1,395 units in 24 buildings at Ocean Bay in Queens through the U.S. Department of Housing and Urban Development's Rental Assistance Demonstration (RAD). The project received $325 million for extensive capital improvements. Construction began in January 2017 and is anticipated to conclude in Summer 2019. In January 2017 NYCHA received HUD approval to use RAD to convert an additional 1,700 units across 17 scattered-site developments in the Bronx and Brooklyn. In May 2017 NYCHA released an RFP for financing, capital rehabilitation, property management, and social service delivery. NYCHA expects to select its development partners by the end of Calendar 2017 and begin pre-development in 2018.

		FY14 (1/1/2014 - 6/30/2014)	FY15 (7/1/2014- 6/30/2015)	FY16 (7/1/2015- 6/30/2016)	FY17 (7/1/2016- 6/30/2017)	FY17 Annual Target	FY18 Annual Target	Cumulative HNY (1/1/14 -6/30/2017)	2024 Target
HOUSING UNITS STARTED									
Total starts (new and preservation)		9,347	20,401	23,610	24,293	20,000	21,500	77,651	200,000
New construction starts		2,778	8,562	6,297	7,705	8,000	8,600	25,342	80,000
Preservation starts		6,569	11,839	17,313	16,588	12,000	12,900	52,309	120,000
Total starts (new construction and preservation) by income band	Extremely low income units	882	2,869	3,740	4,014	*	*	11,505	21,000
	Very low income units	1,434	2,393	3,013	6,437	*	*	13,277	29,000
	Low income units	5,724	12,406	9,624	9,945	*	*	37,699	111,000
	Moderate income units	355	1,302	1,890	1,517	*	*	5,064	20,000
	Middle income units	890	1,313	5,256	2,261	*	*	9,720	19,000
	Other units (includes units for building superintendents)	62	118	87	119	*	*	386	*
Total starts (new construction and preservation) by bedroom distribution	Studio units	1,550	2,869	2,729	4,279	*	*	11,427	*
	1 Bedroom units	2,591	6,203	9,553	8,325	*	*	26,672	*
	2 Bedroom units	3,346	6,477	8,801	8,359	*	*	26,983	*
	3 Bedroom units	1,032	1,969	2,111	3,025	*	*	8,137	*
	4+ Bedroom units	143	423	336	287	*	*	1,189	*
	Unclassified units[1]	685	2,460	80	18	*	*	3,243	*
Total units started for special needs populations	Units started for homeless individuals or families	480	1,575	1,907	2,571	1,320	1,111	6,533	10,000
	Units started for senior individuals or families	602	1,723	1,373	929	1,000	1,000	4,627	15,000
HOUSING UNITS COMPLETED									
Total completions (new and preservation)		3,600	2,477	11,818	14,031	*	*	31,926	*
New construction completions		96	125	756	3,717	*	*	4,694	*
Preservation completions		3,504	2,352	11,062	10,314	*	*	27,232	*
Total completions (new construction and preservation) by income band	Extremely low income units	476	325	1,007	2,735	*	*	4,543	*
	Very low income units	544	528	1,122	2,255	*	*	4,449	*
	Low low income units	1,703	1,213	3,814	6,838	*	*	13,568	*
	Moderate low income units	47	183	931	1,258	*	*	2,419	*
	Middle low income units	825	203	4,892	876	*	*	6,796	*
	Other units (includes units for building superintendents)	5	25	52	69	*	*	151	*

		FY14 (1/1/2014 - 6/30/2014)	FY15 (7/1/2014- 6/30/2015)	FY16 (7/1/2015- 6/30/2016)	FY17 (7/1/2016- 6/30/2017)	FY17 Annual Target	FY18 Annual Target	Cumulative HNY (1/1/14 -6/30/2017)	2024 Target
Total completions (new construction and preservation) by bedroom distribution	Studio units	464	359	411	1,976	*	*	3,210	*
	1 Bedroom units	1,007	653	4,994	4,515	*	*	11,169	*
	2 Bedroom units	1,056	882	4,981	4,373	*	*	11,292	*
	3 Bedroom units	419	373	1,089	1,192	*	*	3,073	*
	4+ Bedroom units	75	87	192	82	*	*	436	*
	Unclassified units[1]	579	123	151	1,893	*	*	2,746	*
Total units completed for special needs populations	Units completed for homeless individuals or families	42	153	341	716	*	*	1,252	*
	Units completed for senior individuals or families	253	195	247	457	*	*	1,152	*
FISCAL AND ECONOMIC INDICATORS									
Total City investment	Housing New York - Direct City Investment (000,000)	$288	$660	$799	$1.047	*	*	$2.794	*
Employment impacts	Estimated number of temporary jobs associated with Housing New York construction projects	6,999	25,086	17,329	19,657	*	*	69,073	*
	Estimated number of permanent jobs associated with Housing New York projects	265	932	687	636	*	*	2,520	*
Economic impacts	Estimated economic output associated with Housing New York construction spending	$1,707	$6,121	$6,089	$4,911	*	*	$16,992	*
	Estimated annual economic output associated with ongoing operations of Housing New York projects (in Millions)	$52	$175	$128	$133	*	*	$488	*

[1]Data on bedroom distribution is not available for homeownership assistance programs and small homeowner preservation programs.

HNY UNITS ASSOCIATED WITH PROJECTS CONTAINING PUBLIC LAND/BUILDINGS (1/1/2014-6/30/2017)	
Fiscal Year	**Total HNY Units with Public Land/Buildings**
2nd Half of FY14	1,380
FY15	1,995
FY16	1,784
FY17	3,106
Grand Total	8,265

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.

- As part of its routine updates and data clean-up efforts, HPD revised previously reported housing data for Fiscal 2014 housing starts and completions, Fiscal 2015 housing starts and completions, and Fiscal 2016 starts. 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

- HPD has revised cumulative 10-year 2024 targets for the indicators 'Units started for homeless individuals or families' and 'Units started for senior individuals or families.' The overall 10-year cumulative target to create and preserve 200,000 affordable units by 2024 remains the same.

ADDITIONAL RESOURCES

For more information about these and additional initiatives underway, go to: www.nyc.gov/housing.

- 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

HURRICANE SANDY RECOVERY

DCAS

DCP

DDC

DEP

DOB

DOITT

DOT

DPR

DSNY

HPD

NYC H + H

NYCEDC

NYCEM

NYCHA

Mayor's Office of Housing Recovery Operations

Mayor's Office of Recovery and Resiliency

In magnitude and ferocity, Hurricane Sandy was unlike any storm in New York City's long recorded history and followed a century in which sea levels had risen by more than one foot. The timing and storm surge of Hurricane Sandy, and underlying conditions that were exacerbated by the effects of climate change over time, resulted in an unprecedented amount of damage to the City's housing stock, business sectors, shorelines and critical infrastructure. In Fiscal 2017 the City reached a number of significant milestones in its housing, infrastructure and economic recovery efforts, highlighted by the hastened pace of Build It Back construction where the City met several aggressive targets. Going forward, the administration will continue to leverage our comprehensive over-$20 billion resiliency plan to make communities stronger and more resilient as we rebuild.

HOUSING RECOVERY

The Build It Back Single Family Program is funded by $2.2 billion in federal Community Development Block Grant Disaster Recovery (CDBG-DR) dollars and overseen by the Mayor's Office of Housing Recovery Operations (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.

Over the course of Fiscal 2017, Build It Back reached a number of significant milestones due to a concerted effort to expedite and streamline construction and utility work through Construction War Rooms and improved coordination with homeowners while expanding their acquisition options. Through Fiscal 2017, the program has served 96 percent of homeowners through a reimbursement check or construction start, completed 90 percent of City-managed construction projects, and completed almost 80 percent of all construction projects, including homeowner managed construction.

When the de Blasio administration took office in 2014, zero homeowners had started construction and zero reimbursement checks had been issued. By the end of Fiscal 2017, Build It Back had started construction on 4,833 homes; of these, Build It Back completed 4,023 homes while distributing over $130 million in reimbursement checks to over 6,000 families. Build It Back construction partner HPD has also accelerated relief to multifamily households, benefiting more than 19,000 households in 139 buildings through repair, resiliency and reimbursement services, as well as 258 low-income households through rental assistance.

Performance Indicators	Actual				Cumulative as of 6/30/17	Cumulative percent complete as of 6/30/17
	FY14	FY15	FY16	FY17		
Number of Homeowners who selected Benefit Options	2,237	5,236	1,029	160	8,335*	100%
Design Starts in Build it Back Household	534	2,382	2,796	134	5,102*	98%
Total Construction Starts in Build it Back Households	93	1,304	1,721	1,715	4,833	93%
Construction Completions of Build it Back Households	15	757	1,303	1,948	4,023	78%
Reimbursement Checks Issued to Build it Back Households	316	3,611	1,966	141	6,034	100%
Homeowners Served	369	3,951	2,642	1,005	7,967	96%

* The cumulative totals do not equal the sum of reported fiscal year data due to applicant attrition or changes in applicant program selection.

BUILD IT BACK COMMUNITY HOUSING RECOVERY PROJECTS FOR MULTIPLE FAMILIES

In Fiscal 2017 Build It Back continued to make progress on its most complex and challenging projects. These projects involve multiple families because their homes share structural elements, most notably attached homes or infrastructure elements, as with Sheepshead Bay Courts in Brooklyn. Build It Back has dedicated additional resources to these projects, including dedicated homeowner services and outreach to coordinate the needs of multiple homeowners; design and engineering services to address complex engineering challenges; and legal services to focus on necessary agreements between homeowners. A key milestone was reached in the fourth quarter of Fiscal 2017 when Build It Back contractors successfully elevated five contiguous attached homes in the Midland Beach section of Staten Island. Funding for all housing recovery efforts, single family homes and multifamily buildings totals $2.7 billion.

PARTNERSHIP WITH THE BOARD OF STANDARDS AND APPEALS

General City Law Waivers

The Board of Standards and Appeals (BSA) has been a critical partner in completing design and construction of Sandy-impacted homes across the City. Since April 2016 Build It Back has obtained over 3,500 waivers, which are critical for completing work in areas with active street raisings and street widenings, such as Broad Channel, Queens, and along unmapped streets. In order to accelerate this work, the BSA processed waivers in bulk and helped to consolidate the process for obtaining waivers, shortening the turnaround time from as long as six months to less than 45 days.

Special Permits

While the need for BSA Special Permits was dramatically reduced by the July 2015 Special Regulations for Neighborhood Recovery, a zoning text amendment that eased restrictions on homeowners who chose to rebuild their houses in Sandy-affected communities, over 50 homes still required BSA Special Permits. HRO and BSA created a streamlined process consolidating the approval of these permits from a typical nine-month or longer process to as little as five weeks. As a result, the program has obtained 53 special permits across the boroughs.

EXPANDED ACQUISITION OPTIONS FOR HOMEOWNERS

The New York City Acquisition and Buyout Program was created in 2015 to expand acquisition to include unbuildable sites, strategic neighborhoods and locations, and sites that did not meet State criteria or the State deadline. The goal of this program 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. As part of the December U.S. Department of Housing and Urban Development CDBG-DR Action Plan amendment, HRO is now able to offer up to $150,000 in incentives to encourage homeowners to sell their homes to the City. To inform homeowners about these incentives, during the first four months of Fiscal 2017 the City conducted an intensive outreach campaign. As of June 30, 2017, the program has acquired a total of 57 Hurricane Sandy damaged properties.

TEMPORARY HOUSING SERVICES

In response to feedback from program applicants, in Fiscal 2017 HRO launched the Temporary Housing Services program to expand assistance to homeowners who need to relocate while their homes are elevated or rebuilt. Through this program HRO provides multiple options for homeowners depending on need, including rental reimbursement, master lease housing or direct payment of rent to landlords. To date, HRO has coordinated with over 1,000 homeowners who have temporarily relocated from their homes, making it possible for Build it Back to provide construction assistance.

INFRASTRUCTURE AND CRITICAL SERVICES RECOVERY

Through the Federal Emergency Management Agency's (FEMA) Public Assistance program and other federal recovery grant sources, 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 completed on recovery projects in Fiscal 2017 from the City's comprehensive citywide resiliency program include the following:

• The Department of Parks and Recreation (DPR) completed construction of the $480 million Rockaway Boardwalk construction approximately $120 million under budget. DPR also completed design on approximately $20 million of resiliency-related projects, and completed construction on another $6.5 million of resiliency-related projects across the City in Fiscal 2017.

• The New York City Housing Authority (NYCHA) is completing over $80 million of design work that will address the Sandy damaged developments that are part of the $3 billion NYCHA Office of Recovery and Resilience portfolio. Currently, over $600 million of construction projects are underway.

• In Fiscal 2017 the Department of Transportation (DOT) completed over $50 million in FEMA projects, $96 million in Federal Highway Administration projects, and $16 million in Federal Transportation Administration repairs and resiliency work on street infrastructure. Efforts to make DOT bridges more resilient reached significant milestones; with construction mostly complete on the Carroll Street and Ninth Street Bridges in Brooklyn; and the 145th Street and Madison Avenue Bridges, both Harlem River bridges. DOT awarded a contract for the construction of three new Staten Island Ferry boats, with a budget over $294 million. DDC received bids and commenced construction registration for two Sandy reconstruction projects in Far Rockaway, Queens, for over $16 million. Street resurfacing and reconstruction projects have also advanced in Fiscal 2017, with $12.5 million in resurfacing construction completed, $23 million of street reconstruction design completed, $17 million of street reconstruction design work registered.

• The City continues to implement its $1.7 billion healthcare resiliency portfolio. Flood mitigation projects are in progress at Bellevue Hospital, Coler Specialty Hospital and Rehabilitation Center, and Coney Island Hospital. Work includes design and construction to relocate critical infrastructure systems to more resilient locations. In addition, at Coney Island Hospital, design is underway for a new resilient building which will house inpatient facilities and the emergency department.

• As part of the $406 million NYC Wastewater Resiliency Program, the NYC Department of Environmental Protection began design on two projects and initiated the design consultant selection process on two additional projects. The four design projects, totaling $140 million, are for critical system resiliency measures at Bowery Bay, Hunts Point, Newtown Creek and Red Hook Wastewater Treatment Plants. DEP engaged with the design firms to ensure that impacts to plant and facility operations will be minimized during extreme weather events.

Build it Back Construction Completions
April 2014 - June 2017

Jun 2017
4,023

Jun 2016
2,075

Jun 2015
772

Jun 2014
15

April – December 2014	January – December 2015	January – December 2016	January – June 2017
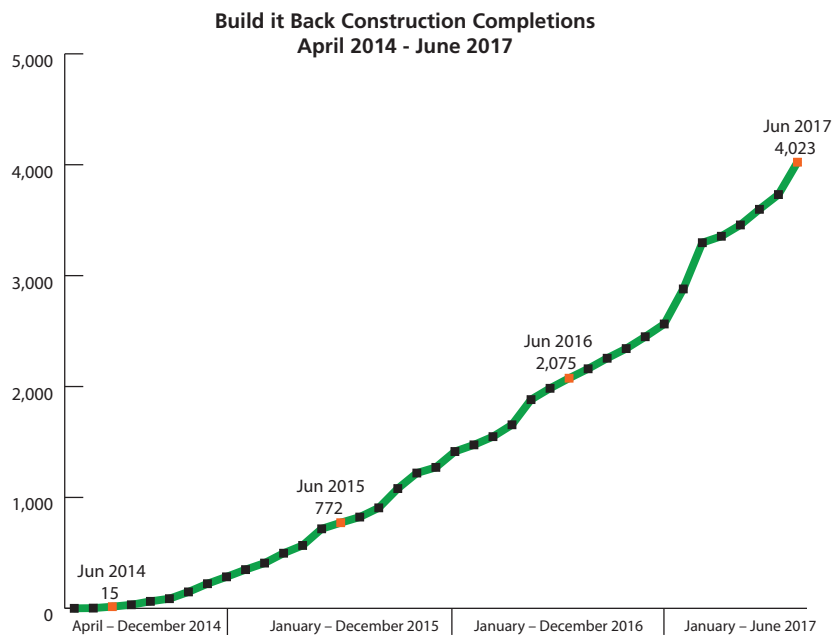
ECONOMIC RECOVERY AND WORKFORCE DEVELOPMENT

The administration is committed to economic recovery and continues to make progress on its small business recovery and resiliency, and workforce development goals.

During Fiscal 2017 the Department of Small Business Services (SBS) disbursed $3.5 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 addition to assisting recovery, the City has made efforts to ensure businesses are better prepared for future storms and the impacts of climate change. In October 2016 the City launched new risk assessment services and provided $1.8 million in grants for small businesses affected by Hurricane Sandy through the SBS BusinessPREP initiative. In Fiscal 2017, 117 businesses across all five boroughs applied for risk assessment and grants services, and the City aims to serve 520 small businesses by 2019. During the past year, BusinessPREP also offered 10 workshops and webinars that helped close to 190 businesses and community based organizations prepare for emergencies and develop a customized business continuity plan.

In Fiscal 2017 New York Economic Development Corporation's RISE : NYC program began implementation of 11 innovative technology systems at small businesses affected by Hurricane Sandy. The resiliency solutions include energy technologies, building systems and resilient telecommunication networks. NYC Daylighting, Inc., one of the selected technology providers, has started installation of the Solatube Daylighting System, a natural daylighting system, at businesses in the Rockaways. Another resiliency technology provider, Geosyntec, has conducted resiliency audits at businesses citywide and will be providing live storm surge forecasts and flood risk data to each business. These are the first of many resiliency technologies to be deployed at businesses through the program.

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 Sandy-impacted residents, women, minorities and public housing residents through Build It Back contracts. The City's Sandy Recovery Workforce1 system, spearheaded by SBS, offers job placement services—including 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. Twenty-two percent of all tradespeople working on Build It Back are from Sandy-impacted neighborhoods. Build It Back has hired 1,044 Sandy-impacted New Yorkers for its work including 982 direct hires and 62 hires through Sandy Recovery Workforce1. Additionally, 467 Sandy impacted residents were placed in jobs through Sandy Recovery Workforce1 through other employers or after referrals for training in pre-apprenticeship programs. A total of 137 Sandy-impacted residents were placed in construction apprentice programs after receiving skills training vouchers for pre-apprenticeship programs, preparing them for union construction careers as roofers, metal lathers, painters, laborers, plumbers, electricians and carpenters.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• HRO revised previously reported cumulative data for the indicators, 'Benefit Options Selected by Homeowners' and 'Design Starts,' which were updated to reflect changes in selection options made by applicants.

• HRO also revised previously reported data for the indicator 'Reimbursement Checks Issued to Build it Back Households' so that it reports the number of unique households that received reimbursement checks rather than the total number of checks provided.

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

• Build it Back Progress Update: October 2016
http://www.nyc.gov/html/recovery/downloads/pdf/build-it-back-update-10-20-16-final.pdf

• NYC Recovery and Resiliency Interactive Map
https://maps.nyc.gov/resiliency/

VISION ZERO

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" but preventable incidents that can be systematically addressed and reduced. In partnership with the Mayor's Office, City agencies are implementing 151 initiatives to reduce and ultimately eliminate death and serious injury on our streets. Since the start of Vision Zero, New York City has experienced the safest three-year period on record. In January 2017 the City announced an additional $400 million investment in Vision Zero, for a total of $1.6 billion over the next five years.

The Vision Zero Task Force, created to execute the initial 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, the Metropolitan Transportation Authority (MTA), and the Business Integrity Commission (BIC) 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 violations such as speeding and failure-to-yield to pedestrians, extensive public outreach, and the legislative agenda to deter dangerous driving behaviors are a direct result of this close coordination.

In Fiscal 2017 overall citywide traffic fatalities fell 10.6 percent, from 236 to 211. Fatalities among bicyclists, motor vehicle operators, motorcyclists and motor vehicle passengers decreased while pedestrian fatalities remained at the same level.

Fatality Type	FY 2014	FY 2015	FY 2016	FY 2017	FY16-FY17 % Change
Total Fatalities	285	249	236	211	-10.6%
Pedestrians	158	143	132	132	0.0%
Bicyclists	14	16	20	16	-20.0%
Motorcyclists	42	28	25	20	-20.0%
Motor Vehicle Operators	51	29	34	21	-38.2%
Passengers	20	33	25	22	-12.0%
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 79 street improvement projects at high crash locations, constructed 365 speed humps, activated 939 leading pedestrian signals, installed pedestrian signals at 116 intersections, installed 83 bike lane miles and implemented safety signal retiming on 61 priority corridors.

In the past year, DOT made significant progress on all four Great Streets projects:

• Queens Boulevard: In May 2017 the local community board voted to support DOT's plan for a third phase of the Boulevard's operational redesign, which covers the 1.3 mile portion of the street between Eliot Avenue and Yellowstone Boulevard. The planned work is scheduled for completion by the end of Summer 2017 and will add safety improvements, including new protected bike lanes, more crosswalks and expanded medians. In the first two phases, DOT transformed 2.5 miles of Queens Boulevard through Woodside and Elmhurst. Further, the City continued the design process for the capital project, currently funded from Roosevelt Avenue to Yellowstone Boulevard.

• Grand Concourse: DOT implemented an operational safety redesign from 138th to 158th streets. This redesign reduced the number of moving lanes from three to two in each direction, expanded pedestrian refuge islands at key intersections and created standard width moving lanes and parking lanes. The City will start construction of the capital project Phase III this year (East 171st to East 175th streets). Design is currently underway for Phase IV (East 175th Street to East Fordham Road), scoping is underway for Phase V (East Fordham Road to East 198th Street) and construction is underway on Phase II (East 166th to East 171st streets).

• Atlantic Avenue: The City will start construction of the capital project Phase I in Fall 2017 (Georgia Avenue to Logan Street), while preliminary design is advanced for Phase II (Logan Street to Rockaway Boulevard).

• 4th Avenue: DOT announced the addition of protected bike lanes along the corridor, combined with safety improvements. The City extended the limits for the capital project Phase I, from 8th to 65th streets, and continues work on the design process.

In Fiscal 2017 two challenging priority intersections in Manhattan were reconfigured to improve safety at very popular pedestrian destinations. At the base of the Manhattan Bridge at Bowery and Canal Street in Chinatown, crosswalks were shortened and added, new pedestrian spaces were carved out of underutilized roadway space, and vehicle movements were clarified. At the intersection of Broadway, Columbus Avenue, and 65th Street, a protected bike lane was added along with new crosswalks, shortened crossings, signal timing adjustments and audible pedestrian signals.

In an effort to reduce incidents of failure-to-yield at high crash-prone locations, DOT developed and, in August 2016, published the Left Turn Pedestrian and Bicycle Crash Study. The study's findings resulted in recommendations for additional engineering, planning, and education efforts to prevent and mitigate left turn failure-to-yield to pedestrian and bicyclist injuries, including the installation of 100 left turn intersection treatments during the fiscal year, for a total of 107 treatments installed since the program began.

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 NYPD executives to outline, review and manage NYPD's traffic program. In Fiscal 2017 NYPD issued 148,812 speeding summonses and 49,289 failure-to-yield to pedestrian summonses, increases of seven percent and 21 percent, respectively, from the same period in Fiscal 2016. NYPD also issued 2,343 violations to drivers who struck a pedestrian or cyclist who had the legal right of way, and made 36 arrests for these violations. Furthermore, NYPD purchased 24 additional LIDAR speed detection guns—bringing

the total number of LIDAR guns in service to 505—to help enforce against speeding violations. During the reporting period, 850 officers were LIDAR-trained, increasing the total number of trained officers to 2,638.

In addition, TLC's enforcement officers, including a dedicated safety enforcement squad equipped with LIDAR detection, focused on these same high-priority violations among TLC-licensed vehicles. In Fiscal 2017 TLC officers issued 83 percent more summonses for failure-to-yield the right of way to a pedestrian and 28 percent more summonses for speeding than in Fiscal 2016.

TLC also focuses on ensuring commuter van safety for both passengers and other street users. Throughout Fiscal 2017 TLC worked with the NYPD to combat unlicensed and unsafe van operation throughout the City through 222 joint enforcement operations which resulted in 1,337 TLC summonses issued.

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 spends 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. In Fiscal 2017 Street Teams connected with over 320,000 New Yorkers, and the NYPD issued over 52,000 moving and parking summonses and made 159 arrests for traffic-related violations through these efforts.

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. DOHMH highlighted the related risks of excessive alcohol consumption and traffic injury by co-branding and expanding the Spring 2017 release of the "Just One More Drink Can Hurt" campaign with Vision Zero.

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 almost 8,000 City drivers trained in defensive driving in Fiscal 2017, bringing the total number of employees who have completed the day-long safety training to more than 33,000 since the beginning of Vision Zero. In Fiscal 2018 DCAS will add a second day of training that will focus on safe driving initiatives, including the ban on hands-free phone use by drivers, and lessons learned from its crash and speed tracking data and driver survey efforts. In addition, the MTA's bus division trained over 6,500 bus operators with updated safe-driving instruction during the fiscal year.

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 Vision Zero in 2014, TLC staff have visited 491 taxi fleets and car service bases; 162 of these meetings occurred in Fiscal 2017. Over 45,000 TLC licensees have taken the pre-licensure driver training course in 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 served to remind all 165,000 TLC-licensed drivers of the high value the City places on safety.

FLEETS

In partnership with the U. S. Department of Transportation's Volpe Center, in May 2017 DCAS announced completion of the City's Safe Fleet Transition Plan (SFTP). The plan formalizes a set of best-practice vehicle safety technologies for all City vehicles, in direct support of Vision Zero, and is the first comprehensive effort to standardize citywide vehicle safety requirements. The SFTP requires that certain safety outfitting such as backup cameras, automatic braking for light duty units and side and rear guards be placed in all vehicles. In Fiscal 2017 the first 450 units with automatic braking technology were added to the City's fleet. The SFTP also establishes a process to regularly review new safety innovations, coordinate the efforts of the major fleet agencies, and provide for exemptions where operationally required. It can be a model for public and commercial fleets nationwide.

In Calendar 2014 non-emergency City fleet vehicles were involved in eight fatalities, with six of these occurring in standard traffic or operating situations. Since that time and through June 30, 2017, the non-emergency fleet has been involved in two fatalities; neither involved standard traffic or operating situations where the City employee could have avoided the incident.

In November 2016 DCAS hosted its third forum on vehicle safety for both private and public fleets. Over 400 participants attended, including equipment suppliers; federal, State and City agencies; non-profits; and universities. These events provide opportunities for networking, best practice sharing and future joint projects. DCAS continues to actively engage private sector fleets on Vision Zero and will host its fourth forum in November 2017. Among the topics highlighted at the forum was the continued development of the City's truck side-guard program, including adoption by some private fleets. DCAS has now installed 900 truck side-guards with new units put in place each week. This is the largest program of its type in North America. In addition, DCAS and the Department of Education announced a partnership between Students Against Destructive Decisions (SADD) and the automotive high schools to advance safety training and education for youth.

TLC approved rules in February 2017 to decrease the risk of fatigued driving across the for-hire transportation industry. 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 trip record data of 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. Since their passage, TLC has been conducting extensive outreach and education on the new rules and the risks of fatigued driving to drivers, business owners and industry organizations to ensure compliance.

In addition to enforcement against unsafe and unlicensed van operators, TLC worked with licensed commuter van owners to provide NYC-branded vehicle markings. These decals were supplied and installed by TLC and allow passengers to better identify licensed commuter vans. TLC staff met with stakeholders to discuss progress and to encourage driver participation. During Fiscal 2017, 12 commuter van companies participated in this program, leading to 86 branded commuter vans, or one-quarter of all licensed vans.

In April 2017 TLC completed its Vehicle Safety Technology Pilot. The program encouraged 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 3,885 TLC-licensed vehicles testing nine different technology systems. 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. TLC plans to release a final report on the pilot findings in early Fall 2017.

DATA-DRIVEN SOLUTIONS

Vision Zero agencies continue working to improve what they know about the circumstances of roadway crashes and learning from the data they collect to inform decision making. In Fiscal 2017 DOHMH completed the first and second phases of an ongoing project to match police-based crash reports with hospital records through a probabilistic data matching process. DOHMH staff published an article on the match process in a peer-reviewed academic journal in February 2017. Using the matched dataset, DOHMH shared with Vision Zero sister agencies the initial analyses to answer questions about the patterns of injury outcomes associated with crashes in New York City.

In October 2016 Vision Zero's Data Working Group, with the Department of Design and Construction's Town+Gown initiative, convened external researchers to promote collaborations and encourage studies that address priority items on the Vision Zero research. 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.

In March 2017 DOHMH released Epi Data Briefs on Driving and Self-reported Dangerous Driving Behaviors, Motor Vehicle Occupant Fatalities and Pedestrian Fatalities in New York City. The Epi Data Brief on driving described data collected for the first time on adults who reported speeding and texting or emailing while driving. Data show that speeding is common among adult drivers. The pedestrian and motor vehicle occupant fatality briefs described data from 2012 through 2014 and revealed differences in traffic fatality rates across neighborhoods, as well as across age, race and ethnic groups. Vision Zero efforts continue to focus on addressing the disparities outlined in the Epi Data Briefs.

SELECTED PERFORMANCE INDICATORS	Actual				Target			
	FY14	FY15	FY16	FY17	FY16	FY17	Cumulative	End date
LIDAR guns (advanced speed detection equipment)	177	214	90	24	*	*	625	6/30/2018
Vision Zero-related moving summonses issued	*	577,353	629,153	686,447	*	*	*	Ongoing
- NYPD	*	570,715	620,216	675,949	*	*	*	Ongoing
- TLC	*	6,638	8,937	10,498	*	*	*	Ongoing
Speed boards deployed	56	100	60	58	56	56	*	12/31/2017
Speed humps installed	274	382	395	365	250	250	*	Ongoing
Senior centers partnering with DOT to increase feedback on street safety improvements	92	100	120	125	100	100	*	12/31/2017
Bike lane miles installed	66	51	54	83	50	50	*	Ongoing
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	14	208	648	939	450	300	*	12/31/2017
Intersections with accessible pedestrian signals installed	30	18	52	116	75	75		Ongoing
City employees trained in defensive driving citywide	2,357	15,266	7,929	7,876	8,000	8,000	*	Ongoing

[1]Excludes 8,300 CANceiver installations in NYPD's fleet which predate Vision Zero.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The indicator 'Neighborhood slow zones created' has been removed as the Department of Transportation met the program's legislative and Vision Zero goals. Installation of speed humps, a key traffic calming tool of the program, continues to be reported.

- Funding for an additional 120 LIDAR guns was approved, increasing the cumulative target to 625.

- NYPD and TLC added metrics that report on the number of Vision Zero-related moving summonses each agency issues.

- DOT added the indicator 'Bike lane miles installed.' It also revised the name of the indicator 'Accessible pedestrian signals installed' to 'Intersections with accessible pedestrian signals installed' to clarify the unit of measure. Fiscal 2016 data for the indicator, previously reported as 47, was revised to 52.

- DCAS decreased the Fiscal 2018 target for 'City employees trained in defensive driving citywide' to 8,000 from 11,000 to reflect an even distribution, by fiscal year, of drivers expected to engage in defensive driving training during a three-year training cycle.

ADDITIONAL RESOURCES

For additional information go to:

- Vision Zero Website:
  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 Year Three Report:
  http://www1.nyc.gov/assets/visionzero/downloads/pdf/vision-zero-year-3-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://www.nyc.gov/html/visionzero/pages/maps-and-data/maps-and-data.shtml

- 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

- Safe Fleet Transition Plan Report:
  http://www.nyc.gov/html/dcas/downloads/pdf/fleet/VOLPE_Recommendations_for_Safe_Fleet_Transition_Plan_SFTP.pdf

- Second Vehicle Safety Technology Report:
  http://www.nyc.gov/html/tlc/downloads/pdf/second_vehicle_safety_technology_report.pdf

- Driving and Self-reported Dangerous Driving Behaviors in New York City Epi Data Brief:
  http://www1.nyc.gov/assets/doh/downloads/pdf/epi/databrief87.pdf

- Motor Vehicle Occupant Fatalities in New York City Epi Data Brief:
  http://www1.nyc.gov/assets/doh/downloads/pdf/epi/databrief85.pdf

- Pedestrian Fatalities in New York City Epi Data Brief:
  http://www1.nyc.gov/assets/doh/downloads/pdf/epi/databrief86.pdf

- Cycling in New York City, 2007 to 2014 Epi Data Brief:
  http://www1.nyc.gov/assets/doh/downloads/pdf/epi/databrief78.pdf

NYC | YOUNG MEN'S INITIATIVE

PARTNER AGENCIES & OFFICES

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

Center for Youth Employment

Mayor's Office of Community Affairs

Mayor's Office of Criminal Justice

Mayor's Office for Economic Opportunity

NYC Service

New York City's Young Men's Initiative (YMI) was established in 2011, and is the nation's most comprehensive municipal effort to improve the lives of boys and young men of color (BYMOC). In 2015 New York City made a commitment to President Barack Obama's My Brother's Keeper (MBK) Community Challenge. Since then, YMI has focused on improving and expanding programming for young men of color experiencing significant disparities relative to their peers.

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. The Mayor's Office for Economic Opportunity (NYC Opportunity) works closely with YMI, and 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.

IDENTIFYING SERVICE & SYSTEM NEEDS

The Equity Committee, which includes participants from over twenty City agencies and Mayoral offices, was launched in response to the April 2016 release of the Disparity Report. This report was commissioned by YMI and developed by the Center for Innovation through Data Intelligence, to document health, developmental, and socioemotional disparities experienced by youth of color in relation to their peers. The Committee promotes cross-agency thinking and collaboration to identify the root causes of and best practices to alleviate racial disparities in the areas of personal and community safety, economic security and mobility, education, and health and wellbeing.

During Fiscal 2017, YMI trained Equity Committee members to identify embedded disparities affecting people of color in NYC. This training supported the development of an internal 3-, 5-, and 10-year roadmap to address disparities impacting young people within the City, with particular attention to 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; and Brownsville, Brooklyn).

A faculty member from New York University-Steinhardt facilitated Committee activities. After careful review of the Disparity Report, the Committee chose to focus on college and career readiness, and began to develop relevant indicators to track progress in this area. Agencies chose a set of initiatives, and established targets toward remedying disparities in college and career readiness outcomes. The committee met throughout Fiscal 2017 to develop a set of policy and programmatic recommendations, based on both preventative and restorative principles, for implementation in Fiscal 2018.

MANAGING PERFORMANCE

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

YMI and NYC Opportunity work with City agency partners and service providers to develop and implement program models:

- 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 NYC Opportunity. During Fiscal 2017, NYC Opportunity's contracted evaluation firm conducted site visits to each program to gather qualitative data which will be paired with a quantitative impact assessment. Results will be used to inform future policy and program decisions, in alignment with the City's Career Pathways effort.

- The NYC Men Teach (NYCMT) initiative, a set of programs offered through both City University of New York (CUNY) and the Department of Education (DOE), aims to put an additional 1,000 men of color on course to become NYC public school teachers by December 2018. NYCMT includes academic supports for CUNY students in the program, including targeted recruitment, mentoring, and professional development in areas of cultural responsiveness and pedagogy. The inaugural cohort of 570 teachers began full-time teaching assignments in September 2016, with ongoing professional development and programming provided during the 2016-2017 school year. NYCMT's DOE programming has expanded to reach more potential teachers, and the initiative continues to explore additional placement opportunities for paraprofessionals, teachers, and other school-support professionals. While initial goals for recruitment are on pace to be met, NYCMT has also begun the process of establishing retention goals to ensure long-term success of program participants.

ENHANCING AND 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 enhanced and expanded the City's capacity to meet the needs of BYMOC:

- Reading Rescue, an early childhood literacy intervention program, was expanded in January 2017 through a $1.125 million grant from the New York Community Trust awarded in September 2016. This grant has allowed Reading Rescue to double its reach of services from 30 schools to 60 schools. The inaugural cohort of 30 schools—which include select elementary schools (some of which are Renewal Schools and others that have the lowest performing third grade reading scores) in NYC's highest need communities across the City—will be completing their initial cycle of programming in December 2017 and select schools will be continuing with support in Fiscal 2018.

- Cornerstone Mentoring is a Department of Youth and Community Development (DYCD)-administered youth mentoring program that targets school-aged youth residing in New York City Housing Authority developments. The program employs a group mentoring model. While the program has been in place for several years primarily for middle school students, YMI expanded the program in Fiscal 2017 to include mentoring services for high school students, bringing the total number of program sites to 47. NYC Opportunity oversaw two evaluations of the program during Fiscal 2017. Findings showed those that had participated in Cornerstone Mentoring were more likely than non-mentees to be engaged in Cornerstone center activities. Findings also highlighted ways in which professional development and technical assistance for mentors and mentor coordinators could be administered at program sites.

- 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 Fiscal 2017, YMI provided planning and development grants to select ESI schools, and has been working to expand existing peer-to-peer mentoring programming at 11 ESI schools, with the goal of establishing and implementing mentoring best practices across the public school system. The enhanced and expanded mentoring components are expected to launch in Fiscal 2018.

- In an effort to expand mentoring opportunities across NYC, YMI and NYC Opportunity launched City Mentor. This program seeks to engage City employees that are interested in mentoring programs, and match these employees to mentoring organizations serving neighborhoods across the City. Through efforts such as these, YMI continues to be a national leader in creating in-school and out-of-school mentoring opportunities for youth.

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET	
	FY15	FY16	FY17	FY17	FY18
GOAL: ENSURING ALL CHILDREN READ AT GRADE LEVEL BY 3RD GRADE					
Reading Rescue (DOE) – Launched 11/2015					
Number of participating schools	NA	30	58	45	70
Number of students	NA	387	480	707	600
Number of tutors	NA	230	345	357	450
Number of students who complete the program	NA	65	170	389	300
Average literacy gain of program completers	NA	0.78	1.28	0.80	0.90
GOAL: ENSURING ALL YOUTH COMPLETE POST-SECONDARY EDUCATION OR TRAINING					
Justice Scholars (Department of Probation (DOP)) – Launched 1/2012					
New enrollees	246	236	42	*	*
Percent of participants who gained one or more grade levels in literacy	17%	17%	17%	50%	*
Earned HSE or diploma	25	31	12	*	*
Young Adult Literacy Program (DYCD/Public Libraries) – Launched 7/2008, YMI Expansion 10/2011					
Program participants	759	725	785	*	*
Percent of participants who gained one or more grade levels in literacy	39%	69%	61%	55%	55%
Percent of participants who gained one or more grade levels in numeracy	37%	66%	61%	55%	55%
NYC Men Teach (DOE/CUNY) – Launched in 01/2016					
Participants enrolled in academic training to become teachers (CUNY)	NA	104	655	325	200
Full-time hires (DOE)	NA	*	471	765	750
Cornerstone Mentoring (DYCD) - Launched in 01/2012, high school mentoring expansion 03/2016					
Program participants - grades 5-8	303	296	348	348	384
Program participants - grades 9-12	NA (grade 9 captured above)	99	317	396	408
Mentors for grades 5-8	81	73	54	87	96
Mentors for grades 9-12	NA (grade 9 captured above)	21	44	99	102
Total mentoring hours	27,671	17,524	17,034	12,982	28,512
GOAL: ENSURING ALL YOUTH OUT OF SCHOOL ARE EMPLOYED					
CUNY Fatherhood Academy (CUNY) - Launched 3/2012 through 7/2015, Relaunched in 1/2016					
New enrollees	NA	103	193	280	250
Percent of participants who received job placements	NA	13%	33%	30%	30%
Percent of HSE Prep participants who earned a HSE diploma	NA	7%	32%	30%	30%
Percent of HSE Prep participants who enrolled into post-secondary education or industry-based training	NA	0%	30%	10%	10%
Percent of College Prep participants who enrolled into post-secondary education or industry-based training	NA	0%	43%	20%	20%

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET	
	FY15	FY16	FY17	FY17	FY18
Jobs-Plus (HRA/ New York City Housing Authority/ Department of Consumer Affairs-Office of Financial Empowerment) – Launched 10/2009, YMI Expansion began 3/2013					
Clients served	4,962	5,144	4,395	*	*
Full-time and part-time hires	1,377	1,418	1,350	1,632	1,823
Retained in job at 3 months	617	848	770	1,060	1,185
Justice Community (DOP) – Launched 1/2012					
New enrollees	236	215	210	*	*
Percent of participants placed in employment	20%	28%	16%	50%	50%
NYC Justice Corps (CUNY) – Launched 9/2008, YMI Expansion in 2012					
New enrollees	247	108	184	160	160
Completed community benefit project	154	77	123	*	88
Placed in jobs or education	58	92	142	64	64
Young Adult Internship Program (YAIP) (DYCD) – Launched 11/2007, YMI Expansion 8/2011					
Program participants	1,857	1,803	1,744	1,750	1,585
Percent of participants who completed internship	82%	82%	84%	75%	75%
Percent of participants placed in employment or education	52%	54%	54%	70%	70%
GOAL: ENSURING ALL YOUTH REMAIN SAFE FROM VIOLENT CRIME AND RECEIVE SECOND CHANCES					
AIM (DOP) – Launched 7/2012					
New enrollees	67	52	47	50	50
Participants who completed community service project	29	27	16	*	*
Participants who completed program	43	36	27	*	*

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Cornerstone Mentoring: "Total mentoring hours" does not include group mentoring activities due to a data collection issue. This figure will be revised to reflect total hours in the Fiscal 2018 PMMR.

- Justice Scholars: There are no Fiscal 2018 targets, as this program was discontinued at the close of calendar year 2016.

- Reading Rescue: The metric "Average literacy gain of program completers" is calculated as a portion of grade level equivalency. Due to the attrition of tutors, the target for "Number of students" was adjusted to account for previous performance.

- Young Adult Internship Program (YAIP): The target number of participants served by YAIP for Fiscal 2018 has been adjusted to reflect a smaller number of participants employed in subsidized jobs at higher wages.

ADDITIONAL RESOURCES

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

- The Disparity Report
http://www1.nyc.gov/assets/ymi/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

- 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-ymi-metis-2014.pdf

- Urban Institute Evaluation of CUNY Fatherhood Academy:
  http://www.nyc.gov/html/ymi/downloads/pdf/cfa-evaluation-2014.pdf

- Career Pathways: Progress Update:
  http://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf

MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY

PARTNER AGENCIES & OFFICES

DFTA

DOP

DPR

DYCD

HRA

NYCHA

NYPD

Mayor's Office for Economic Opportunity

Mayor's Office of Criminal Justice

Mayor's Office to Combat Domestic Violence

Mayor's Office of Operations

Since 2014, the Mayor's Action Plan for Neighborhood Safety (MAP) has focused on 15 of the 326 New York City Housing Authority (NYCHA) developments in neighborhoods that have faced public safety challenges as a result of persistent violent crime. These neighborhoods have also historically led the City in other economic and social stressors such as poverty, unemployment, rent burden, incarceration, and assault hospitalizations. They have often experienced the highest rates of shootings.

The implementation of MAP has resulted in significant and sustained crime reductions in the last three years. From 2014 to 2017, total index crime is down 14 percent, violent crime is down 13 percent, and shootings are down 24 percent. By comparison, other NYCHA developments have seen a 2 percent decrease in index crime, along with a 2 percent increase in violent crime and a 35 percent reduction in shootings.

Substantial research documents the relationship between hardship, social disengagement and crime. Concentrated disadvantage is a predictor of neighborhood violence. Yet, collective efficacy (people's ability to work together); cohesion (people's trust in one another) and legitimacy (people's trust in government) have been shown to reduce crime in even the most economically disadvantaged neighborhoods. Physical space and how it is used is also a critical component to neighborhood safety. Evidence shows that disorder, negligence and decay undercut neighborhood stability and are associated with higher levels of violence. Three co-existing factors (economic advantage, ordered space, relationships between people and their government) are all connected and demonstrate that enforcement alone is insufficient in addressing public safety.

This research is the foundation of the MAP Model: a groundbreaking approach to neighborhood public safety. This evidence-driven strategy will generate not just reduction in crime but can also address the underlying causes that often are mutually reinforcing:

1. Invest in People through economic and social supports

2. Invest in Places to promote vibrant well-maintained neighborhoods

3. Invest in Networks to strengthen resident/government ability to work together and trust one another.

MAP requires coordination and implementation of programming by 10 City agencies with the structured partnership of resident stakeholder teams. The model translates agency activities into joint strategies that aim to produce enduring reductions in crime because we (government, police, residents and community stakeholders) have worked together to fix something fundamental.

In Fiscal 2017, MAP continued its "All In" approach through expanded investments in youth employment, focusing on the neighborhoods surrounding the housing developments, and the expansion of the innovative problem-solving mechanism, NeighborhoodStat.

PEOPLE

SUMMER YOUTH EMPLOYMENT (SYEP)

This year with advocacy from MAP, the City guaranteed summer jobs (SYEP) to all MAP youth ages 14-24 years old. In an attempt to encourage as many eligible participants as possible, MAP launched an "All In" campaign with all of its partners helping to increase recruitment and enrollment: NYPD hosted weekend registration at the precincts; the Mayor's Office to Combat Domestic Violence (OCDV), Department for the Aging (DFTA), and Human Resources Administration (HRA) Outreach teams worked overtime in communities to make sure the opportunity was visible; Department of Probation Next STEPS Mentors ensured that all of the youth in their programs completed applications; NYCHA sent wifi vans to facilitate application submissions and property managers helped kids access the identification needed to register. As a result, almost 4,025 MAP young people applied to SYEP in Fiscal 2017 for this summer (Fiscal 2018), over 600 more youth than last summer.

NEXT STEPS (DEPARTMENT OF PROBATION)

In Fiscal 2017 with the support of the Mayor's Office of Criminal Justice (MOCJ), the Department of Probation (DOP) secured funding to enable Next STEPS to establish independent programs at all MAP sites and expand the hours of its program leads to full time. Next STEPS is a MAP initiative program that offers one-on-one and group mentoring within a cognitive behavioral therapy-based curriculum designed to help young adults make the attitudinal and behavioral changes necessary to avoid criminal activity and reengage with education, work and community. DOP contracts with nonprofit organizations in targeted neighborhoods to provide transformative mentoring designed to intervene at a critical point in the lives of young adults who are actively engaged and/or involved in serious violent activity (including domestic violence) and/or are gang-affiliated. In the past, several developments had to share one Next STEPS program; in most cases the Credible Messenger mentors worked only part time. Through this expansion, Next STEPS will have the opportunity to serve more participants in Brownsville, Tompkins, Bushwick, Red Hook, and Ingersoll Houses and mentors will be able to dedicate more hours to mentor youth each week. In addition, MOCJ, NYCHA, DOP and the Center for Employment Opportunities (CEO) are building the "next step" for Next STEPS participants. This new component, which will launch in FY18, will provide supported job opportunities for young people who complete the program and are ready to pursue employment.

PLACES

NEIGHBORHOOD ACTIVATION

MOCJ, in partnership with NYPD and the Department of Design and Construction, launched a Neighborhood Activation Study to enhance safety and vibrancy through public space design and programming. The study will generate site specific recommendations for Brooklyn's Brownsville and the Bronx's Morrisania neighborhoods and will identify best practices to apply citywide. The project includes focus groups that promote community leaders and stakeholders as neighborhood experts, and incorporate their input to directly impact the design and programmatic recommendations for specific sites. Using a three-step process, each intensive planning session asks participants to: identify community spaces with existing challenges; propose intervention ideas for specific sites; and identify ways to strengthen existing and planned capital investments.

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

In Fiscal 2017 MOCJ began its partnership with John Jay College of Criminal Justice and the Center for Court Innovation to launch local NeighborhoodStat meetings in the MAP communities beginning in the fall of Fiscal 2018. Each MAP site's Neighborhood Engagement Specialist will develop and convene Stakeholder Teams—including residents of NYCHA, property management and police and city agency line staff—to routinely share and discuss data related to public safety and other neighborhood conditions. Stakeholders teams will be trained in Crime Prevention through Environmental Design (CPTED) and learn how to identify safety issues and relevant assets and resources in their neighborhoods and develop specific crime reduction strategies, including targeted community projects and longer-term initiatives.

NETWORKS

Launched in Spring 2016 in partnership with MOCJ, NYPD and NYCHA, NeighborhoodStat is an accountability mechanism that convenes both City agencies and community stakeholders to identify site-specific and citywide solutions to neighborhood public safety concerns.

NEIGHBORHOODSTAT (NSTAT)- FALL 2016 AND SPRING 2017

During the months of October and November nearly 500 stakeholders across the 15 MAP sites, including resident leaders, NYPD Neighborhood Coordination Officers (NCOs), NYPD commanding officers, NYCHA property managers and 10 City agencies came together at One Police Plaza for the second cycle of NeighborhoodStat. At this fall cycle, partners generated 184 "action items" to be completed by the spring NeighborhoodStat cycle. The action items include: 21 tasks focused on employment and mentorship, 72 on stewardship, activating space and infrastructure, and 91 on intergroup relations and neighborhood cohesion. With domestic violence driving a larger share of the crime at MAP developments, this cycle saw stakeholders increase efforts to understand how to combat domestic violence through the resources and services they offer. Domestic violence related action items include more joint outreach between Domestic Violence Officers (DVOs) and NCOs, increased opportunities for Healthy Relationships Workshops, and domestic violence centered training for NYCHA employees in the developments.

Nstat's third cycle generated 175 new tasks in spring 2017, spanning every MAP development and including nearly a dozen city agencies. Participants raised issues ranging from proper waste disposal to expansion of mentorship programs, and activating community spaces and partners. Several major themes emerged from NStat discussions and action item crafting including Community Policing Solutions, Neighborhood Activation, Working Together, Social Support, Employment, and Stewardship. Of those, Working Together, Community Policing Strategies, and Social Support dominated the conversation. 137 of the 184 fall cycle action items have been completed (75 percent) while 25 percent of the Spring Action Items, 43 out of 175, have been completed to date.

THE METER

MOCJ is building a NeighborhoodStat Meter to help us better understand how our collective efforts are improving neighborhood safety and community well-being for New Yorkers living in and around public housing by pairing both people's perceptions of safety and critical government data. This tool will help communities, government agencies and stakeholders:

1. Surface issues that affect people's safety/sense of safety.

2. Better understand what makes people feel safe.

3. Identify actionable solutions.

4. Monitor progress by tracking indicators.

Similar to how the police use the "7 Major Crimes" to guide their work, the NStat Meter tool will capture key indicators of safety and community well-being by selecting a set of indicators to serve as NStat's "Safety & Well Being Majors." Currently in development, the NStat Meter will include a set of indicators that help the city chart progress toward understanding the underlying causes and conditions of neighborhood public safety. In the spring of 2017, we tested out some candidate indicators, opportunity, order, collective efficacy and cohesion, to ground our discussion in as a precursor to the forthcoming NStat Meter. In the upcoming months we will work with our City and community partners to expand and refine these indicators with the goal of launching a beta version of the meter at the fall 2018 NStat cycle.

MAP CRIME STATISTICS

In the 15 MAP developments, the trend of decreased crime continues from this year to last, with a substantial drop in all three categories since the start of the initiative.

CRIME STATISTICS IN THE 15 DEVELOPMENTS						
Number of Incidents	FY14	FY15	FY16	FY17	FY16-FY17 % change	FY14-FY17 % change
Violent Crime	626	561	612	544	-11%	-13%
Total Index Crimes	876	810	839	756	-10%	-14%
Shootings	34	35	29	26	-7%	-24%

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	FY17 Actuals	FY17 Target	FY18 Target
Improved Infrastructure / Environmental Design					
NYCHA	Temporary light fixtures placed	149	30	NA	*
	Permanent lights installed	2,088	4,264	2,500	*
	Layered access projects completed (repairing and adding additional security to development entry and access points)	21	See details below	18	*
	Cameras installed (closed circuit television)	988	2,099	800	*
	Non-construction scaffolding and shedding removed (feet)	7,104	19,478	6,931	*
Community Engagement & Programming					
DPR	Kids in Motion participants across MAP sites	53,597	58,002	50,000	50,000
DYCD	MAP Summer Youth Employment (SYEP) participants	1,706	1,816	850	850
NYC Opportunity	Youth enrolled in Work Progress Program (WPP)	362	254	NA	NA
DOP	Participants enrolled in the NextSteps youth mentorship program	208	172	200	240
	Participants who positively exited NextSteps program (%)	153	105	80	96
DPR	Shape-Up participants across MAP sites	3,781	3,511	3,000	3,000
OCDV	Healthy Relationship Academy workshops held	130	180	100	100
	Community outreach events	486	417	400	480
HRA	Appointments to connect individuals to HRA services	2,388	1,764	1,500	2,000
	Individuals connected to HRA services	1,466	1,085	1,000	1,000
	Percentage of clients seeking SNAP and Emergency Assistance benefits enrollment who are successfully enrolled in those benefits	NA	41.4%	30%	30%
DFTA	Grandparent support participation	923	417	1,200	325
	Seniors engaged at public events	8,971	8,117	5,500	6,500
	Program intakes	79	90	250	150

Development Name	Layered Access Control (LAC) Scope of work	% completed in FY17
BOULEVARD	36 doors in 18 buildings (30 new entrance doors and 6 new exit doors).	15%
BROWNSVILLE	92 doors in 27 buildings (30 new front doors, 16 retrofit front doors, 15 new exit doors, 31 retrofit exit doors).	86%
BUSHWICK	16 doors (8 new entrance doors and 8 new exit doors).	1%
BUTLER		NA
CASTLE HILL I & II	43 doors in 14 buildings (15 new entrance doors and 28 new exit doors)	65%
INGERSOLL	53 doors in 20 buildings (8 new entrance doors, 37 retrofit entrance doors, 2 new exit doors, and 6 retrofit exit doors).	18%
PATTERSON	50 doors in 15 buildings (25 new entrance doors and 25 new exit doors).	21%
POLO GROUNDS TOWERS	26 doors in 4 buildings (Retrofit 14 entrance doors, 12 new exit doors)	85%
QUEENSBRIDGE I & II	47 new intercoms and door hardware	0%
RED HOOK EAST AND WEST		NA
SAINT NICHOLAS	28 doors in 13 buildings (7 new entrance doors, 7 retrofit entrance doors, 4 new exit doors, and 10 retrofit exit doors).	92%
STAPLETON	41 doors in 6 buildings (12 retrofitted entrance doors and 29 retrofitted exit doors).	1%
TOMPKINS	24 doors in 8 buildings (12 new entrance doors and 12 new exit doors).	22%
VAN DYKE I & II	46 doors in 23 buildings (32 new entrance doors and 14 new exit doors).	18%

PARTICIPATING NYCHA DEVELOPMENTS

- **THE BRONX**
  Butler
  Castle Hill I and II
  Patterson

- **BROOKLYN**
  Boulevard
  Brownsville
  Bushwick
  Ingersoll
  Red Hook E and W
  Tompkins
  Van Dyke I and II

- **MANHATTAN**
  Polo Grounds
  St. Nicholas
  Wagner

- **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

DOC

DOHMH

DOP

NYC H + H

HRA

NYPD

Mayor's Office of Criminal Justice

To reduce the number of people with behavioral health needs who cycle through the Criminal Justice System, Mayor de Blasio convened the Mayor's Task Force on Behavioral Health and the Criminal Justice System (Task Force) in 2014. In December of that year, the Task Force produced an action plan outlining 24 interlocking public health and public safety strategies to continue to drive down crime while shrinking the number of people with behavioral health needs in City jails. In the three years prior to the implementation of the Task Force, the number of people with mental health conditions in jail increased steadily, however, since implementation of those 24 strategies, the number of people with a mental health designation in City jails has fallen by seven percent.

The action plan focuses 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.

Over 100 days, the Task Force, which included more than 300 experts from inside and outside of government, mapped issues and developed solutions for five major points of contact: on the street, from arrest through disposition, inside jail, during release and re-entry, and back in the community. For each point of contact, the Task Force developed strategies, 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 (H+H), the Department of Probation (DOP), and the Human Resources Administration (HRA). Highlights of the Task Force's accomplishments in Fiscal 2017 include:

• In May 2017, the Mayor announced that the City would be opening two new diversion centers in 2018, the final Task Force recommendation to be implemented. These centers will provide police officers with an option for people who have behavioral health needs in lieu of arrest or hospitalization. The centers will operate 24/7 and will offer a range of short-term stabilization services including food, shelter, peer-to-peer engagement, substance use services and referral to longer-term care. It is estimated that the centers will divert approximately 2,400 people annually and connect them to resources that can help reduce their justice involvement in the future.

- The Pre-Arraignment Screening Unit (PASU) provides enhanced health screening at arraignments in Manhattan Criminal Court. In the PASU, Correctional Health Services (CHS) providers, including nurse practitioners and other health professionals, conduct an initial health screen of all individuals in custody pre-arraignment to identify and respond to immediate health needs. In addition, individuals can be screened for behavioral health needs and connected to providers for care and potential diversion. In Fiscal 2016 and Fiscal 2017, the PASU has conducted 39,807 screens for physical health needs (31,222 of which were conducted in Fiscal 2017) including 9,679 screens for behavioral health needs. Further, by providing patients with timely access to healthcare, CHS reduced unnecessary hospital runs by approximately 25 percent. In addition, CHS staff shared over 1,800 clinical summaries with legal defense groups to assist in their client advocacy. Originally, the initiative began as a pilot operating Monday through Friday from 6am to 2pm. In November 2016, the PASU expanded and is now operating 24/7 at Manhattan Criminal Court.

- The Supervised Release program provides pretrial supervision and voluntary social service referrals as an alternative to bail to people charged with non-violent felony and misdemeanor offenses who are likely to be detained pretrial. Supervised Release rolled out citywide in March 2016 and has filled over 4,000 supervised release slots including 3,324 slots in Fiscal 2017. Since the program's inception, on average, 92 percent of clients have made all their court dates and 93 percent have avoided any felony re-arrest. Expanded funding for the program was announced in July 2017 and is specifically aimed at reducing the number of people with behavioral health needs who enter City jails. This new investment is funding:

  - A ten percent increase in the number of people who can be diverted from jail through this program every year;

  - Five additional licensed clinical social workers, one in each borough, who will take on smaller caseloads of clients with higher levels of behavioral health needs;

  - Five additional peer specialists, one in each borough, to improve engagement in supervision programs for defendants with behavioral health needs. Peer specialists have lived experience in the criminal justice and behavioral health systems and have undergone training to become certified as mentors; and

  - Increased court and program staff to support effective supervision and engagement with the approximately 3,300 individuals projected to participate in Supervised Release over the next year.

In addition to the Task Force's accomplishments in 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. Since the Task Force began implementation in early 2015, NYPD has been steadily training officers in Crisis Intervention Training (CIT), a nationally recognized model that equips officers with skills and knowledge to enable them to better recognize the behaviors and symptoms of mental illness and substance use, to de-escalate these encounters, and to divert in appropriate situations. CIT trained officers are now present in every precinct in New York City, with an additional 1,863 officers trained in Fiscal 2017. The training includes role playing, briefings on relevant mental health laws and conversations with individuals with mental illness who have had police encounters in the past. CIT has been incorporated into the NYPD Training Academy for new recruits and into ongoing trainings for seasoned patrol officers.

CUTTING CASE PROCESSING TIMES

Shortening case processing times was one of the 24 strategies developed by the Behavioral Health Task Force. This strategy is crucial when examining the intersection of criminal justice and behavioral health. Case length is one of the key drivers of the size of the City's jail population and of particular concern for individuals with behavioral health needs, as detained defendants with a mental health designation tend to stay in jail twice as long as those without a mental health designation.

Beginning in April 2015, the City and the State Courts have convened every part of the criminal justice system through an effort called Justice Reboot to identify the causes of case delay and implement lasting, systemic solutions. When MOCJ first began Justice Reboot, 1,427 cases with detained defendants had been pending for more than one year. As

of Fiscal 2017 a total of 1,377 (96%) of those cases have now been resolved. Since the start of the initiative, MOCJ, the Office of Court Administration, the five District Attorneys, and the 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.

INCREASING SAFETY 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, the first program of its kind in the country. The CIT training includes role playing with method actors who simulate mental health crisis situations allowing officers to practice de-escalation skills. On Rikers Island, Crisis Intervention Teams are comprised of both DOC officers and H+H staff specially trained in de-escalation and symptom identification. CIT trainings include site visits to mental health facilities that care for incarcerated people who need additional support off of Rikers Island. As of June 30, 2017, a total of 466 staff (345 correctional and 121 health staff) have been trained; 209 were trained in Fiscal 2017. Since implementation in June 2015, use of force has decreased by 40 percent in facilities where staff have been trained in CIT.

In addition, DOC has instituted Mental Health First Aid training to train recruits and in-service officers in the basic identification of behavioral health symptoms. As of June 30, 2017, 4,142 officers have been trained. Due to the success of the training, DOC has expanded the training to include incarcerated individuals, some of whom were trained as trainers.

INCREASING ACCESS TO SUPPORTIVE, PERMANENT HOUSING

To fulfill one of the key strategies developed by the Behavioral Health Task Force, MOCJ and DOHMH are implementing a permanent supportive housing program for the individuals in New York City who most frequently cycled through jail on low-level charges, stayed in City shelters, and struggled with behavioral health needs. The program is called "Justice-Involved Supportive Housing." Similar supportive housing programs have been shown to reduce returns to jail and to save $16,000 per individual annually due to savings in jail, shelter, and emergency room costs.

To ensure that available apartments across the City are effectively matched to the individuals with greatest need, MOCJ used an intensive and innovative data-matching process to identify individuals who have had at least five admissions to City jails and five admissions to City shelters within any four-year period and who are likely living with behavioral health issues. DOHMH 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 43 individuals received both housing and support services through this initiative, for a cumulative total of 108 people placed into supportive housing. MOCJ and DOHMH are conducting an evaluation to measure the impact of the program on recidivism, homelessness, and health.

PERFORMANCE INDICATORS	ACTUAL		TARGET		CUMULATIVE (FY15 - FY17)
	FY16	FY17	FY17	FY18	Actual
NYPD officers who completed crisis intervention training	3,947	1,863	*	*	5,871
Participants enrolled in supervised release slots	911	3,324	*	*	4,251
Screens conducted by H + H in the Pre-Arraignment Screening Unit	7,554	31,222	*	*	39,807
Individuals placed in DOHMH permanent supportive housing slots	65	43	*	*	108

NOTEWORTHY CHANGES, ADDITIONS AND DELETIONS

• The end date and cumulative target columns have been removed from the table to reflect the ongoing nature of the initiatives.

• The targets for the indicator," Individuals placed in DOHMH permanent supportive housing slots", have been replaced with asterisks.

ADDITIONAL RESOURCES

For additional information go to:

• Mayor's Office of Criminal Justice (2017). Smaller, safer, fairer: A roadmap to closing Rikers Island.

• Aidala, A., McAllister, W., Yomogida, M., & Schubert, V. (2014). Frequent Users Service Enhancement Initiative: New York City FUSE II Evaluation Report.

• 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

CAREER PATHWAYS

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 education and occupational 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 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 continues to expand, the Career Pathways strategy is critical to fostering a more inclusive prosperity across the five boroughs. The number of jobs in New York City reached a record high of 4.44 million in June 2017 and workers experienced an average increase in wages of 4.3 percent between June 2016 and June 2017. 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. Throughout Fiscal 2017, WKDEV has continued its work of shifting the workforce system to a menu of industry-informed services that emphasize education, employment skills, advancement and wage-growth potential. Highlights of Career Pathways' accomplishments during Fiscal 2017 are listed below by policy area.

BUILDING SKILLS EMPLOYERS SEEK

Industry partnerships work with employers, industry and trade organizations, organized labor, nonprofits, 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-skill 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 and are embedded with their teams at the Department of Small Business Services (SBS).

The table below reflects the progress that each Industry Partnership is making in establishing key feedback loops with employers to better link labor market supply to demand.

INDUSTRY PARTNERSHIPS					
Feedback Loop	Construction	Food Service	Healthcare	Industrial/ Manufacturing	Tech
Define industry talent shortages	◒	●	●	◒	●
Share hiring practices	◒	◒	●	○	●
Inform and shape training curricula	●	●	●	○	●
Map career pathways	○	○	◒	○	◒

Status: ○ Not established ◒ Intervention(s) identified ● Strategy for intervention(s) approved

In Fiscal 2017, the newest industry partnerships were launched—in the construction, food service, and industrial/manufacturing sectors—and convened employers and stakeholders to help set the initial priorities and focus of each partnership to achieve lasting change in these sectors. For example, the Food and Beverage Hospitality Council began the work of addressing the shortage of skilled back-of-the-house talent in full-service restaurants. The Council's feedback was instrumental in structuring an initial framework for a sustainable talent pipeline called StageNYC. The program, introduced by SBS' Workforce Development Division, helps out-of-school, out-of-work youth become employees at restaurants and receive a combination of on-the-job and classroom training over three months.

The New York Alliance for Careers in Healthcare (NYACH) and the Tech Talent Pipeline (TTP), which have been in operation since 2011 and 2014 respectively, continued to engage employers and industry stakeholders. In response to the anticipated increased demand for peer support services following changes to Medicaid, NYACH led a collaborative exploration of how best to leverage New Yorkers' lived experience in substance use as peers to advocate for recovery of current patients. This work resulted in a training program implemented at SBS which will help to fill the growing demand for peer support services in substance use treatment. As part of the City's New York Works jobs plan, TTP is leading an initiative at CUNY to double the number of Computer Science graduates to 2,000 per year within five years by investing in faculty, real world experiences for students through internships and work/study programs, and improved career advising. The search for an executive director for the industry partnership for the retail sector will continue in Fiscal 2018.

Bridge programs pair educational and occupational skills instruction, building the competencies necessary for work and education alongside career and supportive services. In Fiscal 2017, program curricula were finalized and implemented for the Young Adult Literacy Program (YALP), the first existing program to transition to a bridge program. YALP is jointly-funded by the Department of Youth and Community Development (DYCD) and the Mayor's Office of Economic Opportunity (NYC Opportunity). The pilot will run through Fiscal 2018.

NYACH, the healthcare industry partnership, also focused on creating bridge program models that integrate basic education and occupational training in pathways to healthcare jobs with growth potential. In Fiscal 2017, SBS' Workforce Development Division rolled out the three new bridge programs: English for Speakers of Others Languages (ESOL)/Home Health Aide in partnership with Queens Library, ESOL/Medical Assistant in partnership with LaGuardia Community College, and Youth High School Equivalency /Front Desk Customer Service in partnership with DOE District 79.

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 in Fiscal 2017 included: cool roof installation training, the NYACH-informed bridge programs, and the Tech Talent Pipeline's "Series A" suite of trainings in internet technology, 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 in 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) and Ladders for Leaders interns (1,538) 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.

This summer, 84 young people participated in CareerCLUE with a focus on environmental sustainability and the City's OneNYC plan. Program participants earned a small stipend and an environmental science elective credit. Across all programs, more than 91,000 young adults were served in Fiscal 2017, a greater than ten percent increase over Fiscal 2016, putting the Center on pace to surpass the Mayor's annual goal of supporting at least 100,000 jobs, internships and mentorships annually for young adults before the 2020 target date.

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. In academic year 2016-17, CUNY ASAP enrolled 15,473 (10,440 new) students and the program is on target to meet the Fiscal 2019 enrollment goal of 25,000 students.

The Human Resources Administration (HRA) has launched new service models that will assess clients' skills, interests, and employment barriers to connect them with jobs, training, and education or services most likely to help each of them build a career and permanently transition from public assistance. In April of 2017 HRA's three new Career Services models—CareerAdvance , CareerCompass, and YouthPathways—were launched, and will provide employment services, education and training opportunities, and wraparound supports for low-income New Yorkers.

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.

In Fiscal 2017, Best for NYC supported 274 businesses in adopting innovative business practices that benefit their workers. Through business-led workshops and panels, and one-on-one assistance, businesses identified and implemented workforce partnerships, financial empowerment programs, on-the-job training, and internal career pathway strategies that can strengthen their bottom-line and create economic opportunity for their current and future workforce. This program builds on the Career Pathways goals to build a network of businesses that assess their practices and learn about tools to create high quality jobs.

WKDEV is leveraging the data around business hiring, training, and internal promotion collected from participating business to expand the tools and resources available to support other companies 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 2017, HireNYC connected nearly 3,000 low-income New Yorkers to opportunities created by City spending, including human services contracts and projects led by the New York City Economic Development Corporation (EDC). Public Assistance recipients found employment through HireNYC Human Services, earning at least $12.75 an hour and working 35 hours per week. Residents impacted by Hurricane Sandy found work with Build It Back, the Sandy Recovery resident-rebuilding effort, and Workforce1 clients found work through HireNYC EDC projects.

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 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.

Operations began working with the Department of Information Technology and Telecommunications to develop the foundations of a new technology platform to integrate workforce data from City agencies into a single repository and developed a multi-agency data sharing agreement that allows City agencies to begin sharing workforce data within this new platform. Additionally, Operations and WKDEV executed an MOU with the New York State Department of Labor (DOL) to collect quarterly wage data to supplement program data collected by the City.

PERFORMANCE INDICATORS

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

Indicator	FY16	FY17	Notes
Career Pathways Framework Alignment			
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.
Workforce development models or solutions informed by industry partnerships	10	15	
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 2018, 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.
Client Engagement and Outcomes			
Individuals enrolled in industry-based training	16,161	21,331	This indicator covers programs, administered by nine agencies, that provide participants with occupational skills training.
Individuals obtaining industry-based training credentials	7,423	NA	Data from all programs was not available at the time of publication. Fiscal 2017 data will be reported in the Fiscal 2018 PMMR.
Individuals connected to employment	63,420	57,127	This indicator provides a count of clients who are connected to unsubsidized jobs.
Jobs, internships or mentorships provided by CYE	81,915	91,070	The goal is to provide 100,000 jobs, internships or mentorships annually, by 2020.
Cumulative number of employers that provide jobs, internships or mentorships through CYE	493	637	

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

• The indicator 'Employers engaged with industry partnerships' has been removed from the indicator table and replaced with a table in the narrative section of the chapter that summarizes progress of each of the industry partnerships.

• Throughout the indicator table, names of indicators have been revised to reflect MMR convention (e.g. 'Workforce development models or solutions informed by industry partnerships' replaces 'Number of workforce development models or solutions informed by industry partnerships').

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

• The New York City Bridge Bank:
www.nyc.gov/bridge

• HireNYC:
http://www.nyc.gov/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/

DCA

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

SMALL BUSINESS FIRST

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 employ nearly half of the City's private workforce and 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 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 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, the City made 30 commitments to improve the 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 February 2016, the City launched the Small Business Support Center, which offers business owners in-person support from multiple agencies. Over the last fiscal year, the Center provided more than 11,500 services to small business owners. The Compliance Advisor team, launched in April 2016 to provide on-site consultations to help business owners avoid common violations, served more than 1,880 small businesses across the City over the past fiscal year. Additional outreach coordinated by SBS brought City staff from numerous regulatory agencies into communities to provide information and directly answer business owners' questions, reaching more than 700 businesses.

As part of SB1, the City is on track to significantly expand support for small businesses. By seeking input directly from business owners through SBS industry partnerships, the SB1 team is gathering ideas for future reform projects that would make it easier for small business owners to comply with requirements and ease the regulatory burden on small businesses. The City continues to improve the NYC Business Portal (Portal), a comprehensive, state-of-the-art online business portal where business owners can track information regarding licenses, permits and violations in a central location. The Portal also provides entrepreneurs with tools to start and grow their businesses in New York City. In Fiscal 2018, the City plans to enhance the Portal's functionality to include the ability for users to add and edit multiple business profiles, view additional business data including complaints, and receive on-screen alerts when a summons is due or a license must be renewed.

Progress made on the SB1 initiative is detailed below, and unless otherwise noted, the accomplishments listed occurred in Fiscal 2017.

PROVIDE CLEAR INFORMATION WITH COORDINATED SERVICES AND SUPPORT

Communicating clearly and providing ample information in a central location is necessary to helping the City better meet the needs of small businesses. Because small businesses are diverse, SB1 ensures that materials and services are made available and distributed to businesses in a variety of ways. SB1 uses different channels to disseminate this information, including online and print media as well as 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:

- Based on feedback from the business community, the City developed new functionality for the NYC Business Portal and user accounts. While business owners can access much of the Portal's functionality without creating an account, creating an account allows a user to save permits, licenses, and other relevant information in one place for future access. In Fiscal 2017, the Portal received nearly one million visits and more than 3,500 business accounts were created. In March 2017, the City launched the new Portal with the following features (commitment 1):

  - New site navigation and landing page

  - Account creation from any mobile device, laptop, or desktop

  - Migrated tools from the legacy site, Business Express, including:

    » Step by Step, a tool that provides businesses with a curated list of licenses, permits, and certifications needed to open and operate

    » Incentives Estimator, a calculator that identifies potential incentives for which a business may qualify

  - The ability to view additional business transactions with City agencies, including licenses, permits, violations, and job applications

  - New "Quick Guides" and "Business Services" content

- Finalized the addition of dedicated business sections on the Department of Environmental Protection's (DEP) and the Department of Transportation's (DOT) websites, and added links to the Portal to seven regulatory agency websites. In Fiscal 2017, there were more than 720,000 visits to these online business sections (commitment 2).

- Participated in the 2017 NYC BigApps civic innovation competition as mentors, providing input on City regulatory issues for more than 10 entrepreneurs who then created technology solutions to civic issues in the City (commitment 3).

- Provided more than 11,500 services at the City's first Small Business Support Center—a central outer-borough location that offers business owners in-person support, including access to licensing, permitting, business technical assistance and related services from the Department of Consumer Affairs (DCA), the Department of Health and Mental Hygiene (DOHMH), and SBS (commitment 4).

- Served nearly 1,650 businesses through the SBS Client Manager team. These staff members provide one-on-one assistance to business owners to help them navigate government processes as they look to open new businesses or continue to operate existing businesses (commitment 5).

- Tracked pilot tests of handheld devices to be used by teams at DEP and the Fire Department (FDNY) when performing inspections. Confirmed more than 2,000 agency inspectors citywide are using handheld devices to facilitate inspection results more quickly and with increased clarity (commitment 6).

- Completed 10 additional plain language guides to help businesses more easily understand and comply with agency regulations, for a total of 28 plain language guides (commitment 7).

- Finalized 18 guides to interagency processes, covering the requirements to open a business in numerous industries and a business owner's rights and responsibilities for the sidewalk outside his or her business (commitment 8).

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 Hearing's (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 Compliance Advisors – a team of SBS staff who conduct on-site consultations to help business owners avoid the most common business violations. In Fiscal 2017, Compliance Advisors completed on-site consultations for more than 1,880 small businesses and identified approximately $11.6 million in potential fines that can be avoided through business owner action (commitment 9).

- Reached nearly 350 business owners through door-to-door outreach efforts and events (commitment 10).

- Held citywide standardized customer service training courses to train more than 970 public-facing, non-inspectorial City staff in customer service techniques and skills. The number of staff trained increased from 245 in Fiscal 2016, largely due to internal trainings conducted throughout the year at some agencies (commitment 11).

- Supported 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 Regulatory Reform subcommittee within 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. Since that meeting, these areas for improvement have been researched to determine the feasibility of proposing potential solutions. This commitment has 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 more than 5,300 existing rules, an effort coordinated through the Mayor's Office of Operations, more than 300 rules were identified for substantive modification or repeal. From the total list of substantive rule modifications identified, close to one-fourth have been submitted to the City Administrative Procedure Act (CAPA) process (commitment 16).

- Drafted updates to zoning text related to physical culture establishments, with the aim of easing regulatory restrictions for physical fitness facilities citywide (commitment 17).

- Completed mapping the current and future state processes for fire alarm and fire protection plan reviews, with the goal of streamlining areas of overlap or complexity between the Department of Buildings (DOB) and FDNY (commitment 18).

- Finalized and submitted legislation to remove the requirement for fire suppression plan review at DOB (commitment 19) and allow licensed fire suppression contractors to submit plans for commercial kitchen fire suppression systems to the FDNY (commitment 20).

- Added standardized objections to the list used by DOB plan examiners, bringing the total standardized objections to nearly 100 (commitment 23).

- Developed a system of notification around sidewalk sheds, both between DOB and DOT and between the City and the sidewalk shed and scaffolding industry. In Fiscal 2017, approximately 95 DOB sidewalk shed permit applicants were notified about DOT permits they may require (commitment 24).

- DOT maintained the availability of 100 percent of agency permit applications online, as a part of the expansion of the NYCStreets system (commitment 25).

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:

- Updated a training curriculum to help small business owners navigate government processes and presented this training to 23 community-based leaders (commitment 26).

- Reached more than 350 business owners at multiagency events held across all five boroughs (commitment 27).

- Hired a dedicated staff member at DCA's Office of Financial Empowerment (OFE) to tailor personal financial counseling services to small business owners and entrepreneurs, and began referrals between DCA, SBS, the Taxi and Limousine Commission (TLC), and OFE's Financial Empowerment Centers (commitment 28).

- Held Writing in Plain Language training courses to train more than 150 City staff in plain language communication (commitment 29).

- Translated each of the 28 plain language guides created as a part of SB1 into at least six of the most commonly used non-English languages in New York, for a total of 195 translated versions. Regulatory agencies have fulfilled requests for interpretation in 81 languages (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	FY17	Notes
Increase Customer Satisfaction			
Business Customer Service Surveys received from business owners who interacted with the City	NA	1,008	Revised survey launched in September 2016.
Business owners who responded to the survey question "how would you rate your overall experience?" with 'excellent' or 'good' (%)	NA	73%	Revised survey launched in September 2016.
Agency staff trained in customer service	245	973	To reflect the cumulative impact of training, this metric will be revised to the percentage of non-inspector staff trained in customer service. This percentage is expected to be reported in Fiscal 2018.
Provide Clear Information with Coordinated Services and Support			
Visits to the online business portal	NA	995,300	
Accounts created on the online business portal	NA	3,532	Account creation feature was added in March 2017.
Transactions initiated through the online business portal	NA	NA	Reporting will begin once tracking is available.
Services provided at the One-Stop Business Center	2,088	11,569	The Small Business Support Center started serving customers in February 2016.
Help Businesses Understand and Comply with City Regulations			
Businesses assisted by Small Business Compliance Advisors and Client Managers	1,013	3,508	Deployment of Compliance Advisors began in April 2016.
Reduce the Burden Imposed by Complex Regulations and Fines			
Time to open a business, by business type	NA	NA	SBS developed a viable approach that measures the impact of complex regulations related to opening a business. In Fiscal 2018, SBS will collect baseline measures of specific process components that are controlled by the City, and will report when data is available.
Time to complete specific interagency processes	NA	NA	Planning is underway for implementing improvements in these process areas. Metric will be reported in Fiscal 2018, when baseline values are determined.
Ensure Equal Access for All Business Owners			
Community groups trained to assist local businesses	NA	23	
Educational events for business owners	264	281	
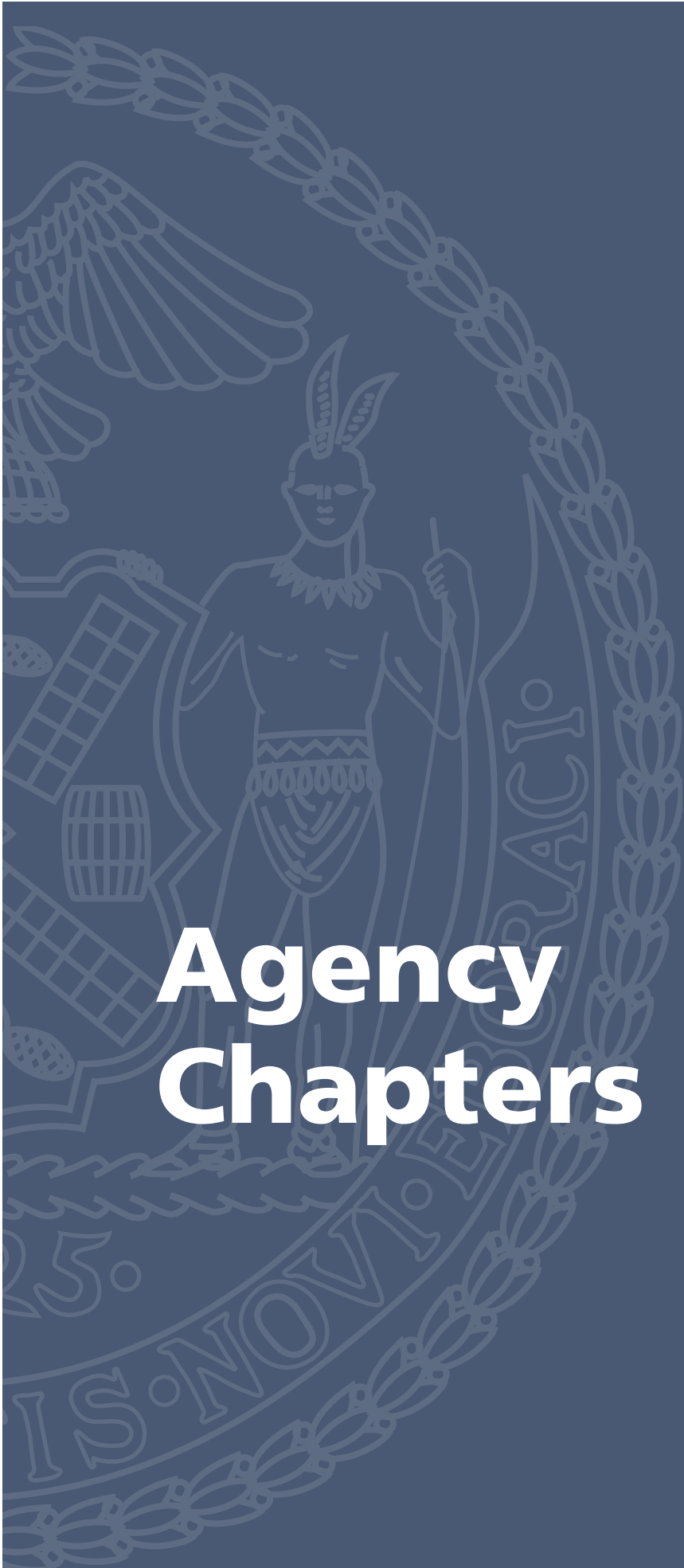
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Throughout the Indicator table, names of indicators have been revised to reflect Mayor's Management Report convention (e.g. 'Educational events for business owners' replaces 'Number of educational events for business owners').

- The indicator 'Business Customer Service Surveys received from business owners who interacted with the City' replaces 'Number of customer surveys received from business owners who had an interaction with the City during the PMMR reporting period' to increase the clarity of the indicator and include the name of the survey.

- The indicator 'Accounts created on the online business portal' has been added to reflect the number of users who take advantage of increased functionality of the portal.

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

- NYC Business Portal:
  https://www1.nyc.gov/nycbusiness/

Agency
Chapters

Public Safety and Access to Justice
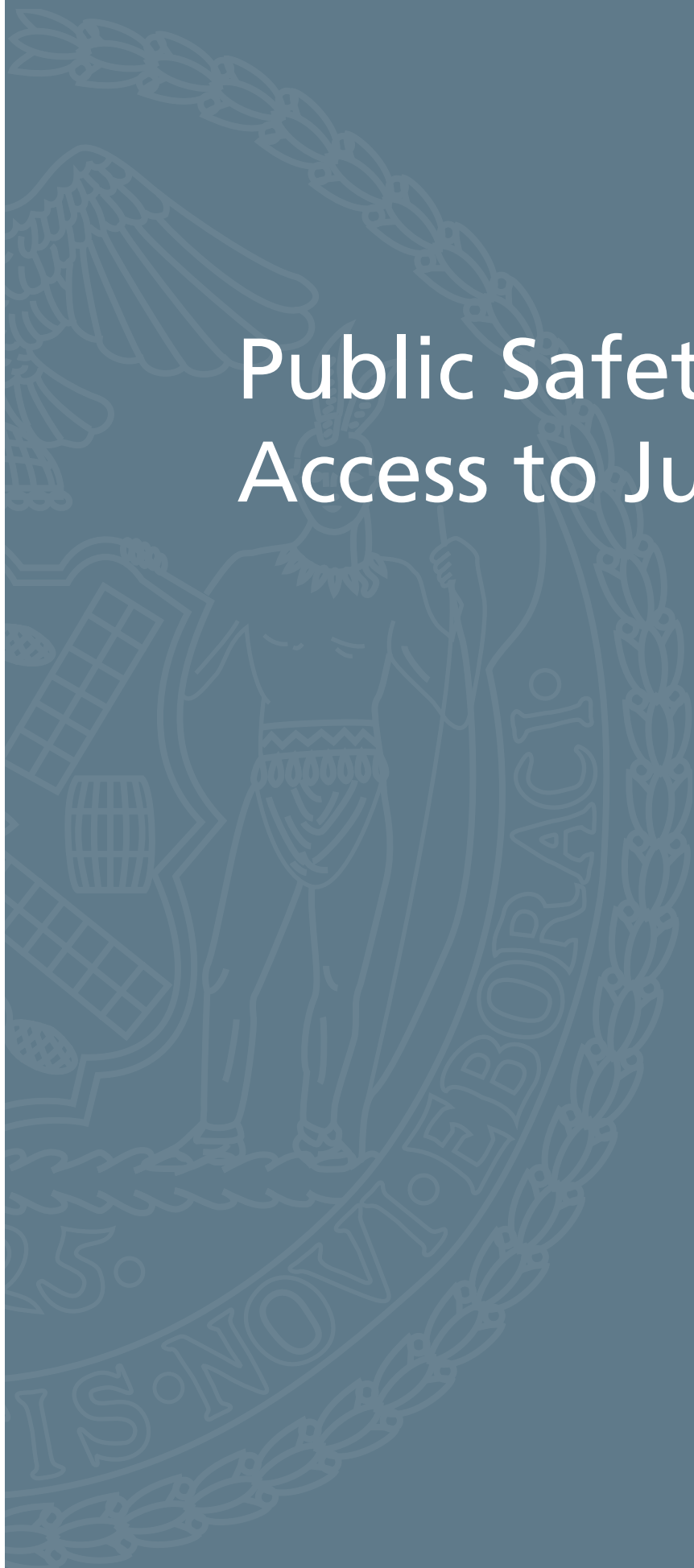
Public Safety and Access to Justice

NEW YORK CITY POLICE DEPARTMENT
James P. O'Neill, Commissioner

WHAT WE DO

The New York City Police Department (NYPD) is committed to providing a safe and secure environment for the public, with the utmost integrity and respect. The personnel assigned to the Department's precincts, Transit Bureau districts, Housing Bureau 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's sophisticated intelligence gathering and analysis, citywide counterterrorism deployments and Department-wide counterterrorism training protect the City from terrorist attacks.

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, Compstat has helped ensure the equitable deployment of police resources, assigning numbers of police officers that are commensurate with the problems and challenges faced by each of the City's 77 precincts, 12 Transit Bureau districts, and nine Housing Bureau police service areas. Equitable, needs-based allocation of police personnel has been a major factor in reducing crime, as it continues to decline to historically low levels. Murders, shootings, robberies, burglaries and auto thefts have all hit record lows, while the Department has managed to decrease stop and frisk encounters with the public by more than 90 percent. Now Neighborhood Policing is taking the next step, by bringing enhanced police service to local sectors within each precinct and ensuring that individual neighborhoods know, and are able to work with, their police officers as they share the responsibility for bringing crime down even further.

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 IN FISCAL 2017

SERVICE 1 Manage public safety programs related to criminal activity.

Goal 1a   Reduce the incidence of crime.

Under Neighborhood Policing, specialty units have been scaled back to provide more patrol personnel, giving officers the time and latitude to meet and work with more community members to identify recurring issues and to work at remediation of the issues they have found. Neighborhood Policing is about connecting with a neighborhood's problems, its people and its potential. Neighborhood coordinating officers have been assigned to each sector within precincts, working with local neighborhood forums to reach a consensus on the most critical issues and crimes facing each community in order to effectively prioritize and adapt police operations. Officers' effectiveness as local crime fighters and local problem solvers is greatly enhanced.

A major reorganization of investigative resources has enhanced NYPD's capacity to conduct targeted investigations of gangs and criminal organizations. In each of the eight commands, a single detective chief now manages all precinct detective squads and borough-wide homicide, narcotics, gang and vice units, providing clear direction in support of precinct priorities and localized crime control. Working with the borough detective chiefs, the Gun Violence Suppression Division has intensified its focus to combating violent gangs and gun trafficking, as well as pursuing individual criminal possession of firearms cases.

Based on FBI total index crime statistics for cities reporting the most recent 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. Overall, total major felony crime decreased six percent in Fiscal 2017 compared to Fiscal 2016. Murder decreased 12 percent compared to Fiscal 2016. Major felony crime in public housing and the transit system both decreased by two percent. Major felony crime in the City's public schools decreased five percent.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Major felony crime	110,099	110,023	103,872	105,614	98,991	⇩	⇩	Neutral	Down
★ – Murder and non-negligent manslaughter	369	320	348	341	300	⇩	⇩	Down	Down
★ – Forcible rape	1,198	1,064	1,064	1,164	1,109	⇩	⇩	Neutral	Down
★ – Robbery	19,319	18,208	16,428	16,670	14,759	⇩	⇩	Down	Down
★ – Felonious assault	19,616	20,517	19,544	20,877	20,651	⇩	⇩	Neutral	Down
★ – Burglary	18,360	17,140	15,828	14,463	12,454	⇩	⇩	Down	Down
★ – Grand larceny	43,622	45,238	43,112	45,164	43,787	⇩	⇩	Neutral	Down
★ – Grand larceny auto	7,615	7,536	7,548	6,935	5,931	⇩	⇩	Down	Down
★ Major felony crime in housing developments	5,018	5,328	4,858	5,205	5,084	⇩	⇩	Neutral	Down
★ Major felony crime in transit system	2,535	2,488	2,283	2,520	2,475	⇩	⇩	Neutral	Down
Crime related to domestic violence - Murder	71	56	61	53	55	*	*	Down	Down
– Rape	464	471	481	526	504	*	*	Up	Down
– Felonious assault	7,420	8,335	7,771	7,986	8,082	*	*	Neutral	Down
★ School safety - Major felony crime	699	654	614	532	504	⇩	⇩	Down	Down
– Murder	0	1	0	0	0	*	*	Down	Down
– Rape	4	2	6	2	4	*	*	Neutral	Down
– Robbery	106	94	55	66	60	*	*	Down	Down
– Felonious assault	200	172	176	148	140	*	*	Down	Down
– Burglary	81	53	51	33	37	*	*	Down	Down
– Grand larceny	305	331	325	279	263	*	*	Down	Down
– Grand larceny auto	3	1	1	4	0	*	*	Down	Down
School safety - Other criminal categories	2,626	2,485	2,286	2,219	2,007	*	*	Down	Down
– Other incidents	4,350	3,811	3,975	4,092	4,361	*	*	Neutral	Down

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Gang motivated incidents	264	225	328	349	350	*	*	Up	*
Gun arrests	5,581	4,776	4,776	5,194	5,081	*	*	Neutral	*
Major felony crime arrests	40,258	42,444	41,599	43,516	41,869	*	*	Neutral	*
Narcotics arrests	81,737	75,389	61,007	56,320	50,902	*	*	Down	*
Juvenile arrests for major felonies	3,016	2,883	2,671	2,495	2,198	*	*	Down	*

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

Goal 1b   Prevent terrorist attacks.

The Department places a significant emphasis on the prevention and detection of terrorist acts. Continuous efforts are made to conduct in-depth training for all first responders, maintain partnerships with other government agencies at the local, state and federal levels, and gather terrorism-related intelligence as effectively and expeditiously as possible. Instead of drawing personnel daily from patrol precincts and depleting local patrol squads as in the past, NYPD's Counterterrorism Critical Response Command is now staffed with dedicated personnel, trained and equipped to respond swiftly to potential attacks and active-shooter incidents.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Counterterrorism training (hrs) - Uniformed members	259,761	206,781	216,556	210,582	182,331	*	*	Down	*
– Non-members	66,186	17,588	26,152	48,607	49,477	*	*	Neutral	*

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

Goal 1c   Respond to police emergencies quickly.

The Department strives to respond to all calls for service as expeditiously as possible while ensuring that the public is provided with optimal levels of police service in every instance where the assistance of the Department is required. With the expanded use of smartphones and tablets, patrol officers have search capabilities and receive immediate notifications of 911 calls often prior to radio dispatch, enabling swifter response to breaking crimes and requests for service. Wanted posters and missing persons photos are sent electronically to every police officer, as are alerts during any potential terrorist incident. In Fiscal 2017 the Department responded to all crimes in progress in 10 minutes and six seconds on average, a decrease of 29 seconds compared to Fiscal 2016.

End-to-End Average Response Time (minutes:seconds)

- All crimes in progress: 10:06
- Critical crimes in progress: 6:49
- Serious crimes in progress: 8:50
- Non-critical crimes in progress: 17:58

Legend: 911 Pickup (ring+queue) | 911 Calltaker Processing | Dispatch | Travel

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
End-to-end average response time to all crimes in progress (minutes:seconds)	11:18	10:55	10:58	10:35	10:06	*	*	Neutral	Down
End-to-end average response time to critical crimes in progress (minutes:seconds)	6:37	7:08	7:29	7:09	6:49	*	*	Neutral	Down
End-to-end average response time to serious crimes in progress (minutes:seconds)	8:31	8:55	9:38	9:24	8:50	*	*	Neutral	Down
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	15:58	15:03	16:17	17:21	17:58	*	*	Up	Down
★ Average response time to all crimes in progress (dispatch and travel time only) (minutes)	9.0	8.5	9.3	9.1	8.0	⇩	⇩	Neutral	Down
Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	4.7	4.9	5.9	5.5	4.9	*	*	Neutral	Down
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	6.5	6.8	8.2	8.1	6.8	*	*	Up	Down
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	13.2	12.0	13.9	14.5	15.2	*	*	Up	Down
Crime in progress calls	NA	NA	275,032	261,992	255,489	*	*	NA	*

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

SERVICE 2   Manage public safety programs related to traffic safety.

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

The Department, through collaborative traffic safety initiatives under Vision Zero as well as comprehensive collision investigation, strives to improve and maintain the safety of pedestrians, motorists and bicyclists alike. In Fiscal 2017 traffic fatalities involving motorists/passengers decreased 25 percent and traffic fatalities involving bicyclists/pedestrians decreased three percent compared to Fiscal 2016. The total number of moving violation summonses issued increased three percent compared to Fiscal 2016. Moving violation summonses issued for hazardous violations increased five percent.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Traffic fatalities (motorist/passengers)	93	113	90	84	63	⇩	⇩	Down	Down
★ Traffic fatalities (bicyclists/pedestrians)	168	172	159	152	148	⇩	⇩	Down	Down
Driving while intoxicated (DWI) related fatalities	40	38	31	35	26	*	*	Down	Down
DWI arrests	8,723	10,123	8,155	7,577	7,171	*	*	Down	*
Total moving violation summonses (000)	999	1,052	1,005	1,032	1,062	*	*	Neutral	*
– Summonses for hazardous violations	684,012	749,561	832,975	879,790	923,513	*	*	Up	*
– Summonses for prohibited use of cellular phones	148,276	142,112	125,787	125,241	130,934	*	*	Down	*

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

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

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

The Department continues its efforts to identify and target conditions that affect the quality of life of residents and visitors. As neighborhood coordinating officers (NCOs) gather more information about their precincts and about the people who live in, work in, and visit them, they develop a greater understanding of quality-of-life issues affecting each community.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Quality-of-life summonses	458,397	404,278	331,832	323,980	279,117	*	*	Down	*
– Unreasonable noise summonses	14,044	12,991	8,249	5,487	4,325	*	*	Down	*
– Graffiti summonses	44	18	11	7	3	*	*	Down	*
Graffiti arrests	3,502	3,167	2,687	2,123	1,750	*	*	Down	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

Goal 4a Improve police/community relations.

NYPD seeks to police with New York's communities, not just for them. Patrol officers assigned to the same geographic area interact with members of the community on a daily basis, strengthening the police/community bond. Neighborhood meetings convened by NCOs provide a forum for cooperative and integrated problem solving. The Department is communicating with the City's many neighborhoods on an unprecedented scale, with more than 120 separate social media channels and a vigorous online presence.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	8,414	8,558	8,489	8,243	8,167	*	*	Neutral	*
– Exceptionally good	6	8	7	0	9	*	*	Down	Up
– Acceptable	8,371	8,508	8,416	8,142	7,992	*	*	Neutral	*
– Below standard	37	42	66	101	166	*	*	Up	Down
Total civilian complaints against members of the service	5,455	5,573	4,165	4,711	4,215	*	*	Down	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Cases commenced against the City in state and federal court	3,997	3,701	3,549	2,933	2,115	*	*	Down	*
Payout ($000)	$120,676	$154,106	$202,654	$228,454	$259,423	*	*	Up	Down
Collisions involving City vehicles (per 100,000 miles)	5.3	3.5	3.2	3.9	4.6	*	*	Neutral	Down
Workplace injuries reported (uniform and civilian)	8,420	8,512	7,564	7,249	6,626	*	*	Down	Down
Violations admitted to or upheld at the Environmental Control Board (%)	62%	64%	66%	68%	60%	*	*	Neutral	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	264,803	263,035	273,575	238,382	288,561	*	*	Neutral	*
CORE facility rating	86	90	88	94	92	*	*	Neutral	Up
Calls answered in 30 seconds (%)	99%	99%	99%	99%	99%	*	*	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	93	95	93	88	87	*	*	Neutral	*
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	91	94	91	86	84	*	*	Neutral	*
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	94	96	95	90	87	*	*	Neutral	*
Percent meeting time to close – Commercial Noise (0.3 days)	94	97	96	93	92	*	*	Neutral	*
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	91	94	90	84	83	*	*	Down	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$4,892.6	$4,912.3	$5,151.6	$5,328.7	$5,692.4	$5,428.5	$5,571.6	Up
Revenues ($000,000)	$95.1	$99.3	$103.9	$102.4	$99.4	$99.4	$100.1	Neutral
Personnel (uniformed)	34,804	34,440	34,618	35,990	36,254	35,822	35,914	Neutral
Personnel (civilian)	15,745	16,125	16,233	15,939	16,722	17,983	18,039	Neutral
Overtime paid ($000,000)	$635.4	$583.5	$716.1	$694.6	$641.3	$590.9	$621.7	Neutral
Capital commitments ($000,000)	$88.5	$170.1	$141.1	$191.1	$204.2	$605.3	$489.5	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$4,743.6	$4,994.4	
001 - Operations	$3,115.1	$3,328.0	All
002 - Executive Management	$451.7	$478.5	All
003 - School Safety	$271.7	$276.9	1a, 1b, 1c, 4a
004 - Administration - Personnel	$259.8	$258.6	All
006 - Criminal Justice	$87.1	$58.4	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	$151.8	$151.6	1a, 2a, 3a, 4a
008 - Transit Police	$223.7	$243.9	1a, 1b, 1c, 3a, 4a
009 - Housing Police	$182.7	$198.5	1a, 1c, 3a, 4a
Other Than Personal Services - Total	$585.1	$698.1	
100 - Operations	$151.8	$131.3	All
200 - Executive Management	$65.0	$154.4	All
300 - School Safety	$4.7	$5.0	1a, 1c, 4a
400 - Administration	$353.8	$394.0	All
600 - Criminal Justice	$0.3	$1.3	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	$9.5	$12.1	1a, 2a, 3a, 4a
Agency Total	$5,328.7	$5,692.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds. 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   [2]City of New York Adopted Budget for Fiscal 2017, as of June

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) is based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

ADDITIONAL RESOURCES

For additional information go to:

- Crime Prevention/Crime Statistics (reports updated regularly):
  http://www1.nyc.gov/site/nypd/stats/crime-statistics/crime-statistics-landing.page

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

FIRE DEPARTMENT Daniel A. Nigro, Commissioner

WHAT WE DO

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, and contributes to the City's homeland security efforts. The Department responds to more than 305,000 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

As first responders to more than 1.7 million fires, medical emergencies and myriad other incidents that impact and threaten public safety, FDNY equitably protects the lives and property of all New York City residents and visitors. The Department also advances public safety through its fire prevention, investigation and education programs, focusing on communities most vulnerable to fire and its devastating impact on life and property. The delivery of these emergency and public service initiatives enables FDNY to make significant contributions to the safety of all New Yorkers. Operational success combined with public education have helped reduce to record lows the number of serious fires and fire-related deaths, which historically have had a disproportionately higher impact on low income neighborhoods and communities of color. To address higher response times to life-threatening medical emergencies in certain parts of the Bronx and Queens, the Department recently developed strategies and provided additional resources that resulted in faster response times in those communities. FDNY is also committed to cultivating and sustaining a diverse and inclusive workplace for all its employees, as outlined in its Diversity and Inclusion Vision, Mission and Goals Statement. These objectives were strengthened in 2017 with the issuance of new Equal Employment Opportunity and Anti-Hazing/Anti-Bullying policies. While continuing to educate employees regarding the laws that protect the rights of everyone, FDNY also provides training to help employees understand their differences and implicit biases, improving their knowledge of our City's diverse populations and cultures, as well. Achieving greater diversity was a key objective in the recent firefighter recruitment campaign, which attracted a record 72,000 applicants, more than half of whom are men and women of color.

OUR SERVICES AND GOALS

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.
SERVICE 2	**Respond to medical emergencies.**
Goal 2a	Promptly respond to medical emergencies.
Goal 2b	Provide high quality emergency medical care.

HOW WE PERFORMED IN FISCAL 2017

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

Goal 1a   Reduce the risk associated with fire incidents.

In Fiscal 2017 the number of structural fires and the number of structural fires per 100,000 people both decreased by three percent compared to Fiscal 2016. The decrease in structural fires is primarily attributed to a decrease in residential fires. The number of non-structural fires increased four percent compared to Fiscal 2016, partly due to an increase in manhole fires this past winter. Icy streets treated with sodium chloride result in the degradation of wiring in manholes, which leads to fires.

FDNY reduces the risk associated with fires through its inspection, education and investigation programs. Fire inspections are designed to reduce the loss of life and property from fires through two separate and distinct inspection programs, one carried out by FDNY civilian inspectors, the other carried out by firefighters and fire officers. In Fiscal 2017 FDNY civilian fire inspectors completed 225,025 fire prevention inspections of premises and locations to ensure compliance with the City's fire code, an increase of nine percent compared to Fiscal 2016. The Department's fire risk reduction efforts also include regularly scheduled time for firefighters and fire officers to inspect buildings within designated

Structural, Nonstructural, and Nonfire, Nonmedical Emergencies

	FY 13	FY 14	FY 15	FY 16	FY 17
Nonfire, Nonmedical Emergencies	214,467	217,640	234,204	240,624	242,545
Nonstructural Fires	14,145	16,867	17,022	15,044	15,696
Structural Fires	25,278	25,902	27,189	26,922	26,075

areas. In Fiscal 2017 firefighters and fire officers completed five percent more risk-based inspections and nine percent more mandatory inspections compared to Fiscal 2016. Both risk-based and mandatory inspections are performed during the fire companies' weekly Building Inspection Safety Program periods.

The Department's ongoing development of a Risk-Based Inspection System (RBIS) improves its ability to target and track fire safety inspections more effectively, by balancing mandatory inspections (required by code) with risk-based inspections that focus on buildings at higher risk of fire and fire-related damage. In Fiscal 2017 the Department evaluated and enhanced the RBIS scheduling algorithm. The algorithm uses building characteristics and historical data to identify buildings that pose the highest risk for a future emergency. FDNY updated the model by adding a greater breadth of data sets and utilizing predictive techniques with an emphasis on recent emergencies. Fire companies will participate in a pilot program to evaluate the new algorithm during Fiscal 2018.

In Fiscal 2017 FDNY continued to develop the Fire Inspection Revenue Enforcement System (FIRES), which will automate the full inspection life-cycle, including scheduling and enforcement processes, and provide a public-facing web portal and hand-held mobile devices for field personnel. The first phase of FIRES is scheduled to go live in 2018, with subsequent phases over two years. The Department continues to collaborate with the Department of Small Business Services and 311 to provide a single point of contact for public and business users to obtain support with FIRES. Call center metrics will be used to improve FIRES to optimize customer experience and ensure successful adoption.

FDNY fire marshals reduce the risk of fires by investigating the causes and origins of fires and other fire-related offenses. Investigations by fire marshals into the causes and origins of fires and other fire-related offenses increased two percent during the reporting period.
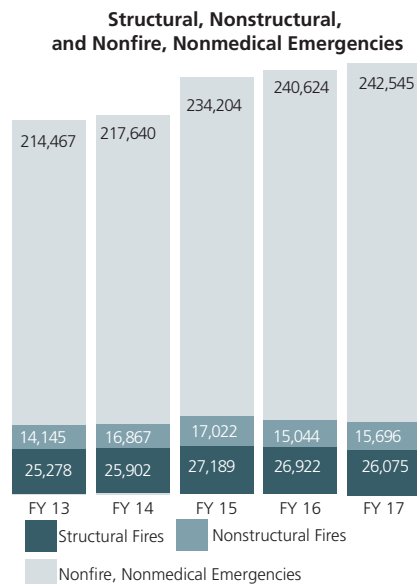
Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Structural fires	25,278	25,902	27,189	26,922	26,075	⇩	⇩	Neutral	Down
Structural fires per 100,000 people	307	314	330	327	316	*	*	Neutral	Down
★ Non-structural fires	14,145	16,867	17,022	15,044	15,696	⇩	⇩	Neutral	Down
Completed inspections performed by civilian fire prevention personnel	184,749	190,346	195,223	206,959	225,025	187,000	187,000	Up	Up
Violation orders issued	40,946	44,860	43,542	44,376	56,001	*	*	Up	*
Violation orders corrected	30,377	40,953	37,390	38,109	50,245	*	*	Up	*
Violation orders corrected (%)	74%	91%	86%	86%	90%	*	*	Up	Up
Summonses issued	1,268	8,207	7,975	6,404	9,336	*	*	Up	*
★ Hazard complaints resolved within one day (%)	65%	59%	79%	85%	87%	85%	85%	Up	Up
Completed risk-based inspections performed by uniformed personnel	NA	42,603	43,537	41,671	43,619	*	*	NA	*
Completed mandatory inspections performed by uniformed personnel	NA	50,224	47,282	55,856	60,795	*	*	NA	*
Investigations	7,028	7,210	7,679	7,664	7,837	*	*	Up	Up
Arson fires	1,831	1,766	1,719	1,605	1,653	*	*	Down	Down
Fire safety education presentations	8,184	8,612	9,497	9,876	9,295	*	*	Up	*

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

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

In Fiscal 2017 end-to-end average response time to structural fire incidents called into 911 remained the same compared to Fiscal 2016 at 4:55. Response time to incidents that do not go through 911, such as private fire alarms, are not included in end-to-end time but are included in FDNY-calculated dispatch plus travel time. Structural fires called into 911 represented just 57 percent of the total structural fire incidents in Fiscal 2017. For this reason the Mayor's Management Report continues to present average response time calculated by FDNY for the dispatch and travel portions of the response, starting from the point when the FDNY dispatcher joins the call. In Fiscal 2017 structural fire dispatch and travel time increased by two seconds compared to Fiscal 2016. Travel time increases may be partly attributed to population growth, with more vehicles on the road and more construction.

End-to-End Average Response Time (minutes:seconds)

Structural fires   4:55

■ 911 Pickup (ring+queue) ■ 911 Calltaker Processing ■ Dispatch ■ Travel

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
End-to-end average response time to structural fires (minutes:seconds)	4:47	4:49	4:51	4:55	4:55	*	*	Neutral	Down
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:06	4:08	4:11	4:11	4:13	4:12	4:14	Neutral	Down
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:46	4:46	4:50	4:52	4:56	*	*	Neutral	Down
Total fire company runs	983,615	1,054,752	1,138,509	1,175,114	1,164,940	*	*	Up	*

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

Minimize damage to persons and property.

FDNY leverages its inspections, investigations, fire and life safety education, and quick response to attain its goal of decreasing serious fires, injuries and loss of life. Serious fires per 1,000 structural fires decreased by two percent during the reporting period. Serious fires reaching second alarm or higher remained the same at eight percent during this period. In Fiscal 2017, 43 civilians died from injuries sustained in fires, representing a 33 percent decrease compared to Fiscal 2016.

During Fiscal 2017 firefighter burns decreased seven percent and firefighter injuries other than burns increased two percent compared to Fiscal 2016. In the same period, fire apparatus collisions increased by one collision, and ambulance collisions decreased three percent. The Department continues to focus on firefighter injury reduction, as well as on preventing collisions involving FDNY vehicles, by instilling the safety message through its ranks, starting with safety education in probationary firefighter school, lieutenant's First Line Supervisor Training Program, captains and chief officers development courses and continuing with presentations given by chiefs during annual company medical exams and annual education day. In Fiscal 2017 the use of analytic tools, such as dashboards and management reports, have contributed to enhanced monitoring of injuries and collisions.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Serious fires per 1,000 structural fires	103	97	93	88	86	⇩	⇩	Down	Down
★ Serious fires reaching second alarm or higher (%)	7%	8%	8%	8%	8%	⇩	⇩	Up	Down
★ Civilian fire fatalities	47	81	55	64	43	⇩	⇩	Down	Down
Civilian fire fatalities per 100,000 people	0.6	1.0	0.7	0.8	0.5	*	*	Down	Down
★ Firefighter burns	233	186	215	218	203	⇩	⇩	Neutral	Down
★ Firefighter injuries	9,273	8,663	8,926	9,416	9,643	⇩	⇩	Neutral	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 2   Respond to medical emergencies.

Promptly respond to medical emergencies.

In Fiscal 2017 end-to-end combined average response time to life-threatening medical emergencies was eight seconds faster compared to Fiscal 2016. The end-to-end average response time to life-threatening medical emergencies by ambulances decreased 13 seconds compared to Fiscal 2016. The Mayor's Management Report also continues to present response time calculated by FDNY for the dispatch and travel portions of the response to life-threatening medical emergencies. In Fiscal 2017 dispatch and travel time to life-threatening medical emergencies for ambulances and fire companies combined decreased by 13 seconds compared to Fiscal 2016. Dispatch and travel time by ambulances to life-threatening medical emergencies decreased by 17 seconds. FDNY responded to 563,594 life-threatening medical emergency incidents in Fiscal 2017, representing a one percent decrease from Fiscal 2016.
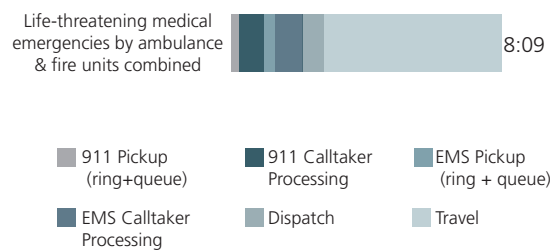
FDNY launched several initiatives to improve service delivery and reduce response time in Fiscal 2017, including streamlining its dispatch process. FDNY implemented a computerized triage program to automate the questions that the Department's medically-trained dispatchers ask callers to determine the severity of a medical emergency, eliminating the need to rely on paper cards. FDNY also deployed an additional 50 basic life support (BLS) ambulance tours, strategically assigning them to the areas with the highest response times in tactical response groups (TRG) across the City. TRGs operate in two shifts covering the 12-hour period from 9am to 9pm, providing four hours of overlapping BLS coverage

End-to-End Combined Average Response Time (minutes:seconds)

Life-threatening medical emergencies by ambulance & fire units combined   8:09

911 Pickup (ring+queue)   911 Calltaker Processing   EMS Pickup (ring + queue)
EMS Calltaker Processing   Dispatch   Travel

during the busiest hours of the day. In addition to the increase in ambulance tours, the Department implemented several cost-neutral initiatives to maximize ambulance availability. This included re-aligning ambulance shifts to better match call volume, as well as optimizing ambulance street corner locations with the use of historical incident data. FDNY also deployed two dedicated ambulances to Rikers Island, improving its ability to provide emergency medical care and transport from the island, without the need to pull ambulances from northwest Queens.

The Department also introduced a pilot in the Bronx to test a dynamic new model for delivering advanced life support (ALS) care, aimed at enhancing ALS care and reducing response time to life-threatening medical emergencies. The pilot tested the use of fly cars—non-transport ALS response vehicles staffed with one paramedic officer and one paramedic each—responding along with BLS ambulances staffed by two emergency medical technicians each. In the pilot, fly car responders were able to reach patients quickly to make assessments about patient condition. When they determined that a patient's condition did not require ALS care they turned responsibility over to the BLS team for hospital transport, freeing them up to respond to the next potentially life-threatening incident. During this pilot in the Bronx the Department found that by dispatching a BLS ambulance and a fly car, compared to dispatching a single ALS ambulance as is done outside the pilot area, responders were able to reach patients a full minute faster on average.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	NA	NA	8:18	8:17	8:09	*	*	NA	Down
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	9:22	9:31	9:13	9:09	8:56	*	*	Neutral	Down
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	6:51	7:02	7:11	7:20	7:27	*	*	Neutral	Down
★ Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:47	5:49	6:05	6:05	5:52	6:03	6:00	Neutral	Down
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	6:45	6:46	7:04	7:03	6:46	7:00	6:58	Neutral	Down
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:16	4:21	4:27	4:32	4:35	4:35	4:38	Neutral	Down
Life-threatening medical emergency incidents	450,423	461,339	526,904	570,594	563,594	*	*	Up	*

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

Goal 2b   Provide high quality emergency medical care.

In Fiscal 2017 FDNY responded to 32,261 segment one incidents—reports of patients in cardiac arrest or choking—representing a three percent decrease from Fiscal 2016. Overall, the Department attempted to resuscitate 8,327 confirmed cardiac arrest patients in Fiscal 2017. A subset of these arrests are classified as witnessed cardiac arrest, which occur when someone is with the patient who can recognize that the patient is in cardiac arrest, call for help and possibly perform cardiopulmonary resuscitation (CPR), often resulting in better outcomes. Witnessed cardiac arrest resuscitations increased from 46 percent to 47 percent during the reporting period. However, the percentage of all confirmed cardiac arrest patients that were revived decreased from 24 percent to 22 percent.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Segment one incidents (cardiac arrest and choking)	23,538	24,985	29,719	33,096	32,261	*	*	Up	*
★ Cardiac arrest patients revived (%)	26%	25%	26%	24%	22%	⇧	⇧	Down	Up
★ – Witnessed cardiac arrest patients revived (%)	45%	45%	45%	46%	47%	⇧	⇧	Neutral	Up
Peak number of ambulances in service per day	381	392	405	426	457	*	*	Up	*
Average ambulance tours per day	993	1,025	1,057	1,105	1,145	*	*	Up	*
Average cost of ambulance tour per day ($)	$1,809	$1,876	$1,901	$1,937	$1,997	*	*	Neutral	*

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Apparatus collisions (fire companies)	447	451	480	464	465	*	*	Neutral	Down
Ambulance collisions	793	730	806	1,056	1,023	*	*	Up	Down
Apparatus collision rate (per 10,000 runs)	4.5	4.3	4.2	3.9	4.0	*	*	Down	Down
Ambulance collision rate (per 10,000 runs)	8.3	7.6	7.7	9.3	8.8	*	*	Up	Down
Firefighter injury rate (per 10,000 runs)	94.3	82.1	78.4	80.1	82.8	*	*	Down	Down
Fire workplace injuries reported (uniform and civilian)	8,447	7,655	7,850	8,113	8,406	*	*	Neutral	Down
EMS workplace injuries reported	1,313	1,663	1,651	1,601	1,532	*	*	Up	Down
Average annual cost of an engine company ($000,000)	$6.7	$6.9	$6.8	$7.1	$7.2	*	*	Neutral	*
Average annual cost of a ladder company ($000,000)	$8.4	$8.6	$8.6	$8.8	$8.9	*	*	Neutral	*
Average annual cost of an ambulance ($000,000)	$2.0	$2.1	$2.1	$2.1	$2.2	*	*	Neutral	*
Average time from inspection request until inspection (days) - Fire alarm inspections	32	32	32	45	60	*	*	Up	Down
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	5	5	*	*	Neutral	Down
Violations admitted to or upheld at the Environmental Control Board (%)	91%	91%	93%	93%	92%	*	*	Neutral	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	2,891	3,721	4,501	5,484	5,098	*	*	Up	*
Letters responded to in 14 days (%)	66%	95%	92%	97%	97%	*	*	Up	Up
E-mails responded to in 14 days (%)	85%	97%	37%	54%	48%	*	*	Down	Up
Average wait time to speak with a customer service agent (minutes)	12:14	13:14	11:22	13:53	17:32	*	*	Up	Down
CORE facility rating	96	99	91	98	100	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)3	$1,833.3	$1,879.5	$1,893.7	$1,974.5	$2,069.8	$2,058.8	$2,040.7	Up
Revenues ($000,000)	$90.4	$92.5	$95.4	$98.4	$104.9	$92.1	$96.9	Up
Personnel (uniformed)	10,180	10,318	10,777	10,945	11,090	10,884	10,914	Neutral
Personnel (civilian)	5,332	5,247	5,524	5,900	6,373	6,027	6,207	Up
Overtime paid ($000,000)	$324.5	$342.5	$337.0	$338.7	$331.5	$331.0	$284.7	Neutral
Capital commitments ($000,000)	$157.0	$62.9	$70.6	$133.5	$121.1	$288.2	$256.7	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,748.7	$1,809.2	
001 -Executive Administrative	$97.0	$111.7	All
002 -Fire Extinguishment & Emergency Response	$1,340.0	$1,360.5	All
003 -Fire Investigation	$18.9	$23.3	1a
004 -Fire Prevention	$39.0	$43.5	1a, 1c
009 -Emergency Medical Service	$253.8	$270.3	2a
Other Than Personal Services - Total	$225.8	$260.6	
005 -Executive Administrative	$171.5	$194.9	All
006 -Fire Extinguishment & Emergency Response	$23.5	$30.3	All
007 -Fire Investigation	$0.1	$0.2	1a
008 -Fire Prevention	$0.6	$1.8	1a, 1c
010 -Emergency Medical Service	$30.0	$33.5	2a
Agency Total	$1,974.5	$2,069.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department added an indicator 'Peak number of ambulances in service per day' to report the highest number of ambulances that are on duty per day during peak staffing periods to replace 'average ambulance tours per day.'

- The Department added rates per 10,000 runs for firefighter injuries and for apparatus and ambulance collisions to better measure changes over time, separate from changes in the raw number of incidents.

- The Department added the annual cost of an ambulance to align with the existing indicators for the annual costs of an engine or ladder and to replace 'average cost of ambulance tour per day.'

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) is based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

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.

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. In Fiscal 2017 NYCEM released its first-ever strategic plan to direct the agency's growth and focus through 2021, combining the agency's mission, charter responsibilities and lessons learned into a document to assess how to better serve New York City. 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

SERVICE 1 Ensure that City government is prepared for emergencies.

Goal 1a Efficiently coordinate emergency response and recovery.

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

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

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

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

Goal 2c Collect and disseminate timely information.

HOW WE PERFORMED IN FISCAL 2017

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

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

NYCEM coordinates New York City's emergency response and recovery, as defined in the Citywide Incident Management System (CIMS). In Fiscal 2017 NYCEM was actively involved with 3,924 incidents that necessitated interagency coordination, a decrease of eight percent compared to Fiscal 2016. NYCEM activated the City's Emergency Operations Center (EOC) 15 times during Fiscal 2017, more than double the number in Fiscal 2016, for incidents that included Tropical Storm Hermine and the bombing in Chelsea, as well as two large residential fire and vacate order operations.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Incidents	3,443	3,702	4,091	4,267	3,924	*	*	Up	*
– Field responses	674	810	938	1,019	825	*	*	Up	*
– Incidents monitored from Watch Command	2,769	2,892	3,153	3,248	3,099	*	*	Up	*
Interagency meetings held during field responses	578	290	291	277	198	*	*	Down	*
★ Emergency Operations Center activations	6	8	7	6	15	*	*	Up	*

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

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

During Fiscal 2017 NYCEM continued to conduct citywide preparedness exercises that serve to test plan; reinforce response and management techniques; identify areas for improvement and promote better interagency coordination. The agency conducted 20 tabletop and simulation exercises during Fiscal 2017, including the Family Assistance Center tabletop and the "Gotham Shield 2017" Emergency Operation Center (EOC) exercise. NYCEM also held 18 full-scale and functional exercises, including an EOC Improvised Explosive Device Exercise Series, a Family Assistance Center set-up drill, and a full-scale exercise for special medical needs shelters. Additionally, NYCEM participated in 41 drills that were coordinated by other agencies.

NYCEM continues to meet its commitment to emergency management training through the Emergency Management Academy. NYCEM held 219 emergency management training sessions with 2,626 participants, exceeding the target for Fiscal 2017.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Full-scale and functional exercises/drills	1	3	4	11	18	11	14	Up	Up
★ Tabletop exercises and simulations	23	19	19	27	20	18	31	Neutral	Up
Participation in drills coordinated by other agencies or organizations	29	35	44	53	41	*	*	Up	Up
★ Participants at instructor-led emergency management training sessions	1,596	2,555	2,783	3,430	2,626	2,500	2,500	Up	Up

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

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

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

Through its Ready New York campaign, NYCEM educates City residents on preparedness. In Fiscal 2017 the agency offered emergency management and preparedness education sessions to 92,863 residents through presentations, educational fairs and preparedness in the workplace presentations, exceeding the target of 75,000.

At the end of Calendar 2016 NYCEM, in partnership with NYPD, FDNY, DOHMH and MTA, launched a new website to help inform and prepare New Yorkers about large-scale emergencies. The interactive website, PlanNowNYC, is designed to engage New Yorkers about possible emergency scenarios and inform residents about how to make a plan.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Total participants at emergency preparedness education sessions	35,921	34,599	74,571	103,648	92,863	75,000	75,000	Up	Up
Ready New York webpage views	NA	NA	15,443	81,570	42,674	*	*	NA	*
Subscribers to Corpnet System	1,545	1,590	1,610	1,545	1,490	*	*	Neutral	Up

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

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

NYCEM continues to promote disaster volunteerism through the Community Emergency Response Team (CERT) program and Citizen Corps Council. CERT members complete an intensive 10-week training program that raises awareness about emergencies and disasters, and provides basic response skills needed for fire safety, light search and rescue, disaster medical operations and traffic control. After graduating from the 10-week program, CERT members support their communities by assisting with emergency education and response. In total, disaster volunteers donated 17,779 hours of volunteer service in Fiscal 2017, an increase of two percent compared to Fiscal 2016.

Community Emergency Response Team (CERT) volunteer hours
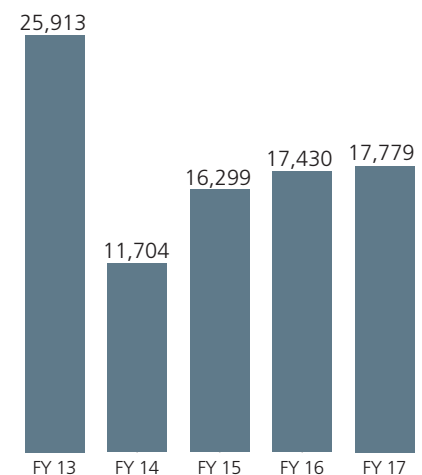
FY 13	FY 14	FY 15	FY 16	FY 17
25,913	11,704	16,299	17,430	17,779

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Community Emergency Response Team (CERT) volunteer hours	25,913	11,704	16,299	17,430	17,779	*	*	Down	*
CERT members trained	347	297	264	168	172	*	*	Down	*
Total participants at CERT emergency preparedness seminars	NA	NA	NA	NA	587	*	*	NA	*

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

Goal 2c Collect and disseminate timely information.

NYCEM's response role begins with around-the-clock monitoring of conditions in the City. NYCEM's Watch Command tracks incidents affecting New York City 24 hours a day, seven days a week, by monitoring radio frequencies used by the City's emergency responders, local and national news, weather conditions and 911 calls, among other communications channels. NYCEM's Watch Command monitored 3,099 incidents and disseminated 9,556 incident-related emails to the City's emergency management and first responder communities in Fiscal 2017. NYCEM issued 1,986 Notify NYC messages to residents, a 32 percent increase compared to Fiscal 2016. The average time from incident to issuing Notify NYC message was six minutes 44 seconds. The agency also increased its emergency communications through social media over the previous year, reaching 40,990 Facebook fans and 42,512 Twitter followers.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Notify NYC messages issued	1,189	1,190	1,390	1,505	1,986	*	*	Up	*
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	NA	7:58	8:00	6:00	6:44	7:00	7:00	NA	Down
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter	182,895	237,740	310,072	415,203	559,928	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Letters responded to in 14 days (%)	99%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	95%	95%	97%	99%	100%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$41.5	$34.6	$35.0	$35.7	$59.4	$70.0	$59.1	Up
Personnel	119	121	153	163	170	163	191	Up
Overtime paid ($000)	$935	$553	$462	$444	$118	$118	$161	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$13.9	$21.1	All
002 - Other Than Personal Services	$21.8	$38.3	All
Agency Total	$35.7	$59.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

• NYCEM added a new indicator to Goal 2b: 'Total participants at CERT emergency preparedness seminars.'

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

• Ready New York Guides:
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

• Citizen Corps Council:
http://www.nyc.gov/html/oem/html/get_involved/ccc.shtml

• Notify NYC:
http://www.nyc.gov/notifynyc

• PlanNowNYC:
https://plannownyc.cityofnewyork.us/

• NYCEM's strategic plan:
http://www1.nyc.gov/assets/em/downloads/pdf/nycem-strategic-plan-2017-2021.pdf

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

DEPARTMENT OF CORRECTION
Cynthia Brann, Acting Commissioner
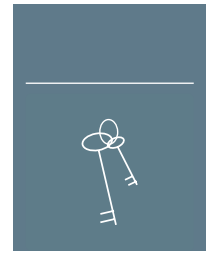
WHAT WE DO

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 over 58,000 admissions and releases annually; and manages an average daily inmate population of 9,500 individuals.

FOCUS ON EQUITY

DOC is committed to enhancing safety for all staff and inmates, improving jail conditions, and promoting better reentry outcomes, which advances equity for all New Yorkers. Guided by its 14-Point Anti-Violence Reform Agenda, the Department has developed more targeted approaches to address the specific needs of the diverse populations in its care. As a monumental step, DOC became the first jurisdiction in the nation to eliminate punitive segregation for all young adults (18 to 21 year olds) in October 2016. Alongside this historic effort, the Department has continued to develop innovative models for improved care that employ enhanced programming, individualized planning, incentive systems and interdisciplinary staffing to promote more holistic behavior management. In the past year, the Department has also placed a focus on enhancing staff training in topics such as safe crisis management, de-escalation, conflict resolution and use of force. Additionally, recognizing the increasing mental health needs of those in its custody, the Department has expanded training in Mental Health First Aid to reach new recruits and current officers, as well as inmates, creating greater capacity Department-wide to identify and address mental health needs. By creating targeted non-punitive approaches to better manage behavior, increasing opportunities for inmates, and ensuring that staff have the appropriate tools for managing those in custody, the Department is working towards a shift in culture that prioritizes the reduction of violence as well as the improvement of long-term inmate outcomes.

OUR SERVICES AND GOALS

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

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

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

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

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

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

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

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

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

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

Goal 3a Provide timely notifications to crime victims.

HOW WE PERFORMED IN FISCAL 2017

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

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

The Department is committed to ensuring the safety and security of its facilities for staff and inmates alike. By enhancing search efforts, DOC has been working to eliminate contraband from its facilities. Searches increased by 3.8 percent since the previous fiscal year and resulted in a 17.1 percent increase in weapons recovered. DOC has been addressing the smuggling of contraband through the addition of new surveillance cameras, improved technology and heightened front gate procedures, including enhanced 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. In addition to the increase in contraband smuggling (particularly difficult-to-detect titanium and ceramic blades), the percentage of the population in a Security Risk Group (SRG) has risen from 13.3 percent in Fiscal 2016 to 14.7 percent in Fiscal 2017. Historically, SRG-affiliated inmates have been disproportionately involved in violence, and were involved in nearly 70 percent of incidents and 71 percent of stabbings/slashings in Fiscal 2017. These factors have contributed to an increase in stabbings and slashings from 131 in Fiscal 2016 to 165 in Fiscal 2017.

Through targeted training initiatives for staff, the Department has continued to enhance in-service training while expanding training for recruits from 15 to 23 weeks. Special focus has been placed on Mental Health First Aid (MHFA), de-escalation, crisis management and conflict resolution, equipping staff with better tools to improve responses to maladaptive behavior. As a result of these training efforts, uniformed staff-inmate interactions have stabilized in recent years. There was a minor increase from 843 inmate assaults on uniformed staff in Fiscal 2016 to 850 assaults in Fiscal 2017. At the same time, there was a larger increase in assaults on civilian staff from 81 in Fiscal 2016 to 113 in Fiscal 2017. This rise overlaps with an increase in staffing for programming and medical services. DOC is working to address this by improving uniformed staffing levels in areas with increasingly intensive programming efforts. As a result of amplified recruitment efforts, the past four graduating classes of the DOC Academy have been the largest in history, with over 900 graduates in the most recent class .

Serious Injury to Staff as a Result of Inmate Assault on Staff (monthly rate per 1,000 ADP)

FY 13	FY 14	FY 15	FY 16	FY 17
0.20	0.39	0.35	0.20	0.24

Inmate Population and Length of Stay

	FY 13	FY 14	FY 15	FY 16	FY 17
Average Daily Inmate Population	11,827	11,408	10,240	9,790	9,500
Length of Stay Days	53	54	56	56	60

■ Average Daily Inmate Population
■— Length of Stay Days

The Department faced challenges in regards to inmate interaction in Fiscal 2017, with violent inmate on inmate incidents (monthly rate per 1,000 average daily population) increasing by 15.5 percent since the previous fiscal year. These challenges developed alongside the implementation and modification of ambitious initiatives including punitive segregation reform and the co-location of young adults in the George Motchan Detention Center (GMDC) to offer age-appropriate services and programs for the population. This transition included initial spikes in violence, particularly in GMDC, which experienced a 22 percent increase in fights (monthly rate per 1,000 ADP) from 96.02 in Fiscal 2016 to 117.35 in Fiscal 2017. From July 2016 through February 2017, GMDC experienced higher rates of fights than the corresponding months during the

previous year, in part as a result of reducing and eventually eliminating punitive segregation, as well as the co-location of young adults, who have historically been involved in disproportionately more violent incidents. However, from March to June of 2017, GMDC experienced lower rates of fights than the corresponding months of the previous year. This reduction in violence and continued stabilization can be attributed to the ongoing development and expanded utilization of alternative therapeutic housing options in lieu of punitive segregation, as well as the adjustment of the young adult plan to house in GMDC only those young adults who are in lower risk classifications, interested in programming and education, and/or are in alternative housing units for infractions. Additionally, while inmate fights increased Department-wide, serious injury to inmates as a result of assaults/fights decreased by 12.7 percent from the previous fiscal year. The implementation of the Incident Command System (ICS) has led to improved response to incidents and better outcomes for individuals involved in altercations.

Statistics that measure the frequency of incidents per 1,000 inmates fluctuate with changes in the population. Violent incidents and population numbers don't rise or fall in a one-to-one ratio. This administration's successful efforts to divert low-risk, non-violent offenders from our jails have caused our inmate population to decline; those who remain tend to be more violent and difficult to manage. This means that, although the overall population falls, there is an increasing share of people in custody who face felony charges and have gang affiliations. These inmates are significant drivers of jail violence.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Admissions	81,758	77,141	67,672	63,758	58,226	*	*	Down	*
Average daily population	11,827	11,408	10,240	9,790	9,500	*	*	Down	Down
Average daily population - adolescent inmates	681	489	216	187	167	*	*	Down	Down
Inmates in Security Risk Group (% ADP)	9.9%	8.2%	11.8%	13.3%	14.7%	*	*	Up	Down
Fight/assault infractions	7,622	8,827	9,424	11,240	12,650	*	*	Up	Down
Jail-based arrests of inmates	798	995	795	1,538	1,126	*	*	Up	Down
Searches	247,868	251,343	255,776	237,757	246,822	*	*	Neutral	*
Weapons recovered	2,162	2,348	2,240	3,396	3,976	*	*	Up	*
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	27.2	32.9	37.8	47.8	55.2	⇓	⇓	Up	Down
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	1.4	1.8	2.5	2.5	2.7	⇓	⇓	Up	Down
★ Inmate assault on staff (monthly rate per 1,000 ADP)	4.7	5.9	8.6	7.9	8.4	⇓	⇓	Up	Down
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.20	0.39	0.35	0.20	0.24	⇓	⇓	Down	Down
★ Escapes	1	0	0	0	0	⇓	⇓	Down	Down
★ Non-natural deaths of inmates in custody	3	2	2	2	0	⇓	⇓	Down	Down

★ Critical Indicator   "NA" Not Available   ⇧⇓ Directional Target   * None

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

Since the implementation of the Department's Anti-Violence Reform Agenda, there has been an emphasis 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 efforts have resulted in reduction in use of force with serious injury, use of force with minor injury, and total uses of force (rate per 1,000 ADP). Respectively, these rates decreased by 2.9 percent, 5.5 percent, and 1.7 percent from the previous fiscal year, while the rate of use of force with no injury increased by 5.5 percent. The DOC's new use of force policies in line with Department of Justice recommendations will be effective in September 2017. By the end of Fiscal 2017, the Department provided its new Use of Force and Defensive Tactics training to 85 percent of active-duty staff.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Incidents of use of force - total	2,977	3,779	4,409	4,756	4,673	*	*	Up	Down
Incidents of use of force - adolescent inmates	715	624	378	594	531	*	*	Down	Down
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	0.92	1.18	1.14	0.68	0.66	⇩	⇩	Down	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	10.95	13.23	15.59	15.39	14.55	*	*	Up	Down
Department use of force incidents with no injury (rate per 1,000 ADP)	9.11	13.19	19.14	24.41	25.76	*	*	Up	Down
Incidents and allegations of use of force	3,413	4,221	4,822	5,269	5,070	*	*	Up	Down

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

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

In Fiscal 2017, the percent of inmates with a mental health diagnosis remained stable at 42 percent. Individuals with mental health needs represent a significant proportion of the in-custody population and the Department is working with its correctional health provider – Health + Hospitals (H + H,) as well as broader city initiatives, to enhance mental health services for those in its care. Improving access to care is a priority for the Department. As such, DOC now allows unescorted movement to the clinic for eligible areas and classifications. Additionally, DOC and H + H have developed a new system to track access to healthcare services. Improved clinic management has enabled staff to have more data-driven clinic huddles each morning to determine needs, capacity and prioritization. These efforts have resulted in in an increase in clinic visits by 1.7 percent as well as a decrease in clinic waiting times by 21 percent. DOC and H + H have also continued to develop and expand collaborative programs that promote 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). In addition, the Department is also working to enhance preventive services. As a part of the ThriveNYC initiative, in collaboration with the Department of Health and Mental Hygiene (DOHMH), DOC is expanding MHFA beyond pre-service training to include in-service staff, as well as inmates, taking an all-inclusive approach to addressing mental health needs. The training is designed to help participants grow their knowledge of mental illnesses, identify professional and self-help resources for those in need, increase their likelihood to help individuals in distress and show increased mental wellness themselves.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Inmates with a mental health diagnosis (% ADP)	37%	38%	41%	42%	42%	*	*	Up	*
Inmates with a serious mental health diagnosis (% ADP)	9.5%	10.2%	11.1%	11.0%	10.3%	*	*	Neutral	*
Inmate health clinic visits	75,664	77,825	81,873	78,499	79,844	*	*	Neutral	*
★ – Average clinic waiting time (minutes)	35	41	34	28	22	⇩	⇩	Down	Down

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

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

Population as a percentage of capacity increased by one percentage point to 81 percent since the previous fiscal year, while the number of jail cells unavailable due to repair increased from 2.3 percent to 2.6 percent. The Department has taken on several large projects to improve facilities' adherence to fire and life safety codes while also repairing and enhancing priority housing areas. As a result, those housing areas that are undergoing repair are currently unavailable for use.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Jail-cells unavailable (short-term repair) (%)	3.1%	2.8%	2.3%	2.3%	2.6%	1.0%	1.0%	Down	Down
★ Population as percent of capacity (%)	89%	86%	80%	80%	81%	96%	96%	Neutral	*

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

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

Through intensive efforts to improve the timely transport of inmates to court, the DOC achieved a 14.4 percentage point improvement in on-time court delivery, up to 98.4 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 bus departures, 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.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ On-trial inmates delivered to court on-time (%)	94.9%	94.2%	90.9%	84.0%	98.4%	95.0%	95.0%	Neutral	Up

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

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

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

The Department's Reform Agenda places a key focus on developing vocational and educational opportunities, behavioral interventions and reentry services to improve long term outcomes for inmates. In support of this goal, DOC and its community-based partners, Fortune Society and Osborne Association, have continued to expand the Individual Correction Achievement Network (I-CAN) program. The jail-based community reentry 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 programming and discharge planning in newly created I-CAN housing areas. In particular, I-CAN programming in AMKC was significantly expanded. At the end of Fiscal 2016, there were 11 I-CAN units in AMKC; by the end of Fiscal 2017, there were 27 I-CAN units. This expansion has resulted in a 76.9 percent increase in I-CAN enrollments and an 84.5 percent increase in I-CAN workshops.

The average daily attendance in school programs decreased 20.7 percent from the previous fiscal year. This is partly due to the 10.7 percent drop in the average daily population of adolescent inmates. However, higher incident levels in the Robert N. Davoren Complex (RNDC) and GMDC also contributed to decreasing attendance. 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 school attendance.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ I-CAN Enrollments	634	2,408	2,321	4,278	7,569	*	*	Up	*
I-CAN Workshops	333	1,580	2,065	6,505	12,002	*	*	Up	*

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

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

In Fiscal 2017, there was a 143 percent increase in the average daily number of inmates in vocational skills training programs, from 226 to 550. This can be attributed to the expansion of vocational training within I-CAN, as well as the addition of a Workforce Development unit under the Division of Youthful Offender Programming. The unit first launched courses in Fiscal 2017, with eight classes being offered under the Trading Futures program – Plumbing, Carpentry, Electric, Culinary Arts, Digital Literacy, Cosmetology, Barista Training and Building Maintenance. Additionally, Industry Recognized Training (IRT) offered adolescents and young adults certification courses such as OSHA, food handler and CPR. Vocational training opportunities for adult inmates increased during this time period as well, with 50 OSHA certification courses being completed, reaching a total of 801 participants.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Average daily number of inmates in vocational skills training programs	204	216	256	226	550	*	*	Up	Up
Average daily attendance in school programs	693	526	330	256	203	*	*	Down	*
★ Inmates participating in skills-building activities/discharge planning (%)	10.9%	10.3%	10.5%	8.7%	14.0%	10.0%	10.0%	Up	Up

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

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

| Goal 3a | Provide timely notifications to crime victims. |

The Victim Identification and Notification Everyday (VINE) service provides New Yorkers with access to crime and release information regarding incarcerated inmates. There was an 11.9 percent increase in VINE registrations from Fiscal 2016 to Fiscal 2017 and a 14.8 percent increase in VINE confirmed notifications during the same time period.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Victim Identification Notification Everyday (VINE) system registrations	14,929	15,291	15,159	15,440	17,288	*	*	Up	Up
VINE confirmed notifications	17,396	18,445	19,330	21,993	25,250	*	*	Up	Up

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Collisions involving City vehicles	60	104	103	107	116	*	*	Up	Down
Workplace injuries reported	2,545	3,599	2,417	2,222	3,435	*	*	Neutral	Down
Accidents involving inmates	43	38	44	43	35	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Letters responded to in 14 days (%)	82.7%	99.6%	99.4%	99.3%	100.0%	*	*	Up	Up
E-mails responded to in 14 days (%)	99.9%	100.0%	100.0%	100.0%	100.0%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$1,090.9	$1,103.1	$1,162.1	$1,307.6	$1,389.8	$1,402.5	$1,444.5	Up
Revenues ($000,000)	$22.5	$21.8	$20.8	$22.9	$22.7	$20.5	$20.5	Neutral
Personnel (uniformed)	8,991	8,922	8,756	9,832	10,862	10,336	10,420	Up
Personnel (civilian)	1,394	1,397	1,491	1,676	1,830	2,238	2,243	Up
Overtime paid ($000,000)	$154.6	$139.1	$196.3	$275.2	$144.0	$139.4	$171.4	Up
Capital commitments ($000,000)	$104.2	$124.8	$153.6	$81.5	$60.6	$579.8	$1,411.3	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,139.5	$1,189.2	
001 - Administration	$83.5	$110.2	All
002 - Operations	$1,056.0	$1,079.0	All
Other Than Personal Services - Total	$168.1	$200.6	
003 - Operations	$147.5	$184.1	All
004 - Administration	$20.7	$16.5	All
Agency Total	$1,307.6	$1,389.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department updated suicide numbers for Fiscal 2015 and Fiscal 2016 as records were reconciled between its Health Affairs division and Bureau Chief of Security's Office.

- The indicator 'I-CAN referrals' has been removed from this report. As of September 1, 2016, with the expansion of the I-CAN program, the Department 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.

- Fiscal 2016 data for 'Department use of force incidents with injury' rate indicators was revised to reflect updated totals.

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 .

DEPARTMENT OF PROBATION
Ana Bermúdez, Commissioner

WHAT WE DO

The Department of Probation (DOP) helps build stronger and safer communities by working with and supervising people on probation, fostering positive change in their decision-making and behavior 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 55,000 adult and juvenile cases per year and supervises approximately 20,000 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

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.

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 IN FISCAL 2017

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.

The Department completed 14,987 pre-sentence investigations for adults and 1,927 juvenile Investigation and Reports (I&Rs), respectively a three and five percent decrease from Fiscal 2016. These trends are consistent with a year-to-year decline in NYPD arrests. The Department began recording on-time submission rate for adult pre-sentence investigations (PSIs) in Fiscal 2017. The adult PSI on-time completion rate was 88 percent during the reporting period; the juvenile I&R on-time rate increased six percentage points to 87 percent.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Adult investigation reports completed - total	19,547	18,452	15,546	15,421	14,987	*	*	Down	*
Adult investigation reports - on time completion (%)	NA	NA	NA	NA	88.0%	*	*	NA	Up
Juvenile investigation reports completed	3,546	2,194	2,003	2,019	1,927	*	*	Down	*
Juvenile investigation reports - on time completion (%)	NA	77.0%	86.0%	81.0%	87.0%	*	*	NA	Up

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

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

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 3,856 juvenile intakes in Fiscal 2017, a 17 percent decrease from the number of youths referred to probation post-arrest in Fiscal 2016, consistent with the year-to-year 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 three percentage points to 25 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.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Juvenile supervision - Intake cases received	7,516	6,064	5,366	4,640	3,856	*	*	Down	*
★ Juvenile delinquency cases eligible for adjustment (%)	34.0%	28.0%	31.0%	28.4%	25.0%	32.0%	30.0%	Down	Up
– low-risk (%)	47.0%	37.0%	38.0%	40.0%	36.0%	*	*	Down	Up
– medium-risk (%)	16.0%	12.0%	13.0%	14.0%	14.0%	*	*	Neutral	*
– high-risk (%)	8.0%	7.0%	6.0%	7.0%	11.0%	*	*	Up	*

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

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.

During the reporting period probation officers completed 21,313 initial risk / need assessments for adults entering probation supervision, an increase of more than 100 percent. First-time assessments were completed on DOP's lowest-risk clients, based on enhanced risk management protocols. There were 1,413 initial assessments for juveniles, a 26.5 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 3.4 percent to 3.1 percent, while the juvenile rate declined from 4.8 percent to 4.4 percent. When viewed as a percentage of all NYPD arrests, both the adult and juvenile rearrest rates were unchanged. The Department continues to analyze and respond to citywide arrest trends.

The average monthly violation rate for adults was 1.0 percent. Probation violation proceedings ending in revocation for adults decreased three percentage points to 51 percent. The violation rate for juveniles increased one half of a percentage point to 3.5 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 juvenile revocation rate during Fiscal 2017 was 41 percent.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Adult supervision cases - end of period	23,886	23,805	21,831	21,153	20,404	*	*	Down	*
Juvenile supervision cases - end of period	2,079	1,781	1,430	1,347	1,023	*	*	Down	*
Adult initial risk assessments completed	NA	NA	NA	7,648	21,313	*	*	NA	*
Juvenile initial risk assessments completed	NA	NA	NA	1,117	1,413	*	*	NA	*
★ Adult probationer rearrest rate (monthly average) (%)	3.1%	3.2%	3.1%	3.4%	3.1%	3.0%	3.0%	Neutral	Down
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	2.8%	2.9%	3.1%	3.3%	3.3%	2.6%	2.6%	Up	Down
★ Juvenile probationer rearrest rate (monthly average) (%)	2.7%	3.5%	3.9%	4.8%	4.4%	3.0%	3.5%	Up	Down
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.2%	0.3%	0.3%	0.3%	0.3%	*	*	Up	*
★ Average monthly violation rate for adult probationers (%)	0.9%	0.8%	0.8%	0.9%	1.0%	*	*	Up	*
★ Average monthly violation rate for juvenile probationers (%)	2.7%	3.0%	2.7%	3.0%	3.5%	3.0%	3.0%	Up	Down
Probation violation proceedings ending in revocation for adult probationers (%)	45%	44%	47%	54%	51%	*	*	Up	Down
Probation violation proceedings ending in revocation for juvenile probationers (%)	NA	NA	NA	NA	41%	*	*	NA	Down
Revocation of juveniles not resulting in placement (%)	NA	NA	NA	36.0%	29.0%	*	*	NA	*
Revocation of juveniles resulting in placement (%)	NA	NA	NA	64.0%	71.0%	*	*	NA	*

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

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

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 100 new enrollments of juveniles in alternative-to-placement (ATP) programs, a decrease of 25 percent from Fiscal 2016. The decline was attributable to a significant reduction in the number of juvenile intakes and prosecutions citywide compared to Fiscal 2016. There were 1,476 new enrollments in DOP-managed programs, a 3 percent increase. Service areas in these DOP-guided programs include mentoring, education, employment, and life skills.

Early completions increased by two percentage points and represented 12 percent of all adult probation supervision case closings, compared to 10 percent during Fiscal 2016. The Department continues to

Successful completion rate for adult probationers (%)

FY13	FY14	FY15	FY16	FY17
58.0%	59.0%	65.6%	68.3%	69.0%
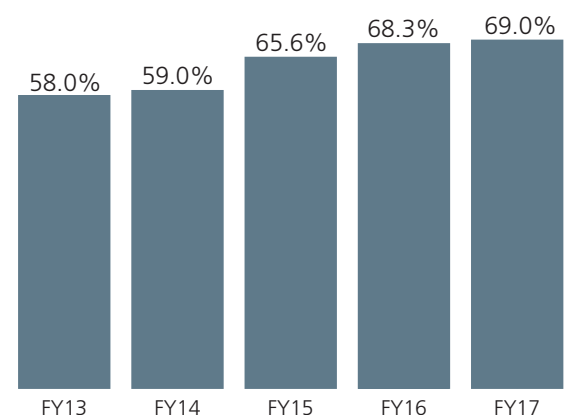
prioritize identifying qualified candidates for early discharge based on compliance with the terms of probation and working towards goals set in individual action plans. The approval rate for adult early completions was unchanged at 75 percent.

The rate of adults successfully completing their probation terms increased one percentage point to 69 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.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Adult supervision- new individual action plans (IAPs) created for eligible clients (%)	NA	NA	NA	100.0%	100.0%	*	*	NA	*
Juvenile supervision - new Individual action plans (IAPs) created for eligible clients (%)	NA	NA	NA	100.0%	100.0%	*	*	NA	*
New enrollments in alternative-to-placement (ATP) programs	194	167	160	134	100	*	*	Down	*
New enrollments in DOP-managed programs	NA	NA	NA	1,432	1,476	*	*	NA	*
Adult probationer early completion rate (%)	12%	11%	12%	10%	12%	*	*	Neutral	*
Adult probationer early completion approval rate (%)	81.0%	76.0%	81.0%	75.0%	75.0%	*	*	Neutral	Up
★ Successful completion rate for adult probationers (%)	58%	59%	66%	68%	69%	⇧	⇧	Up	Up
★ Successful completion rate for juvenile probationers (%)	NA	NA	NA	NA	64%	⇧	⇧	NA	Up

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

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

The Department's Intelligence Unit (Intel) completed 2,548 enforcement actions, an increase of 67 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.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Intel enforcement events	NA	NA	NA	1,525	2,548	*	*	NA	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	16,505	16,520	15,859	9,425	11,870	*	*	Down	*
Letters responded to in 14 days (%)	97%	77%	100%	100%	100%	*	*	Up	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$81.7	$83.2	$89.9	$89.0	$101.1	$104.6	$103.4	Up
Revenues ($000)	$268	$282	$339	$420	$456	$302	$302	Up
Personnel	952	960	945	936	973	1,071	1,059	Neutral
Overtime paid ($000)	$404	$445	$504	$563	$534	$534	$534	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$63.0	$69.4	
001 - Executive Management	$7.3	$9.3	All
002 - Probation Services	$55.7	$60.1	All
Other Than Personal Services - Total	$26.1	$31.7	
003 - Executive Management	$26.0	$31.6	All
004 - Probation Services	$0.1	$0.1	All
Agency Total	$89.0	$101.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- The Fiscal 2016 figure for the indicator 'DOP-managed program enrollments' reported in the Fiscal 2016 Mayor's Management Report has been revised based on an internal citywide case review.

ADDITIONAL RESOURCES

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

CIVILIAN COMPLAINT
REVIEW BOARD Deborah Archer, Acting 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 conducts monthly evening public meetings across the City. As part of 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 and Robert Cornegy. In addition, CCRB's investigative team regularly conducts field interviews throughout the five boroughs, as well as on Rikers Island. 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.

OUR SERVICES AND GOALS

SERVICE 1	**Investigate, prosecute and resolve claims of police misconduct.**
Goal 1a	Improve the quality and timeliness of investigations.
Goal 1b	Increase the use of mediation to resolve complaints.
Goal 1c	Improve the quality and timeliness of prosecutions.
SERVICE 2	**Inform and educate the public about the agency.**
Goal 2a	Increase outreach and education of City residents.

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

Goal 1a Improve the quality and timeliness of investigations.

In Fiscal 2017 the public filed 4,215 complaints with CCRB, 11 percent fewer complaints than were filed in Fiscal 2016. The average number of days to complete a full investigation fell six percent in Fiscal 2017. Similarly, the average number of days to complete a substantiated investigation, typically the most complex investigations, also fell six percent to 168 days. In Fiscal 2017 the percentage of closed allegations with findings on the merits (allegations fully investigated and closed as substantiated, exonerated or unfounded) fell three percentage points compared to Fiscal 2016. The decrease in the average time to complete full investigations was due, in part, to CCRB's successful efforts to reduce the time elapsed between the receipt of a complaint and the initial interviews of civilians and officers. In Fiscal 2017 the time between incident report and first civilian interview in full investigations was 19 days on average, the same as in Fiscal 2016 and a significant improvement over the 29 day average in Fiscal 2015. The time between incident report and first police officer interview decreased to 59 days in Fiscal 2017, from 68 days in Fiscal 2016 and 70 days in Fiscal 2015.

Total Civilian Complaints
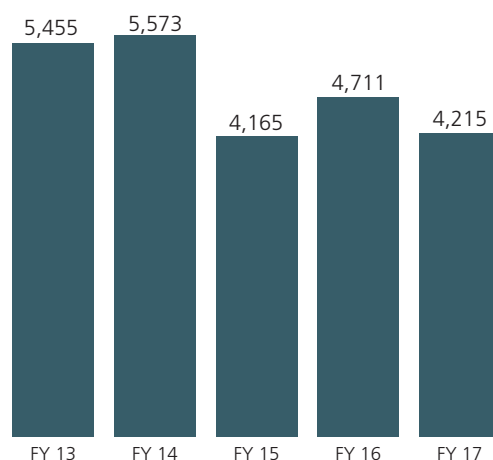
	FY 13	FY 14	FY 15	FY 16	FY 17
	5,455	5,573	4,165	4,711	4,215

		Actual				Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total civilian complaints against uniformed members of the New York City Police Department	5,455	5,573	4,165	4,711	4,215	*	*	Down	*
Average age of open docket (days)	147	135	106	74	80	*	*	Down	Down
★ Average time to complete a full investigation (days)	386	324	283	162	153	120	120	Down	Down
★ Full investigations as a percentage of total cases closed (%)	32%	32%	39%	38%	34%	40%	40%	Up	Up
Cases closed	5,506	5,810	5,347	4,970	4,031	*	*	Down	*
★ Closed allegations with findings on the merits (%)	42%	39%	41%	46%	43%	55%	55%	Neutral	Up
★ Average time to complete a substantiated investigation (days)	438	394	329	178	168	140	140	Down	Down
★ Substantiated cases in which the statute of limitations expired (%)	10%	3%	1%	0%	0%	0%	0%	Down	Down
★ Officers disciplined (excluding pending and filed cases) (%)	62%	60%	87%	82%	78%	*	*	Up	*

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

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

In Fiscal 2017 CCRB worked to increase its use of mediation to resolve complaints. Although the number of cases with mutual agreement to mediate and the number of successfully mediated cases both dropped 16 percent in Fiscal 2017, successful mediations as a percentage of total closures rose slightly from 4.5 percent in Fiscal 2016 to 4.6 percent in Fiscal 2017. The average number of days to complete a successful mediation increased six days to 99 days in Fiscal 2017, still significantly improved over the 170 day average in Fiscal 2015 and 284 day average in Fiscal 2013. The mediation satisfaction rate remained unchanged.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Cases with mutual agreement to mediate	244	446	394	444	373	*	*	Up	Up
Officers who accepted mediation (%)	79%	83%	84%	87%	96%	*	*	Up	Up
Civilians who accepted mediation (%)	57%	51%	48%	45%	45%	*	*	Down	Up
Cases successfully mediated	61	179	183	222	187	*	*	Up	Up
★ Average mediation case completion time (days)	284	225	170	93	99	120	120	Down	Down
★ Mediation satisfaction rate (%)	97%	90%	90%	88%	88%	94%	94%	Neutral	Up

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

Goal 1c   Improve the quality and timeliness of prosecutions.

In Fiscal 2017 CCRB's Administrative Prosecution Unit (APU) closed 163 cases, compared to 210 cases closed in Fiscal 2016. In Fiscal 2017, 53 percent of APU cases were closed after a trial, 39 percent were closed after a guilty plea and the remaining eight percent were closed either for administrative reasons, such as the retirement of the police officer or the case was reconsidered by CCRB Board, or after being retained by NYPD.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Administrative prosecution cases closed	NA	NA	200	210	163	*	*	NA	*
– Cases closed by trial	NA	NA	89	137	87	*	*	NA	*
– Cases closed by plea	NA	NA	57	60	63	*	*	NA	*

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

SERVICE 2   Inform and educate the public about the agency.

Goal 2a   Increase outreach and education of City residents.

In Fiscal 2017 CCRB conducted 694 outreach events for various groups throughout the City. This represents a five percent decrease compared to Fiscal 2016, but is more than double the 328 outreach events conducted in Fiscal 2015. In Fiscal 2017 CCRB conducted outreach events in all five boroughs, with the majority of events held in the most populous boroughs of Brooklyn and Queens.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Outreach presentations conducted	NA	NA	328	732	694	*	*	NA	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	525	613	591	695	744	*	*	Up	*
Letters responded to in 14 days (%)	70%	73%	84%	88%	80%	*	*	Up	Up
E-mails responded to in 14 days (%)	79%	94%	98%	100%	100%	*	*	Up	Up
CORE facility rating	81	100	98	100	98	*	*	Up	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$10.6	$11.2	$12.7	$14.1	16.2	$16.2	$16.0	Up
Personnel	162	157	146	164	173	193	194	Neutral
Overtime paid ($000)	$418	$320	$387	$360	$0	$0	$0	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$10.4	$12.2	All
002 - Other Than Personal Services	$3.7	$4.0	All
Agency Total	$14.1	$16.2	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• Maya Wiley was Chair during the Fiscal 2017 reporting period. She was succeeded by Acting Chair Archer in September 2017.

ADDITIONAL RESOURCES

For additional information go to:

• Monthly statistics:
http://www.nyc.gov/html/ccrb/html/news/statistics.shtml

• File complaints online:
https://www1.nyc.gov/site/ccrb/complaints/file-online.page

• Status of complaints:
http://www1.nyc.gov/apps/ccrb-status-lookup

• Administrative trials:
https://www1.nyc.gov/site/ccrb/prosecution/apu-trials.page

• Maps of complaints in each precinct:
http://www1.nyc.gov/site/ccrb/policy/complaint-activity-map.page

For more information on the agency, please visit: 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

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.
SERVICE 2	**Prosecute juvenile delinquency cases in Family Court.**
Goal 2a	Balance the needs of juveniles and the community in delinquency cases.
SERVICE 3	**Establish and enforce child support orders in interstate cases.**
Goal 3a	Increase the percentage of out-of-state families that receive child support.

HOW WE PERFORMED IN FISCAL 2017

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. |

While the Department does not have direct control over the number of claims or legal actions brought against the City, it attempts to limit the City's exposure by working with agencies to make assessments of possible liability and advise agencies on minimizing risk. The Department also assesses new cases to determine their suitability for early settlement and moves aggressively to dismiss those cases that are without merit. In Fiscal 2017 the payout for judgment and claims increased 10 percent compared to Fiscal 2016 due primarily to payouts for several settlements in excess of $10 million, some of which were longstanding matters. The total number of cases commenced against the City decreased 14 percent in Fiscal 2017, including a 33 percent decline in cases commenced in federal court.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Total citywide payout for judgments and claims ($000)	$490,175	$579,899	$608,500	$655,873	$722,046	⇩	⇩	Up	Down
★ Total cases commenced against the City	9,528	9,045	9,922	9,507	8,141	*	*	Neutral	*
– Cases commenced against the City in state court	7,745	7,258	8,112	8,009	7,132	7,740	7,600	Neutral	*
– Cases commenced against the City in federal court	1,781	1,787	1,810	1,498	1,009	1,350	1,200	Down	*

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

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

Cases pending in state court decreased four percent due, in part, to increased staffing levels in Fiscal 2016, as well as an intensified management effort focused on efficiency that contributed to a nine percent increase of affirmative motion practice.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Cases pending in state court	17,884	19,039	20,059	21,452	20,667	21,500	22,700	Up	Down
– Cases pending on trial calendar	2,256	2,260	2,255	2,425	2,441	2,500	2,600	Neutral	*
Affirmative motions to dismiss or for summary judgment	1,798	1,903	1,561	1,516	1,648	*	*	Down	*
★ Win rate on affirmative motions (%)	72%	78%	74%	75%	76%	78%	75%	Neutral	Up

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

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

Cases pending in federal court decreased 17 percent compared to Fiscal 2016, while dismissals and discontinuances in federal court increased 15 percent. In Fiscal 2017 dismissals and discontinuances were 21 percent of actions pending in federal court, compared with 15 percent of actions pending in Fiscal 2016. This increase is attributable, in part, to additional resources that were allocated to a more proactive litigation stance.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Cases pending in federal court	1,711	1,659	1,652	1,649	1,363	1,700	1,400	Down	Down
Dismissals and discontinuances	264	173	228	243	280	*	*	Up	Up

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

SERVICE 2 — Prosecute juvenile delinquency cases in Family Court.

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

The Department's juvenile conviction rate remained relatively stable, decreasing one percentage point compared to Fiscal 2016. In Fiscal 2017, 60 of 74 juveniles in diversion programs received no new juvenile delinquency referrals within a year, compared to 66 of 81 juveniles in Fiscal 2016. As juvenile arrests, especially for misdemeanors, have continued decreasing, 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 seven percentage points, notwithstanding best efforts on behalf of Department staff to inform crime victims of the variety of services available to them.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Referred cases filed for prosecution (%)	56%	58%	54%	54%	50%	55%	55%	Down	*
Juvenile conviction rate (%)	73%	75%	75%	76%	75%	70%	75%	Neutral	*
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	85%	85%	84%	81%	81%	75%	75%	Neutral	Up
Crime victims referred for community-based services (%)	36%	46%	50%	53%	46%	40%	40%	Up	Up

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

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.

Filing of enforcement referrals within 60 days remained stable, increasing one percentage point compared to Fiscal 2016. Similarly, families entitled to a support order that get a support order remained stable, decreasing one percentage point compared to Fiscal 2016.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Filing of enforcement referrals within 60 days of referral (%)	95%	94%	94%	95%	96%	85%	85%	Neutral	Up
★ Families entitled to a support order that get a support order (%)	65%	65%	68%	71%	70%	65%	65%	Up	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	705	860	762	1,002	875	*	*	Up	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$143.9	$162.7	$175.6	$194.4	$219.8	$226.2	$209.8	Up
Revenues ($000,000)	$38.8	$23.5	$26.8	$42.7	$28.9	$29.4	$21.7	Neutral
Personnel	1,445	1,504	1,551	1,591	1,760	1,764	1,770	Up
Overtime paid ($000)	$1,374	$1,650	$1,354	$1,372	$1	$1	$1	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$118.8	$129.9	All
002 - Other Than Personal Services	$75.6	$89.9	All
Agency Total	$194.4	$219.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

None.

ADDITIONAL RESOURCES

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

DEPARTMENT OF INVESTIGATION
Mark Peters, Commissioner

WHAT WE DO

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations by investigating City employees and contractors who may be engaged in corrupt activities or unethical conduct. It has oversight of more than 45 Mayoral agencies with 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 issuance of a report on the findings of a follow-up investigation into the roles of NYPD and NYCHA in controlling violent and narcotics crime in public housing by removing criminal offenders from NYCHA developments in order to protect public safety. This investigation set out to determine whether improvements and reforms had been made to address vulnerabilities identified in DOI's 2015 investigation, including failures by NYPD to report violent or other serious arrests of public housing residents to NYCHA and by NYCHA to ensure that criminal offenders who posed a threat to safety were removed from public housing. As a result of this investigation, DOI made numerous recommendations for improvements and reforms to NYCHA and NYPD, a number of which have been accepted and are in the process of implementation. DOI continues to work with both agencies to ensure the protection and safety of public housing residents. 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

SERVICE 1	Investigate possible corruption, fraud, waste and unethical conduct in City government.
Goal 1a	Maintain the integrity of City agencies, employees, contract vendors and other recipients of City funds.
Goal 1b	Improve the impact and effectiveness of investigations.

SERVICE 2	Conduct background and fingerprint checks for certain City employees, contractors and day care workers.
Goal 2a	Ensure that all background investigations and fingerprint checks are conducted in a timely manner.

HOW WE PERFORMED IN FISCAL 2017

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

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

During Fiscal 2017 DOI continued to promote and maintain the integrity and efficiency of City agencies, employees, contract vendors and recipients of City funds. The number of complaints received by the Department increased four percent compared to Fiscal 2016. Contributing to this increase was a media campaign that ran through the early part of Fiscal 2017 encouraging the public to report crimes to the Department. While exceeding targeted projections, the number of policy and procedure recommendations decreased by 29 percent, with 70 percent of those recommendations adopted by agencies during the period. A significant factor attributable to the decrease was a multi-agency investigation in Fiscal 2016 that resulted in DOI making several hundred recommendations to numerous City agencies. The Department continues to monitor pending recommendations and is in contact with relevant agencies. The number of corruption prevention and whistleblower lectures conducted by the Department increased 17 percent and was above target. In addition to lectures conducted by DOI, the number of individuals in City agencies completing corruption lectures online continues to contribute to greater outreach. DOI identified an increased need for two additional integrity monitors during the fiscal year, resulting in a 13 percent increase in the number of integrity monitoring agreements. The percentage of VENDEX checks completed within 30 days increased by three percentage points surpassing the target for the fiscal year.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Complaints	12,659	12,624	11,445	11,616	12,128	*	*	Neutral	*
★ Written policy and procedure recommendations to City agencies	564	280	370	700	498	300	300	Up	*
Written policy and procedure recommendations accepted by City agencies (%)	72%	45%	74%	85%	70%	75%	75%	Up	*
★ Corruption prevention and whistleblower lectures conducted	611	535	378	408	477	400	400	Down	Up
Corruption prevention lecture e-learning attendees	NA	NA	1,797	15,298	18,561	*	*	NA	*
Integrity monitoring agreements	21	18	16	16	18	*	*	Down	*
VENDEX checks completed within 30 days (%)	93%	88%	99%	95%	98%	95%	95%	Neutral	Up

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

Goal 1b Improve the impact and effectiveness of investigations.

DOI continues to attack corruption, fraud, waste, abuse and incompetence by conducting comprehensive investigations that expose and stop criminal conduct; that result in preventive internal controls and that lead to operational reforms that improve the way the City runs. Improving the impact and effectiveness of its investigations in a timely manner led to performance that exceeded Fiscal 2016 in almost all areas. Due to a 19 percent increase in case closures during the period, the average time to complete an investigation increased by five percent. However, the average completion time was significantly below targeted projections. The number of criminal prosecution referrals and administrative referrals increased by 20 percent and 17 percent, respectively. High-impact arrests resulting from the diversity of DOI investigations, coupled with effective use of investigative resources, increased by 39 percent during Fiscal 2017. Financial recoveries to the City ordered or agreed increased by 35 percent due to substantial restitution in several cases during the reporting period. Recoveries collected from previously closed cases decreased 49 percent compared to Fiscal 2016.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average time to complete an investigation (days)	163	160	193	145	152	180	180	Neutral	Down
★ Referrals for civil and administrative action	1,235	929	1,327	849	990	*	*	Down	*
★ Referrals for criminal prosecution	1,053	612	601	745	894	*	*	Neutral	*
★ Arrests resulting from DOI investigations	840	516	499	551	765	*	*	Neutral	*
★ Financial recoveries to the City ordered/agreed ($000)	$38,428	$11,144	$10,603	$3,004	$4,069	⇧	⇧	Down	Up
★ Financial recoveries to the City collected ($000)	$6,041	$33,248	$6,034	$5,095	$2,588	⇧	⇧	Down	Up

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

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.

The percentage of background investigations closed within 12 months decreased by 20 percentage points. Concurrently, the average time to complete the entire length of a background investigation increased by 49 percent. The Department attributes this to continuing staff shortages within DOI's Background unit, as previously noted in the Fiscal 2017 PMMR, coupled with a 41 percent increase in Mayoral agency background investigations closed, and its emphasis on closing out the backlog of pending cases over 12 months old. Continuing to surpass its target of two days over the past five years, the average time to notify agencies of prospective childcare, home care and family care workers with criminal records remained stable at one day. Similarly, as it has during the past three fiscal years, the average time to notify agencies of arrest notifications for current childcare, home care and family workers remains at one day.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average time to complete a background investigation (from date of receipt) (days)	356	319	275	351	522	300	300	Up	Down
★ Background investigations closed within 12 months (from date of receipt) (%)	64%	61%	65%	60%	40%	60%	60%	Down	Up
★ 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	1	1	2	2	Neutral	Down
Time to notify agencies of arrest notifications for current child-care, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	2	1	1	1	1	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	38	17	24	26	23	*	*	Down	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	3	3	3	3	3	*	*	Neutral	Down
CORE facility rating	93	93	98	98	100	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$36.4	$29.0	$35.0	$38.4	$54.9	$58.4	$43.9	Up
Revenues ($000,000)	$3.1	$3.1	$3.4	$3.2	$3.2	$3.8	$3.8	Neutral
Personnel	199	212	264	321	353	424	399	Up
Overtime paid ($000)	$212	$395	$410	$754	$397	$397	$110	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$22.8	$31.3	
001 - Personal Services	$19.9	$25.2	All
003 - Inspector General	$2.9	$6.1	All
Other Than Personal Services - Total	$15.6	$23.6	
002 - Other Than Personal Services	$13.7	$21.4	All
004 - Inspector General	$1.9	$2.2	All
Agency Total	$38.4	$54.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- The Department revised Fiscal 2016 values for 'complaints,' 'investigations closed,' 'referrals for criminal prosecution,' ' arrests resulting from DOI investigations,' 'referrals for civil and administrative action,' 'written policy and procedure recommendations to city agencies,' 'written policy and procedure recommendations implemented by city agencies (%),' and 'average time to complete an investigation (days) – routine investigations' to reflect updated data.

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) is based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

ADDITIONAL RESOURCES

For more information on the agency, please visit: 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 educates New Yorkers about their rights and responsibilities under the NYCHRL; provides pre-complaint intervention and dispute resolution; and promotes positive intergroup relations through conferences, workshops and training sessions, among other initiatives conducted by its Community Relations Bureau (CRB). The Commission also offers post-complaint mediation services through its Office of Mediation and Conflict Resolution (OMCR).

FOCUS ON EQUITY

Two years after a new Commissioner and Chair took office at the City Commission on Human Rights, the agency continues to grow and restructure strategically to effectively address significant public demand. The Commission has added staff to its Law Enforcement Bureau (LEB) as inquiries and complaints increased. In addition, in response to the needs of the City's most vulnerable communities and their advocates, the Commission increased the investigations and complaints it initiated through testing and other investigative means. The Commission also added staff to its Community Relations Bureau (CRB) and continued to expand key operational areas. The NYCHRL is meant to ensure 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. The Commission is committed to expanding the reach of the NYCHRL to the City's underserved communities and most vulnerable residents through a creative intersectional approach to outreach and programming, with an emphasis on restorative justice.

In response to recent events and the change in national sociopolitical climate, the Commission has focused its efforts on reaching the New York City communities potentially most affected. The Commission held a series of roundtable discussions with community leaders in the fall and winter of Fiscal 2017 focused on how to best support communities and clients. The Commission also expanded its bias response work; published new outreach materials on religious discrimination, Muslim New Yorkers' rights, bias-based profiling by law enforcement, and discriminatory harassment; and increased staffing, language capacity, technological capacity, and training for the Commission's Infoline to handle the increase in call volume. In Fiscal 2017, the Commission's Communications and Marketing team executed successful outreach efforts across various media platforms, including digital and mobile, mainstream, ethnic and community radio and newspapers, and public transportation and neighborhood storefront ads. The Commission also coordinated media outreach on domestic violence protections in housing and employment, on protections for people with disabilities and women, and on racial discrimination, fair housing, and discriminatory harassment.

OUR SERVICES AND GOALS

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.

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 FISCAL 2017

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.

In Fiscal 2017, the Law Enforcement Bureau filed 806 cases and the Commission obtained $1.8 million in total recovery. LEB had a total active caseload of 1,643 cases at the end of Fiscal 2017, an increase of 25 percent over the previous year. The caseload rose although the Commission increased the number of cases it closed by 60 percent year-over-year. Although average monetary recovery per case was lower in Fiscal 2017 than the previous year, the number of cases with monetary recovery increased from 48 in Fiscal 2016 to 84 in Fiscal 2017. In Fiscal 2017, LEB recovered $1,488,966 in damages for complainants in 72 cases, for an average of $20,680, and $313,000 in civil penalties in 26 cases, for an average of $12,038. Fourteen cases involved both types of recovery in Fiscal 2017, an increase over the previous year.

Average Value of Cash Settlement

FY 13	FY 14	FY 15	FY 16	FY 17
$14,273	$15,250	$10,755	$34,775	$20,680

The Commission resolved 24 percent of closed cases through settlement in Fiscal 2017. The Commission hired a new Director of the Office of Mediation and Conflict Resolution (OMCR) in December 2016. The Director of OMCR developed and implemented a new mediation program to expedite mutually acceptable outcomes for the parties. Through this new program, OMCR facilitates resolution throughout the mediation. In addition to establishing new parameters for case referrals, the Director created key documents and procedures, including, an Agreement to Mediate, Disclosure of Conflicts Statement, Notice of Mediation, Settlement Agreement and Mediation Brochure. The Director is also developing a pro bono, limited-scope mediation panel for pro se parties, additional materials for the public, and outreach.

LEB referred 30 cases to the OMCR in Fiscal 2017 and the Director of OMCR held 109 pre-mediation phone sessions and four in-person sessions. In three of the four in-person sessions, a settlement agreement was reached. OMCR will be reporting the number of cases referred and resolved through mediation, as well as aggregate terms of settlement beginning in the first quarter of Fiscal 2018. The Commission also intervened successfully in many cases prior to the filing of complaints. Through collaboration between LEB and CRB, the Commission obtained compliance in 310 pre-complaint resolutions in Fiscal 2017, a 55 percent increase over 200 from the previous fiscal year.

LEB continued to increase affirmative investigations into systemic discrimination and prosecutions of pattern or practice violations through its testing program. LEB testers performed 826 tests of 540 entities this fiscal year: 240 in employment, 265 in housing, and 35 in public accommodations. The protected categories tested include: gender identity, disability access, race, gender, pregnancy, criminal history, source of income, and presence of children. LEB's affirmative investigations resulted in 25 Commission-initiated complaints filed this year and 19 successful pre-complaint interventions.

In Fiscal 2017, LEB continued to apply high standards for full investigations, which lead to lengthier investigation times in some cases. The average age of the complaint caseload increased to 468 days for Fiscal 2017, from 340 days the previous year, because of the increased attention to each case. To triage its large caseload and maximize time dedicated to meritorious cases and affirmative investigations, LEB continued to use a provision in the NYCHRL authorizing it to dismiss complaints when prosecution of the complaint will not serve the public interest; this allowed LEB attorneys to conduct deeper, broader investigations in meritorious cases. Importantly, this type of dismissal preserves the complainant's right to bring their NYCHRL claim in another forum (See NYCHRL s. 8-502(b)).

In Fiscal 2017, LEB hired nine attorneys, a supervising attorney, six human rights specialists, two testers, three administrative staff members, an Infoline Director, and a Testing Coordinator. In Fiscal 2018, to further increase capacity in the area of law enforcement, LEB plans to hire 25 new staff members, primarily attorneys, and to create an Intake Unit and Source of Income Unit to improve efficiency in case processing and increase the impact of affirmative investigations.
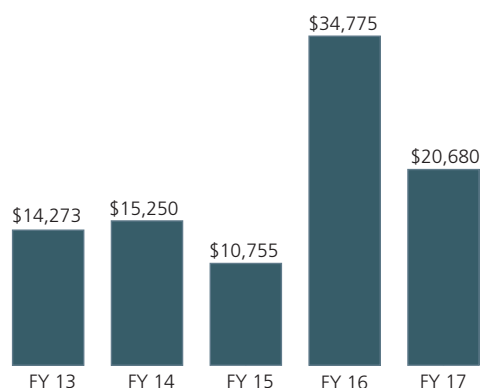
Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Cases successfully mediated	5	21	0	0	0	*	*	Down	Up
Pre-complaint resolutions	163	189	165	200	310	*	*	Up	Up
★ Cases filed	522	497	697	908	806	*	*	Up	*
★ Cases closed	480	602	608	336	536	*	*	Down	*
– Cases closed (%) - no probable cause determination	43%	45%	43%	5%	7%	*	*	Down	*
★ – Cases closed (%) - probable cause determination	12%	8%	15%	6%	4%	*	*	Down	*
– Cases closed (%) - administrative cause	25%	21%	20%	62%	65%	*	*	Up	*
★ – Cases closed (%) - settlement	20%	26%	22%	27%	24%	23%	23%	Up	Up
Cases referred to the Office of Administrative Trials and Hearings	59	47	89	21	21	*	*	Down	*
★ Average value of cash settlement for complainant ($)	$14,273	$15,250	$10,755	$34,775	$20,680	*	*	Up	*
Modifications for accessibility for people with disabilites	156	185	155	191	307	*	*	Up	*
★ Average age of complaint caseload (days)	314	297	250	340	468	300	300	Up	Down
Caseload	583	567	667	1,318	1,643	474	474	Up	*
Cases pending by age - less than one year	467	496	505	837	728	414	414	Up	Down

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

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.

During the second half of Fiscal 2017, the Community Relations Bureau recognized a need for a more aggressive response to bias incidents and discriminatory harassment. It has since worked with LEB to increase the pace of implementation of pre-complaint outreach and investigations related to reports of incidents of bias or hate. Going forward, reporting is expected to disaggregate outreach-based pre-complaint interventions, as CRB expands related prioritization and capacity. In Fiscal 2017, CRB also successfully collaborated with LEB to ensure greater building accessibility in New York City to people with disabilities through Project Equal Access. CRB and LEB fast-tracked a number of Equal Access cases to improve completion of building access modifications by landlords and business owners. CRB also worked to negotiate many successful building modifications for the disabled before complaints were filed.

CRB worked proactively to promulgate awareness and understanding of the NYCHRL among individuals, communities, and businesses, as well as foster positive inter-community relations. CRB increased the number of conferences, workshops, and trainings it offered by 23 percent in Fiscal 2017, as CRB served more people than ever before. Gatherings included its second-annual iftar in the City, attended by 462 people during Ramadan. CRB also hosted an interfaith seder this spring, attended by 65 New Yorkers of various faiths. CRB convened 195 New Yorkers at its Fair Housing Symposium in the Bronx in April 2017, and 90 members of African-American communities in the Bronx for a know-your-rights forum in May. CRB also began a new forum series focused on racial justice and gentrification, with the first event held in Brooklyn in late Fiscal 2017, shortly after it hosted an iftar at the LGBT Center with community allies. CRB continued to prepare expansion of its educational offerings as well. The Training and Development Division prepared a new Equal Access in Housing and Employment workshop, and began to develop workshops on Empowering Young Women and Girls and on Impacts of Racial Discrimination and Human Rights. The Peer Mediation Team conducted 173 school-based training sessions in Fiscal 2017, an increase of 119 percent from the 79 conducted the previous year.

CRB increased its outreach, education, and pre-complaint service capacity citywide by hiring a Deputy Commissioner in Fiscal 2017, and will add a Director of Project Equal Access, a Director of its Queens Community Service Center, a Jewish Communities Liaison, a Muslim-Arab-South Asian Communities Lead Advisor, two Discriminatory Harassment Investigators, and a Project Equal Access Human Rights Specialist in Fiscal 2018. CCHR will also expand and rename CRB's Training and Development Division as the Education, Restorative Justice, and Development Division in Fiscal 2018 to better reflect and carry out its work.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Conferences, workshops and training sessions	1,114	1,288	1,394	2,397	2,947	1,000	1,000	Up	Up
Community-based technical assistance	22,537	53,426	56,016	37,896	32,607	40,000	40,000	Neutral	Up
School-based training sessions conducted	392	272	326	79	173	250	250	Down	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Letters responded to in 14 days (%)	100%	100%	100%	98%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Completed customer requests for interpretation	1,515	1,097	1,126	1,671	1,425	*	*	Up	*
Average wait time to speak with a customer service agent (minutes)	10	10	10	11	9	*	*	Neutral	Down
CORE customer experience rating (0-100)	94	97	98	100	98	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$6.1	$5.6	$5.8	$8.8	$11.6	$12.1	$14.8	Up
Personnel	61	62	66	89	108	131	161	Up
Overtime paid ($000)	$1	$4	$9	$7	$11	$11	$11	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$6.1	$8.4	
001 - Personal Services	$2.3	$3.4	All
003 - Community Development	$3.9	$5.0	All
Other Than Personal Services - Total	$2.7	$3.2	
002 - Other Than Personal Services	$1.4	$1.2	All
004 - Community Development	$1.3	$2.0	All
Agency Total	$8.8	$11.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.　　　[2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.　　　[3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) is based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

ADDITIONAL RESOURCES

For more information on the agency, please visit: 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 law or City rules. 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. To provide more convenience to New Yorkers who receive summonses, OATH has undertaken a transformation of administrative law adjudications. OATH has redesigned and streamlined all of the rules, procedures, forms and documents across its Hearings Division, with the aim of making the hearing processes standard and understandable to anyone who receives a summons, regardless of which of the various City enforcement agencies issued the summons.

In Fiscal 2017, OATH created the Office of the Ombudsperson and Pro Se Clerk, which seeks to ensure fairness and transparency in OATH's decision-making process. The Ombudsperson/Pro Se Clerk oversees OATH Help Centers that have been established in all Hearing Office locations, throughout the five boroughs. Help Centers are staffed by Procedural Justice Coordinators who are responsible for assisting self-represented litigants by helping them understand what is charged on the summons, their legal rights, OATH procedures and how to navigate the hearing process, and find legal resources and City records.

Additionally, the Criminal Justice Reform Act (CJRA) went into effect June 13, 2017. This law gives the NYPD, Parks Department and other enforcement agencies the option of filing certain low-level quality-of-life summonses at OATH rather than in NYC Criminal Court. Summonses filed at OATH can be admitted and paid or fought online, and the charge will not carry with it the consequences that come with having had a criminal summons or record. The law also gives OATH the authority to offer community service instead of a monetary penalty for certain violations covered by the CJRA.

OUR SERVICES AND GOALS

SERVICE 1   Adjudicate the City's administrative matters.

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

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

Goal 2a   Hear cases promptly and issue timely and fair decisions at the OATH Hearings Division.

HOW WE PERFORMED IN FISCAL 2017

SERVICE 1 Adjudicate the City's administrative matters.

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

In Fiscal 2017, the numbers of cases filed and cases closed at the OATH Trials Division increased 4.2 percent from Fiscal 2016 levels. Despite these increases, the average time for Administrative Law Judges to issue the decision or recommended decision fell slightly to 5.2 business days in Fiscal 2017.

In Fiscal 2017, slightly more cases were resolved by settlement conference rather than full bench trial at the OATH Trials Division, with 59 percent of cases settling compared to 57 percent in Fiscal 2016.

Nearly all cases that go to trial at the OATH Trials Division result in the issuance of a detailed written recommended decision establishing facts and conclusions of law. This decision is either adopted, modified or rejected by the agency that brought the case. In Fiscal 2017, 99 percent of OATH decisions were adopted by City agencies, remaining at the level of the previous two years and indicating that the agencies continue to accept the OATH recommendations as correct and fair.

Average adjournment time and Average time to decision after records closed (days)
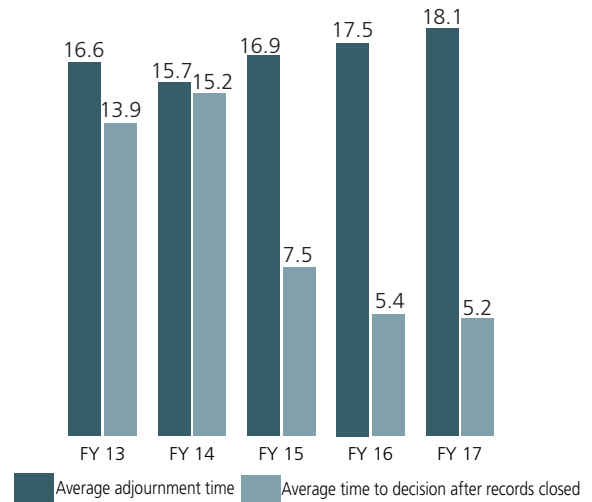
Legend: ■ Average adjournment time ■ Average time to decision after records closed

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average time for the OATH Trials Division to issue decisions after records closed (business days)	13.9	15.2	7.5	5.4	5.2	25.0	15.0	Down	Down
OATH Trials Division cases with decisions issued within 45 business days (%)	98%	94%	93%	93%	93%	*	*	Neutral	Up
OATH Trials Division facts and conclusions adopted by agencies (%)	99%	98%	99%	99%	99%	96%	96%	Neutral	Up
★ Average adjournment time at the OATH Trials Division (business days)	16.6	15.7	16.9	17.5	18.1	20.0	20.0	Up	Down
OATH Trials Division settlement rate (%)	59%	55%	57%	57%	59%	55%	55%	Neutral	*
Cases filed at the OATH Trials Division (total)	2,358	2,665	2,754	2,553	2,661	*	*	Neutral	*
Cases closed at the OATH Trials Division (total)	2,326	2,425	2,724	2,560	2,668	*	*	Up	*
Cases processed per ALJ (total)	183.0	187.0	188.0	188.6	189.6	*	*	Neutral	Up

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

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

Goal 2a Hear cases promptly and issue timely and fair decisions at the OATH Hearings Division.

Under Executive Order 18 of 2016, as of the beginning of Fiscal 2017 the OATH Hearings Division is the venue where summonses issued by the Department of Consumer Affairs (DCA) are filed for hearings. These summonses used to be heard at DCA's own administrative tribunal, which no longer exists. Overall, OATH received 17,609 more summonses in Fiscal 2017 than in the previous year; this two percent increase can be mainly attributed to new caseload from DCA summonses.

Although OATH received only two percent more summonses in Fiscal 2017, it conducted ten percent more hearings than in Fiscal 2016. This increase in hearing participation by respondents can be attributed to the fact that OATH increased access to City justice by making the hearing process easier to navigate when it streamlined its rules and procedures for all summonses and case types, launched a user-friendly website with informational videos, designed an understandable

summons that all enforcement agencies are required to use and increased the availability of remote hearing options, such as Hearings Online and Hearings by Phone and introduced Hearings by Video (webcam).

In Fiscal 2017, the average time for Hearing Officers to issue a decision at the OATH Hearings Division was seven days, an increase from four days in Fiscal 2016. OATH attributes this rise to the increase in summonses received and in the increase in hearing participation by respondents in Fiscal 2017.

Hearings Division hearings conducted vs. hearing decision time (days)
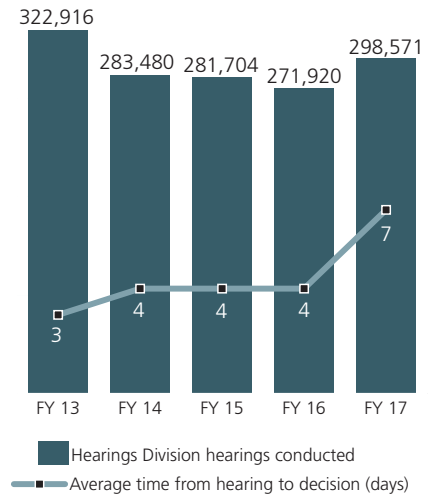
Hearings Division hearings conducted
Average time from hearing to decision (days)

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total summonses received from the issuing agencies at the OATH Hearings Division	594,329	704,213	759,520	826,690	844,299	*	*	Up	*
Total hearings at the OATH Hearings Division	322,916	283,480	281,704	271,920	298,571	*	*	Neutral	*
★ Total number of pre-hearing activities at the OATH Hearings Division	177,394	245,037	250,911	298,819	313,665	*	*	Up	*
★ Total summonses processed at the OATH Hearings Division	516,039	475,222	476,986	612,124	633,596	*	*	Up	*
★ Summonses with decision rendered at the OATH Hearings Division	202,117	199,302	206,867	195,290	207,723	*	*	Neutral	*
★ Average time from OATH Hearings Division hearing assignment to decision rendered (days)	3	4	4	4	7	*	*	Up	*
OATH Hearings by Mail (% of total remote hearings)	51.8%	38.0%	31.2%	24.4%	32.3%	*	*	Down	*
OATH Hearings by Phone (% of total remote hearings)	11.9%	11.6%	13.8%	16.7%	15.5%	*	*	Up	*
OATH One-Click Hearings (% of total remote hearings)	36.3%	50.4%	55.0%	58.9%	52.2%	*	*	Up	*
Summonses processed at OATH Hearings Division - Remote Hearings	NA	17,354	21,948	27,314	29,790	*	*	NA	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed customer requests for interpretation	8,734	9,240	9,419	10,185	11,842	*	*	Up	*
Letters responded to in 14 days (%)	99.7%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
CORE customer experience rating (0-100)	90	97	94	98	97	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$30.7	$31.3	$34.4	$36.3	$41.4	$42.0	$48.9	Up
Revenues ($000,000)	$135.7	$137.3	$141.3	$155.2	$145.4	$124.5	$127.0	Up
Personnel	368	358	362	360	380	455	501	Neutral
Overtime paid ($000)	$39	$101	$42	$50	$57	$51	$179	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$28.0	$30.5	All
002 - Other Than Personal Services	$8.3	$10.8	All
Agency Total	$36.3	$41.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) is based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

ADDITIONAL RESOURCES

For additional information, go to:

• OATH Trials Division data:
http://www1.nyc.gov/assets/oath/downloads/pdf/TD-Data.pdf

• OATH Hearings Division data:
http://www1.nyc.gov/site/oath/about/hearings-division-data.page

For more information on the agency, please visit: 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 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

SERVICE 1	**Regulate the City's commercial waste hauling industry.**
Goal 1a	Ensure that all businesses in the commercial waste hauling industry abide by the law.
Goal 1b	Process license and registration applications for the waste hauling industry in a timely manner.
SERVICE 2	**Regulate businesses in and around the City's public wholesale markets.**
Goal 2a	Ensure that businesses in and around public wholesale markets abide by the law.
Goal 2b	Process registration applications for public wholesale businesses in a timely manner.

HOW WE PERFORMED IN FISCAL 2017

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.

In Fiscal 2017, due to BIC's increased enforcement efforts targeting unlicensed carters, the number of violations issued in this area increased significantly, by 62 percent from the previous year. This contributed to a 22 percent decrease in the number of carting complaints received in Fiscal 2017 compared to Fiscal 2016.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Violations issued to private waste haulers	1,145	888	1,166	892	640	*	*	Down	*
★ Violations issued to legally operating private waste haulers	897	733	827	709	343	*	*	Down	*
★ Violations issued to illegally operating private waste haulers	248	155	339	183	297	*	*	Up	*
★ Total waste hauling applications denied (%)	3.9%	3.9%	4.2%	4.4%	4.4%	*	*	Up	*
Waste hauling complaints received	534	519	513	449	351	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	92.3%	90.5%	91.5%	98.0%	100.0%	*	*	Up	Up

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

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

In Fiscal 2017, BIC reduced the number of pending waste hauling applications by 40 percent from Fiscal 2016. The average age of a pending new waste hauling application in Fiscal 2017 was reduced by 44 percent from the previous year.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average time to approve waste hauling applications (days) - New and Renewal	180	96	234	235	240	⇩	⇩	Up	Down
★ Average time to approve waste hauling applications (days) - New	212	103	235	154	136	⇩	⇩	Down	Down
★ Average time to approve waste hauling applications (days) - Renewal	166	94	234	254	274	⇩	⇩	Up	Down
★ Average age of pending waste hauling applications (days)	198	221	208	214	220	180	180	Neutral	Down
★ Waste hauling applications pending	331	523	762	600	359	300	300	Up	Down
Waste hauling applications approved - New and Renewal	1,106	770	737	994	876	*	*	Neutral	Up
Waste hauling applications approved - New	209	128	166	187	216	*	*	Up	Up
Waste hauling applications approved - Renewal	897	642	571	807	660	*	*	Down	Up

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

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.

In Fiscal 2017, the number of violations issued to public wholesale market businesses decreased by 34 percent compared to Fiscal 2016. This is due to stricter compliance with BIC rules and regulations in this industry.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Violations issued at public wholesale markets	134	79	45	97	64	*	*	Down	*
Violations admitted to or upheld at the Environmental Control Board (%)	88.5%	94.0%	99.4%	98.3%	100.0%	*	*	Up	Up
★ Public wholesale market applications denied (%)	3.0%	3.2%	2.5%	2.5%	2.5%	*	*	Down	*
★ Public wholesale market applications pending - New and Renewal	NA	NA	65	107	16	40	40	NA	Down

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

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

The average time to approve a new public wholesale market application decreased by 20 percent in Fiscal 2017 compared to Fiscal 2016. The average age of a pending new public wholesale market application decreased 23 percent in Fiscal 2017 from the average age in Fiscal 2016.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average time to approve public wholesale market applications (days)	151	152	382	309	270	200	200	Up	Down
Average age of pending public wholesale market applications (days)	246	256	324	215	227	*	*	Down	Down
Public wholesale market applications approved	85	68	49	62	121	*	*	Up	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Completed customer requests for interpretation	109	56	26	93	24	*	*	Down	*
Average wait time to speak with a customer service agent (minutes)	3:02	2:07	3:42	3:02	2:98	*	*	Up	Down
CORE customer experience rating of facilities (0-100)	95	93	93	100	100	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$7.0	$7.3	$8.1	$8.1	$10.2	$10.3	$8.7	Up
Revenues ($000,000)	$7.1	$6.3	$6.6	$6.9	$4.8	$6.4	$5.6	Down
Personnel	72	64	72	77	78	89	88	Up
Overtime paid ($000)	$48	$43	$48	$57	$50	$42	$24	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$5.3	$6.0	All
002 - Other Than Personal Services	$2.8	$4.2	All
Agency Total	$8.1	$10.2	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds. [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- To increase transparency and consistency of the information it provides in the MMR, BIC has added an indicator to its Performance Indicators table. This new indicator, which has five full years of data in this report, is 'Public wholesale market applications pending – New and Renewal'. This metric provides the total number of applications for authorization to operate in the public wholesale market area that are pending at the end of the reporting period. The indicator is consistent with the similar MMR indicator provided for waste hauling, the other main component of the Commission's permitting and oversight responsibilities.

ADDITIONAL RESOURCES

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

Basic Services for All New Yorkers
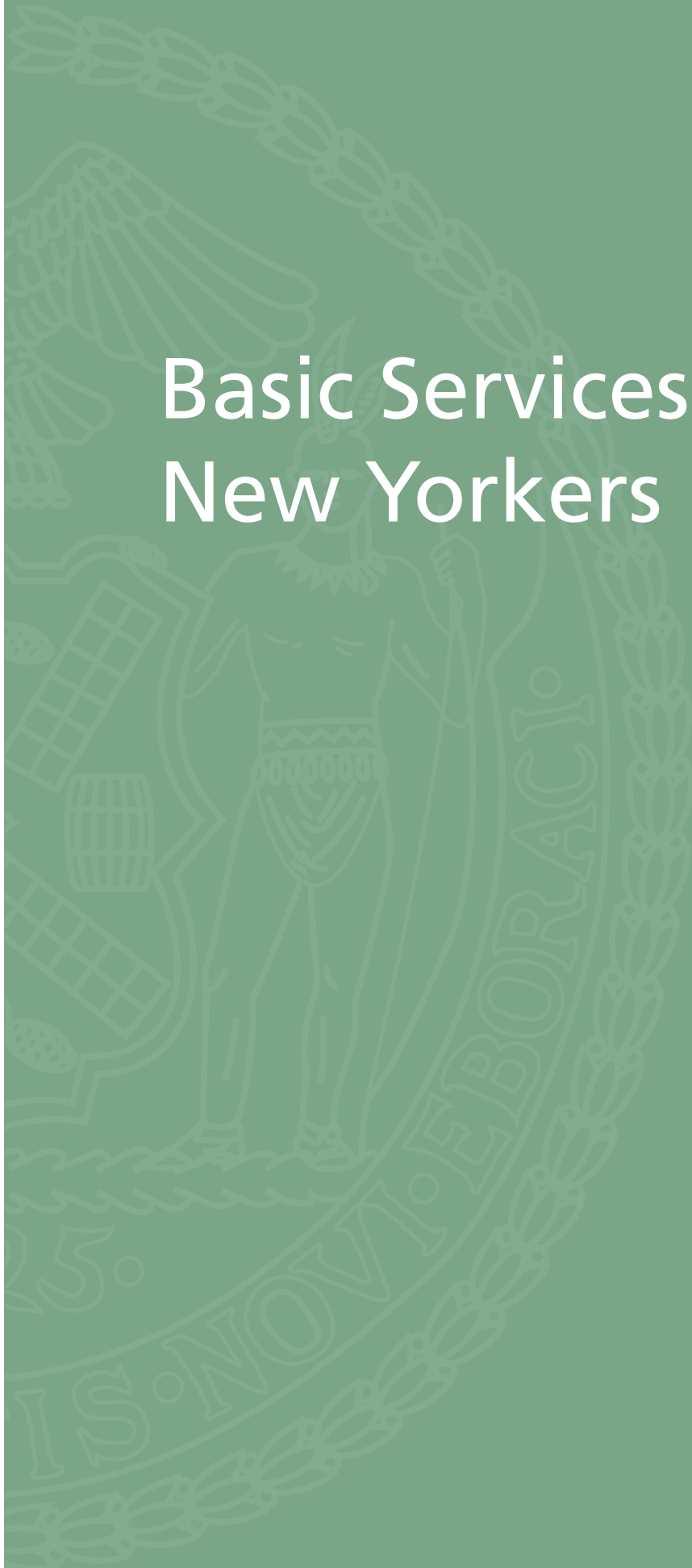
Basic Services for All New Yorkers

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. The Department continues to work with its partners to implement new outreach strategies in low-income communities and expand participation in recycling and re-use programs—including ecyclenyc, refashionnyc, NYC Organics Collection, Zero Waste Schools, donatenyc and SAFE Disposal events—to give New Yorkers the ability to manage their own waste footprint. By the end of 2016, NYCHA and DSNY completed installing infrastructure for recycling collection at all NYCHA properties. In 2017 the Department's focus has been on outreach and training for NYCHA staff and 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. DSNY has also targeted recruitment and outreach to communities traditionally under-represented in its uniformed ranks to ensure equal opportunity for all New Yorkers. The Department continues efforts to achieve diversity in recruitment and promotion at all staff levels, working closely with professional organizations, such as Non-traditional Employment for Women (NEW) a workforce development program that prepares women for careers in facilities maintenance, construction and other trades.

OUR SERVICES AND GOALS

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

Goal 1a Increase street and sidewalk cleanliness.

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

SERVICE 2 **Collect and dispose of refuse.**

Goal 2a Improve efficiency of refuse handling.

SERVICE 3 **Recycle refuse.**

Goal 3a Increase the percentage of waste recycled.

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

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

HOW WE PERFORMED IN FISCAL 2017

SERVICE 1   Clean streets, sidewalks and vacant lots.

Goal 1a   Increase street and sidewalk cleanliness.

During Fiscal 2017 DSNY achieved a citywide street cleanliness rating of 95.9 percent and a sidewalk cleanliness rating of 97.3 percent, both higher than the previous year. DSNY issued slightly more violations for dirty sidewalks than in Fiscal 2016, supporting the effort to achieve street and sidewalk cleanliness.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Streets rated acceptably clean (%)	94.5%	93.3%	92.7%	95.0%	95.9%	92.0%	92.0%	Neutral	Up
Streets rated filthy (%)	0.2%	0.4%	0.4%	0.2%	0.1%	*	*	Down	*
★ Sidewalks rated acceptably clean (%)	96.1%	96.0%	95.5%	96.5%	97.3%	97.0%	97.0%	Neutral	Up
Sidewalks rated filthy (%)	0.4%	0.3%	0.4%	0.3%	0.1%	*	*	Down	*
Violations issued for dirty sidewalks	28,690	39,975	49,828	64,693	65,272	*	*	Up	*
Violations issued for illegal posting	16,182	18,217	11,601	8,209	10,892	*	*	Down	*

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

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

The Department continues to improve the cleanliness of the City by cleaning vacant lots and the surrounding areas. However due to heavy snow in March 2017, DSNY cleaned 171 fewer lots in March compared to last year. As a result DSNY cleaned seven percent fewer lots overall during Fiscal 2017, including a six percent decrease in privately-owned lots.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Vacant lot cleaning requests	3,056	2,539	2,367	2,779	2,730	2,500	2,500	Neutral	*
★ Lots cleaned citywide	3,607	2,997	3,206	3,638	3,399	3,200	3,200	Neutral	*

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

SERVICE 2   Collect and dispose of refuse.

Goal 2a   Improve efficiency of refuse handling.

The Department provides regularly scheduled refuse collection services for every residential neighborhood, public school, public building and many large institutions in the City. The tons of refuse collected per truck decreased slightly, from 9.7 to 9.6, compared to Fiscal 2016. The percentage of trucks dumped on shift decreased to 43.7 percent in Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Tons of refuse disposed (000)	3,262.8	3,193.8	3,176.9	3,196.2	3,213.4	3,150.0	3,150.0	Neutral	Down
★ Refuse tons per truck-shift	9.9	9.6	9.5	9.7	9.6	10.7	10.7	Neutral	*
★ Trucks dumped on shift (%)	47.2%	43.5%	44.6%	45.8%	43.7%	45.6%	45.6%	Neutral	Up
Tons per day disposed	10,876	10,611	10,554	10,583	10,676	*	*	Neutral	Down
Average outage rate for all collection trucks (%)	19%	21%	20%	19%	19%	*	*	Neutral	Down
Missed refuse collections (%)	1.1%	0.0%	0.0%	0.4%	0.1%	*	*	Down	*

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

SERVICE 3 Recycle refuse.

Goal 3a   Increase the percentage of waste recycled.

The City's refuse stream contains valuable resources and energy that can be extracted for beneficial use, reducing the amount of waste sent to landfills. The Department's recycling operation consists of several programs including curbside collection, containerized collection, leaf, tree and yard waste, food waste, tire disposal, public space recycling and chlorofluorocarbon recovery.

As a result of continued expansion of organics recycling to include additional households and schools participating in the program, as well as the continuation of plastic recycling citywide, the curbside and containerized recycling diversion rate increased from 16.9 percent in Fiscal 2016 to 17.4 percent in Fiscal 2017. Curbside recycling tonnage increased five percent to 644,265 tons.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Curbside and containerized recycling diversion rate (%)	15.1%	15.4%	16.0%	16.9%	17.4%	21.0%	21.0%	Up	Up
★ Curbside and containerized recycled tons (000)	539.2	553.2	575.4	613.8	644.3	764.4	764.4	Up	Up
Total annual recycling diversion rate (%)	16.3%	17.0%	17.8%	18.9%	20.5%	*	*	Up	Up
Recycled tons per day	2,058	2,088	2,197	2,373	2,565	2,270	2,270	Up	Up
Annual tons recycled total (000)	642	652	685	740	800	*	*	Up	Up
★ Recycling tons per truck-shift	5.1	5.1	5.2	5.6	5.6	6.2	6.2	Up	Up
Missed recycling collections (%)	3.3%	0.0%	0.0%	0.1%	0.1%	*	*	Down	*
Recycling trucks dumped on shift (%)	29.2%	25.7%	25.8%	26.5%	25.5%	*	*	Neutral	Up
Recycling summonses issued	65,017	107,049	107,428	118,407	100,629	*	*	Up	*

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

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

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

When forecasts and conditions warrant, the Department initiates special 12-hour shifts, assigning employees to salt spreaders, plows and other snow fighting equipment. During the snow season of 2016-2017, the City experienced seven snow storms, two more than the last snow season, which resulted in a total accumulation of 30.5 inches. As a result of the increase in the number of storms, DSNY used 30 percent more salt compared to Fiscal 2016.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Snowfall (total inches)	24.0	56.3	47.5	31.8	30.5	*	*	Down	*
Salt used (tons)	183,597	492,369	522,841	302,229	391,719	*	*	Up	*

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Cases commenced against the City in state and federal court	309	341	651	747	432	*	*	Up	*
Payout ($000)	$26,944	$32,265	$25,500	$42,999	$50,040	*	*	Up	Down
Private transfer station permits	59	59	59	61	57	*	*	Neutral	*
Private transfer station inspections performed	5,047	6,022	5,998	4,570	5,758	*	*	Neutral	*
Total Environmental Control Board violations issued	259,909	358,064	402,251	458,050	456,373	*	*	Up	*
Violations admitted to or upheld at the Environmental Control Board (%)	84%	86%	88%	89%	86%	*	*	Neutral	*
Refuse collection cost per ton ($)	$252	$277	$282	$291	NA	*	*	NA	*
Refuse cost per ton (fully loaded) ($)	$392	$422	$449	$462	NA	*	*	NA	*
Disposal cost per ton ($)	$140	$145	$167	$171	NA	*	*	NA	*
Recycling cost per ton (fully loaded) ($)	$656	$721	$684	$670	NA	*	*	NA	*
Recycling collection cost per ton ($)	$627	$692	$640	$629	NA	*	*	NA	*
Paper recycling revenue per ton ($)	$11	$11	$11	$12	$14	*	*	Up	*
Removal cost per inch of snow ($000)	$1,602	$2,330	$2,444	$3,283	$3,157	*	*	Up	*
Collisions involving City vehicles	2,093	2,457	2,616	2,625	2,463	*	*	Up	Down
Workplace injuries reported (uniform and civilian)	1,572	1,539	1,266	1,304	1,329	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	0	8	17	16	15	*	*	Up	*
Letters responded to in 14 days (%)	52%	65%	58%	73%	66%	*	*	Up	Up
E-mails responded to in 14 days (%)	69%	75%	64%	75%	73%	*	*	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	95	97	96	95	95	*	*	Neutral	*
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	100	100	100	*	*	Neutral	*
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	100	100	*	*	Neutral	*
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	71	66	79	92	91	*	*	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$1,369.8	$1,414.2	$1,477.4	$1,500.7	$1,601.4	$1,621.9	$1,679.4	Up
Revenues ($000,000)	$17.7	$17.3	$17.5	$19.0	$33.4	$28.1	$23.8	Up
Personnel (uniformed)	7,121	7,185	7,381	7,465	7,544	7,445	7,517	Neutral
Personnel (civilian)	1,976	1,997	2,150	2,299	2,445	2,551	2,669	Up
Overtime paid ($000,000)	$108.1	$125.4	$131.3	$101.0	$118.1	$110.7	$105.0	Neutral
Capital commitments ($000,000)	$399.9	$276.7	$273.6	$176.4	$256.2	$384.1	$345.8	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$894.8	$950.7	
101 - Executive Administrative	$72.2	$80.4	All
102 - Cleaning and Collection	$666.7	$691.5	1a, 1b, 2a, 3a
103 - Waste Disposal	$20.8	$27.6	2a, 3a
104 - Building Management	$22.7	$24.6	NA
105 - Bureau of Motor Equipment	$63.9	$68.8	All
107 - Snow Budget - Personal Services	$48.6	$57.9	4a
Other Than Personal Services - Total	$605.9	$650.7	
106 - Executive and Administrative	$86.5	$99.0	All
109 - Cleaning and Collection	$25.0	$35.3	1a, 1b, 2a, 3a
110 - Waste Disposal	$404.8	$440.3	2a, 3a
111 - Building Management	$4.6	$4.2	NA
112 - Motor Equipment	$29.0	$30.1	All
113 - Snow Budget	$55.8	$41.8	4a
Agency Total	$1,500.7	$1,601.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Work Experience Program ended in December 2016. Agency resources data for 'Work Experience Program (WEP) enrollment' is no longer reported.

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.

DEPARTMENT OF PARKS & RECREATION Mitchell J. Silver, Commissioner

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, more than 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. Through programs like Parks Without Borders, DPR is bringing innovative design to sites across the City. 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 park was selected based on three factors: historical underinvestment, a large surrounding population and potential for park development. The framework also supports the ongoing Community Parks Initiative, which brings complete, community-informed reconstruction to more than 60 historically underserved neighborhood parks. All of the Department's efforts build on the core principles of good park development: targeted capital investment, strong community and public-private partnerships, innovative programming, and efficient and effective maintenance. Interconnection among each of these areas is essential to the growth of a truly 21st Century park system.

OUR SERVICES AND GOALS

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

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

Goal 1b Provide an overall quality park experience.

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

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

Goal 2b Resolve tree-related emergencies promptly.

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

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

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

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

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

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

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

HOW WE PERFORMED IN FISCAL 2017

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

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

Based on the results of the Department's internal inspection program, the percent of parks rated acceptable for overall condition and cleanliness exceeded targets in Fiscal 2017. Overall condition was 86 percent, higher than the performance target by one percentage point, while cleanliness was 92 percent, two percentage points above target. However, cleanliness at large parks fell three percentage points to 85 percent. The Department continues to evaluate new trash management approaches at high-use large parks and has implemented a new initiative to more effectively allocate and monitor maintenance staff during peak season.

Play equipment rated acceptable increased two percentage points from Fiscal 2016 and exceeded the performance target of 95 percent. In service rates for spray showers and drinking fountains remained high, surpassing or approaching targets.

The percent of recreation centers rated acceptable for cleanliness remained high at 99 percent while the percent of recreation centers rated acceptable for overall condition fell short of the target by two percentage points at 83 percent. The Department is currently developing new maintenance protocols to ensure that recreation centers meet and exceed acceptability standards.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Parks rated acceptable for overall condition (%)	85%	87%	86%	85%	86%	85%	85%	Neutral	Up
– Overall condition of small parks and playgrounds (%)	83%	85%	85%	83%	85%	*	*	Neutral	Up
– Overall condition of large parks (%)	74%	77%	78%	79%	79%	*	*	Neutral	Up
– Overall condition of greenstreets (%)	96%	97%	97%	97%	97%	*	*	Neutral	Up
★ Parks rated acceptable for cleanliness (%)	90%	91%	92%	92%	92%	90%	90%	Neutral	Up
– Cleanliness of small parks and playgrounds (%)	89%	91%	91%	91%	92%	*	*	Neutral	Up
– Cleanliness of large parks (%)	84%	85%	86%	88%	85%	*	*	Neutral	Up
– Cleanliness of greenstreets (%)	98%	99%	99%	99%	99%	*	*	Neutral	Up
★ Play equipment rated acceptable (%)	93%	93%	92%	95%	97%	95%	95%	Neutral	Up
★ Safety surfaces rated acceptable (%)	93%	94%	95%	95%	94%	95%	95%	Neutral	Up
★ Comfort stations in service (in season only) (%)	94%	95%	97%	95%	94%	95%	95%	Neutral	Up
★ Spray showers in service (in season only) (%)	92%	96%	94%	92%	93%	95%	95%	Neutral	Up
★ Drinking fountains in service (in season only) (%)	95%	95%	94%	96%	96%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for cleanliness (%)	100%	98%	100%	100%	99%	93%	95%	Neutral	Up
★ Recreation centers rated acceptable for overall condition (%)	85%	86%	83%	89%	83%	85%	85%	Neutral	Up
Monuments receiving annual maintenance (%)	63%	63%	63%	69%	65%	*	*	Neutral	Up

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

Goal 1b Provide an overall quality park experience.

The New York City Police Department (NYPD) is principally responsible for ensuring public safety throughout the City, including parks. DPR is committed to assisting NYPD in this effort to provide a positive and safe experience for all park visitors. During Fiscal 2017 reported crimes against persons increased over nine percent, from 612 to 670. Additionally, reported crimes against properties rose by nearly 17 percent, from 469 to 547.

At approximately 21,000, the number of summonses issued by Parks Enforcement Patrol officers was in line with the historically high issuance of Fiscal 2016.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Major felonies reported on Parks' properties (excludes Central Park) - Crimes against persons	NA	NA	488	612	670	⇩	⇩	NA	Down
★ – Crimes against properties	NA	NA	465	469	547	⇩	⇩	NA	Down
Summonses issued	11,809	16,310	15,323	21,176	20,907	*	*	Up	*
Violations admitted to or upheld at the Environmental Control Board (%)	81.1%	84.8%	87.2%	85.9%	81.5%	*	*	Neutral	Up

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

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

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

The Department beat its street tree pruning goal by over 5,000 trees for a total of nearly 70,500 trees pruned. However, the percent of street trees removed within 30 days of a public service request fell to 47 percent from 84 percent a year ago. Despite this decline, the total number of trees removed decreased less than five percent compared to Fiscal 2016.

The decrease in the percent of street trees removed within 30 days is an effect of DPR's transition to a new risk-based approach to street tree management, which began in Fiscal 2017. While providing timely customer service is a primary concern of the Department, risk management—reducing the likelihood that a tree or limb may fall on a person or property— is the agency's first priority. Systematizing this approach means first addressing the most hazardous tree conditions whether they are identified by the public or through proactive inspections conducted by trained foresters. This shift in practice, from a request-based approach to one that identifies and addresses tree risk, will be reflected with the introduction of new indicators in future Mayor's Management Reports. The new metrics will better capture the Department's work to efficiently and proactively mitigate risk on streets, in parks and in our urban forests.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Street trees pruned - Block program	46,697	59,607	97,888	87,359	70,443	65,000	65,000	Up	Up
– Annual pruning goal completed (%)	173%	119%	140%	92%	108%	*	*	Down	Up
– Trees pruned as a percent of pruning eligible trees	10%	12%	20%	18%	14%	*	*	Up	Up
Trees removed	22,920	16,586	15,964	16,505	15,749	*	*	Down	*
– Street trees removed (in response to service request)	9,765	10,525	10,702	12,821	3,997	*	*	Down	*
★ – Removed within 30 days of service request (%)	91%	99%	97%	84%	47%	95%	95%	Down	Up

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

Goal 2b   Resolve tree-related emergencies promptly.

The average time to close tree emergency service requests rose from 22.7 to 37.2 days. This increase was the result of a more aggressive approach to resolving requests initiated in previous years. Despite this increase, DPR resolved nearly 1,000 more emergency requests than in Fiscal 2016 while median time to close, which is internally tracked, decreased to five days from seven days in Fiscal 2016.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Total public service requests received - Forestry	120,791	77,727	85,214	90,217	74,247	*	*	Down	*
– Tree emergencies	50,775	14,449	17,835	20,462	21,155	*	*	Down	*
★ Average time to close - Tree emergency service requests (days)	10.4	21.2	17.1	22.7	37.2	⇩	⇩	Up	Down
– Down trees	8.3	15.7	15.3	16.2	28.5	*	*	Up	Down
– Hanging tree limbs	13.2	29.4	18.8	30.3	45.3	*	*	Up	Down
– Down tree limbs	11.9	18.6	17.3	22.5	38.5	*	*	Up	Down

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

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

The Department planted over 50,000 new trees in Fiscal 2017. Compared to Fiscal 2016, fewer trees were planted due to increased pricing in the street tree contract bid.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Trees planted	NA	NA	NA	62,086	50,018	⇧	⇧	NA	Up

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

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.

The Department completed 104 capital projects. Eighty-five percent of project construction was completed on time and 87 percent was completed within budget, surpassing the respective annual targets of 80 percent and 85 percent. One noteworthy completed project was the reconstruction of Van Alst Playground. With funding from the Community Parks Initiative, DPR was able to transform the existing multipurpose area into a colorful, well-structured space for sports, install new play equipment and spray showers, and add an adult fitness area while completing construction four months ahead of schedule.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Capital projects completed	123	114	84	97	104	85	100	Down	*
★ Capital projects completed on time or early (%)	76%	72%	90%	86%	85%	80%	80%	Up	Up
Capital projects completed within budget (%)	77%	78%	86%	88%	87%	85%	85%	Up	Up

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

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

The percentage of New Yorkers living within walking distance of a park increased slightly from 81 percent to 81.5 percent. The Department continues to make steady progress towards meeting the City's goal of 85 percent of New Yorkers living within walking distance of a park by 2030 so that residents may enjoy and benefit from accessible open space.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ New Yorkers living within walking distance of a park (%)	NA	NA	79.4%	81.0%	81.5%	⇧	⇧	NA	Up

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

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.

Recreation center memberships at the end of Fiscal 2017 were comparable to Fiscal 2016. However, attendance was down nearly five percent attributed, in part, to capital improvement projects that may have limited center capacity and a decrease in non-member visitor attendance compared to Fiscal 2016.

DPR is currently evaluating new systems for managing memberships and tracking attendance at recreation centers. Not only will a new system produce more accurate attendance counts due to improved system reliability, it will also provide members with the ability to conveniently purchase and manage their memberships online.

Total Attendance and Total Membership at Recreation Centers
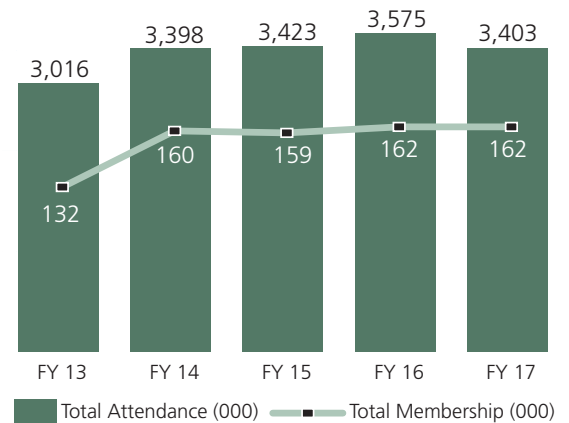
	FY 13	FY 14	FY 15	FY 16	FY 17
Total Attendance	3,016	3,398	3,423	3,575	3,403
Total Membership	132	160	159	162	162

Total Attendance (000)   ■ Total Membership (000)

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Total recreation center memberships	131,824	159,789	159,431	162,062	161,514	⇧	⇧	Up	Up
★ Total recreation center attendance	3,016,412	3,398,432	3,422,683	3,575,088	3,402,621	⇧	⇧	Up	Up
★ Attendance at outdoor Olympic and intermediate pools (pool season)	1,450,315	1,434,011	1,790,628	1,759,235	1,492,451	*	*	Up	*
Attendance at historic house museums	725,376	833,929	825,541	746,304	831,294	*	*	Neutral	Up
Attendance at skating rinks	530,299	595,887	548,677	564,696	581,842	*	*	Neutral	Up
Total attendance at non-recreation center programs	528,980	503,919	1,076,194	934,404	1,240,492	*	*	Up	Up

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

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

In Fiscal 2017 volunteer turnout increased nearly 14 percent. New initiatives like the Shape Up NYC training program gave volunteers the tools necessary to become fitness instructors and lead additional free fitness programming throughout the City.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Parks with an affiliated volunteer group (%)	NA	NA	NA	29%	27%	*	*	NA	Up
Volunteer turnout	37,754	34,137	40,932	44,212	50,378	*	*	Up	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Cases commenced against the City in state and federal court	270	294	292	349	315	*	*	Up	*
Payout ($000)	$24,342	$16,760	$12,690	$13,079	$16,104	*	*	Down	Down
Collisions involving City vehicles	464	496	540	550	556	*	*	Up	Down
Workplace injuries reported	358	397	396	374	321	*	*	Neutral	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
E-mails routed and responded to in 14 days (%)	45%	38%	52%	60%	77%	60%	60%	Up	Up
Letters routed and responded to in 14 days (%)	37%	30%	43%	47%	74%	60%	60%	Up	Up
Completed customer requests for interpretation	45	60	81	122	110	*	*	Up	*
CORE customer experience rating (0-100)	89	91	93	91	91	85	85	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent meeting time to first action - Damaged Tree - Branch or Limb Has Fallen Down (8 days)	94%	82%	83%	94%	97%	95%	95%	Neutral	*
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (30 days for trees planted within a 2 year period, 7 days for all other trees)	87%	69%	69%	72%	70%	90%	90%	Down	*
Percent meeting time to first action - New Tree Request - For One Address (180 days)	98%	98%	99%	90%	91%	90%	90%	Neutral	*
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	92%	88%	57%	48%	35%	95%	95%	Down	*
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	82%	60%	64%	71%	60%	85%	85%	Down	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$426.3	$413.3	$496.3	$476.1	$541.0	$548.1	$531.8	Up
Revenues ($000,000)	$63.0	$71.5	$67.8	$71.8	$70.0	$67.2	$70.5	Neutral
Personnel (Total FT and FTE)	6,983	6,632	6,870	6,942	7,124	7,917	7,668	Neutral
Full-time personnel	3,448	3,642	3,862	4,043	4,124	4,326	4,275	Up
Full-time equivalent (FTE) personnel	3,535	2,990	3,008	2,899	3,000	3,591	3,393	Down
- Parks Opportunity Program (POP) partici-pants[4]	1,640	1,612	1,605	1,529	1,608	1,343	1,343	Neutral
Overtime paid ($000,000)	$15.4	$14.0	$15.4	$19.2	$13.2	$13.2	$12.8	Neutral
Capital commitments ($000,000)	$532.8	$364.8	$645.7	$359.1	$567.7	$1,259.2	$1,647.4	Neutral

[1]Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details.   [2]Authorized Budget Level   [3]Expenditures include all funds
[4]The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.
"NA" - Not Available   *None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$364.5	$392.9	
001 - Executive Management and Administrative Services	$8.2	$8.5	All
002 - Maintenance and Operations	$287.9	$312.5	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	$42.5	$45.9	2c, 3a, 3b
004 - Recreation Services	$26.0	$26.0	4a, 4b
Other Than Personal Services - Total	$111.6	$148.2	
006 - Maintenance and Operations	$84.9	$117.1	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	$21.5	$23.1	All
009 - Recreation Services	$1.6	$1.9	4a, 4b
010 - Design and Engineering	$3.5	$6.0	2c, 3a, 3b
Agency Total	$476.1	$541.0	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department revised Fiscal 2016 data for 'Total recreation center attendance' from 4.3 million to 3.6 million to correct for a technical error occurring at the point of entry that impacted visitor counts.

- The Department raised the Fiscal 2018 target for 'Recreation centers rated acceptable for cleanliness (%),' from 93% to 95%, and added a Fiscal 2018 target for 'Capital projects completed.'

- The Department corrected Fiscal 2016 data for 'Collisions involving City vehicles,' from 576 to 550.

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

- The service level agreement standard, or time to first action, for the service request 'Dead Tree - Dead/Dying Tree' was amended to reflect contractor obligations for newly planted trees, which have a two year warranty that requires contractors to respond within 30 days. The time to first action for all other trees in this service request category is seven days. Prior to Fiscal 2017, all trees for this request type had a seven-day standard.

ADDITIONAL RESOURCES

For additional information go to:

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

- 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.

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, Coalition of Theaters of Color, Anti-Gun Violence Initiative and SU-CASA—a program developed by DCLA in partnership with the Department for the Aging to provide seniors with unique art-making opportunities at senior centers. 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, launched CUNY Cultural Corps, a partnership with CUNY to support paid internships at cultural organizations across the City. In July 2017, after a yearlong intensive public engagement period, the agency published CreateNYC, a robust cultural plan that outlines the cultural priorities of the City's residents and provides a roadmap to a more sustainable, inclusive and equitable cultural sector in which all residents have a stake.

OUR SERVICES AND GOALS

SERVICE 1	**Provide financial support to the City's non-profit arts and cultural sector for operations, programs and activities.**
Goal 1a	Process grant payments promptly.
Goal 1b	Strengthen the infrastructure of cultural facilities by funding capital improvements.
Goal 1c	Expand resources for arts programs and public schools by increasing the supply and use of donated materials.
SERVICE 2	**Promote public appreciation of non-profit arts and culture.**
Goal 2a	Increase public awareness of the cultural programming offered throughout the five boroughs.

HOW WE PERFORMED IN FISCAL 2017

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.

In Fiscal 2017 DCLA issued initial grant payments through the Cultural Development Fund (CDF) in an average of 6 days compared to 4 days a year ago. The longer issuance time is due to an increased number of payments as well as temporary staffing vacancies. CDF final grant payments were issued in an average of 4 days, the same as Fiscal 2016. All operating support payments to the City's Cultural Institutions Group (CIG) were made within the 5-day performance standard.

In total, the agency awarded more than $170.9 million in financial support to the cultural community, awarding $111 million in operating support to the CIG (including $38.8 million in energy subsidies); $37.3 million in program support to 933 organizations; and $20.8 million to organizations designated through City Council initiatives, including Cultural After School Adventures, the Coalition of Theaters of Color Initiative, the Cultural Immigrant Initiative, SU-CASA and an Anti-Gun Violence Initiative. The Department also awarded $1.5 million in other funding, including non-CIG energy grants, and $370,000 in funding for the Building Community Capacity Initiative.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	6	8	11	4	6	7	7	Down	Down
★ Average days to issue final CDF payments	4	5	4	4	4	5	5	Neutral	Down
Program organizations awarded CDF payments	888	881	883	889	933	*	*	Neutral	*
Total financial support provided to qualifying organizations ($000,000)	$139.3	$144.3	$152.6	$152.7	$170.9	*	*	Up	*

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

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

Through its capital program the agency supports construction and renovation at eligible cultural institutions throughout the five boroughs. By applying historical data from past projects, DCLA was able to more accurately forecast Fiscal 2017 project initiations. As a result, 99 percent of planned capital projects were initiated in Fiscal 2017, a three percentage point improvement from Fiscal 2016.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Capital projects authorized to proceed	69	45	41	48	67	*	*	Neutral	*
★ Capital projects initiated (%)	63%	42%	85%	96%	99%	66%	66%	Up	Up

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

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

The number of recipient transactions at Materials for the Arts (MFTA) held steady at 6,356 and the number of unique donors rose from 1,559 to 1,892. The Department has been turning away fewer donations of items that cannot be accepted at the MFTA warehouse by encouraging direct donations through its online service. This accounts for a 77 percent increase in online donations brokered to members.

In total, 2,165 arts organizations, public and charter schools, community service organizations and government agencies received donated equipment and materials valued at $9.5 million dollars. The Center for the Holographic Arts, the NYC Department of Probation (Kings Juvenile Operation – Paint Straight), Vineyard Theatre & Workshop Center and P. S. 216 Arturo Toscanini were among the MFTA members who benefitted from free materials.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	1,884	2,025	2,105	2,117	2,165	*	*	Up	Up
★ MFTA transactions	5,653	5,995	6,021	6,376	6,356	5,300	5,300	Up	Up

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

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

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

In Fiscal 2017 approximately 22.8 million visitors attended the 33 City-owned museums, performing arts centers, botanical gardens and historical sites that comprise the Cultural Institutions Group (CIG). This represents a 1.9 percent decrease in attendance over Fiscal 2016. The percent of visitors taking advantage of free admissions programs at the CIG was 27 percent, down from 31 percent in Fiscal 2016.

Visitors to Cultural Institutions Group (000)
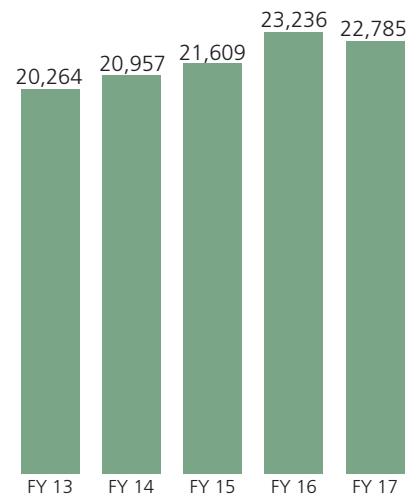
FY 13	FY 14	FY 15	FY 16	FY 17
20,264	20,957	21,609	23,236	22,785

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total visitors to the Cultural Institutions Group (000)	20,264	20,957	21,609	23,236	22,785	*	*	Up	Up
– Visitors using free admission and/or tickets (%)	22%	26%	26%	31%	27%	*	*	Up	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
E-mails responded to in 14 days (%)	86%	90%	92%	95%	89%	88%	88%	Neutral	Up
Letters responded to in 14 days (%)	87%	100%	100%	100%	100%	90%	90%	Up	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$146.5	$156.5	$163.7	$163.1	$185.6	$186.9	$188.8	Up
Personnel	59	59	62	67	65	74	76	Up
Overtime paid ($000)	$0	$0	$0	$0	$0	$0	$0	Neutral
Capital commitments ($000,000)	$176.3	$214.7	$153.9	$113.9	$147.4	$542.9	$371.5	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$4.5	$5.2	
001 - Office of the Commissioner	$4.5	$5.2	All
Other Than Personal Services - Total	$158.6	$180.4	
002 - Office of the Commissioner	$1.7	$2.0	All
003 - Cultural Programs	$48.6	$59.5	1a, 1b
004 - Metropolitan Museum of Art	$24.2	$25.9	1a, 1b
005 - New York Botanical Garden	$6.9	$7.3	1a, 1b
006 - American Museum of Natural History	$15.3	$16.7	1a, 1b
007 - The Wildlife Conservation Society	$13.8	$14.6	1a, 1b
008 - Brooklyn Museum	$7.5	$8.1	1a, 1b
009 - Brooklyn Children's Museum	$1.8	$2.0	1a, 1b
010 - Brooklyn Botanical Garden	$4.1	$4.8	1a, 1b
011 - Queens Botanical Garden	$2.3	$3.5	1a, 1b
012 - New York Hall of Science	$1.9	$2.0	1a, 1b
013 - Staten Island Institute of Arts and Sciences	$0.8	$1.0	1a, 1b
014 - Staten Island Zoological Society	$1.4	$1.6	1a, 1b
015 - Staten Island Historical Society	$0.8	$0.9	1a, 1b
016 - Museum of the City of New York	$1.6	$1.8	1a, 1b
017 - Wave Hill	$1.2	$1.3	1a, 1b
019 - Brooklyn Academy of Music	$2.7	$2.9	1a, 1b
020 - Snug Harbor Cultural Center	$3.1	$3.3	1a, 1b
021 - Studio Museum in Harlem	$0.8	$0.9	1a, 1b
022 - Other Cultural Institutions	$17.2	$19.3	1a, 1b
024 - New York Shakespeare Festival	$1.1	$1.1	1a, 1b
Agency Total	$163.1	$185.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds. [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• The agency added the indicator 'Program organizations awarded CDF payments.'

ADDITIONAL RESOURCES

• CreateNYC:
http://createnyc.org/en/home/

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

DEPARTMENT OF CONSUMER AFFAIRS
Lorelei Salas, Commissioner

WHAT WE DO

The Department of Consumer Affairs (DCA) protects and enhances the daily economic lives of New Yorkers to help create thriving communities. DCA licenses and regulates more than 81,000 businesses in more than 50 industries. The agency strives to create a culture of compliance in the marketplace by performing onsite inspections of businesses and enforcing license regulations, weights and measures regulations, and the NYC Consumer Protection Law. DCA also provides mediation and restitution for consumer complaints. Through the Office of Labor Policy and Standards, the agency enforces various workplace laws, including Paid Sick Leave, by investigating complaints, conducting proactive investigations and recovering restitution for workers.

DCA's Office of Financial Empowerment (OFE) focuses on initiatives that educate, empower and protect residents and neighborhoods with low incomes so they can improve their financial health and build assets by providing free financial counseling and coaching at Financial Empowerment Centers around the City and through other small-scale programs, increasing access to safe and affordable financial products and services, and encouraging the use of NYC Free Tax Prep sites where eligible New Yorkers can file their taxes for free and claim valuable tax credits.

FOCUS ON EQUITY

DCA's commitment to a fair and equitable marketplace begins with consumer advocacy, business education and transparency. As part of its consumer advocacy, DCA continues to coordinate work across the agency to focus on issues like predatory lending—implementing a multi-pronged approach, including enforcement, legislation and education for maximum impact. To help prevent consumer harm and improve the financial health of New Yorkers with low incomes, DCA's Office of Financial Empowerment provides financial counseling and coaching, helps with debt reduction and offers free tax preparation. DCA has also increased its outreach efforts to educate businesses about their obligations to workers in addition to consumers. Through DCA's Office of Labor Policy and Standards, New York City employees and employers are informed about various workplace laws the agency enforces, including Paid Sick Leave, to ensure workers get the protections to which they are entitled.

OUR SERVICES AND GOALS

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.

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.

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

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

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 IN FISCAL 2017

SERVICE 1 Protect and advocate for consumers.

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

The number of docketed complaints decreased by over 16 percent to 3,049, and the number of resolved complaints decreased by over 22 percent to 2,860, reflecting a drop in the number of complaints received. The overall 5-year trend for both indicators is down. The percent of complaints processed within 28 days rose to 56 percent; in line with Fiscal 2016, 99 percent of complaints were processed within 90 days. At 27 days, the median complaint processing time decreased by one day and continued to meet or exceed the performance target of 28 days.

The satisfaction rate on mediated consumer complaints increased by three percentage points to 67 percent for the year. This success can be attributed to the agency's continued efforts to effectively manage the negotiation process between consumers and businesses to reach a resolution acceptable to all parties.

DCA secured $2.3 million in restitution for consumers during Fiscal 2017, a 34 percent decrease compared to the previous year. Restitution for both Fiscal 2016 and 2017 was affected by the disbandment of the agency's tribunal in December 2015 and the subsequent transfer of the agency's adjudicatory responsibilities to the Office of Administrative Trials and Hearings (OATH) during which time the majority of pending consumer cases were adjourned. DCA began filing enforcement and consumer cases at OATH in August 2016 when the transfer was completed.

Consumer Complaints
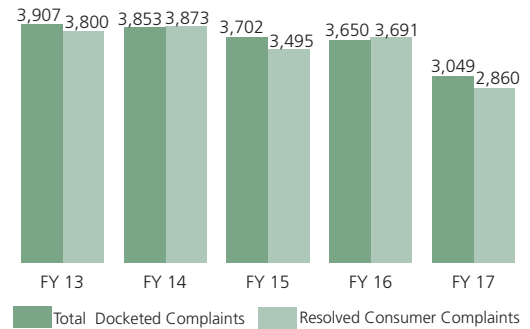
	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total docketed complaints	3,907	3,853	3,702	3,650	3,049	*	*	Down	*
Resolved consumer complaints	3,800	3,873	3,495	3,691	2,860	*	*	Down	*
Complaints processed within 0-28 days (%)	NA	NA	51%	51%	56%	50%	50%	NA	Up
– Within 0-50 days (%)	NA	NA	83%	85%	88%	85%	85%	NA	Up
– Within 0-90 days (%)	NA	NA	100%	100%	99%	100%	100%	NA	Up
★ Median complaint processing time (days)	21	20	27	28	27	28	28	Up	Down
Restitution awarded ($000)	$7,223	$3,588	$6,189	$3,472	$2,291	*	*	Down	*
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	62%	62%	62%	64%	67%	62%	62%	Neutral	Up

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

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

While DCA has taken an "education first" approach to many less severe violations, like refund and receipt infractions, the agency has pursued more aggressive enforcement against behaviors that cause public harm. As an example, DCA increased its enforcement of businesses violating the City's Sensible Tobacco Law (Local Law 97 of 2013) regulations. DCA issued significantly more violations to businesses selling cigars for less than $3, selling flavored tobacco or selling cigarettes to youth aged 18 to 20 years old. DCA also began enforcing new vehicle price disclosure regulations, a new prohibition on businesses leaving doors and windows open while operating an air conditioner and a new regulation prohibiting businesses from charging tax on non-taxable items such as diapers, medicine, or feminine hygiene products.

These new regulations and the changes in enforcement priorities resulted in an 11.8 percent increase in violations from 14,291 in Fiscal 2016 to 15,971 in Fiscal 2017, while the total number of inspections dropped by approximately 1,000 to 75,951.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total inspections	74,029	73,035	65,506	76,996	75,951	*	*	Neutral	Up
Total violations issued	23,326	19,888	11,923	14,291	15,971	*	*	Down	*
★ Licensing Law compliance rate (%)	93%	93%	95%	95%	95%	93%	93%	Neutral	Up
Consumer Protection Law - refund and receipt compliance rate (%)	80%	81%	91%	91%	89%	80%	85%	Up	Up
Weights and Measures Law compliance rate - gasoline pumps (%)	97%	99%	99%	100%	99%	98%	98%	Neutral	Up
Weights and Measures Law compliance rate - fuel trucks (%)	80%	78%	70%	68%	71%	72%	72%	Down	Up
★ Inspected stores complying with tobacco regulations (%)	91%	92%	92%	93%	89%	90%	90%	Neutral	Up

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

| Goal 1c | Negotiate settlements and promptly collect fines. |

In the period leading up to the transfer of DCA's adjudicatory authority to OATH, the majority of DCA's pending cases were adjourned, significantly impacting the agency's fine collection and settlement rates. A large proportion of the fines assessed in Fiscal 2017 by OATH resulted from violations that DCA issued over a year prior. Because it is much more difficult to collect fines after such a delay, the percent of fines collected within 45 days of assessment decreased from 89 to 70 percent, below the 80 percent target. Overall, settlements also decreased from $8.3 million to $6.5 million in Fiscal 2017. While DCA settlement officers are no longer available at the tribunal, they continue to be available at DCA's offices to meet with respondents.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total settlements ($000)	$9,270	$9,395	$7,542	$8,324	$6,530	*	*	Down	*
★ Number of fines collected within 45 days of assessment (%)	84%	81%	82%	89%	70%	80%	80%	Neutral	Up

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

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

| Goal 2a | Ensure that business licensing is easy. |

Despite a 7.4 percent increase in customer visits, which grew to nearly 108,000, the average customer wait time at the Department's Licensing Center held steady at 8 minutes, well below the target of 15 minutes. Close to 9,000 additional customers were served at the Small Business Support Center in Queens, which opened last year, where average wait times were three minutes.

The Department processed basic license applications in an average of 3 days, continuing to outperform the 4-day target.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Basic license application - Average processing time (days)	2	3	2	2	3	4	4	Up	Down
License applications received online (%)	27%	19%	20%	18%	23%	*	*	Down	Up
★ Licensing Center wait time (minutes)	11	16	13	8	8	15	15	Down	Down

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

Goal 2b   Educate businesses to help them understand their responsibilities toward consumers and their employees.

DCA continues to supplement patrol-based efforts with intensive outreach to help businesses understand their legal responsibilities. In Fiscal 2017 DCA educated more than 16,000 businesses through violation-free business education walks, special events and trainings, and Live Chat for Businesses. Additionally, whereas in previous years education was focused on specific laws, DCA outreach efforts are now more holistic and typically educate businesses about all the DCA consumer protection, licensing and workplace laws that apply to them. In addition to business education, DCA devoted significant resources to warn consumers about predatory lending schemes and to educate employees about their workplace rights.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Businesses educated through direct outreach	11,217	34,865	22,659	17,072	16,186	*	*	Down	Up

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

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SERVICE 3   Educate and empower New Yorkers with low incomes.

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

Through its Office of Financial Empowerment (OFE), DCA continued to focus on initiatives that support New Yorkers and communities with low incomes in building wealth and improving their financial health. OFE's financial counseling programs, including the Financial Empowerment Centers, served more than 9,400 clients, 880 fewer than a year ago. The completion of several pilot programs and a decline in referrals contributed to the decrease in clients. OFE's financial counseling programs continued to help clients take critical steps to change financial behaviors and achieve financial stability, with 39.9 percent of clients achieving measurable success, comparable to last fiscal year.

In addition to its financial counseling programs, DCA continued to support the New York City Annual Tax Season Initiative which seeks to increase awareness of and access to valuable tax credits, such as the Earned Income Tax Credit and the New York City Child Care Tax Credit, and free tax preparation services. However, during the 2017 tax season, the NYC Free Tax Prep providers experienced significant challenges, including issues with the new tax software provided by the Internal Revenue Service, confusing tax law changes, insufficient volunteers and a shift in strategy by a large provider within the network. The resulting 30.5 percent reduction in returns filed notwithstanding, the initiative had several key successes in the 2017 tax season, including adding new providers and sites to the NYC Free Tax Prep network, conducting targeted outreach events in more communities across the City and implementing service design innovations to enhance the experience of tax filers at NYC Free Tax Prep sites.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Clients served by Office of Financial Empowerment financial counseling programs	6,727	8,302	10,479	10,290	9,412	*	*	Up	*
– Percent achieving measurable success (%)	NA	NA	34.0%	40.0%	39.9%	*	*	NA	Up
Total debt reduced by clients ($000) (cumulative)	$14,497	$23,893	$33,088	$43,125	$52,967	*	*	Up	Up
Total savings accumulated ($) (cumulative)	$1,995,846	$2,987,936	$3,596,836	$4,094,324	$4,326,485	*	*	Up	Up
Tax returns filed through citywide Tax Credit Campaign	NA	96,611	153,365	162,583	112,946	*	*	NA	Up

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

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.

The Paid Sick Leave Law is enforced by the agency's Office of Labor Policy and Standards (OLPS), which was established at DCA in 2016. Since then, and throughout Fiscal 2017, OLPS has conducted over 300 citywide education and outreach events, informing employers and employees about municipal labor laws and OLPS's role in protecting and empowering workers across New York City. In addition, as a result of OLPS's enforcement efforts, employees have been awarded approximately $3.8 million in restitution, of which $1.6 million was awarded in Fiscal 2017. Due to the increasingly complex nature of the cases as the law matures, the number of cases closed decreased in Fiscal 2017, and the length of time to investigate and resolve complaints grew to 183 days from 101 days as many more cases required extensive investigations. In earlier cases, simple employer error was often a factor, resulting in quicker resolutions. In Fiscal 2017, with existing resources, OLPS was also tasked with implementing Local Law 140 of 2016, the Freelance Isn't Free Act, and Local Law 98 of 2016, which established a Paid Care Division to focus on the needs of paid care workers, such as domestic workers and home health aides.

A key component of OLPS's Fiscal 2018 plan will be to incorporate a proactive, strategic, targeted enforcement model for paid sick leave and other enforcement cases. This shift will allow OLPS to continue to expand the City's ability to protect, educate and empower vulnerable workers across New York City and ensure that thousands of workers have their rights protected.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Paid Sick Leave (PSL) complaints received	NA	NA	583	335	315	*	*	NA	*
PSL complaints closed	NA	NA	369	403	246	*	*	NA	*
★ Average time to resolve all PSL complaints (calendar days)	NA	NA	33	101	183	⇩	⇩	NA	Down
Employees receiving restitution	NA	NA	97	13,675	3,552	*	*	NA	*
Total amount of employee restitution ($)	NA	NA	$54,961	$2,123,391	$1,584,137	*	*	NA	*
Total amount of PSL fines ($)	NA	NA	$50,050	$1,201,468	$502,168	*	*	NA	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Average customer in-person wait time (minutes)	12	16	13	9	9	17	17	Down	Down
Completed customer requests for interpretation	1,611	2,536	3,377	3,861	3,695	*	*	Up	*
CORE customer experience rating (0-100)	86	94	95	98	99	83	87	Up	Up

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

Performance Indicators		Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	97%	70%	83%	93%	98%	85%	85%	Up	*
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	97%	69%	84%	91%	97%	85%	85%	Up	*
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	96%	71%	82%	92%	98%	85%	85%	Up	*
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	96%	71%	82%	93%	98%	85%	85%	Up	*
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	92%	92%	65%	78%	84%	85%	85%	Down	*

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

AGENCY RESOURCES

Resource Indicators		Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend	
Expenditures ($000,000)[3]	$27.3	$32.5	$37.4	$36.2	$38.3	$40.4	$41.6	Up	
Revenues ($000,000)	$37.1	$38.5	$32.9	$32.0	$32.8	$27.6	$28.0	Down	
Personnel	331	384	367	360	391	440	439	Up	
Overtime paid ($000)	$724	$866	$197	$285	$77	$77	$57	Down	

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$22.1	$23.8	
001 - Administration	$7.6	$8.3	All
002 - Licensing and Enforcement	$12.7	$15.2	1b, 1c, 2a, 2b, 4a
004 - Adjudication[4]	$1.8	$0.2	1a, 1c, 4a
Other Than Personal Services - Total	$14.2	$14.5	
003 - Other than Personal Services	$14.2	$14.5	All
Agency Total	$36.2	$38.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   [4]As of Fiscal 2017 this appropriation has been transitioned to the Office of Administrative Trials and Hearings.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department renamed the indicator 'Financial Empowerment Center clients – Percent achieving measurable success (%).' It now reads 'Clients served by the Office of Financial Empowerment financial counseling programs – Percent achieving measureable success (%).' Reported data is not affected by this change. DCA also added an indicator that reports on the number of clients served by the counseling programs.

- The Department increased the Fiscal 2018 targets for 'Consumer Protection Law - refund and receipt compliance rate (%),' from 80% to 85%, and for 'CORE customer experience rating (0-100),' from 83% to 87%.

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

ADDITIONAL RESOURCES

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

- Live Chat for Businesses:
  https://www1.nyc.gov/site/dca/businesses/live-chat.page

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

- Paid Care Division:
  http://www1.nyc.gov/site/dca/workers/workersrights/paid-care-workers.page

For more information on the agency, please visit: 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 IN FISCAL 2017

SERVICE 1 Provide public access to City government.

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

311 received almost 37.8 million inquiries in Fiscal 2017. More than 20.5 million contacts were made via telephone and almost 17.3 million contacts were made through 311 Online. The 311 Mobile App was used to contact 311 more than 1.3 million times in Fiscal 2017. In addition, more than 144,000 contacts were made via text. 311 has also continued to increase its social media presence on Twitter and Facebook, with a combined following of more than 400,000 people.

311 exceeded its target of answering 80 percent of calls within 30 seconds in Fiscal 2017. The average wait time to speak to a representative after the initial recorded messages was 18 seconds, an increase of two seconds compared to Fiscal 2016.

The results of the July 2017 customer satisfaction survey, which was conducted and published by CFI Group Inc., evaluated the experiences of 1,076 people who contacted 311. The total composite score of 84 represents a six percentage point improvement from the 2008 baseline measure.

Calls to 311 - Monthly Average (000)
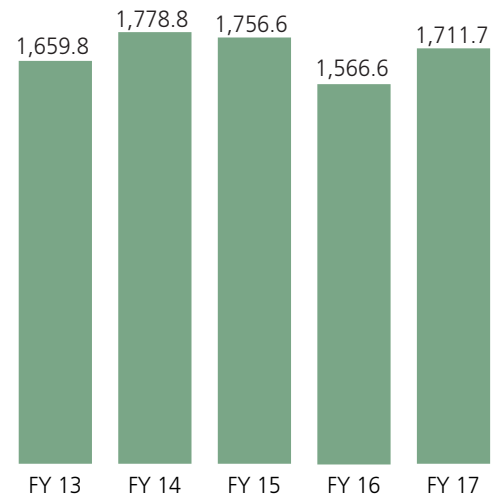
	FY 13	FY 14	FY 15	FY 16	FY 17
	1,659.8	1,778.8	1,756.6	1,566.6	1,711.7

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ 311 calls (000)	19,917	21,346	21,079	18,799	20,540	*	*	Neutral	*
★ 311 Online site visits (000)	3,998	5,248	9,656	13,018	17,246	⇧	⇧	Up	Up
311 mobile app contacts (000)	NA	NA	705	1,010	1,365	*	*	NA	Up
311-NYC (text) contacts (000)	NA	234	175	156	144	*	*	NA	*
Calls handled in languages other than English (%)	2.1%	1.8%	2.5%	3.0%	2.7%	*	*	Up	*
★ Average wait time (tier 1 calls) (minutes:seconds)	0:38	0:23	0:23	0:16	0:18	0:30	0:30	Down	Down
★ Calls answered in 30 seconds (%)	81%	83%	84%	89%	85%	80%	80%	Neutral	Up
Call takers time occupied (%)	78%	79%	77%	74%	73%	*	*	Neutral	Up
Calls resolved at 311 without transfer to agency for resolution (%)	91%	93%	94%	93%	94%	*	*	Neutral	Up
Complaints about 311 per million calls	26.0	23.0	26.0	32.0	30.0	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	421,839	392,759	531,194	556,576	545,132	*	*	Up	*
E-mails responded to in 14 days (%)	100%	100%	100%	100%	96%	*	*	Neutral	*
Customer satisfaction index	84	83	84	85	84	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$39.6	$38.3	$44.1	$43.8	$42.6	$42.0	$44.2	Up
Personnel	276	308	337	358	347	405	405	Up
Overtime paid ($000)	$239	$248	$224	$176	$239	$239	$239	Down

[1]Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details.   [2]Authorized Budget Level   [3]Expenditures include all funds
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. 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

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.

TLC continued expanding the accessibility of the City's taxi fleet and improving service to passengers who need wheelchair accessible vehicles. The number of accessible medallion taxis more than doubled over the course of Fiscal 2017 to 1,860. TLC's accessible dispatch program also set a new record, successfully completing 80,939 total trips, a 41 percent increase over the prior year. Median wait time for accessible dispatch trips fell to 10 minutes from 13 minutes, and the program fulfilled 91 percent of requested trips, up from 89 percent. TLC continues to work with the yellow and green taxi industries to expand the Manhattan-only program to all boroughs, with citywide accessible dispatch services expected to launch in the first half of Fiscal 2018.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Active medallion taxis that are accessible	NA	553	572	876	1,860	*	*	NA	Up
Active Boro Taxis that are accessible	NA	492	1,240	1,393	1,485	*	*	NA	Up
Accessible dispatch median wait time in Manhattan (hours:minutes)	NA	0:15	0:13	0:13	0:10	*	*	NA	Down
Accessible dispatch trips fulfilled as a percent of requested trips (%)	NA	81.0%	88.7%	89.2%	91.1%	*	*	NA	Up
Active medallion vehicles with hearing induction loops	NA	312	668	1,410	2,205	*	*	NA	Up

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

Goal 1b Ensure that all licensed vehicles meet safety and emissions standards.

TLC conducted a total of 136,222 safety and emissions inspections at its Woodside facility in Fiscal 2017, a 12 percent increase over the prior year. For-hire vehicle (FHV) inspections were up 39 percent, which reflects the continued growth of the FHV industry, and accounted for just over half of all inspections in Fiscal 2017. The percent of FHV and Boro taxis that failed initial safety and emissions inspections continued on a downward trend. The failure rate decreased to 30 percent for FHVs, and to 46 percent for Boro taxis. The medallion failure rate remained steady at 28 percent.
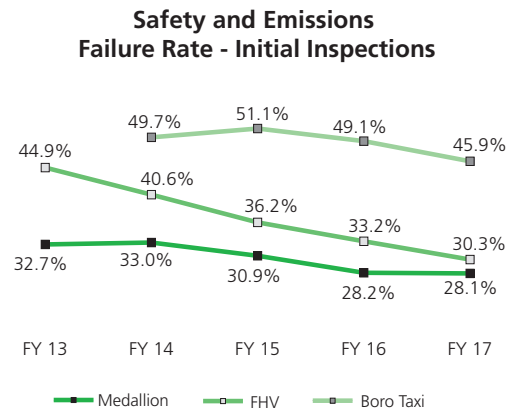
Safety and Emissions Failure Rate - Initial Inspections

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Medallion safety and emissions inspections conducted	51,786	52,046	51,769	50,894	49,830	*	*	Neutral	*
★ Medallion safety and emissions failure rate - Initial inspection (%)	32.7%	33.0%	30.9%	28.2%	28.1%	35.0%	35.0%	Down	Down
– Re-inspection (%)	8.1%	7.9%	7.4%	6.5%	6.6%	*	*	Down	Down
Medallion safety and emissions inspections completed on schedule (%)	94.9%	96.0%	95.5%	95.6%	94.0%	*	*	Neutral	Up
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	39,634	40,498	47,176	49,949	69,390	*	*	Up	*
★ FHV safety and emissions failure rate - Initial inspection (%)	44.9%	40.6%	36.2%	33.2%	30.3%	45.0%	45.0%	Down	Down

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
– Re-Inspection (%)	15.1%	14.4%	13.6%	12.5%	10.1%	*	*	Down	Down
FHV safety and emissions inspections completed on schedule (%)	99.8%	99.9%	99.8%	100.0%	96.9%	*	*	Neutral	Up
Boro Taxi safety and emissions inspections conducted	NA	11,202	20,024	20,676	17,002	*	*	NA	*
★ Boro Taxi safety and emissions failure rate - Initial inspection (%)	NA	49.7%	51.1%	49.1%	45.9%	45.0%	45.0%	NA	Down
– Re-inspection (%)	NA	13.0%	12.8%	12.4%	10.4%	*	*	NA	Down

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

Goal 1c   Ensure all vehicles operating for-hire follow TLC rules and regulations.

Patrol summonses were down in the first part of the year as TLC officers placed greater emphasis on labor-intensive illegal van operations, which addresses a priority issue but can result in fewer summonses. Following the January 2017 graduation of a new class of cadets, patrol activity increased in the latter half of the year. Overall, TLC enforcement officers issued 58,554 patrol summonses in Fiscal 2017 compared to 62,090 the prior year. While overall patrol summons issuance decreased six percent, summonses for illegal street hails rose by 50 percent, including a 22 percent increase in summonses for illegal pick-ups at the NYC airports, reflecting TLC's focused enforcement. At the same time, TLC enforcement officers continued to support the City's Vision Zero initiative, issuing 17 percent more summonses for unsafe driving violations than in Fiscal 2016.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Patrol summonses issued to drivers	NA	24,921	33,714	39,833	34,725	*	*	NA	*
Patrol summonses issued to owners/agents/bases	NA	24,694	27,958	22,257	23,829	*	*	NA	*
★ Patrol summonses issued for illegal street hails (drivers and vehicle owners)	NA	10,522	10,803	8,549	12,813	*	*	NA	*
★ Patrol summonses issued for unlicensed activity (drivers and vehicle owners)	NA	14,822	12,497	10,380	7,955	*	*	NA	*
Administrative summonses issued to drivers	NA	7,958	13,492	10,478	9,595	*	*	NA	*
Administrative summonses issued to owners/agents/bases	NA	5,398	13,120	15,146	16,603	*	*	NA	*
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	83.0%	85.4%	91.5%	90.9%	94.5%	*	*	Up	Up

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

Goal 1d   Provide excellent customer service to licensees.

In Fiscal 2017 TLC streamlined licensing processes and significantly improved the efficiency of services for a rapidly growing industry. In addition to introducing the "TLC Driver License," allowing licensees to operate medallion, Boro taxis and FHVs with a single driver license, TLC moved the driver license application process online, with the exception of fingerprinting, eliminating the need for new applicant visits to the TLC Licensing Center. TLC also enhanced the new vehicle application process by giving owners the ability to submit the application and related documents entirely online. In coordination with the Department of Motor Vehicles, efficiencies were gained in the TLC plate issuance process, completely eliminating the need for new vehicle applicants to visit the TLC facility. By the end of Fiscal 2017, 83 percent of new vehicle applications were being submitted online. With increased online submissions, average wait times for customers visiting the Center decreased from 25 minutes to 19 minutes.

The number of new TLC Driver Licenses issued increased 20 percent in Fiscal 2017. Despite the increase in new applications, TLC reduced the average amount of time to receive new licenses from 63 days to 59 days, and reduced agency back office processing time for new licenses from 20 days to 12 days. Overall, the total number of driver licenses issued decreased two percent to 95,337, as fewer licenses required renewal following TLC's adoption of a longer license term of three years from two years in January 2016.

As TLC saw a 26 percent increase in total vehicle licenses since last fiscal year, the average time to conduct safety and emissions inspections (which includes both wait time and actual inspection time), increased across all vehicle categories. Average inspection times for medallion taxis rose, but remained under the 1-hour target, while increases in FHV and Boro taxi inspection times pushed the average above the 1-hour target. TLC is employing two strategies to address the longer wait times: first, TLC is working with DCAS to address recruitment challenges that contribute to staffing shortages; and second, TLC is working on a replacement for the existing automated inspection system. The new system is slated to go live in the first half of Fiscal 2018 and is expected to generate efficiencies in the long-term.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average wait time at Long Island City licensing facility (hours: minutes)	0:14	0:28	0:16	0:25	0:19	0:25	0:25	Up	Down
TLC driver licenses issued	62,286	69,957	91,485	97,401	95,337	*	*	Up	*
– New licenses issued	17,764	19,991	34,981	29,870	35,764	*	*	Up	*
Average time to receive a new driver license from initial application (calendar days)	NA	NA	NA	63.1	59.1	*	*	NA	Down
– Average agency processing time	NA	NA	NA	19.9	11.8	*	*	NA	Down
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:55	0:53	0:50	0:48	0:58	1:00	1:00	Neutral	Down
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	0:56	1:00	0:57	0:49	1:09	1:00	1:00	Up	Down
★ Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	NA	0:57	0:55	0:51	1:11	1:00	1:00	NA	Down

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

Goal 1e   Promote excellent customer service to passengers.

In Fiscal 2017 TLC received a total of 22,918 complaints from the public, a decrease of four percent; of these, 9,847 were eligible for prosecution. The most common reasons for complaints were related to unsafe driving and overcharges. The average time to close a consumer complaint improved by approximately 10 days to 25 days.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
TLC driver complaints received	21,111	20,075	19,257	23,927	22,918	*	*	Up	*
– Complaints that were eligible for prosecution	8,340	7,605	7,921	10,227	9,847	*	*	Up	*
★ Average time to close a consumer complaint (calendar days): TLC driver	NA	NA	NA	34.7	24.6	50.0	50.0	NA	Down

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Medallion vehicles	13,237	13,587	13,587	13,587	13,587	*	*	Neutral	*
For-hire vehicles	43,668	51,145	65,016	78,814	99,928	*	*	Up	*
– Boro Taxis	NA	5,048	7,077	7,237	6,313	*	*	NA	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
E-mails responded to in 14 days (%)	75%	93%	99%	98%	99%	80%	85%	Up	Up
Letters responded to in 14 days (%)	94%	92%	99%	NA	88%	90%	90%	NA	Up
Average call wait time (minutes:seconds)	NA	NA	NA	NA	18:55	*	*	NA	Down
Completed customer requests for interpretation	7,990	5,721	5,336	6,880	7,247	*	*	Neutral	*
CORE customer experience rating (1-100)	84	87	88	98	97	80	85	Up	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	88%	96%	61%	88%	94%	90%	90%	Neutral	*
Percent meeting time to first action - Lost Property (7 days)	94%	87%	86%	72%	72%	90%	90%	Down	*
Percent meeting time to first action - Miscellaneous Comments (14 days)	67%	84%	98%	84%	96%	60%	60%	Up	*
Percent meeting time to first action - Request for Information (14 days)	72%	90%	98%	83%	94%	60%	60%	Up	*
Percent meeting time to first action - Taxi Complaint (14 days)	82%	94%	61%	86%	94%	90%	90%	Neutral	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$36.7	$46.4	$52.4	$47.9	$46.9	$70.6	$57.5	Up
Revenues ($000,000)	$54.4	$412.0	$95.5	$84.7	$100.7	$63.1	$55.7	Down
Personnel	514	592	609	590	585	753	742	Up
Overtime paid ($000)	$891	$1,377	$1,369	$1,086	$1,230	$1,230	$1,230	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,0000)	Modified Budget FY17[2] ($000,0000)	Applicable MMR Goals[3]
001 - Personal Services	$34.6	$35.2	All
002 - Other Than Personal Services	$13.3	$11.7	All
Agency Total	$47.9	$46.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- With the introduction of the "TLC Driver License," all medallion and FHV driver licenses automatically converted to the new, combined license, which allows drivers to operate yellow taxis, livery vehicles and Street Hail Livery vehicles. As a result, TLC no longer distinguishes summons issuance by industry (e.g., medallion and FHV), but rather by driver and non-driver (owners/agents/bases) status. Starting with the Fiscal 2017 Mayor's Management Report (MMR), TLC added indicators on the number of patrol and administrative summonses issued to drivers and owners/agents/bases, reflecting the new reporting categories. Two indicators on specific types of patrol summonses—illegal street hails and unlicensed driver activity—were also added, replacing one indicator that reported the aggregated total. In total, five indicators were retired and six were added. Together with changes to the agency's licensing and complaint metrics that were made in the Fiscal 2017 Preliminary MMR, TLC has now completed the realignment of its metrics.

- TLC added a Fiscal 2018 target, 45%, for the indicator 'Boro Taxi safety and emissions failure rate – Initial inspection (%).'

- TLC added Fiscal 2016 data for 'E-mails responded to in 14 days (%),' which had previously been reported as NA, and increased the Fiscal 2018 target from 80 to 85 percent. It also revised the Fiscal 2018 target for 'CORE customer experience rating (0-100)' from 80 to 85 percent.

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

ADDITIONAL RESOURCES

For additional information go to:

- Annual Reports:
  http://www.nyc.gov/html/tlc/html/archive/annual.shtml

- Aggregated Reports:
  http://www.nyc.gov/html/tlc/html/technology/aggregated_data.shtml

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

Health and Human Services
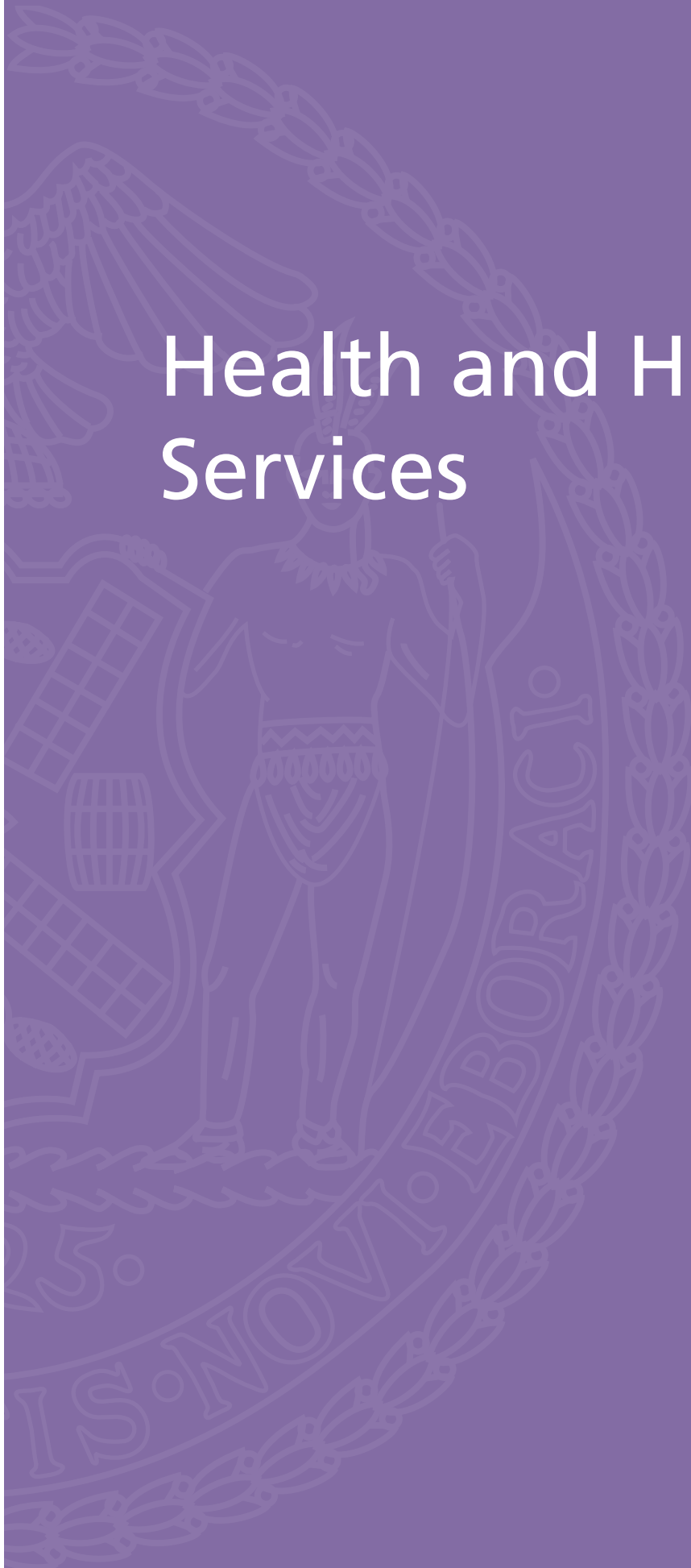
Health and Human Services

DEPARTMENT OF HEALTH AND MENTAL HYGIENE Dr. Mary T. Bassett, Commissioner

WHAT WE DO

The Department of Health and Mental Hygiene (the Department) protects and promotes the health and well-being of all New Yorkers. The Department engages with communities to develop and implement robust public health programming and policy recommendations, enforces health regulations, responds to public health emergencies, and provides limited direct health services.

The Department works towards just and fair health outcomes for all new Yorkers. The Department 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 with community-based organizations to deliver mental health, developmental disability and alcohol and substance use disorder treatment services. It works with health care providers to improve health care delivery and to increase the use of preventive services, such as immunizations, and collaborates with community-based organizations to prevent, detect and treat HIV and other communicable infections. Direct services are provided at four tuberculosis clinics, eight sexual health clinics, one immunization clinic and more than 1,200 public schools. The Department issues birth and death certificates, inspects restaurants and child care centers and protects public safety through immediate response to emergent public health threats. The Department's Early Intervention Program serves infants and toddlers with developmental delays. The Department's surveillance systems provide the basis for cutting edge research grounded in public health principles.

FOCUS ON EQUITY

The Department has greatly increased its efforts to ensure its programs address disparities and advance health equity. Because these disparities are a direct result of historic disinvestment and structural racism, we must be more deliberate in naming and addressing them. At the cornerstone of these efforts is the Department's Center for Health Equity (CHE). CHE was created to focus its attention on New York City's communities of color, which have been deprived of the necessary resources to achieve optimal health. CHE strengthens the Department's place-based efforts via its three Neighborhood Health Action Centers in East Harlem, Brownsville and Tremont. The Action Centers are part of the 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, Health Department staff, and other City agencies to work together to advance neighborhood health.

OUR SERVICES AND GOALS

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.

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

Goal 2a Reduce tobacco use and promote physical activity and healthy eating.

Goal 2b Improve preventive health care.

SERVICE 3 **Promote a safe environment.**

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

Goal 3b Reduce the threat of foodborne illness.

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

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.

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

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

HOW WE PERFORMED IN FISCAL 2017

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

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

The annual number of new HIV diagnoses in New York City has reached an all-time low as progress continues in line with the key goals and wide-ranging initiatives of New York's "Ending the Epidemic" initiative. The Department expects even greater reduction in new diagnoses with increasing rates of viral suppression and its associated negligible risk of transmission. In addition, the Department's data-driven combination prevention strategy, #PlaySure, which promotes the use of condoms in combination with other biomedical prevention strategies like pre- and post-exposure prophylaxis for HIV negative individuals, and immediate antiretroviral (ARV) therapy for people living with HIV.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ New HIV diagnoses (CY Preliminary)	3,303	3,016	2,718	2,493	2,279	⇩	⇩	Down	Down
★ Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)	82.6%	87.0%	87.7%	86.2%	90.1%	92.0%	92.0%	Neutral	*
★ Syphilis cases	1,104	1,234	1,315	1,804	1,808	⇩	⇩	Up	Down
Male condoms distributed (000)	37,561	38,146	36,604	35,666	35,220	37,828	37,828	Neutral	*

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

Goal 1b   Prevent the spread of other infectious diseases.

The proportion of seniors who report receiving a flu shot in the last 12 months remained stable in Calendar 2016. The Department works to achieve high immunization rates among all New Yorkers. Flu vaccination can decrease the risk of contracting vaccine-preventable diseases, such as influenza and pneumonia, which continue to be the third leading cause of death among New Yorkers. In Calendar 2015, eighty-seven percent of influenza and pneumonia-related deaths were among persons 65 years of age and older.

Each year 31,500 women and men in the US are diagnosed with cancer caused by human papillomavirus (HPV). An effective vaccine is available that can reduce the risk of certain HPV-related cancers by up to 99 percent. The Department works closely with NYC's providers and with parents of school-aged children to increase the vaccination rate and also tracks HPV vaccine series completion among 13-to-17 year-olds. As of June 2017, HPV vaccine series completion was 59.7 percent for females and 53.6 percent for males. HPV vaccine series completion among adolescents (females and males) 13-17 years of age increased from 44 percent in Fiscal 2016 to 56 percent in Fiscal 2017, an increase of 12 percentage points. NYC has among the highest rates of HPV vaccine coverage in the US and is strongly committed to meeting the Healthy People 2020 national goal of 80 percent vaccine coverage.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ New tuberculosis cases (CY)	651	656	585	575	565	⇩	⇩	Down	Down
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	61.8%	66.8%	64.2%	65.5%	65.4%	68.0%	68.0%	Neutral	Up
★ Children aged 19-35 months with up-to-date immunizations (%)	70.1%	72.1%	73.0%	74.7%	75.1%	75.0%	76.0%	Neutral	Up
★ Children in the public schools who are in compliance with required immunizations (%)	99.1%	99.2%	99.0%	98.8%	98.8%	99.0%	99.0%	Neutral	Up
★ HPV vaccine series completion (%)	26.1%	32.5%	38.5%	44.2%	56.6%	56.0%	60.0%	Up	Up

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

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. |

The percentage of adults who smoke in New York City in Calendar 2016 was 13.1 percent, continuing a long-term downward trend in this area, although the decline from Calendar 2015 is not statistically significant. This indicator is measured via survey, and the point estimate has a margin of error that may fluctuate from year to year due to survey sampling. Department initiatives such as "NYC Quits" and anti-tobacco media campaigns support smokers in their efforts to quit and may help lower the smoking rate. Additionally, new legislation to help reduce the number of smokers in New York City is expected to go into effect in Fiscal 2018. These new laws will raise the minimum prices for cigarettes and all other tobacco products, cap the number of tobacco retailers and e-cigarette retailers citywide, create a retail license for e-cigarettes, increase the fee for a cigarette retail dealer license, require all residential buildings to create and disclose a smoking policy, prohibit smoking and the use of e-cigarettes in common areas in multiple dwellings with fewer than 10 units, and ban the sale of tobacco products at pharmacies.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Adults who smoke (%) (CY)	15.5%	16.1%	13.9%	14.3%	13.1%	13.8%	12.8%	Down	Down
Adults who are obese (%) (CY)	24.2%	23.4%	24.7%	24.1%	23.6%	23.9%	23.5%	Neutral	Down
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	28.2%	23.3%	22.5%	23.7%	22.7%	22.8%	21.8%	Down	Down

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

| Goal 2b | Improve preventive health care. |

The percentage of adult New Yorkers without health insurance showed a statistically significant decrease from 12.6 percent in Fiscal 2016 to 10.9 percent in Fiscal 2017. One contributing factor to this decline could be the New York State implementation of the Essential Plan in January 2016. This plan offers qualified low- income individuals who are not eligible for Medicaid a choice of plans with no or very low-cost monthly fees and no deductibles. In addition, New York City has continued to focus enrollment efforts on the remaining uninsured populations through citywide multi-lingual media campaigns, advertisements and outreach. The Administration funded these citywide campaigns and on the ground enrollment efforts that included outreach and in-reach within agencies, such as NYC Health + Hospitals.

Infant Mortality Rate per 1,000

CY 12	CY 13	CY 14	CY 15	CY 16
4.7	4.6	4.2	4.3	4.1

Colonoscopies became a widely used method of screening for colorectal cancer more than a decade ago. Since 2003, NYC's rate of this preferred screening method increased from 42 percent to about 70 percent. The rate has plateaued in recent years both in NYC and nationally due to several factors: a segment of the population may be reluctant to undergo colonoscopy screening; and the complex referral and procedure processes for a colonoscopy, remain a barrier for some. Patient navigation is an intervention that addresses these barriers, and, in June 2016, DOHMH implemented a new community- and primary care-based navigation program. The Department looks forward to providing findings on the impact of this program in future reports.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Adult New Yorkers without health insurance (%) (CY)	19.8%	20.9%	13.8%	12.6%	10.9%	11.2%	10.0%	Down	Down
Adult patients with controlled blood pressure (%) (CY)	67.0%	67.4%	66.8%	67.2%	67.1%	70.0%	70.0%	Neutral	Up
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	68.5%	69.0%	69.9%	69.9%	68.5%	71.4%	71.4%	Neutral	Up
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	231.9	232.1	231.6	NA	NA	⇩	⇩	NA	Down
★ Infant mortality rate (per 1,000 live births) (CY)	4.7	4.6	4.2	4.3	4.1	4.2	4.2	Down	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 3 **Promote a safe environment.**

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

Fewer children were found to have elevated blood lead levels in Fiscal 2017, the lowest number of cases ever. The 9.7 percent decrease in the number of children with elevated blood lead levels may be due to multiple factors, including continued reduction of lead-based paint hazards in homes, screening and lead poisoning prevention educational efforts aimed at health care providers, community-based organizations and families.

The percent of child care inspections that do not require a compliance inspection decreased by 4.6 percentage points from the previous fiscal year. The Department added more stringent requirements around child supervision to the Health Code, which may have resulted in lower compliance as programs adjust to new regulatory requirements.

New Cases: Blood Lead Levels Children Aged 6 months to 6 years >= 10 micrograms/dl

	FY 13	FY 14	FY 15	FY 16	FY17
	844	772	818	784	708

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ 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	844	772	818	784	708	⇩	⇩	Down	Down
Day care initial site inspections	23,024	20,091	21,800	22,032	21,478	*	*	Neutral	*
★ Child care inspections that do not require a compliance inspection (%)	62.9%	66.9%	65.9%	62.0%	57.4%	⇧	⇧	Neutral	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 3b   Reduce the threat of foodborne illness.

The percent of restaurants receiving a full sanitary inspection during the reporting period declined 12.3 percentage points due to the transfer of multiple Public Health Sanitarians into new, high-priority initiatives in the Department, and atypical challenges in backfilling the positions. The Food Safety program has resolved those challenges and expects to meet the 100 percent target next fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Restaurants inspected (%)	99.6%	99.8%	99.9%	99.8%	87.5%	100.0%	100.0%	Neutral	Up
★ Restaurants scoring an 'A' grade (%)	86.9%	90.0%	93.0%	92.7%	93.3%	⇧	⇧	Neutral	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

The number of initial pest control inspections increased by 49 percent over the previous fiscal year due to increased inspections conducted under the Rat Reservoir Index program, in which DOHMH proactively inspects neighborhoods for rat activity, and the new Shelter Repair Squad, which regularly inspects homeless shelters for the presence of pests. Higher staffing levels enabled more inspections to be conducted.

The rate of initial inspections with active rat signs declined by 1.7 percentage points from the previous fiscal year. The lower rate reflects the increase in indexing inspections, which typically have a lower failure rate than other inspection types because all properties in a neighborhood are inspected, including those without rats.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Initial pest control inspections (000)	95	94	97	98	146	*	*	Up	*
Initial inspections with active rat signs (ARS) (%)	11.1%	10.8%	10.7%	13.9%	12.2%	*	*	Up	Down
★ Compliance inspections found to be rat free (%)	52.6%	50.9%	46.8%	47.8%	49.1%	⇧	⇧	Neutral	Up
Dogs licensed (000)	79.0	85.0	83.0	85.0	84.6	105.0	105.0	Neutral	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

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

Overdose rates in New York City have increased for six consecutive years. Fentanyl, a very potent semi-synthetic opioid, more than 50-100 times stronger than morphine, is primarily driving the increase. Opioids were involved in more than 80 percent of deaths; and heroin and/or fentanyl were involved in 72 percent (nearly three quarters) of overdose deaths, which is a sharp increase for New York City. In March 2017, the Administration released HealingNYC, a comprehensive plan to disrupt the upward trend of opioid overdose deaths. Under HealingNYC, the Department is undertaking a number of new initiatives including building a rapid assessment and response (RAR) team to identify people at risk; creating a new 24/7 non-fatal overdose response system to engage individuals who come to the emergency department (ED) after a non-fatal overdose; raising public awareness through media campaigns on overdose and overdose prevention; significantly expanding the distribution of naloxone, an overdose rescue medication; and expanding access to effective treatment services, including buprenorphine and methadone, medications to treat opioid addiction.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
New buprenorphine patients (CY) (quarterly)	9,620	8,487	7,046	6,950	6,894	8,000	7,300	Down	*
★ Deaths from unintentional drug overdose (CY)	725	786	793	939	1,374	⇩	⇩	Up	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

In Fiscal 2017, 1,800 new units of supportive housing were added as part of the Administration's plan to create 15,000 units of supportive housing over the next 15 years. The City's 15,000 unit plan is comprised of roughly 7,500 newly-constructed, congregate units and 7,500 scattered site units.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Individuals in the assisted outpatient mental health treatment program	1,289	1,388	2,176	2,236	2,368	*	*	Up	*
Units of supportive housing available to persons with serious mental illness (000)	5.2	5.4	5.7	6.0	7.8	6.5	9.4	Up	Up
New children receiving services from the Early Intervention Program (000)	13.8	13.7	14.3	14.4	14.0	*	*	Neutral	*
Calls to NYC Well (000)	92.0	105.1	92.0	97.5	170.4	*	*	Up	*

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

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

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

The processing time for vital records requests improved in Fiscal 2017. Birth certificate processing improved from 1.8 days to 1.6 days. The processing time for death certificates decreased from two days to 1.5 days. Slight fluctuations in processing times are normal and reflect various factors, including customer volume, staff vacancies and process improvements. The processing time continued to outperform the target of three days.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average response time for birth certificates by mail/online (days)	4.3	1.2	1.3	1.8	1.6	3.0	3.0	Down	Down
★ Average response time for death certificates by mail/online (days)	5.2	1.9	1.7	2.0	1.5	3.0	3.0	Down	Down

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Workplace injuries reported	145	118	104	104	116	*	*	Down	Down
Collisions involving City vehicles	23	32	29	28	28	*	*	Neutral	Down
All summonses issued	67,203	66,711	64,625	59,067	57,780	*	*	Down	*
Violations admitted to or upheld at ECB (%)	64.4%	57.3%	70.9%	70.0%	75.2%	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	10,664	11,102	12,475	14,986	18,486	*	*	Up	*
Letters responded to in 14 days (%)	21%	30%	36%	60%	44%	40%	50%	Up	Up
E-mails responded to in 14 days (%)	42%	68%	58%	72%	73%	75%	75%	Up	Up
Average wait time to speak with a customer service agent (minutes)	11	9	8	1	1	10	10	Down	Down
CORE facility rating	90	92	92	81	96	85	85	Neutral	Up
Calls answered in 30 seconds (%)	69%	85%	82%	78%	73%	85%	80%	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent meeting time to first action - Rodent (14 days)	74%	75%	73%	73%	75%	70%	73%	Neutral	*
Percent meeting time to first action - Food Establishment (14 days)	97%	98%	97%	92%	95%	90%	90%	Neutral	*
Percent meeting time to first action - Food Poisoning (3 days)	96%	98%	84%	94%	98%	90%	90%	Neutral	*
Percent meeting time to first action - Indoor Air Quality (14 days)	97%	99%	99%	99%	98%	95%	95%	Neutral	*
Percent meeting time to first action - Smoking Complaint (14 days)	81%	78%	86%	81%	92%	75%	75%	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$1,441.2	$1,357.4	$1,429.0	$1,382.1	$1,591.6	$1,523.3	$1,539.1	Neutral
Revenues ($000,000)	$34.2	$32.8	$31.5	$60.0	$31.0	$30.5	$31.4	Up
Personnel	5,070	4,954	5,122	5,292	5,986	6,133	5,916	Up
Overtime paid ($000,000)	$6.3	$4.4	$6.4	$6.7	$8.5	$6.2	$3.5	Up
Capital commitments ($000,000)	$7.4	$64.4	$49.9	$23.9	$20.8	$136.9	$163.3	Down
Human services contract budget ($000,000)	$775.8	$702.5	$725.2	$626.3	$662.6	$635.1	$696.5	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$400.9	$455.5	
101 - Health Administration	$47.6	$54.5	All
102 - Disease Control	$80.6	$98.4	1a, 1b
103 - Family and Child Health and Health Services	$102.2	$108.4	1b, 2b
104 - Environmental Health Services	$53.7	$59.5	2b, 3a, 3b, 3c
105 - Early Intervention	$14.7	$16.7	4b
106 - Office of Chief Medical Examiner	$49.0	$55.2	Refer to table in OCME chapter
107 - Prevention and Primary Care	$12.9	$14.3	2a, 2b
108 - Mental Hygiene Management Services	$25.1	$31.9	4a, 4b
109 - Epidemiology	$15.0	$16.6	2a, 2b, 5a
Other Than Personal Services - Total	$1,049.8	$1,212.2	
111 - Health Administration	$107.1	$125.4	All
112 - Disease Control	$183.3	$234.5	1a, 1b
113 - Family and Child Health and Health Services	$51.8	$63.8	1b, 2b
114 - Environmental Health Services	$32.6	$42.2	2b, 3a, 3b, 3c
115 - Early Intervention	$237.3	$243.2	4b
116 - Office of Chief Medical Examiner	$19.6	$20.9	Refer to table in OCME chapter
117 - Prevention and Primary Care	$71.6	$63.1	2a, 2b
118 - Mental Hygiene Management Services	$16.5	$46.8	4a, 4b
119 - Epidemiology	$5.9	$5.6	2a, 2b, 5a
120 - Mental Health Services	$233.4	$261.2	4b
121 - Developmental Disability	$11.2	$14.9	NA
122 - Chemical Dependency and Health Promotion	$79.4	$90.6	4a
Agency Total	$1,450.7	$1,667.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Fiscal 2016 figures for 'Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)' and 'Syphilis cases' have been revised. The Fiscal 2015 figure for the indicator 'Individuals in the assisted outpatient mental health treatment program' has been revised.

- The Department began reporting 'HPV vaccine series completion (%)', under goal 1b of this report.

- The Department revised Fiscal 2016 data for the indicator 'Deaths from unintentional drug overdose (CY)' to reflect current figures.

- The Department revised Fiscal 2018 targets for the following indicators: 'Adults who smoke (%) (CY),' 'Adults who are obese (%) (CY),' 'Adult New Yorkers without health insurance (%) (CY),' 'Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY),' 'New buprenorphine patients (CY) ,' 'Units of supportive housing available to persons with serious mental illness (000)', 'Letters responded to in 14 days (%)' and 'Calls answered in 30 seconds (%).'

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

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.

DEPARTMENT OF HEALTH AND MENTAL HYGIENE
OFFICE OF CHIEF MEDICAL EXAMINER
Dr. Barbara Sampson, Chief Medical Examiner

WHAT WE DO

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

FOCUS ON EQUITY

To best serve all New Yorkers – regardless of economic ability – The Office of Chief Medical Examiner (OCME) offers free burial services for those who may need interment of their loved ones in the City Cemetery. For those same families, OCME provides an opportunity for a final viewing of their loved one if they wish, before burial. The OCME also serves as the independent pathologist for families by performing its own impartial death investigations and autopsies, free from undue influence by law enforcement or the legal or medical communities.

OUR SERVICES AND GOALS

SERVICE 1	Perform the processes necessary to certify deaths falling within the agency's jurisdiction.
Goal 1a	Respond promptly to scenes of reportable fatalities and conduct related investigations.
Goal 1b	Perform autopsies and examinations necessary to issue timely death certificates.
Goal 1c	Provide timely investigation for all cremation requests.
SERVICE 2	Provide mortuary services to the City.
Goal 2a	Recover and transport decedents to City mortuary facilities in a timely manner.
SERVICE 3	Respond to disasters and emergencies when fatalities are involved.
Goal 3a	Provide rapid response and safe fatality management services to the City.
Goal 3b	Identify victims of disasters and return their remains to families in a timely manner.
SERVICE 4	Provide services to the City for forensic purposes.
Goal 4a	Provide timely and accurate laboratory services for criminal justice purposes.

HOW WE PERFORMED IN 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.

In Fiscal 2017, OCME took jurisdiction in 7,704 cases, 329 more than in the previous year.

The OCME responded to death scenes in a median time of 1.9 hours in Fiscal 2017, a thirty-minutes decrease from Fiscal 2016.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.9	1.8	1.9	2.4	1.9	1.7	1.7	Neutral	Down
Deaths reported	27,265	27,505	27,984	27,674	28,940	*	*	Neutral	*
Cases where Chief Medical Examiner takes jurisdiction	7,095	7,109	7,136	7,375	7,704	*	*	Neutral	*

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

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

OCME performed 5,213 autopsies in Fiscal 2017, an increase from the 5,077 performed in Fiscal 2016. The median time to complete OCME autopsy reports in Fiscal 2017 was 57 days, a 12-day decrease from the previous year. This improvement is due in part to the significant (61 percent) decrease in turnaround time for toxicology results achieved at the Forensic Toxicology Laboratory in Fiscal 2017 (see Goal 4a).

Autopsy Report and Toxicology Results Completion (median days)
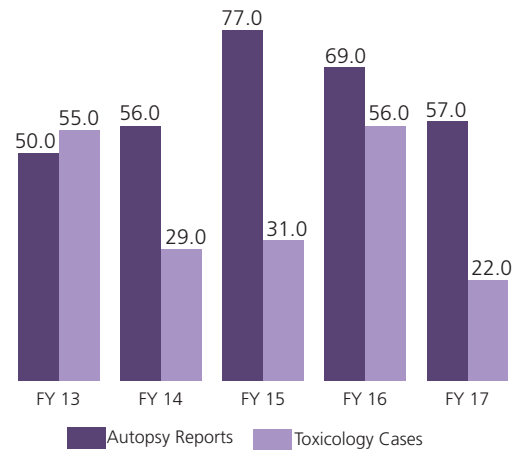
	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Median time to complete autopsy reports (days)	50.0	56.0	77.0	69.0	57.0	60.0	60.0	Up	Down

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

Goal 1c Provide timely investigation for all cremation requests.

In Fiscal 2017, OCME responded to 16,132 cremation requests, an increase from 15,386 the previous year. The median time for OCME to process cremation requests in Fiscal 2017 increased by 9.2 minutes, from 174.7 in Fiscal 2016 to 183.9, as anticipated due to OCME's implementation of new quality control and tracking requirements for the cremation request process. OCME expects to maintain a time at or below three hours (180 minutes), the national practice for cremation request processing, in order to facilitate family funeral plans.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Median time to process cremation requests (minutes)	123.9	136.0	184.5	174.7	183.9	180.0	180.0	Up	Down

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

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

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

In Fiscal 2017, the median time required to remove a decedent from a non-hospital scene after investigation was 61.9 minutes, an increase from 56.7 minutes in Fiscal 2016.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Number of decedents' remains transported and stored by OCME	9,473	10,456	10,721	10,108	10,330	*	*	Neutral	*
Median time to remove decedents from scene (non-hospital) after investigation (minutes)	42.1	40.1	49.3	56.7	61.9	*	*	Up	Down

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

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

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

The OCME recovered no new remains of the 9/11 World Trade Center attacks in Fiscal 2017.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Remains recovered following a disaster or mass fatality incident (cumulative)	21,906	21,914	21,916	21,916	21,916	*	*	Neutral	*

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

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

The OCME continues to identify remains of the victims of the 9/11 World Trade Center attacks. In Fiscal 2017, an additional 62 remains were identified.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Remains identified following a disaster (cumulative)	13,639	13,979	14,202	14,308	14,370	*	*	Neutral	Up

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

SERVICE 4 Provide services to the City for forensic purposes.

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

The Department of Forensic Biology experienced a 21 percent increase in the number of cases submitted to its laboratory in Fiscal 2017. The Department was able to increase its case completions by 18 percent compared to Fiscal 2016. This case increase led to increased median completion times in Fiscal 2017 for all DNA case types except for sexual assault cases, for which the time was unchanged. Consequently, there was an increase in DNA case backlog and an 18 percent increase in overall median DNA case turnaround time to 53 days in Fiscal 2017, from 45 days the previous year.

The Forensic Biology Laboratory implemented a trio of new technology methods in Fiscal 2017. All laboratory staff was trained thoroughly in these new technologies, which enable the laboratory to provide more effective statistical analysis for the criminal justice system regarding DNA recovered at crime scenes. This laboratory works closely with the Mayor's Project Fast Track initiative to reduce the number of guns on City streets. The laboratory continued to see an increase in both weapons and suspect cases processed, with 7,030 weapons and suspect cases for Fiscal 2017. This was reflected in an increase in weapons and suspect cases to 54 percent of cases received in Fiscal 2017, from 45 percent of cases received in Fiscal 2016.

The Department of Forensic Toxicology continued to identify efficiencies across its laboratory operations that resulted in no case backlog. Median toxicology case turnaround times improved to 22 days in Fiscal 2017, a 61 percent reduction from 56 days in Fiscal 2016. Median case completion times were reduced for toxicology DUI cases and toxicology sexual assault cases. The rate of toxicology cases completed within 30 days improved significantly, from 31 percent in Fiscal 2016 to 81 percent in Fiscal 2017, a 161 percent increase.

The impact of the synthetic opioid epidemic has resulted in an increase in the number of tests performed by the Forensic Toxicology Laboratory. The Laboratory has implemented routine screening for fentanyl and other synthetic opioids in all cases submitted for drug screening. It has expanded its opioid testing capability to detect at least 16 synthetic opioids including carfentanil, one of the most potent and dangerous opioids involved in drug overdose deaths. Additional synthetic opioid reference standards have been purchased to further expand in-house testing methods.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Median days to complete analysis of a DNA case	138.0	92.0	92.0	45.0	53.0	30.0	30.0	Down	Down
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	161.0	100.0	62.0	39.0	44.0	30.0	30.0	Down	Down
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	89.0	59.0	50.0	36.0	36.0	30.0	30.0	Down	Down
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	139.0	119.0	188.0	57.0	63.0	30.0	30.0	Down	Down
DNA matches with profiles in database	1,618	2,621	6,008	7,758	8,719	*	*	Up	*
★ Median time to complete toxicology cases (days)	55.0	29.0	31.0	56.0	22.0	45.0	45.0	Down	Down
Median time to complete toxicology DUI (driving under the influence) cases (days)	14.0	20.0	30.0	43.0	17.0	10.0	10.0	Up	Down
Median time to complete toxicology sexual assault cases (days)	27.0	27.0	43.0	84.0	23.0	17.0	17.0	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed customer requests for interpretation	164	188	304	664	1,091	*	*	Up	*
Letters responded to in 14 days (%)	98%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$64.8	$65.8	$66.5	$68.6	$76.1	$74.4	$73.1	Up
Revenues ($000)	$67	$77	$41	$36	$76	$30	$100	Down
Personnel	583	556	569	566	591	696	690	Neutral
Overtime paid ($000,000)	$3.0	$2.8	$4.5	$5.1	$4.0	$3.8	$2.9	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[2] ($000,000)	Modified Budget FY17[3] ($0000,000)	Applicable MMR Goals[4]
106 - Office of Chief Medical Examiner (Personal Services)	$49.0	$55.2	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	$19.6	$20.9	All
Agency Total[1]	$68.6	$76.1	

[1]OCME is contained within the Department of Health and Mental Hygiene and appropriations are made through that agency.   [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [3]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [4]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For more information on the agency, please visit: 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, includes 11 acute care hospitals, six Gotham Health neighborhood health centers, five skilled nursing facilities, and more than 60 community and school-based health centers. NYC Health + Hospitals provides comprehensive healthcare including behavioral health, substance abuse, trauma, high-risk neonatal and obstetric care and burn care. NYC Health + Hospitals' acute care hospitals serve as major teaching hospitals. In addition to the above services, the health and hospitals system includes MetroPlus (a managed care plan); an Accountable Care Organization; and a Certified Home Health Agency. Over 1.1 million New Yorkers received health services at an NYC Health + Hospitals facility in Fiscal 2017. 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 + Hospitals' mission is to provide quality health care to all New Yorkers with the dignity and respect that all patients deserve, regardless of income, race, or immigration status. NYC Health + Hospitals is undertaking major reforms to support the sustainability of its mission including better integrated patient care to reduce avoidable hospitalizations, implementing Epic electronic medical record and revenue cycle systems and launching an enterprise resource planning software system.

Seven NYC Health + Hospitals facilities were recognized as one of the best hospitals for heart failure, and three as the best in chronic pulmonary disease care by U.S News & World Reports for 2017-18. Access to comprehensive, high quality services for lesbian, gay, bisexual, transgender, and queer or LGBTQ New Yorkers is a top priority. All NYC Health + Hospitals facilities received the 2017 Leader in LGBTQ Healthcare Equality designation, which marks the third consecutive year the Human Rights Campaign recognized NYC Health + Hospitals for having policies and practices related to the equity and inclusion of LGBTQ patients, visitors and employees.

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 IN FISCAL 2017

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.

The percent of both adult and pediatric asthma patients with emergency room revisits increased slightly between Fiscal 2016 and Fiscal 2017. NYC Health + Hospitals/OneCity Health launched a program to reduce avoidable hospitalizations among children through home visits to identify asthma triggers in their environment. As of August 2017, over 500 home assessments have been completed and several hundred more are planned for the remainder of the year.

In Fiscal 2017, the rate of hospital-acquired Central Line-Associated Bloodstream Infections (CLABSI) increased to 1.47 from 0.90 the year before. This increase is the result of a change in methodology and reporting requested by the Centers for Disease Control and Prevention's (CDC) National Healthcare Safety Network (NHSN).

NYC Health + Hospitals has employed several strategies to improve wait times including streamlining the registration process and expanding hours and days of operation. Access to adult medicine is improving with the days to the third next available new appointment falling from 23.0 days to 18.6 days in Fiscal 2017. The same indicator for pediatric medicine increased slightly from 5.0 to 5.1 days.

Patient cycle time is reported as the median number of minutes, from check-in to the end of a clinic visit. The cycle time for adult medicine decreased from 88 minutes in Fiscal 2016 compared to 79 minutes in Fiscal 2017. From Fiscal 2016 to Fiscal 2017, pediatrics cycle time remained stable at 70 minutes in both Fiscal 2016 and Fiscal 2017, and women's health increased from 76 minutes to 88 minutes between Fiscal 2016 and Fiscal 2017

Calendar days to third next available new appointment
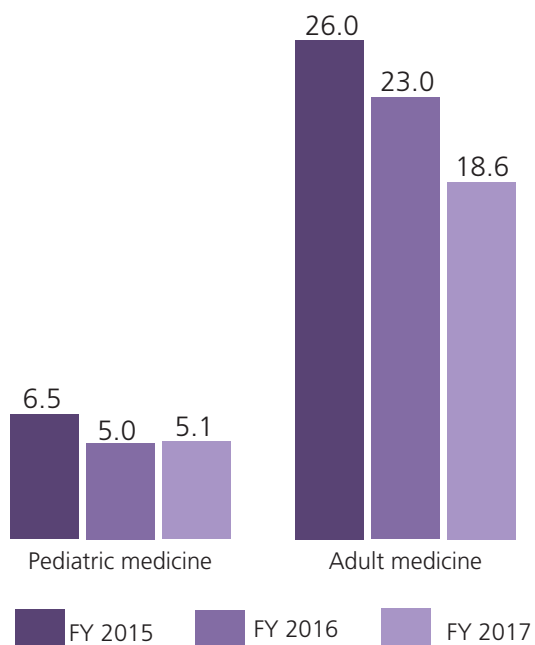
					Actual			Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Eligible women receiving a mammogram screening (%)	73.9%	75.6%	77.8%	76.4%	75.4%	80.0%	80.0%	Neutral	Up
★ Emergency room revisits for adult asthma patients (%)	6.0%	6.2%	6.1%	6.2%	6.9%	5.0%	5.0%	Up	Down
★ Emergency room revisits for pediatric asthma patients (%)	3.8%	2.9%	3.1%	3.2%	3.6%	3.2%	3.2%	Neutral	Down
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days (%)	6.5%	7.4%	7.4%	6.8%	7.1%	8.5%	8.5%	Neutral	Down
Hospital-acquired Central Line-Associated Bloodstream Infection (CLABSI) rate	1.133	0.890	0.940	0.900	1.470	1.000	1.000	Up	Down
★ HIV patients retained in care (%) (annual)	84.3%	86.6%	86.1%	85.7%	83.5%	85.0%	85.0%	Neutral	Up
Calendar days to third next available new appointment - adult medicine	NA	NA	26.0	23.0	18.6	14.0	14.0	NA	Down
Calendar days to third next available new appointment - pediatric medicine	NA	NA	6.5	5.0	5.1	5.0	5.0	NA	Down
Patient Cycle Time - Adult Medicine (minutes)	NA	NA	NA	88	79	60	60	NA	Down
Patient Cycle Time - Pediatrics (minutes)	NA	NA	NA	70	70	60	60	NA	Down
Patient Cycle Time - Women's Health (minutes)	NA	NA	NA	76	88	60	60	NA	Down

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

Goal 1b — Increase the number of patients served.

NYC Health + Hospitals provided healthcare services to 1,133,984 unique patients in Fiscal 2017, a decrease of 3.0 percent from the previous year. The number of uninsured patients decreased 2.4 percent, from 425,089 in Fiscal 2016 to 414,738 in Fiscal 2017, a result of more patients being insured through the Affordable Care Act.

Enrollees at MetroPlus totaled 503,044 in Fiscal 2017, increasing from 501,134 or 0.4 percent over Fiscal 2016. NYC Health + Hospitals is committed to increasing its MetroPlus market share. To increase enrollment, MetroPlus has increased its marketing efforts and engaged in several initiatives that focus on member retention, member engagement and provider satisfaction.

Seven NYC Health + Hospitals facilities have been designated "Baby-Friendly" by the World Health Organization and the United Nations Children's Fund for providing new moms with the information, confidence, and skills they need to successfully breastfeed their babies. All eleven facilities provide high-quality prenatal care, labor and delivery services and comprehensive gynecology, women's health and primary care outpatient services. The percent of prenatal patients retained in care through delivery decreased slightly from 87.0 percent for Fiscal 2016 to 86.1 percent in Fiscal 2017.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Number of unique patients	1,169,326	1,176,275	1,172,405	1,168,663	1,133,984	⇧	⇧	Neutral	Up
★ MetroPlus membership	429,931	468,020	472,251	501,134	503,044	⇧	⇧	Up	Up
★ Uninsured patients served	475,627	469,239	421,647	425,089	414,738	⇩	⇩	Down	Down
★ Prenatal patients retained in care through delivery (%)	83.0%	85.5%	87.1%	87.0%	86.1%	90.0%	90.0%	Neutral	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1c — Maximize quality of care and patient satisfaction.

In Fiscal 2017, the general care average length of stay was 5.4 days, an increase from 5.2 days in Fiscal 2016. NYC Health + Hospitals has implemented a number of initiatives to minimize hospital stays including identifying services best suited for ambulatory settings, better discharge planning and transitions to care.

The total number of correctional health clinical visits decreased from 674,825 in Fiscal 2016 to 637,966 in Fiscal 2017. Decreases in jail admissions and improvements in scheduling have reduced the overall number of clinical visits in the past year.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ General care average length of stay (days)	5.0	5.0	5.1	5.2	5.4	4.9	4.9	Neutral	Down
★ Net days of revenue for accounts receivable	48.3	54.6	57.2	51.1	43.4	56.0	56.0	Neutral	Down
Inpatient satisfaction rate (%)	58.0%	60.0%	63.0%	62.0%	61.0%	65.0%	65.0%	Neutral	Up
Outpatient satisfaction rate (%)	76.5%	76.9%	77.6%	77.8%	81.3%	80.0%	80.0%	Neutral	Up
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health and dental)	858,172	802,405	769,459	674,825	637,966	*	*	Down	*
Patients with a substance abuse diagnosis in a jail-based substance abuse program (%)	NA	NA	10.0%	10.0%	9.0%	*	*	NA	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$6,314.8	$6,440.5	$6,874.7	$7,571.5	$7,449.2	$8,079.3	$7,222.1	Up
Revenues ($000,000)	$6,603.2	$6,728.1	$7,417.7	$8,046.3	$7,862.8	$8,264.9	$7,472.2	Up
Personnel	37,435	37,857	38,748	39,443	37,575	38,713	37,575	Neutral
Overtime paid ($000,000)	$133.0	$136.7	$143.5	$144.7	$141.7	$153.6	$153.6	Neutral
Capital commitments ($000,000)	$307.9	$242.2	$106.6	$203.5	$197.6	$867.9	$789.8	Down

[1]Actual financial amounts for the most current fiscal year are not yet final.   [2]Authorized Budget Level, including Transformation Plan and prior-year cash rollovers.
[3]Expenditures include all funds.
"NA" - Not Available   *None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[2] ($000,000)	Modified Budget FY17[3] ($000,000)	Applicable MMR Goals[4]
001 - Lump Sum Appropriation (OTPS)[1]	$1,359.1	$738.0	All

[1]These figures are limited to the City's contribution and planned contribution respectively.   [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [3]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [4]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- The indicator name of 'Hospital-acquired Central Line-acquired Bloodstream Infection (CLABSI) rate' was revised to 'Hospital-acquired Central Line-Associated Bloodstream Infection (CLABSI) rate' to more accurately reflect the underlying data.

- Three new indicators reporting patient cycle time have been introduced for the Fiscal 2017 MMR. These indicators are revised measures for cycle times reported in reports published prior to 2016.   Cycle time is defined as the median time in minutes between patient check-in (marked "arrived") and departure (marked "complete") in the last month of the period, weighted by the number of visits per service. Cycle time excludes patients arriving more than 10 minutes late for scheduled appointment. Patient cycle time is presented for three service lines: Adult Medicine, Pediatrics, and Women's Health. Women's Health may include OB, GYN, and/or Family Health services. Epic, a patient electronic health record platform, is being introduced to all NYC Health + Hospitals facilities. Sites included in the patient cycle time measure will vary based on Epic rollout periods. For Fiscal 2017, data for NYC Health + Hospitals/Coney Island are not available. Fiscal 2016 excludes data for NYC Health + Hospitals/Queens and for NYC Health + Hospitals/Elmhurst.

- Fiscal 2016 actual figures for expenditure and revenue were revised based on final, reconciled cash expenditure and revenue figures. Fiscal 2017 Plan figures were revised to reflect changes to Health + Hospitals financial plan projections since the last PMMR.

ADDITIONAL RESOURCES

- OneNYC 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.

HUMAN RESOURCES ADMINISTRATION

Steven Banks, Commissioner
Grace Bonilla, Administrator

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), 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, to employment and educational programs. New initiatives include a redesigned employment model for clients, emphasizing individualized assessment, training and education, including access to four-year college and sustainable jobs; the elimination of processes that lead to unnecessary case sanctions for clients willing to comply with work rules; and Benefits Re-engineering, which uses technology to streamline Supplemental Nutritional Assistance Program (SNAP) and Cash Assistance (CA) eligibility processes. HRA has enhanced programs to prevent homelessness, including expansion of anti-eviction, anti-harassment and civil legal services contracts; expedited access to rental arrears benefits; and created nine new 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

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.
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.
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.
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 IN FISCAL 2017

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.

The Cash Assistance (CA) 12-month unduplicated number of persons – the true measure of the total number of clients served in a year – declined modestly between June of Fiscal Year 2016 and the current period. The unduplicated number of persons receiving recurring assistance has fluctuated between 485,000 and 493,000 since Fiscal 2014 and remains lower than 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 June 2017, the number of individuals receiving recurring assistance decreased by 1.2 percent when compared to June 2016, while the number receiving one-time emergency assistance in June 2017 decreased by 9.8 percent compared to the previous June. One-time emergency assistance is provided primarily for rent arrears to avoid eviction and/or for utility arrears payments. HRA's homelessness prevention rent arrears assistance is provided to families and individuals through various channels, including job centers, Housing Court and the Department of Homeless Services (DHS) Preventive Assistance and Temporary Housing (PATH) center.

In June 2017, the reduction in unnecessary punitive actions resulted in a 1.0 percentage point decrease in the percentage of cases in sanction status (those cases receiving a grant reduction for non-compliance with administrative requirements). The decline in sanctions is also 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 return more quickly to employment and education programs that can help them find jobs and sustainable employment.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Cash assistance unduplicated number of persons (12-month)(000)	607.0	589.1	591.1	601.8	598.6	*	*	Neutral	*
Cash Assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	510.1	489.9	484.6	492.9	491.9	*	*	Neutral	*
Cash Assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	96.9	99.2	106.4	108.9	106.7	*	*	Up	*
★ Cash assistance caseload (point in time)(000)	193.1	182.4	192.4	196.1	194.5	*	*	Neutral	*
★ Persons receiving cash assistance (000)	357.2	337.0	360.0	369.5	364.2	*	*	Neutral	*
Persons receiving recurring assistance (000)	352.0	331.3	351.7	361.4	356.9	*	*	Neutral	*
Persons receiving emergency assistance (000)	5.1	5.6	8.3	8.2	7.4	*	*	Up	*
Cash assistance applications (000)	377.9	385.1	348.5	330.6	333.8	*	*	Down	*
Cash assistance application acceptance rate (%)	NA	45.7%	50.9%	51.2%	52.6%	*	*	NA	*
Cash assistance cases in sanction process (%)	NA	6.3%	4.8%	4.0%	4.7%	*	*	NA	*
Cash assistance cases in sanction status (%)	NA	5.2%	3.5%	1.2%	0.2%	*	*	NA	*
★ Cash assistance application timeliness rate (%)	92.6%	93.6%	94.4%	97.5%	97.9%	96.0%	96.0%	Neutral	Up

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

Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

As of June 2017, the overall number of individuals and households receiving SNAP benefits and the number of non-CA individuals and households receiving SNAP benefits decreased slightly 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 expanded client-initiated scheduling of recertification interviews citywide and enhanced ACCESS HRA, the online social services access portal, to allow clients to view their case and benefit information, submit changes to their case and choose to receive e-notices.

During Fiscal 2017, SNAP application timeliness decreased by 5.5 percentage points on average due to delays in the scheduling and conducting of telephone interviews during the first part of the fiscal year. Staff resources were deployed to address these delays and along with the implementation of on-demand phone interviews, application timeliness for non-CA SNAP cases improved to 96.2 percent by the month of June 2017. On-demand telephone Interviews allow non-CA SNAP applicants to call HRA during business hours to complete their eligibility interviews, at a date and time of their choosing. The full implementation of on-demand phone interviews for application interviews and additional on-line and mobile features as part of the Benefits Re-engineering project are expected to support SNAP application timeliness.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,873.5	1,755.8	1,706.7	1,693.2	1,676.3	*	*	Neutral	*
– Cash assistance persons receiving SNAP benefits (000)	408.6	385.9	402.1	409.3	401.2	*	*	Neutral	*
– Non-cash assistance persons receiving SNAP benefits (000)	1,189.0	1,098.7	1,039.0	1,020.7	1,012.3	*	*	Down	*
– SSI persons receiving SNAP benefits (000)	275.9	271.3	265.6	263.1	262.8	*	*	Neutral	*
Total SNAP households (000)	1,035.2	977.2	955.4	951.4	948.6	*	*	Neutral	*
– Cash assistance households receiving SNAP benefits (000)	196.7	186.4	195.5	198.9	196.3	*	*	Neutral	*
– Non-cash assistance households receiving SNAP benefits (000)	585.7	541.6	515.6	510.4	510.1	*	*	Down	*
– SSI households receiving SNAP benefits (000)	252.7	249.2	244.2	242.1	242.2	*	*	Neutral	*
Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)	5.55%	6.81%	4.01%	2.88%	NA	6.00%	6.00%	NA	Down
★ SNAP application timeliness rate (%)	93.5%	87.2%	81.4%	93.9%	88.4%	90.6%	90.6%	Neutral	Up
SNAP applications filed electronically (%)	NA	58.7%	71.5%	73.4%	75.6%	*	*	NA	*

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

Provide access to Medicaid public health insurance coverage for all eligible children and adults.

During Fiscal 2017, enrollment in the Medicaid program administered by HRA declined by 10.4 percent, with enrollment in the Medicaid-only program administered by HRA declining by 16 percent. While Medicaid enrollment administered by HRA was 1.870 million in Fiscal 2017, overall New York City Medicaid enrollment, including clients enrolled through the NYS Health Care Exchange, was 3.308 million. The decline in the caseload administered by HRA is the continued result of the NYS takeover of Medicaid administration, which began in January 2014. As NYS phases in its multi-year redesign of Medicaid and public health insurance programs, the caseload administrated by HRA will continue to decline and the numbers served through the Exchange will increase.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Medicaid enrollees administered by HRA (000)	3,085.6	2,808.0	2,371.7	2,085.7	1,869.5	*	*	Down	*
– Medicaid-only enrollees administered by HRA (000)	2,317.8	2,064.4	1,608.1	1,321.2	1,109.9	*	*	Down	*
★ Application timeliness rate for Medicaid administered by HRA (%)	98.3%	91.7%	96.5%	92.1%	95.6%	99.4%	99.4%	Neutral	Up

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

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.

HRA continues to assist Cash Assistance (CA) applicants, recipients and child support non-custodial clients to obtain employment. HRA helped 44,827 clients obtain jobs in Fiscal 2017, 4.7 percent fewer than during Fiscal 2016. This decline was due to the transition in April 2017 to new employment contracts, with new vendors who are implementing HRA's redesigned approach to employment services replacing the previous vendors. As a result of the phase-in, May and June 2017 job placements were less than in prior months in Fiscal 2017, producing a lower total for the year.

In Fiscal 2017, 73.1 percent of clients who obtained a job retained it or did not return to CA after 180 days, and 63.4 percent of employed clients retained their job or did not return to CA after 12 months. HRA's redesigned approach to employment services emphasizes individual assessments, greater access to training and education, literacy programs, community service, and other training consistent with the Mayor's Jobs for New Yorkers Task Force recommendations. This approach is intended to help clients secure better jobs, thereby reducing the number of people who quickly return to cash assistance because of placement in jobs with unsustainable wages. In Fiscal 2017, the percentage of family cases engaged in education and training decreased by 1.1 percentage points; and the percentage of Safety Net cases in education and training increased by 1.5 percentage points. Contributing to this Safety Net increase is a new policy allowing students engaged in training and education to remain in high school or high school equivalency programs to age 24.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Clients whom HRA helped obtain employment (000)	NA	48.1	46.6	47.0	44.8	⇧	⇧	NA	Up
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	NA	74.5%	73.9%	73.3%	73.1%	80.0%	80.0%	NA	Up
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	NA	NA	64.2%	63.5%	63.4%	*	*	NA	Up
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	16.2%	19.0%	20.7%	25.5%	27.0%	⇧	⇧	Up	Up
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	23.7%	24.3%	25.5%	27.4%	26.3%	⇧	⇧	Up	Up
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	34.1%	33.9%	34.1%	33.4%	NA	34.0%	34.0%	NA	Up

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

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.

HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment program (WeCARE) assists cash assistance clients with barriers to employment to achieve self-sufficiency in the work force and assists those who have disabilities to apply for federal Disability Assistance. As of June 2017, there were 38,016 clients assigned to the WeCARE program, 23.4 percent fewer than in the prior period. This decrease is due to an ongoing reduction in the backlog of pending assessments that built up during settlement negotiations to resolve many years of litigation related to HRA services for clients with disabilities. Caseload trends are returning to historical levels as HRA works through the assessment backlog. During Fiscal 2017, there were 3,613 federal disability awards granted to clients assisted by WeCARE, 12.0 percent more than in Fiscal 2016. This was largely due to new dedicated Supplemental Security Income (SSI) appeals services contracts that were initiated in 2016.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total WeCARE cases	33,280	29,138	46,510	49,637	38,016	*	*	Up	*
★ Number of WeCARE federal disability awards	3,739	2,950	3,141	3,227	3,613	*	*	Neutral	*

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

Goal 2c Provide access to child support services for eligible parents and their children.

In Fiscal 2017, the amount of child support collected on behalf of custodial parents and their children increased by $18.8 million, or 2.5 percent. The number of new child support orders obtained decreased by 4.8 percent compared to Fiscal 2016, although the percent of child support cases with orders of support increased by 2.7 percentage points. The percentage of support cases with active orders receiving current payments held steady at 59.7 percent.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total new child support orders obtained	17,981	20,286	20,351	19,579	18,645	*	*	Neutral	Up
Total child support cases with active orders (end of period)	287,426	285,173	283,114	282,451	282,013	*	*	Neutral	Up
★ Child support cases with orders of support (%)	70.1%	71.5%	73.2%	76.7%	79.4%	79.0%	80.0%	Up	Up
Child support collected ($000,000)	$735.6	$741.7	$748.3	$762.1	$780.9	$769.7	$788.7	Neutral	Up
★ Support cases with active orders receiving current payments (%)	59.7%	58.8%	59.1%	59.7%	59.7%	⇧	⇧	Neutral	Up

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

SERVICE 3 Reduce homelessness among children and adults.

Goal 3a Provide homelessness prevention benefits and services to eligible children and adults.

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 and ongoing rental assistance at Job Centers, Housing Courts, and DHS shelter intake and HomeBase locations. Of those HRA clients who received homelessness prevention services at DHS's Prevention Assistance and Temporary Housing (PATH) family intake unit, 13.4 percent were successfully diverted from entering the shelter system on the day they received the service. The diversion calculation methodology for Fiscal 2017 is new; it uses an unduplicated count of all families seen, including both DHS clients and HRA clients. Therefore, 2017 results are not comparable to 2016 results.

The number of requests at HRA's Rental Assistance Unit (RAU) locations for one-time, emergency rental assistance to prevent evictions, decreased 3.3 percent, during the period, and the percentage of Emergency Assistance Requests approved decreased by 0.9 percentage points. In 2015, HRA took over responsibility for contracts providing legal assistance to low income tenants facing eviction in Housing Court and in Fiscal 2016 substantially increased funding for these services and launched a new tenant services program (Anti-Harassment and Tenant Protection legal services). Through this initiative, HRA was able to assist 16,702 clients with legal representation or advice, an increase of 41.1 percent compared to Fiscal 2016.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Clients successfully diverted at PATH from entering a homeless shelter (%)	NA	NA	NA	NA	13.4%	*	*	NA	*
Requests for Emergency Assistance at the Rental Assistance Unit	NA	57,912	65,138	82,306	79,624	*	*	NA	*
Rent Assistance Unit Emergency Assistance Requests Approved (%)	NA	66.5%	74.2%	67.6%	66.7%	*	*	NA	*
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	NA	NA	8,900	11,837	16,702	*	*	NA	*

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

Goal 3b	Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

HRA assists individuals and families who are domestic violence (DV) survivors and require DV services within the community or placement in an emergency DV shelter. In the beginning of Fiscal 2017, HRA added 96 additional DV emergency beds, part of an expansion of emergency and transitional DV shelter that began in Fiscal 2016. HRA helps families residing in DV shelters find permanent housing through various programs including the new rental assistance programs. With the start of these programs during Fiscal 2015, eligible families residing in an HRA DV shelter who were awaiting a placement were allowed to remain in the shelter beyond the normal State 180-day time limit. This policy resulted in less short-term turnover in the HRA shelters, and limited the Fiscal 2016 and 2017 percentages of families found eligible for DV services at PATH who entered an HRA DV shelter. Re-institution of the 180-day limit began at the end of Fiscal 2017, made possible by the increase in permanent housing options, including additional rental assistance and NYCHA placements for DV survivors. Families who cannot enter a DV shelter are referred to a Department of Homeless Services shelter. Starting in Fiscal 2017, families in both types of shelters received DV family services, such as counselling, or help with obtaining a job and their own apartment. Previously, these services were only available in emergency DV shelters.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	80.8%	78.5%	48.6%	30.5%	30.4%	*	*	Down	*
Domestic violence non-residential services programs average monthly caseload	NA	NA	NA	NA	1,818	*	*	NA	Up
Average number of families served per day in the domestic violence shelter program	755	769	786	803	841	*	*	Up	*
Number of domestic violence emergency beds (capacity)	2,228	2,228	2,228	2,282	2,378	*	*	Neutral	*

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

SERVICE 4 **Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.**

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.

There was a 6.3 percent increase in the number of referrals for Adult Protective Services (APS) during Fiscal 2017, and a 7.3 percent increase in the number of APS cases eligible for services in June 2017 compared to June 2016. The percentage of people visited within three working days of a referral for APS services was essentially the same as it was in June 2016; however, the percentage of assessment cases accepted or denied within 60 days improved by 1.0 percentage point.

The number of cases receiving home care services increased 14.0 percent largely due to a change in State Department of Health policy in July 2015 allowing expedited home care authorization to protect health and safety of Medicaid recipients with immediate needs for personal care services. Expedited authorization applies to clients whose assessment for a nursing home placement is going to take longer than five days, or to those who, for example, are returning home from the hospital with no informal care giver available. In Fiscal 2017, the average number of days to initiate home attendant and housekeeper services was 20.0 days, almost one half day sooner than it took in Fiscal 2016, and the Agency remains below the State target of 30 days to initiate such services.

During Fiscal 2017, the HIV/AIDS Services Administration (HASA) caseload increased by 5.8 percent, driven by a change in policy that began at the end of August 2016 that provides access to HASA benefits to asymptomatic income-eligible clients (HASA expansion cases). The time taken to conduct the application review for ongoing enhanced housing benefits was 1.4 percent faster than in Fiscal 2016 and within the 8-day target, while the time to issue the benefits to eligible clients was 16.8 days, slightly longer than in Fiscal 2016 and above the 15.5-day target. This increase in processing time is largely due to the HASA expansion policy change, which resulted in an immediate increase in HASA applications, leading in turn to an increase of more than 1,800 in the HASA caseload compared to Fiscal 2016. The decline in the percentage of overall HASA cases receiving housing assistance was a result of the new expansion cases in Fiscal 2017. While many of these new expansion cases receive housing assistance, the percent receiving independent and supportive housing assistance is lower than the long standing population, due to the process of finding apartments and getting this assistance in place, bringing down the overall average.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Adult Protective Services (APS) assessment cases	3,419	3,723	3,905	4,041	4,193	*	*	Up	*
★ Individuals referred to an APS field office visited within three working days (%)	99.8%	99.8%	94.3%	95.1%	95.0%	85.0%	85.0%	Neutral	Up
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	98.8%	98.4%	88.8%	94.3%	95.3%	*	*	Neutral	Up
★ APS cases eligible for services	6,098	5,406	6,107	6,847	7,346	*	*	Up	*
Total referrals received for APS	22,055	23,657	24,203	25,614	27,233	*	*	Up	*
★ Personal care services - average weekly billable hours	49.9	48.1	43.6	43.6	46.1	*	*	Down	*
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Neutral	Up
★ Average days to initiate home attendant and house-keeper services for all cases	27.5	14.1	24.6	20.4	20.0	30.0	30.0	Down	Down
Cases receiving home care services	116,883	118,120	122,173	136,367	155,504	*	*	Up	*
New applicants for HIV/AIDS Services Administration (HASA) services	5,491	5,385	5,033	5,045	6,862	*	*	Up	*
★ Individuals receiving HASA services	32,442	32,288	32,110	31,693	33,526	*	*	Neutral	*
HASA clients receiving housing assistance (%)	84.3%	84.0%	84.7%	84.3%	80.6%	*	*	Neutral	*
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	7.0	8.4	7.6	7.0	6.9	8.0	8.0	Neutral	Down
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	14.5	14.1	14.2	16.3	16.8	15.5	15.5	Up	Down

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

AGENCY-WIDE MANAGEMENT

Recoveries and Cost Avoidance In Fiscal 2017, HRA continued to focus on maintaining the integrity of the benefit programs it oversees and ensuring that funds are collected appropriately through the Investigation, Revenue and Enforcement Administration (IREA). Efforts include investigation of eligibility fraud, recovery of monies owed from collection activities such as Supplemental Needs Trusts and property and negligence liens, and securing repayments from settlements and in cases of eligibility fraud and investigations and audits of Medicaid providers. During Fiscal 2017, the amounts collected and costs avoided for Medicaid cases increased by 15 percent; for Cash Assistance cases the increase was 12 percent; and for SNAP cases the amount increased by 2.8 percent, compared to Fiscal 2016. The increase in Medicaid recoveries was due to process improvements in the Revenue Division, in particular the use of data analytics to identify and prioritize caseload, and by a new team dedicated to civil investigations of Medicaid providers. This increase occurred despite the reduction in Medicaid cases administered by HRA since HRA continues to pursue provider investigations under agreement with NYS. The growth in Cash Assistance was driven by process improvements in the Revenue Division, including a data-driven caseload prioritization and automated income verification process.

Fair Hearings HRA is committed to eliminating unnecessary punitive administrative actions that negatively affect clients. NYS Administrative Fair Hearings are held when HRA clients dispute an Agency finding, usually related to eligibility or benefits. As a result of reforms, including improvements to the conciliation and other pre-hearing processes, the number of fair hearing requests declined by 13.3 percent between fiscal years 2016 and 2017. Of the hearings that were held and determinations made, 9.6 percent resulted in HRA's decisions being upheld, an increase of 1.7 percentage points from the prior fiscal year. Ongoing reforms are expected to continue to reduce the number of Fair Hearings requested, as well as increase the number of disputed issues which are settled prior to the hearing.

IDNYC HRA administers the largest municipal identification card program in the nation. The IDNYC card serves as an official identification card and helps New Yorkers gain access to City services and buildings. It also offers free membership in the City's leading museums, zoos, concert halls and botanical gardens. In Fiscal 2017, IDNYC issued a total of 238,737 cards, with more than one million cards issued since the program's inception.

Motor Vehicle Collisions HRA has 231 vehicles in its fleet and 922 authorized drivers. During Fiscal 2017, the number of motor vehicle accident reports filed by HRA drivers decreased by 17 from the 51 reports in Fiscal 2016. To reduce crashes, HRA holds defensive driver classes geared for new drivers. Those who drive at least once a week take the classes once every three years. HRA also has a review committee that meets quarterly to review crashes and individual incident history and to make corrective action recommendations. Actions taken against drivers involved in preventable crashes include additional driver training, suspension of driving privileges for up to six months or termination of driving privileges, depending on the circumstances of the incident.

Employee Injuries During Fiscal 2017, 176 Workers' Compensation Reports were filed due to workplace injuries, nearly the same as the 170 reports filed in Fiscal 2016. These results show a steady decrease from the 203 reports filed in Fiscal 2011. Of the injury reports filed during Fiscal 2017, all were the results of assaults committed by clients or by family members of clients on workers at HRA worksites or on field visits. HRA conducts annual workshops on workplace safety with a strong emphasis placed on how to reduce workplace violence.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse ($000,000)	$205.09	$224.89	$186.26	$162.38	$187.39	⇧	⇧	Down	Up
Cash assistance recoveries and cost avoidance for fraud, waste and abuse ($000,000)	$177.8	$180.7	$182.7	$171.0	$191.4	*	*	Neutral	Up
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse ($000,000)	$29.6	$29.6	$30.0	$28.5	$29.3	*	*	Neutral	Up
Fair hearings requested	NA	396,196	328,469	285,165	247,253	*	*	NA	*
Fair hearings upheld (%)	NA	7.0%	5.2%	7.9%	9.6%	*	*	NA	Up
IDNYC - number of applications processed	NA	NA	366,473	545,184	245,610	*	*	NA	*
IDNYC - total number of cards issued	NA	NA	334,794	544,083	238,737	*	*	NA	*
IDNYC application timeliness (%)	NA	NA	95%	99%	99%	*	*	NA	Up
Billed revenue as a percentage of budgeted revenue (%)	71.9%	72.8%	74.2%	74.5%	72.0%	*	*	Neutral	Up
Claims filed within 60 days of the close of the expenditure month (%)	99.0%	100.0%	100.0%	100.0%	100.0%	*	*	Neutral	Up
Calls resolved within 48 hours to the customer service call line for vendors (%)	67.7%	69.4%	71.0%	82.3%	80.7%	*	*	Up	Up
Collisions involving City vehicles	43	62	43	51	34	*	*	Down	Down
Workplace injuries reported	194	196	170	172	176	*	*	Down	Down
Applications filed with the United States Citizenship and Immigration Services	NA	NA	1,548	1,415	2,477	*	*	NA	*

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

AGENCY CUSTOMER SERVICE

The percentage of telephone calls answered within 30 seconds increased by 4.4 percentage points during Fiscal 2017. There was also a slight improvement in the average time to wait to speak to a customer service agent in person. Ongoing technology improvements, part of HRA's Benefits Re-engineering initiative, that increase telephonic voice response options and allow clients to access more information through automatic response, have been effective in reducing the volume of telephone inquiries and wait times. Improvements in call wait time can also be attributed to consolidation of the HRA Medicaid Helpline into Infoline, at the end of Fiscal 2016, Consolidation into a single telephone help center resulted in more efficient and effective handling of calls during peaks of high call volume, including an increase in the "calls answered" rate.

There was a 28.5 percent increase in the completed requests for interpretation primarily due to a 27.25 percent increase in the volume of calls answered by Infoline (64,100 calls), which also incorporates the calls that were formerly routed to the Medicaid Helpline. Requests for interpretation increased in the same proportion as the increase in Infoline calls.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	1,016,101	1,116,886	909,712	989,229	1,271,049	*	*	Up	*
Letters responded to in 14 days (%)	77.8%	87.3%	80.5%	86.9%	93.6%	90%	90%	Up	Up
E-mails responded to in 14 days (%)	95.5%	96.2%	93.5%	92.9%	93.2%	90%	90%	Neutral	Up
Average customer in-person wait time (minutes)	48.2	39.9	42.2	34.8	34.1	60	60	Down	Down
CORE facility rating	83	90	90	86	86	80	80	Neutral	Up
Calls answered in 30 seconds (%)	63.6%	69.7%	65.8%	79.7%	84.1%	80%	80%	Up	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	88.0%	91.0%	92.0%	93.0%	93.0%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$9,513.8	$9,531.1	$9,771.2	$9,398.0	$9,692.2	$9,710.8	$9,899.7	Up
Revenues ($000,000)	$47.0	$50.1	$50.0	$54.8	$56.7	$42.6	$42.6	Down
Personnel	13,808	13,559	13,690	13,401	13,336	15,090	14,696	Neutral
Overtime paid ($000,000)	$20.8	$22.3	$25.3	$30.4	$18.0	$18.1	$15.9	NA
Capital commitments ($000,000)	$14.3	$64.6	$88.6	$20.0	$44.6	$82.0	$154.5	NA
Human services contract budget ($000,000)	$548.3	$367.4	$454.2	$455.8	$557.9	$567.4	$565.8	NA

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$778.6	$831.5	
201 - Administration	$311.2	$301.0	All
203 - Public Assistance	$281.1	$312.6	1a, 1b, 2a, 2b, 2c, 3a
204 - Medical Assistance	$81.0	$103.1	1c, 2b, 4a
205 - Adult Services	$105.4	$114.9	1c, 2a, 2b, 2c, 3a, 3b, 4a
Other Than Personal Services - Total	$8,619.4	$8,860.7	
101 - Administration	$247.6	$240.5	All
103 - Public Assistance	$2,103.7	$2,239.9	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	$5,960.0	$5,939.4	1c, 2b, 4a
105 - Adult Services	$308.0	$352.0	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	NA[4]	$88.9	All
Agency Total	$9,398.0	$9,692.2	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   [4]This UA originated in Fiscal 2017.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The diversion calculation methodology for 'HRA clients successfully diverted at PATH from entering a homeless shelter (%)' was expanded in Fiscal 2017. Beginning with Fiscal 2017, the indicator includes an unduplicated count of all families seen, including both Department of Homeless Services clients and HRA clients. Prior to Fiscal 2017, the indicator counted only HRA clients. Previously reported figures are not comparable.

- The indicator, 'HASA clients receiving ongoing enhanced housing benefits (%)' was renamed 'HASA clients receiving housing assistance (%)' to more accurately reflect the universe being measured. This indicator captures clients receiving all forms of housing assistance, not just those receiving enhanced housing benefits.

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

ADDITIONAL RESOURCES

For additional agency performance statistics, please visit:

• HRA/DSS Facts (Links to multiple reports updated several times a year): http://www.nyc.gov/html/hra/html/facts/facts.shtml

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

ADMINISTRATION FOR CHILDREN'S SERVICES David Hansell, Commissioner
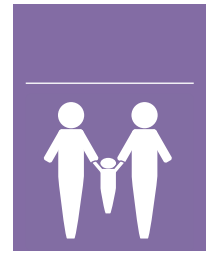
WHAT WE DO

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 nearly 60,000 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 well-being, 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 IN FISCAL 2017

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.

The total number of investigations conducted in response to reports of child abuse and/or neglect rose 7.2 percent from 55,337 in Fiscal 2016 to 59,324 in Fiscal 2017. The increase followed a high-profile incident in September 2016 that increased public attention to the issue of child abuse and neglect. During Fiscal 2017, ACS child protective specialists initiated abuse and neglect investigations within 24 hours of receiving a report from the State Central Registry (SCR) in 98.2 percent of all cases. Following a sharp downward dip in Fiscal 2016 the percent of investigations that were substantiated (child protective caseworkers identified some evidence of alleged child abuse or maltreatment) increased 4.3 percentage points to 40.4 in Fiscal 2017. The percent of children in substantiated investigations with repeat substantiated investigations within 12 months rose from 16.8 percent in Fiscal 2016 to 18.1 percent in Fiscal 2017; this increase is related both to the increase in the indication rate and the increase in the number of reports to the State abuse and neglect hotline. ACS is working to reduce the rate of repeat substantiated investigations by better matching of families to services, targeted training to enhance child protection workers' assessment and engagement skills, and strengthening oversight and support of frontline staff.

Another effect of the increase in investigations during Fiscal 2017 was the increase in the average child protective caseload from 10.6 cases per caseworker to 12.4 cases, slightly above the nationally recommended standard of 12. To address this, ACS has implemented an aggressive plan to hire and deploy new cases workers ahead of attrition and to address key process factors that cause cases to stay on a caseworker's caseload longer than necessary after an investigation is completed.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Number of State Central Register consolidated investigations	54,039	55,529	54,926	55,337	59,324	*	*	Neutral	*
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	95.0%	98.8%	98.8%	98.6%	98.2%	100.0%	100.0%	Neutral	Up
Substantiation rate	39.8%	39.5%	38.7%	36.1%	40.4%	*	*	Neutral	*
Children in complete investigations with repeat investigations within a year (%)	24.3%	24.2%	24.4%	23.8%	23.9%	*	*	Neutral	Down
★ Children in substantiated investigations with repeat substantiated investigations within a year (%)(preliminary)	16.9%	17.4%	17.2%	16.8%	18.1%	⇩	15.0%	Neutral	Down
★ Average child protective specialist caseload	8.2	9.8	10.5	10.6	12.4	12.0	12.0	Up	Down

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

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

During Fiscal 2017 the number of families entering child welfare preventive services declined by 12.3 percent, from 10,540 in Fiscal 2016 to 9,240. The number of families entering specialized teen child welfare services declined by 22.4 percent, from 1,463 to 1,136 during this period. These reductions were in part a result of new case conferencing protocols put in place in Fall 2016, including a requirement that ACS facilitate service termination conferences with families with high service needs. Although this protocol allowed for additional assessment of safety and risk prior to ending of services, it resulted in a slowdown in case closings and, as a consequence, a reduction in the number of new preventive cases opened. The policy has since been modified to address safety concerns while keeping the referral system moving smoothly, and ACS saw marked improvements in referrals in the final quarter of the year.

The change in the total number of children receiving preventive services during the year was small by comparison, because cases remained active longer. The total number of children in families receiving preventive services decreased by 6.6 percent, from 46,207 in Fiscal 2016 to 43,157 in Fiscal 2017, and the average daily number of children receiving services remained flat. To improve utilization of preventive services and ensure that families receive services to meet their needs ACS has

implemented a new, more targeted and timely referral process. In addition, ACS is making substantial new investments in preventive provider agencies to strengthen their capacity for staff recruitment, retention, and training.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Families entering child welfare preventive services	9,074	10,293	11,015	10,540	9,240	11,000	11,000	Neutral	Up
Families entering child welfare specialized teen preventive services	NA	1,572	1,570	1,463	1,136	*	*	NA	Up
Children receiving child welfare preventive services (daily average)	24,127	23,725	24,889	23,545	23,383	*	*	Neutral	Up
Children who received child welfare preventive services during the year (annual total)	43,455	44,456	47,001	46,207	43,157	*	*	Neutral	Up

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

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

Even as the total number of children in care declined, the number of children who entered foster care rose in Fiscal 2017. During Fiscal 2017 4,177 children entered foster care, compared to 3,695 during Fiscal 2016. Nonetheless, the proportion of children placed in foster care among all children involved in investigations did not increase.

The overall foster care census continued to decline as young people achieved permanency. The average daily number of children in foster care declined from 9,926 in Fiscal 2016 to 8,960 in Fiscal 2017, a 9.7 percent decrease. During Fiscal 2017 the number of children in kinship homes and non-relative foster boarding homes decreased 14.3 percent and 8.5 percent, respectively, and the number of children in residential placements declined 1.4 percent. Overall, the total number of days all children spent in foster care declined 7.2 percent, from 4,379,682 in Fiscal 2016 to 4,065,826 in Fiscal 2017. For children placed in foster care, the number of moves from one foster home or facility to another per 1,000 care days rose from 1.4 in Fiscal 2016 to 1.5 in Fiscal 2017.

Children in Foster Care

	FY 13	FY 14	FY 15	FY 16	FY 17
Total	12,958	11,750	11,098	9,926	8,966
Non-relative Foster Boarding Homes	7,398	6,915	6,533	5,845	5,353
Kinship Homes	4,461	3,929	3,636	3,223	2,766
Residential Care	1,099	923	929	859	847

■ Residential Care   ■ Kinship Homes   ■ Non-relative Foster Boarding Homes
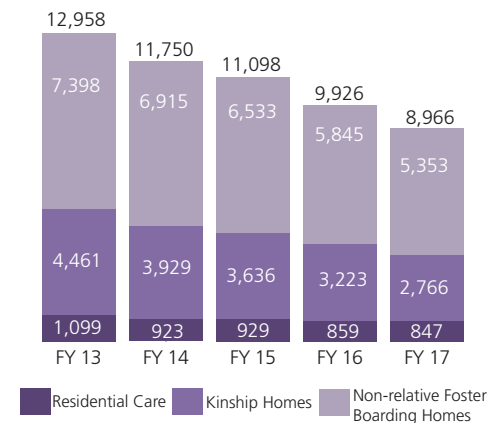
The rate of maltreatment in family foster care increased from 5.2 incidents per 100,000 care days in Fiscal 2016 to 7.6 in Fiscal 2017, reflecting an increase in the number of incidents and a decrease in the total number of care days in family foster care. This increase may reflect a heightened level 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.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
All children entering foster care (preliminary)	4,779	4,501	4,233	3,695	4,177	*	*	Down	*
★ Children placed in foster care in their community	33.4%	33.3%	36.9%	36.3%	36.5%	37.0%	38.0%	Up	Up
★ Children in foster care (average)	12,958	11,750	11,098	9,926	8,960	⇩	⇩	Down	Down
– Children in foster kinship homes	4,461	3,929	3,636	3,223	2,762	*	*	Down	*
– Children in nonrelative foster boarding homes	7,398	6,915	6,533	5,845	5,351	*	*	Down	Down
– Children in residential care	1,099	923	929	859	847	*	*	Down	Down
★ Children who re-enter foster care within a year of discharge to family (%)(preliminary)	8.6%	9.3%	9.1%	7.8%	6.3%	7.0%	6.0%	Down	Down

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
School Attendance Rate - Children in Foster Care (%)	NA	82.1%	82.5%	82.5%	82.2%	*	*	NA	Up
Total days all children spent in foster care	5,502,471	4,976,399	4,710,116	4,379,682	4,065,826	*	*	Down	Down
★ Number of moves in foster care per 1,000 care days	1.3	1.4	1.5	1.4	1.5	1.4	1.4	Up	Down
★ Children maltreated during family foster care placement per 100,000 care days	3.9	3.1	4.0	5.2	7.6	4.2	5.0	Up	Down

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

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

When placement into foster care is necessary, ACS makes every effort to minimize disruptions to families by placing siblings together and identifying family members who can provide kinship foster care. The proportion of siblings who enter care at the same time and are placed together in the same foster home rose from 91.4 percent in Fiscal 2016 to 93.2 percent in Fiscal 2017. In line with ACS' Foster Care Strategic Blueprint focus on kinship placements, which are well-documented to produce better outcomes for children, the percent of children entering care who were placed with relatives rose in Fiscal 2017 from 26.3 percent in Fiscal 2016 to 28.4 percent. Overall, three of ten—30.7 percent—of foster children resided with kin in Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Siblings placed simultaneously in the same foster home (%) (preliminary)	87.9%	88.2%	88.9%	91.4%	93.2%	*	*	Neutral	Up
★ Children entering foster care who are placed with relatives (%) (preliminary)	26.6%	25.7%	28.0%	26.3%	28.4%	30.0%	30.0%	Neutral	Up

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

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

The movement of children to permanency through kinship guardianship (KinGAP) continued a steady upward trend. There was a 10.2 percent increase in KinGAP from 343 children during Fiscal 2016 to 378 children during Fiscal 2017. A sharp reduction in new entries to foster care in Fiscal 2016 contributed to a 17 percent decline in the number of reunifications in Fiscal 2017.

The number of adoptions declined by 14.5 percent from 1,052 to 899. Of those children not yet adopted but who are eligible—that is, they are legally free and have a court-approved goal of adoption—91 percent are already placed with the family that is going to adopt them. ACS is making significant investments in streamlining administrative processes and providing technical assistance to foster care agencies to reduce time to reunification, adoption and KinGAP. In Fiscal 2017, ACS conducted Rapid Permanency Reviews in partnership with Casey Family Programs of the cases of 2,500 children in foster care for more than two years. These reviews identified case, agency and system level barriers to permanency. The findings are being utilized to drive improvements.

Children discharged to permanency within a year of placement (%)

FY 13	FY 14	FY 15	FY 16	FY 17
33.2%	32.6%	30.9%	32.0%	33.7%
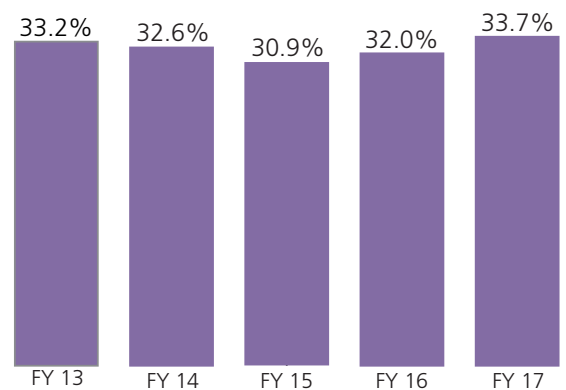
The percent of children discharged to permanency (reunification, KinGAP or adoption) within a year of entry to foster care increased from 32.0 in Fiscal 2016 to 34.2 in Fiscal 2017. Among children who had been in care for 12-23 months at the beginning of the fiscal year, the percent discharged to permanency during the year remained stable at just over 24 percent, and the percent of those who were discharged to permanency after being in foster care for two or more years declined from 24.9 to 24.3 percent. It should be noted that the total number of children in foster care for two or more years is down 10 percent from Fiscal 2016 to Fiscal 2017.

Continuing a positive trend, fewer children are returning to foster care following reunification or KinGAP. The rate of re-entry to care declined substantially from 7.8 percent in Fiscal 2016 to 6.3 percent in Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Children discharged to permanency within a year of placement (%)	33.2%	32.6%	30.9%	32.0%	34.2%	35.0%	35.0%	Neutral	Up
★ Children in care 12-23 months discharged to permanency (%)	19.6%	21.5%	20.1%	24.4%	24.6%	27.0%	27.0%	Up	Up
★ Children in care 24 or more months discharged to permanency (%)	23.8%	23.2%	23.2%	24.9%	24.3%	27.0%	27.0%	Neutral	Up
Children adopted	1,310	1,101	1,004	1,052	899	*	*	Down	Up
Children eligible for adoption (average)	1,446	1,248	1,092	1,053	904	*	*	Down	*
Kinship Guardianship Assistance discharges	119	251	275	343	378	*	*	Up	Up
Children returned to parents (reunifications)	3,393	2,940	2,506	2,507	2,082	*	*	Down	*

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

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.

Child care voucher enrollment for center-based childcare went up 2.7 percent in Fiscal 2017 to 27,864, and vouchers for family child care rose 2.8 percent to 24,786, reflecting continued movement away from informal home-based child care voucher enrollment, which declined by 10.4 percent. This reflects ongoing work to educate parents about the importance of quality early care and education available in formal settings. The overall decrease in voucher enrollment was driven by a 1.9 percent decline in enrollment of mandated children from 54,761 to 53,723. In EarlyLearn, enrollment remained steady.

ACS continues to educate child care providers about their obligations as mandated reporters of child abuse and neglect. The number of abuse and/or neglect reports for children in child care increased 6.3 percent from 584 in Fiscal 2016 to 621 in Fiscal 2017. There was also an increase in the percent of these reports which were substantiated from 15.1 percent in Fiscal 2016 to 16.4 percent in Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average EarlyLearn contract enrollment	30,096	30,422	30,079	30,671	30,117	31,000	31,300	Neutral	Up
★ EarlyLearn - Average center-based enrollment	25,548	24,068	23,077	23,396	22,663	23,600	23,800	Down	Up
★ EarlyLearn - Average family child care enrollment	4,549	6,354	7,002	7,275	7,454	7,400	7,500	Up	Up
★ Average EarlyLearn Utilization (%)	71.4%	82.1%	81.8%	83.4%	81.9%	85.0%	85.0%	Up	Up
★ Average EarlyLearn Utilization - Center-based (%)	76.2%	84.6%	82.0%	83.1%	80.5%	85.0%	85.0%	Neutral	Up
★ Average EarlyLearn Utilization - Family child care (%)	52.9%	73.9%	81.4%	84.6%	86.7%	85.0%	85.0%	Up	Up

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Average child care voucher enrollment	71,756	67,541	66,801	67,527	66,968	*	*	Neutral	*
★ Average mandated children voucher enrollment	56,649	54,852	55,000	54,761	53,723	*	*	Neutral	*
★ Average other eligible children voucher enrollment	15,107	12,689	11,801	12,659	13,245	*	*	Down	*
★ Average center-based child care voucher enrollment	27,552	26,401	27,052	27,132	27,864	*	*	Neutral	*
★ Average family child care voucher enrollment	21,503	21,507	22,177	24,119	24,786	*	*	Up	*
★ Average informal (home-based) child care voucher enrollment	22,700	19,633	17,572	15,976	14,318	*	*	Down	*
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	$9,084	$8,629	$8,577	$8,715	$9,072	*	*	Neutral	*
EarlyLearn - Budget per slot in contract family child care	$9,329	$9,340	$9,347	$9,522	$9,537	*	*	Neutral	*
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	$14,568	$14,302	$15,598	$16,754	$19,755	*	*	Up	*
Fiscal year spending per child - Center-based child care vouchers	$8,478	$8,524	$8,936	$9,280	$9,149	*	*	Neutral	*
Fiscal year spending per child - Family child care vouchers	$7,385	$7,500	$7,575	$7,659	$8,322	*	*	Up	*
Fiscal year spending per child - Legally exempt (informal child care) vouchers	$4,169	$4,144	$4,119	$4,140	$4,234	*	*	Neutral	*
Abuse and/or neglect reports for children in child care	357	413	492	584	621	*	*	Up	*
Abuse and/or neglect reports for children in child care that are substantiated (%)	23.5%	21.8%	27.6%	15.1%	16.4%	*	*	Down	Down

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

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.

The total number of children involved in the youth justice system continued the improvement that began more than a decade ago. The average daily population in detention has decreased steadily for many years, and declined an additional 23.8 percent from 156.6 in Fiscal 2016 119.4 in Fiscal 2017. This reduction was driven by decreases in admissions which declined 15.9 percent from 2,528 in Fiscal 2016 to 2,126 in Fiscal 2017. The average length of stay rose from 21 to 23 days over this time period.

During Fiscal 2017, the non-secure detention abscond rate increased substantially to 0.08 per 100 average daily population from 0.03 in Fiscal 2016. This translates to an increase from 8 to 14 absconds. This uptick is attributable to an increase in the number of absconds during transports in the first quarter of Fiscal 2017. ACS addressed this through re-training all non-secure detention staff in escort techniques and there was a significant improvement in the abscond rate during the remaining three quarters. The youth on staff assault with injury rate rose to 0.11 in Fiscal 2017 from 0.08 in Fiscal 2016, but the youth on youth assault and altercation with injury rate held steady at just below four per 100 average daily population. To address the rise in youth on staff assaults with injury ACS has implemented Cure Violence and other intervention programs at both secure detention sites. ACS is hiring additional front-line staff and strengthening staff training to develop skills required to work with high risk populations of detained youth.

The number of young people entering Close to Home placement declined 6.7 percent from 238 in Fiscal 2016 to 222 in Fiscal 2017. However, young people are staying longer in facilities before entering aftercare programs, so there was a 3.3 percent increase in the average number of youth in Close to Home placement from 151 in Fiscal 2016 to 156 in Fiscal 2017 driven by a 3.5 percent decline in youth released to aftercare from 201 to 194. This reflects the fact that there is a higher proportion of high risk/high need youth placed in non-secure placement and limited secure placement than in the past.

The AWOL rate for youth in Close to Home placement remained stable at 0.3 per 100 care days in Fiscals 2016 and 2017. The rate of youth on youth assaults and altercations with injury per 100 care days increased from 0.10 in Fiscal 2016 to 0.13 in Fiscal 2017. The rate of youth on staff assaults with injury also rose during this time period, from 0.07 to 0.13. These increases are driven by a higher proportion of high risk/high need youth placed in non-secure placement and the opening of limited secure placement in December 2015. Limited secure placement, by design, serves higher need/higher

risk youth. To address the needs of this population ACS deployed additional resources and collaborated with experts to implement trauma-informed de-escalation strategies.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Total admissions to detention	3,419	3,126	2,755	2,528	2,126	⇩	⇩	Down	Down
★ Average daily population (ADP), detention	266.0	234.1	169.9	156.6	119.4	⇩	⇩	Down	Down
Secure detention - ADP	150.1	130.2	94.7	91.7	69.9	*	*	Down	Down
Non-secure detention - ADP	115.9	103.5	74.4	64.9	49.6	*	*	Down	Down
★ Average length of stay, detention (days)	29	29	23	21	23	⇩	⇩	Down	Down
★ Escapes from secure detention	0	0	0	0	0	0	0	Neutral	Down
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.05	0.08	0.05	0.03	0.08	0.03	0.05	Neutral	Down
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.34	0.35	0.30	0.39	0.38	0.35	0.35	Up	Down
★ Youth on staff assault w/injury rate (per 100 total ADP), detention	0.06	0.05	0.05	0.08	0.11	0.05	0.07	Up	Down
★ Weapon recovery rate (average per 100 total ADP), detention	0.02	0.04	0.08	0.07	0.06	⇩	⇩	Up	Down
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.04	0.07	0.09	0.07	0.07	⇩	⇩	Up	Down
★ Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP), detention	0.11	0.10	0.15	0.11	0.14	0.09	0.10	Up	Down
Child abuse/neglect allegations cases (internal) reported as substantiated, detention	17.0	22.0	27.0	17.0	18.0	*	*	Neutral	Down
★ Average daily cost per youth per day, detention ($)	$729	$773	$1,065	$1,431	$1,684	*	*	Up	*
Admissions to Close to Home placement	NA	348	258	238	222	*	*	NA	Down
★ Number in Close to Home placement	NA	195	176	151	156	⇩	⇩	NA	Down
AWOL rate, Close to Home placement	NA	0.7	0.4	0.3	0.3	0.4	0.4	NA	Down
Discharges from Close to Home placement (dispositional order complete)	NA	222.0	260.0	227.0	182.0	*	*	NA	*
Number of releases from Close to Home placement to aftercare	NA	274	283	201	194	*	*	NA	Down
Youth on staff assault with injury rate, Close to home placement	NA	0.05	0.05	0.07	0.13	0.05	0.05	NA	Down
Youth on youth assault with injury rate, Close to home placement	NA	0.14	0.12	0.10	0.13	0.09	0.09	NA	Down

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

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

In Fiscal 2017 59 percent of the youth in detention were referred for mental health services and 46 percent received these services.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ In-care youth who were referred for mental health services, detention (%)	51%	48%	61%	50%	59%	*	*	Up	*
★ In-Care Youth who received mental health services (%)	58%	57%	50%	46%	46%	*	*	Down	*
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ General health care cost per youth per day, detention ($)	$60	$62	$80	$121	$163	*	*	Up	*

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

Provide services to prevent youth from returning to the juvenile justice system.

The percent of youth admitted to detention with previous detention admissions rose from 61 in Fiscal 2016 to 64 in Fiscal 2017. This increase reflects efforts to divert the lowest risk youth away from detention. As these diversion efforts grow, the proportion of young people entering detention who have previous admissions has increased somewhat. During this period there was a 19.8 percent decline in the average number of young people in Close to Home aftercare in their communities, from 121 in Fiscal 2016 to 97 in Fiscal 2017. The number of discharges from Close to Home (dispositional orders complete) declined 19.8 percent from 227 to 182.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Youth admitted to detention with previous admission(s) to detention (%)	60.5%	60.9%	63.3%	61.0%	64.0%	*	*	Neutral	*
★ Number in Close to Home aftercare (average)	NA	93	122	121	97	*	*	NA	*

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Collisions involving City vehicles	16	35	46	34	30	*	*	Up	Down
Workplace injuries reported	191	217	184	226	214	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	66,577	63,351	79,347	87,775	94,864	*	*	Up	*
Letters responded to in 14 days (%)	92.3%	87.4%	85.4%	97.1%	88.4%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	95.6%	92.6%	89.7%	97.8%	97.3%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)3	$2,805.0	$2,785.5	$2,826.7	$2,875.1	$3,030.8	$3,030.9	$3,129.3	Neutral
Revenues ($000,000)	$3.4	$3.1	$3.9	$7.2	$8.5	$3.4	$3.4	Up
Personnel	6,082	5,923	5,972	6,000	6,362	7,178	7,216	Neutral
Overtime paid ($000,000)	$20.6	$25.2	$30.1	$33.9	$17.5	$17.5	$17.2	Neutral
Capital commitments ($000,000)	$11.1	$10.2	$5.8	$10.2	$10.4	$120.3	$372.1	Neutral
Human services contract budget ($000,000)	$1,630.0	$1,629.5	$1,647.8	$1,710.3	$1,786.3	$1,780.9	$1,858.1	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$419.9	$451.6	
001 - Child Welfare	$283.0	$314.7	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	$16.9	$23.5	2a
005 - Administration	$83.7	$73.0	All
007 - Youth and Family Justice	$36.4	$40.4	3a, 3b, 3c
Other Than Personal Services - Total	$2,455.2	$2,579.2	
002 - Other Than Personal Services	$76.4	$76.3	All
004 - Head Start/Day Care	$1,052.9	$1,129.9	2a
006 - Child Welfare	$1,172.7	$1,210.1	1a, 1b, 1c, 1d, 1e
008 - Youth and Family Justice	$153.1	$162.9	3a, 3b, 3c
Agency Total	$2,875.1	$3,030.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- Three indicators were deleted from the Mayor's Management Report to better align the report with Federal and State reporting requirements regarding permanency in foster care. They are: 'Median length of stay for children entering foster care for the first time who are retuned to parents', 'Median length of stay in foster care before child is adopted', and 'Children returned to parent(s) within 12 months'.

- ACS revised previously reported figures for the indicator 'Children in substantiated investigations with repeat substantiated investigations within a year (%)(preliminary)' to reflect a revised calculation method.

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.

DEPARTMENT OF HOMELESS SERVICES

Steven Banks, Commissioner
Joslyn Carter, Administrator

WHAT WE DO

The Department of Homeless Services' core mission is preventing homelessness before it occurs, addressing street homelessness, providing safe high-quality shelter, and assisting New Yorkers in transitioning from shelter and street homelessness to permanent housing. DHS collaborates with non-profit partners to provide temporary shelter, social services and supports to help individuals and families transition rapidly into housing in the community.

In April 2016, Mayor de Blasio announced a major restructuring of the way homeless services in New York City are delivered, creating an integrated and streamlined management structure for DHS and the Human Resources Administration (HRA) under the Commissioner of the Department of Social Services (DSS). DHS and HRA work together to prevent homelessness before it occurs, and to help individuals and families transition to permanent housing and self-sufficiency.

FOCUS ON EQUITY

In New York City and throughout the United States, homelessness is driven by 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 discharges from a range of institutions. DHS addresses homelessness by connecting New Yorkers to preventive services that help them remain in their homes and, when prevention is not an option, by providing safe and appropriate transitional shelter including placement into permanent subsidized and supportive housing. In partnership with the Human Resources Administration (HRA) and other agencies, DHS administers subsidized housing programs, including targeted rental assistance to help eligible families and individuals avoid or exit shelter.

In Fiscal 2016, Mayor de Blasio announced a comprehensive plan to reform the delivery of homeless services in New York City. The plan includes enhancement and expansion of homeless prevention, greater street outreach through HOME-STAT, a new program to engage homeless individuals and connect them to support services, and management improvements related to shelter safety and operations. "Turning the Tide," a report issued in February 2017, laid out a blueprint for moving forward with the reforms and eliminating the use of "cluster" apartment sites and commercial hotel facilities.

OUR SERVICES AND GOALS

SERVICE 1	**Help prevent at-risk individuals and families from becoming homeless.**
Goal 1a	Provide effective interventions to households most at risk of homelessness.
SERVICE 2	**Provide temporary emergency housing to homeless individuals and families.**
Goal 2a	Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.
Goal 2b	Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.
SERVICE 3	**Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.**
Goal 3a	Facilitate exits and minimize clients' length of stay in shelters.
Goal 3b	Minimize re-entries into the shelter services system.
SERVICE 4	**Help chronically unsheltered homeless individuals find stable, safe living situations.**
Goal 4a	Reduce the number of unsheltered homeless individuals.

HOW WE PERFORMED IN FISCAL 2017

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

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

The community-based homelessness prevention program, Homebase, served more than 27,000 households in Fiscal 2017, an eight percent increase over the number served in 2016. More than 94 percent of families with children and adult family households, and over 92 percent of single adults who received prevention services remained in their communities and avoided shelter entry within the 12 months following the service. HRA staff members are co-located in Homebase offices in order to process applications for public assistance and rental assistance for eligible households. In 2017, Homebase expanded to include landlord and family mediation, educational advancement, employment, and financial literacy services.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Adults receiving preventive services who did not enter the shelter system (%)	96.7%	96.0%	93.5%	90.6%	92.6%	85.0%	85.0%	Neutral	Up
★ Adult families receiving preventive services who did not enter the shelter system (%)	95.5%	97.3%	91.5%	90.7%	94.0%	85.0%	85.0%	Neutral	Up
★ Families with children receiving preventive services who did not enter the shelter system (%)	93.0%	94.0%	94.5%	94.1%	94.2%	85.0%	85.0%	Neutral	Up

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

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.

In Fiscal 2017, the number of families with children entering shelter during the year declined by 5.4 percent, while the number of adult families and single adults entering shelter increased by 7.2 and 3.5 percent respectively. Despite these increases in entrants, the number of individuals in shelter was lower than DHS projections prior to the implementation of new rental assistance and rehousing programs. The average number of adult families and families with children in shelter per day increased by 11 percent to 2,461 and by six percent to 12,818 respectively compared to the previous year. The average number of single adults in shelter increased by seven percent to 13,626. The lower than projected census is attributable, in part, to the creation of the new targeted rental assistance and rehousing programs beginning in 2014; a 24 percent decline in evictions since 2013 at the same time as a related 10-fold increase in funding for legal services to represent tenants; and an increase in access to emergency rental assistance through HRA. The development of more supportive housing as part of the de Blasio administration's "15/15" plan and an agreement with New York State to increase rent supplements provided to families facing eviction beginning in Fiscal 2018 are also expected to reduce the growth in shelter census.

During Fiscal 2017, 50.4 percent of families with children were placed in shelter according to the youngest school-aged child's school address, below the target of 85 percent. Over time, borough-based shelter placement, provided through the "Turning the Tide" plan, will enable DHS to offer shelter placements for homeless families and individuals in their home borough. This approach will create a more equitable distribution of homeless services across the city, allowing homeless New Yorkers to remain in their communities and close to their networks of support—their schools, their work, their social networks, their houses of worship—at a time when they need that support and stability most.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Adult families entering the DHS shelter services system	1,156	1,283	1,385	1,476	1,583	⇩	⇩	Up	Down
★ Families with children entering the DHS shelter services system	12,306	11,848	12,671	13,311	12,595	⇩	⇩	Neutral	Down
★ Single adults entering the DHS shelter services system	16,448	17,547	18,091	19,139	19,800	⇩	⇩	Up	Down
★ Average number of adult families in shelters per day	1,723	1,866	2,110	2,212	2,461	⇩	⇩	Up	Down
★ Average number of families with children in shelters per day	9,840	10,649	11,819	12,089	12,818	⇩	⇩	Up	Down
★ Average number of single adults in shelters per day	9,536	10,116	11,330	12,727	13,626	⇩	⇩	Up	Down
Families with children receiving public assistance (average) (%)	87.7%	81.8%	85.4%	81.6%	81.5%	80.0%	85.0%	Neutral	*
Average school attendance rate for children in the DHS shelter services system (%)	83.6%	85.4%	83.9%	82.0%	82.7%	*	*	Neutral	Up
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	70.5%	65.4%	52.9%	51.8%	50.4%	85.0%	85.0%	Down	Up

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

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

Building on the effort that began in Fiscal 2016 to more consistently and accurately categorize critical incidents in shelter, DHS established a new set of critical incident standards for Fiscal 2017. This will create a new baseline for assessment going forward, with the rates for 2017 at 2.8 critical incidents per 1,000 residents in the adult shelter system, 2.4 critical incidents per 1,000 residents in the adult family shelter system, and 0.9 incidents per 1,000 residents in the families with children shelter system. As part of the Mayor's 90-day review of homeless services, the NYPD conducted a comprehensive review of security in shelter facilities and began training all DHS security personnel in March 2016. In January 2017, DHS formalized a partnership with NYPD, implementing an NYPD management team to oversee and enhance security at DHS facilities.

The increase in the daily cost of shelter, which grew for single adult shelter, adult family shelter, and families with children shelter in Fiscal 2017 was the result of increased security costs; enhancements, including mental health services and program activities in adult shelters, cost of living adjustments for contract providers, utilization of commercial hotels to accommodate increases in entrants, and a reduction in the use of "cluster" apartment-type shelters, as well as the opening of new shelters, which generally have higher rent and fixed costs than do older, established facilities.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.15	0.00	0.01	0.00	0.00	⇩	⇩	Down	Down
★ Critical incidents in the adult shelter system, per 1,000 residents	NA	NA	NA	NA	2.8	⇩	⇩	NA	Down
Violent critical incidents in the adult shelter system, per 1,000 residents	NA	NA	NA	NA	1.6	*	*	NA	Down
★ Critical incidents in the adult family shelter system, per 1,000 residents	NA	NA	NA	NA	2.4	⇩	⇩	NA	Down
Violent critical incidents in the adult family shelter system, per 1,000 residents	NA	NA	NA	NA	1.6	*	*	NA	Down
★ Critical incidents in the families with children shelter system, per 1,000 residents	NA	NA	NA	NA	0.9	⇩	⇩	NA	Down
Violent critical incidents in the families with children shelter system, per 1,000 residents	NA	NA	NA	NA	0.6	*	*	NA	Down
Cost per day for shelter facilities - Single adult facilities ($) (annual)	$74.80	$78.38	$78.80	$94.57	$99.46	*	*	Up	*
Cost per day for shelter facilities - Family facilities ($) (annual)	$102.74	$101.50	$105.37	$120.22	$167.84	*	*	Up	*
– Adult families	$96.97	$92.41	$97.31	$110.69	$138.13	*	*	Up	*
– Families with children	$103.55	$102.61	$106.49	$121.40	$171.21	*	*	Up	*
Evaluations for human services contracts completed on time, as compared to the goal (%)	97.2%	98.9%	99.4%	97.5%	NA	*	*	NA	Up

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

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.

Homeless clients continue to be placed into permanent, stable housing through a variety of City and federally-funded rental assistance programs, including the Living in Communities (LINC) and CityFEPs programs, the Special Exit and Prevention Supplement (SEPS) program, and the HOME Tenant Based Rental Assistance (TBRA) program. DHS also partners with the New York City Housing Authority (NYCHA) to place homeless families into public housing units and apartments with Section 8 assistance. In total 9,744 family households and single adults exited shelter or were prevented from immediate shelter entry at the family intake center or at HomeBase, in Fiscal 2017, through one of the of these programs.

Due to the availability of rental assistance and NYCHA housing, the number of families with children exiting to permanent housing increased by three percent and the average length of stay in shelter for families with children declined by 17 days to 414 days, after growing dramatically for several years following the termination of the Advantage program in Fiscal 2012.

The total number of permanent subsidized and unsubsidized placements declined by five percent for single adults and declined by nine percent for adult families from Fiscal 2016 to Fiscal 2017, which reflects the limited affordable housing and family reunification options for low-income adults as well as the lack of available permanent supportive housing. The Mayor's commitment to provide 15,000 new supportive housing units, 505 of which will come online in Fiscal 2018, is aimed at addressing this problem.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Single adults exiting to permanent housing	8,526	10,012	8,762	8,521	8,132	9,000	9,000	Neutral	Up
– subsidized	NA	NA	3,085	3,885	3,770	*	*	NA	Up
– unsubsidized	NA	NA	5,677	4,636	4,362	*	*	NA	Up
Adult families exiting to permanent housing	NA	NA	908	628	570	*	*	NA	Up
– subsidized	NA	NA	224	310	290	*	*	NA	Up
– unsubsidized	NA	NA	413	318	280	*	*	NA	Up
Families with children exiting to permanent housing	NA	NA	8,220	8,294	8,558	*	*	NA	Up
– subsidized	NA	NA	4,527	5,365	5,424	*	*	NA	Up
– unsubsidized	NA	NA	3,693	2,929	3,134	*	*	NA	Up
★ Average length of stay for single adults in shelter (days)	293	305	329	355	383	⇩	⇩	Up	Down
★ Average length of stay for adult families in shelter (days)	469	515	534	563	550	⇩	⇩	Up	Down
★ Average length of stay for families with children in shelter (days)	375	427	430	431	414	⇩	⇩	Neutral	Down

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

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

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 declining by 1.9 percent for families with children and 1.8 percent for single adults compared to Fiscal 2016. The decline was driven by the investment in rental assistance for subsidized placements, which had return rates of just over one percent for families with children and of less than eight percent for single adults. This compares to return rates of 20.9 percent and 24.9 percent respectively for less stable, unsubsidized placements. The overall rate of return for adult families increased 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 returned to shelter at a rate of less than one percent.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	21.5%	21.7%	21.8%	18.9%	17.1%	20.0%	20.0%	Down	Down
– subsidized exits (%)	7.4%	10.2%	9.4%	8.3%	7.5%	*	*	Neutral	Down
★ – unsubsidized exits (%)	25.8%	25.3%	26.0%	24.5%	24.9%	⇓	⇓	Neutral	Down
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	15.0%	12.5%	14.2%	8.7%	11.5%	12.5%	12.5%	Down	Down
★ – subsidized exits (%)	1.7%	0.0%	1.0%	1.6%	0.6%	⇓	⇓	Down	Down
★ – unsubsidized exits (%)	15.6%	13.0%	18.3%	11.9%	21.6%	⇓	⇓	Up	Down
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	9.5%	12.5%	16.5%	10.0%	8.1%	12.5%	12.5%	Down	Down
★ – subsidized exits (%)	2.7%	2.4%	3.0%	1.4%	1.3%	⇓	⇓	Down	Down
★ – unsubsidized exits (%)	10.2%	13.4%	19.9%	19.9%	20.9%	⇓	⇓	Up	Down

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

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

Goal 4a   Reduce the number of unsheltered homeless individuals.

The annual Homeless Outreach Population Estimate (HOPE) street homeless survey conducted on February 6, 2017 found that 3,892 homeless individuals were on the streets of New York that night, 39 percent more than Fiscal 2016 but 11 percent fewer than the first count in Fiscal 2005. This point-in-time estimate reflects what the City's HOME-STAT outreach teams—doubled in size last year—have recorded in their identification of street homeless clients. The Fiscal 2017 HOPE count was conducted during a warm winter in New York City and amid continued housing affordability challenges here and across the nation, with economic factors, including rising rents outpacing incomes, continuing to drive homelessness. These factors may have contributed to the increase in survey count.

Street homeless individuals known to HOME-STAT teams are placed on the City's first-ever comprehensive "by-name" list, which is central to HOME-STAT's individual-by-individual approach to addressing street homelessness. Teams continue to engage and build relationships with these individuals to support their transition off the street. Additionally, HOME-STAT identifies "prospective clients" or individuals known to street outreach teams that the teams are working to assess, including determining whether these individuals are homeless. As of the close of Fiscal 2017, outreach teams had actively engaged more than 2,000 clients known to be living on the street and were working to connect with over 1,500 prospective clients to assess their living situations and to engage with them with the goal of ultimately connecting them with City services. In Fiscal Year 2017, HOME-STAT placed 2,146 clients into permanent housing, transitional housing and other stabilization settings. Of those, nearly 1,500 clients were placed into transitional housing and permanent housing. Since the inception of HOME-STAT in March 2016 and the end of Fiscal Year 2017, HOME-STAT outreach teams helped 865 clients transition into and remain in transitional housing and permanent housing.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ 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	3,180	3,357	3,182	2,794	3,892	⇓	⇓	Up	Down
★ HOME-STAT clients placed into permanent housing, transitional housing and other settings	NA	NA	NA	NA	2,146	⇧	⇧	NA	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Collisions involving City vehicles	48	27	58	60	46	*	*	Up	Down
Workplace injuries reported	82	90	122	147	189	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	4,087	4,195	6,445	8,164	13,357	*	*	Up	*
Letters responded to in 14 days (%)	67.4%	83.5%	70.4%	64.8%	NA	*	*	NA	Up
E-mails responded to in 14 days (%)	66.7%	80.5%	68.6%	61.37%	NA	*	*	NA	Up
Average wait time to speak with a customer service agent (minutes)	NA	24	15	10	6	*	*	NA	Down
CORE facility rating	91	89	95	100	92	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$984.3	$1,043.3	$1,169.8	$1,400.6	$1,752.8	$1,688.5	$1,617.2	Up
Personnel	1,848	1,859	1,977	2,404	2,349	2,368	2,484	Up
Overtime paid ($000,000)	$9.6	$9.0	$9.4	$13.6	$5.5	$5.5	$5.5	Down
Capital commitments ($000,000)	$14.4	$21.9	$20.4	$11.6	$27.7	$64.9	$136.1	Up
Human services contract budget ($000,000)	$769.2	$826.3	$941.2	$1,120.6	$1,396.9	$1,345.1	$1,284.8	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
100 - Personal Services	$147.3	$172.9	All
200 - Other Than Personal Services	$1,253.4	$1,579.9	All
Agency Total	$1,400.6	$1,752.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- This report now includes family shelter cost indicators broken out by shelter cost for adult families and families with children.

- Fiscal 2017 data is not yet available for the indicator 'Evaluations for human services contracts completed on time, as compared to the goal.' Full-year Fiscal 2017 data will be reported in the Fiscal 2018 Preliminary Mayor's Management Report.

- The indicator 'HOME-STAT clients placed into permanent, transitional and other housing' was renamed 'HOME-STAT clients placed into permanent housing, transitional housing and other settings' to more accurately reflect the underlying data.

- DHS revised previously published figures for 'Workplace injuries reported' to include the total number of workers compensation claims that were received and processed by DHS.

- Fiscal 2017 data for the indicators 'Letters responded to in 14 days (%)' and 'E-mails responded to in 14 days (%)' are not available due to a data system transition issues during the integration of HRA and DHS. Some correspondence functions have been integrated into DSS, and the Department is working on a reporting solution that will reflect the reassignment and consolidation of these activities.

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

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

For more information on the agency, please visit: 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. We envision a City where New Yorkers can age in place with dignity and comfort. In Fiscal 2017 DFTA served 230,998 older New Yorkers through its in-house and contracted programs, and provided 11.7 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, including competitive grants and Council-directed discretionary funds with community-based organizations.

FOCUS ON EQUITY

DFTA aims to connect the full range of older people in the City and link them with services and activities that promote their health and well-being. To achieve this, DFTA offers programs in different languages that are tailored to the varied cultures, ethnicities and backgrounds of older New Yorkers. Innovative Senior Centers and Neighborhood Centers offer relevant programming such as varied health, education, and case assistance activities in culturally sensitive and LGBTQ friendly environments. 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.

OUR SERVICES AND GOALS

SERVICE 1 **Provide health and nutrition opportunities to older New Yorkers.**

Goal 1a   Increase utilization of nutrition programs.

Goal 1b   Increase utilization of senior centers.

SERVICE 2 **Provide supportive services for seniors.**

Goal 2a   Increase supportive services to caregivers.

Goal 2b   Increase supportive services to the homebound.

HOW WE PERFORMED IN FISCAL 2017

SERVICE 1 Provide health and nutrition opportunities to older New Yorkers.

Goal 1a   Increase utilization of nutrition programs.

During Fiscal 2017, senior centers served a total of 7.2 million congregate meals (breakfast, lunch, and dinner), a decrease of 5.3 percent compared to last year This preliminary data is based on DFTA's conservative estimate; we believe that our final data will show that the system remains stable. There has been, however, a systemic increase in overall participation in senior center activities with 29,492 older New Yorkers engaging in activities and meals at DFTA's senior centers each day; this represents a 1.3 percent increase in participation compared to the prior year.

The Department provides eligible homebound older New Yorkers a choice of daily delivery of hot meals, or twice-weekly delivery of fresh-frozen meals. This year, the number of home delivered meals served remained stable with 4,499,127 meals served to 26,538 homebound older New Yorkers, a slight increase over the prior year. In total, DFTA provided over 11.7 million meals to older New Yorkers during Fiscal 2017.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Total meals served (000)	11,521	11,597	11,671	12,104	11,719	*	*	Neutral	*

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

Goal 1b   Increase utilization of senior centers.

DFTA's senior centers provide opportunities for older New Yorkers to access nutrition and health services, recreation, socialization, volunteerism, and education. This year, 246 DFTA-funded senior centers and 29 affiliated sites provided services to 166,855 older New Yorkers, 5.4 percent more than the prior fiscal year. The average senior center utilization rate, based on actual meals served in comparison to planned meals, is 81 percent. DFTA is assessing the overall need for marketing, service innovations and other techniques that will result in increased participation in, and utilization of, the Department's services.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Senior center utilization rate (%)	86.0%	86.0%	85.0%	85.0%	81.0%	95.0%	95.0%	Neutral	Up
Average daily attendance at senior centers	24,257	23,983	27,812	29,118	29,492	26,342	26,342	Up	Up

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

SERVICE 2 Provide supportive services for seniors.

Goal 2a   Increase supportive services to caregivers.

DFTA's direct and contracted caregiver programs assist and support New Yorkers who are caring for an older person, as well as grandparents or other older adults who are caring for children. During this period, 10,201 persons received information and/or supportive services through DFTA's in-house and contracted caregiver programs. Additionally, public information print media campaigns reached an estimated audience of over 20,000 persons. Caregiver services include information about available services, assistance with accessing supportive services and benefits, referrals, counseling, workshops and training support to help caregivers make decisions and solve problems related to caregiving.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Persons who received information and/or supportive services through DFTA's in-house and contracted Care-giver programs	NA	9,296	11,033	11,342	10,201	*	*	NA	*

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

| Goal 2b | Increase supportive services to the homebound. |

DFTA continues to support homebound older New Yorkers through its home delivered meal, case management and home care programs. During Fiscal 2017 case management services remained stable with 33,041 older New Yorkers receiving 537,235 hours of case management.

The number of hours of home care provided has increased by 9.6 percent in comparison to last year, with 1,207,529 hours of home care services provided to 3,087 homebound older New Yorkers during this period. Home care intake was closed for much of Fiscal 2017; however, with new baselined funds to address home care waitlists, in July 2017 intake was opened for contracted agencies to begin serving clients from waitlists.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Hours of home care services provided	890,232	996,105	906,442	1,102,019	1,207,529	961,500	961,500	Up	Up
★ Total recipients of home care services	2,835	3,250	2,928	3,831	3,087	2,900	2,900	Up	Up
Hours of case management services provided	443,404	458,432	456,838	534,459	537,235	462,112	462,112	Up	Up
Total recipients of case management services	17,499	28,233	28,898	32,737	33,041	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	485	523	428	892	873	*	*	Up	*
Letters responded to in 14 days (%)	52.8%	59.4%	77.2%	86.5%	80.2%	*	*	Up	Up
E-mails responded to in 14 days (%)	83.7%	96.5%	75.7%	81.4%	86.0%	*	*	Neutral	Up
CORE facility rating	95	100	100	96	92	*	*	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent meeting time to first action - Housing Options (14 days)	95%	99%	94%	90%	93%	*	*	Neutral	*
Percent meeting time to first action - Home Delivered Meals for Seniors - Missed Delivery (14 days)	99%	100%	100%	100%	100%	*	*	Neutral	*
Percent meeting time to first action - Elder Abuse (5 days)	75%	72%	76%	67%	92%	*	*	Up	*
Percent meeting time to first action - Alzheimers Care Information (14 days)	86%	87%	95%	85%	90%	*	*	Neutral	*
Percent meeting time to first action - Senior Center Complaint (14 days)	40%	96%	97%	99%	99%	*	*	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$262.2	$263.9	$285.2	$305.4	$342.2	$341.0	$365.7	Up
Revenues ($000,000)	$1.0	$1.1	$1.1	$0.3	$0.5	$1.0	$1.0	Down
Personnel	772	660	727	731	725	720	688	Neutral
Overtime paid ($000)	$82	$28	$35	$17	$0	$0	$0	Down
Capital commitments ($000,000)	$4.5	$5.5	$1.7	$1.2	$3.0	$19.5	$20.2	Down
Human services contract budget ($000,000)	$221.1	$225.0	$244.9	$264.3	$292.3	$284.1	$298.2	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$24.3	$27.7	
001 - Executive and Administrative Management	$10.7	$13.1	All
002 - Community Programs	$13.6	$14.6	All
Other Than Personal Services - Total	$281.0	$314.5	
003 - Community Programs	$279.4	$312.5	All
004 - Executive and Administrative Management	$1.6	$2.0	All
Agency Total	$305.4	$342.2	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

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

Building Human Potential
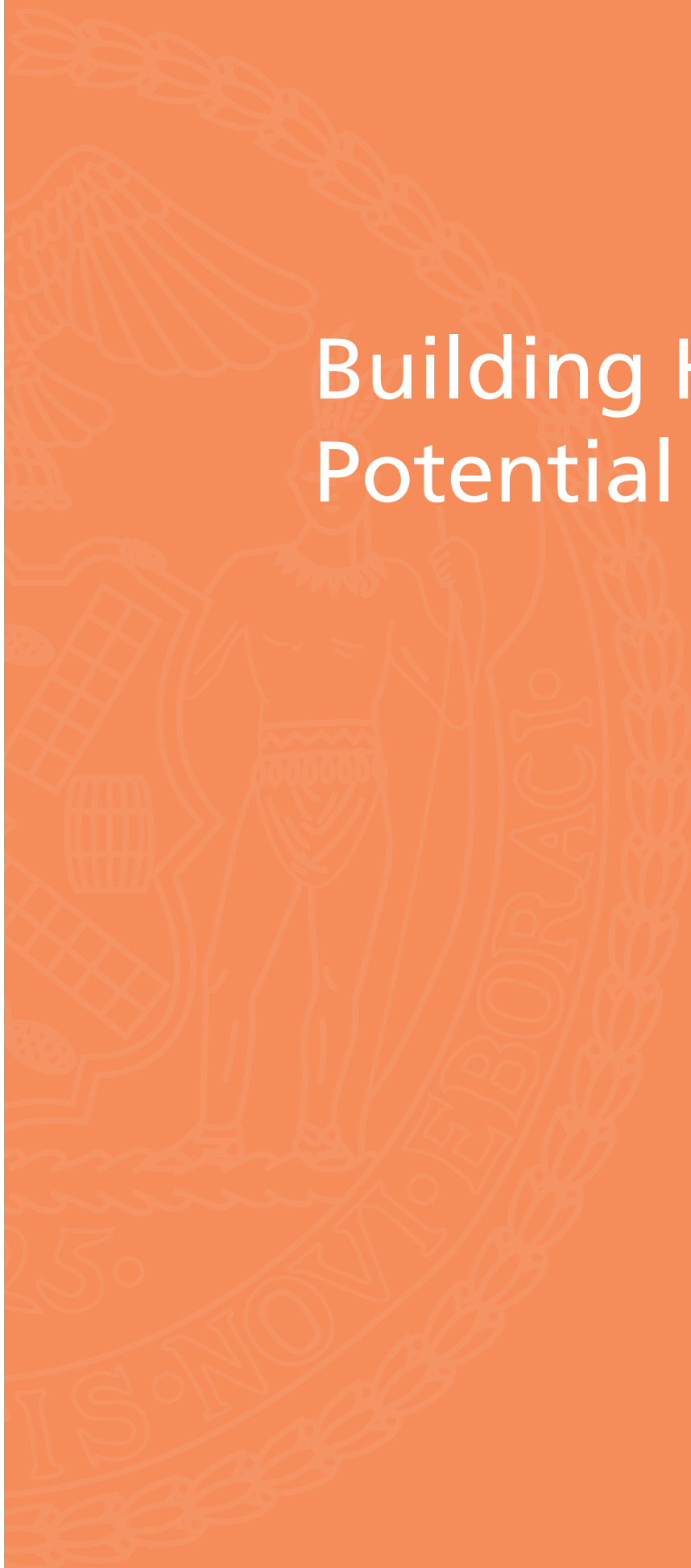
Building Human Potential

DEPARTMENT OF EDUCATION
Carmen Fariña, Chancellor

WHAT WE DO

The Department of Education (DOE) provides primary and secondary education to over one million students, from 3-K 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 on a path to college and a meaningful career. In fall 2015, Mayor Bill de Blasio and Chancellor Carmen Fariña announced Equity and Excellence for All, an ambitious agenda and set of goals for New York City schools: by 2026, 80 percent of students will graduate high school on time, and two-thirds of graduates will be college ready. To reach these goals, DOE is focusing on ensuring a strong foundation for students through its 3-K for All, Pre-K for All, and Universal Literacy programs; increasing student access to the courses they need to succeed, including Computer Science for All and AP for All; engaging students and families; and giving students and families additional support through College Access for All, Single Shepherd, and investment in Community Schools. The Equity and Excellence for All agenda is an essential part of its 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 IN FISCAL 2017

SERVICE 1 Educate New York City's children.

Goal 1a   Improve academic achievement.

The New York City four-year graduation rate is at a record high of 72.6 percent and the dropout rate is at a record low of 8.5 percent. These measures improved across ethnic groups and in all boroughs, supporting the goals of equity, equality and opportunity for all New York City residents.

The latest State test results also indicate a larger percentage of students scoring proficient in both math and English. In 2017, 40.6 percent of students in grades 3 to 8 met proficiency standards in English, up from 38.0 percent last year. 37.8 percent of students in grades 3 to 8 met proficiency standards in math, up from 36.4 percent last year. Scores improved across ethnic groups and in all boroughs.

To raise achievement, the Department has enacted reforms to increase accountability, improve instruction and raise achievement. In 2014, all superintendents were required to re-apply for their jobs to ensure the strongest leaders were in place. Since 2014, the City has also made strengthening instruction through high-quality, Common Core-aligned professional development and educator resources a priority, including adding 80 minutes of high-quality professional development each week for teachers across all subjects. The City is continuing to build on this progress through the Equity and Excellence for All agenda.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,094.9	1,104.5	1,122.8	1,134.0	1,141.2	*	*	Neutral	*
Student Enrollment as of October 31 in full day pre-kindergarten	15,917	19,287	53,120	68,547	69,510	*	*	Up	*
★ Average daily attendance (%)	91.3%	91.1%	91.7%	91.9%	91.7%	92.9%	93.7%	Neutral	Up
– Elementary/middle (%)	93.3%	92.9%	93.4%	93.6%	93.3%	94.6%	95.3%	Neutral	Up
– High school (%)	86.8%	87.0%	87.9%	87.8%	87.9%	89.6%	89.9%	Neutral	Up
Students with 90% or better attendance rate (%)	72.7%	72.4%	74.5%	75.0%	74.2%	76.0%	76.2%	Neutral	Up
★ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	26.4%	28.4%	30.4%	38.0%	40.6%	39.0%	42.6%	Up	Up
★ – Math (%)	29.6%	34.2%	35.2%	36.4%	37.8%	37.4%	39.8%	Up	Up
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	7.7%	28.0%	29.5%	38.3%	34.7%	*	*	Up	Up
– Math (%)	7.4%	27.9%	23.3%	24.0%	22.3%	*	*	Up	Up
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	2.9%	11.0%	12.2%	18.4%	16.9%	*	*	Up	Up
– Math (%)	1.7%	12.7%	9.7%	9.9%	9.7%	*	*	Up	Up
Students in grades 1 to 9 promoted (%)	94.5%	94.7%	96.0%	96.3%	96.7%	98.0%	98.0%	Neutral	Up
Students in the graduating class taking required Regents examinations (%)	76.2%	76.7%	77.3%	76.5%	NA	77.6%	78.5%	NA	Up
Students passing required Regents examinations (%)	70.4%	68.8%	70.1%	69.8%	NA	75.0%	75.0%	NA	Up
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	88.7%	75.7%	78.4%	79.1%	NA	80.0%	80.0%	NA	Up
– Math (%)	87.2%	77.6%	78.5%	79.1%	NA	80.0%	80.0%	NA	Up
– United States history and government (%)	87.8%	70.8%	72.4%	71.4%	NA	75.0%	75.0%	NA	Up
– Global history (%)	83.8%	69.2%	69.4%	67.9%	NA	75.0%	75.0%	NA	Up
– Science (%)	88.0%	73.8%	74.8%	74.7%	NA	80.0%	80.0%	NA	Up
★ Students in cohort graduating from high school in 4 years (%) (NYSED)	66.0%	68.4%	70.5%	72.6%	NA	71.5%	74.1%	NA	Up
★ Students in cohort graduating from high school in 6 years (%) (NYSED)	74.7%	76.6%	NA	NA	NA	⇧	⇧	NA	Up
★ Students in cohort dropping out from high school in 4 years (%) (NYSED)	10.6%	9.7%	9.0%	8.5%	NA	8.0%	7.5%	NA	Down

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Students in cohort dropping out from high school in 6 years (%) (NYSED)	16.4%	15.2%	NA	NA	NA	*	*	NA	Down
★ Average class size - Kindergarten	23.1	22.8	22.9	22.6	22.0	22.1	21.0	Neutral	Down
★ – Grade 1	24.6	25.1	24.9	24.9	24.5	24.4	23.5	Neutral	Down
★ – Grade 2	24.7	25.3	25.3	25.2	25.1	24.7	24.1	Neutral	Down
★ – Grade 3	25.2	25.5	25.6	25.7	25.4	25.2	24.4	Neutral	Down
★ – Grade 4	25.5	25.9	26.1	26.1	26.1	25.6	25.1	Neutral	Down
★ – Grade 5	25.9	26.0	26.0	26.3	26.1	25.8	25.1	Neutral	Down
★ – Grade 6	26.8	26.6	26.4	26.7	26.8	26.2	25.8	Neutral	Down
★ – Grade 7	27.6	27.1	27.3	27.1	27.0	26.6	26.0	Neutral	Down
★ – Grade 8	27.6	27.8	27.3	27.4	27.4	26.9	26.4	Neutral	Down

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

Goal 1b   Promote parental involvement in education.

Parent coordinators connect families to their school communities and create opportunities for parent participation. Throughout the year, parent coordinators facilitate parent workshops, support the resolution of individual issues, and keep families informed with news from the school, DOE, and the City.

During the 2016-17 school year, indicators of family engagement improved or remained stable. The increases reflect a shared commitment across DOE, its schools and district and field offices to creating meaningful family engagement opportunities. In particular, parent coordinators continued to facilitate engagement opportunities for families, and the DOE continued initiatives to inform and develop family engagement staff. These initiatives include the second year of monthly professional development for family leadership coordinators from August 2016 to April 2017. The Department also offered borough- and district-based family events and parent coordinator trainings, culminating in a "Summer in the City" expo, a partnership between DOE, the Department of Parks and Recreation and the New York Public Library to augment the summer school experience and support summer learning. Along with responding to specific parent concerns, parent coordinators continue to effectively make use of trainings and a variety of methods to inform families about upcoming opportunities, including email, text, mobile apps, and robocalls. The 40 minutes for parent engagement continues to contribute to increased school-based workshops and parent attendance at workshops.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Phone calls responded to by parent coordinator or parent engagement designee (000)	3,682	3,910	5,458	6,060	6,473	5,000	5,000	Up	Up
In-person consultations with parents by PC or parent engagement designee (000)	1,129	1,275	1,450	1,593	1,637	1,400	1,400	Up	Up
School-based workshops offered to parents (000)	33	31	39	41	41	37	37	Up	Up
Parents attending school-based workshops (000)	793	785	976	1,036	1,102	1,037	1,037	Up	Up
Parents attending Fall and Spring Parent-Teacher Conferences (000)	1,416	1,437	1,910	1,983	2,021	1,984	1,984	Up	Up

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

Support children with special needs.

Goal 2a   Improve the ability of English Language Learners to learn English and improve academic progress.

DOE experienced a significant increase in the number of ELLs in 2016-17, which is due in part to the change in the New York State English as a Second Language Achievement Test (NYSESLAT) design in 2015-16. The NYSESLAT is the annual assessment to determine continued eligibility for ELL services and ELL status. The change in the test resulted in fewer test takers achieving the "commanding" score to place out of ELL status. Other districts in NYS experienced a similar or bigger decrease in students placing out of ELL status.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Students enrolled as English Language Learners (000)	160	154	150	151	160	*	*	Neutral	*
English Language Learners testing out of ELL Programs (%)	16.3%	17.4%	18.2%	12.8%	15.6%	14.1%	14.1%	Down	Up
★ English Language Learners testing out of ELL programs within 3 years (%)	54.0%	53.0%	61.3%	57.7%	55.5%	58.7%	58.7%	Neutral	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 2b   Improve the ability of students with disabilities to progress academically and socially.

For the 2016-17 school year, overall enrollment of students receiving special education services increased by 3.2 percent year-over-year, growth that is in line with recent trends. Of note is a 24 percent increase in the number of students no longer in need of special education services along with the continued increase of preschool students receiving their special education services in public school settings.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	37.5%	40.5%	41.1%	44.8%	NA	42.1%	46.8%	NA	Up
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	48.2%	50.8%	NA	NA	NA	⇧	⇧	NA	Up
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	17.6%	15.8%	15.4%	14.5%	NA	14.4%	13.5%	NA	Down
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	25.6%	24.4%	NA	NA	NA	*	*	NA	Down
Students receiving special education services (preliminary unaudited)	225,325	260,791	270,722	283,017	292,065	*	*	Up	*
Special education enrollment - School-age	199,302	230,928	239,619	251,755	260,482	*	*	Up	*
– Public school	176,360	192,110	200,259	206,839	212,121	*	*	Up	*
– Non-public school	22,942	38,818	39,360	44,916	48,361	*	*	Up	*
Special education enrollment - Pre-school	26,023	29,863	31,103	31,262	31,583	*	*	Up	*
– Public school	648	1,502	1,420	2,124	2,524	*	*	Up	*
– Non-public school	25,375	28,361	29,683	29,138	29,059	*	*	Up	*
Students recommended for special education services	15,259	27,651	28,995	29,179	29,410	*	*	Up	*
Students no longer in need of special education services	7,119	5,464	5,726	5,864	7,276	*	*	Neutral	*
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	3.4%	6.7%	16.4%	21.7%	23.6%	22.7%	24.6%	Up	Up
★ – Math (%)	3.6%	11.4%	13.5%	14.7%	14.3%	15.7%	15.3%	Up	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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.

The Department is committed to ensuring that all students graduate ready for future success in college and careers. Post-secondary enrollment is at a record high of 54.6 percent, SAT participation is at a record high and the exam is now available to all high school juniors free of charge during the school day, and New York City's College Readiness Index is also at a record high. To meet this standard, students must achieve target scores in mathematics and English on the Regents, SAT, ACT or CUNY assessments. During the 2015-16 school year, the percentage of students meeting the standard rose to 37.2 percent, a gain of 2.6 percentage points over the previous year. The City is continuing to build on this progress through the Equity and Excellence for All agenda, specifically the Algebra for All, College Access for All, and AP for All initiatives. Data for the 2016-17 school year will be reported in the Preliminary Fiscal 2018 Mayor's Management Report.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent of high school cohort taking the SAT at least once in 4 years of high school	53.6%	58.1%	59.4%	59.7%	NA	60.7%	70.0%	NA	Up
Percent of high school cohort who graduate ready for college and careers	31.4%	32.6%	34.6%	37.2%	NA	38.8%	40.4%	NA	Up
Percent of high school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months	51.0%	53.0%	54.6%	NA	NA	55.6%	57.6%	NA	Up

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

Goal 3b Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

New York City college readiness and enrollment measures are at record highs, including Advanced Placement participation and performance. During the 2015-16 school year, the percentage of students in the 9th grade cohort who took at least one Advanced Placement (AP) exam in four years of high school increased 2.4 percentage points from the prior year to 31.1 percent. During the same period, the percentage of students in the 9th grade cohort passing at least one AP exam in four years of high school increased 1.2 percentage points to 17.1 percent. Over the 2016-17 and 2017-18 school years, the City is adding AP courses through the AP for All initiative at 152 high schools. Sixty of these high schools offered no AP courses before the initiative. Data for the 2016-17 school year will be reported in the Preliminary Fiscal 2018 Mayor's Management Report.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	23.9%	27.0%	28.7%	31.1%	NA	33.1%	35.1%	NA	Up
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	13.5%	15.4%	15.9%	17.1%	NA	19.1%	21.1%	NA	Up
Percent of students who successfully completed approved rigorous courses or assessments	44.0%	46.0%	46.0%	47.4%	NA	48.4%	50.4%	NA	Up

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

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.

SCA completed construction of 8,676 seats in Fiscal 2017, 39 percent more than in Fiscal 2016 and exceeded the annual target. The number of schools constructed and seats created varies year-to-year based on the capital plan. In April 2014 DOE and SCA began revising school space planning and maintenance evaluation programs and new standards were set. In Fiscal 2016, the percentage of schools that exceeded capacity at every school level remained stable or declined. During the same period, the proportion of school buildings rated good or fair to good improved slightly.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Schools that exceed capacity - Elementary schools (%)	32.0%	33.0%	65.0%	59.0%	NA	*	*	NA	Down
– Middle schools (%)	13.0%	13.0%	24.5%	22.0%	NA	*	*	NA	Down
– High schools (%)	33.0%	31.0%	48.7%	36.0%	NA	*	*	NA	Down
Students in schools that exceed capacity - Elementary/middle schools (%)	29.0%	31.0%	54.0%	54.0%	NA	*	*	NA	Down
– High schools (%)	48.0%	44.0%	48.7%	47.0%	NA	*	*	NA	Down
Total new seats created	10,061	5,380	15,210	6,241	8,676	8,084	4,005	Neutral	*
Hazardous building violations total backlog	123	119	109	94	90	*	*	Down	Down
★ School building ratings - Good condition (%)	0.9%	0.6%	0.7%	1.1%	NA	⇧	⇧	NA	Up
★ – Fair to good condition (%)	43.4%	43.8%	49.2%	50.5%	NA	⇧	⇧	NA	Up
★ – Fair condition (%)	55.5%	55.6%	50.0%	48.3%	NA	*	*	NA	*
★ – Fair to poor condition (%)	0.3%	0.0%	0.1%	0.1%	NA	⇩	⇩	NA	Down
– Poor condition (%)	0.0%	0.0%	0.0%	0.0%	NA	*	*	NA	Down

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

AGENCY-WIDE MANAGEMENT

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 and 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. In Fiscal 2017, the NYPD reported fewer school safety incidents in two of the three categories. Felony incidents declined from 532 to 504 and incidents in other criminal categories declined from 2,219 to 2,007. The number of non-criminal incidents increased by 6.6 percent from 4,092 to 4,361.

School Safety Incidents
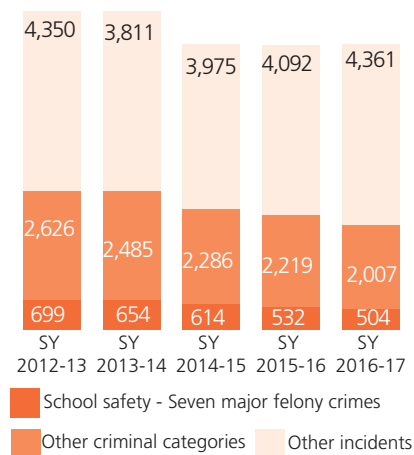
	SY 2012-13	SY 2013-14	SY 2014-15	SY 2015-16	SY 2016-17
Other incidents	4,350	3,811	3,975	4,092	4,361
Other criminal categories	2,626	2,485	2,286	2,219	2,007
School safety - Seven major felony crimes	699	654	614	532	504

■ School safety - Seven major felony crimes
■ Other criminal categories   □ Other incidents

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ School safety - Seven major felony crimes	699	654	614	532	504	⇩	⇩	Down	Down
★ – Other criminal categories	2,626	2,485	2,286	2,219	2,007	⇩	⇩	Down	Down
★ – Other incidents	4,350	3,811	3,975	4,092	4,361	⇩	⇩	Neutral	Down
Average lunches served daily	625,231	614,698	619,718	599,920	584,439	*	*	Neutral	Up
Average breakfasts served daily	221,519	224,377	226,572	244,666	268,286	*	*	Up	Up
Average expenditure per student ($)	$19,878	$20,814	$21,667	$23,560	NA	*	*	NA	*
– Elementary school ($)	$19,701	$20,398	$21,328	$23,332	NA	*	*	NA	*
– Middle school ($)	$19,256	$20,107	$21,022	$22,718	NA	*	*	NA	*
– High school ($)	$17,669	$18,658	$19,206	$20,685	NA	*	*	NA	*
– Full-time special education (District 75) ($)	$79,964	$85,549	$89,887	$96,607	NA	*	*	NA	*
Average direct services to schools expenditure per student ($)	$16,869	$17,615	$18,365	$19,840	NA	*	*	NA	*
Teachers	73,844	74,103	74,922	76,351	77,446	*	*	Neutral	*
Teachers with 5 or more years teaching experience (%)	75.8%	75.3%	71.2%	68.5%	66.9%	*	*	Down	*
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Neutral	*
Principals with 4 or more years experience as principal (%)	61.0%	59.5%	60.0%	59.9%	63.2%	*	*	Neutral	Up
Teachers absent 11 or more days (%)	14.3%	15.9%	14.1%	13.6%	13.0%	*	*	Down	Down
Collisions involving City vehicles	64	45	55	52	52	*	*	Down	Down
Workplace injuries reported	3,091	2,986	3,120	2,997	3,102	*	*	Neutral	Down
Accidents in schools - students	40,526	40,025	41,235	42,314	40,005	*	*	Neutral	Down
Accidents in schools - public	513	631	669	730	725	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	20,265	32,267	49,922	54,626	67,131	*	*	Up	*
Letters responded to in 14 days (%)	NA	79%	75.1%	72.5%	71.3%	73.5%	72.3%	NA	Up
E-mails responded to in 14 days (%)	NA	62%	64.3%	60.4%	60.1%	61.4%	61.1%	NA	Up
CORE facility rating	92	97	94	94	91	90	90	Neutral	Up
Parents completing the NYC School Survey	486,536	485,696	459,929	497,331	506,778	*	*	Neutral	*
Customers rating service good or better (%) (as applicable)	96%	95%	95%	95%	95%	90%	90%	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$19,232.4	$20,085.3	$20,999.4	$22,421.6	$23,425.1	$23,310.3	$24,328.9	Up
Revenues ($000,000)	$69.5	$88.8	$77.6	$75.6	$148.0	$64.4	$64.4	Up
Personnel	132,469	134,426	137,078	141,311	144,740	144,077	145,364	Neutral
Overtime paid ($000,000)	$17.0	$16.6	$19.2	$20.7	$12.0	$11.9	$11.7	Down
Human services contract budget ($000,000)	$766.0	$762.9	$765.9	$786.6	$776.9	$851.5	$845.8	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$14,470.4	$14,474.0	
401 - General Ed. Instruction and School Leadership	$6,050.4	$6,088.4	1a, 1b, 2a, 2b, 3a, 3b
403 - Special Ed. Instruction and School Leadership	$1,559.9	$1,615.2	1a, 1b, 2a, 2b, 3a, 3b
407 - Universal Pre-K	$439.1	$429.2	1a, 1b, 2a, 2b
415 - School Support Organization	$255.1	$276.3	1a, 1b, 2b
421 - Citywide Special Ed. Instr. and School Leadership	$974.4	$1,007.5	1a, 2b
423 - Special Education Instructional Support	$279.7	$313.5	1a, 2b
435 - School Facilities	$481.6	$203.2	1a, 2b, 4a
439 - School Food Services	$218.8	$222.8	1a, 2b
453 - Central Administration	$172.0	$198.3	All
461 - Fringe Benefits	$3,019.3	$3,116.4	All
481 - Categorical Programs	$1,020.1	$1,003.2	All
Other Than Personal Services - Total	$7,951.2	$8,951.2	
402 - General Ed. Instruction and School Leadership	$720.3	$853.6	1a, 1b, 2a, 2b, 3a, 3b
404 - Special Ed. Instruction and School Leadership	$4.3	$5.3	1a, 1b, 2a, 2b, 3a, 3b
406 - Charter Schools	$1,493.7	$1,712.4	All
408 - Universal Pre-K	$423.1	$435.0	1a, 1b, 2a, 2b
416 - School Support Organization	$27.4	$32.3	1a, 1b, 2b
422 - Citywide Special Ed. Instr. and School Leadership	$18.9	$22.5	1a, 2b
424 - Special Education Instructional Support	$257.2	$236.3	1a, 2b
436 - School Facilities	$466.4	$903.6	1a, 2b, 4a
438 - Pupil Transportation	$1,143.3	$1,176.7	1a, 2b
440 - School Food Services	$242.3	$284.8	1a, 2b
442 - School Safety	$327.5	$342.7	1a, 2b
444 - Energy and Leases	$439.2	$489.1	All
454 - Central Administration	$179.1	$183.7	All
470 - Special Education Pre-K Contract Payments	$762.2	$839.2	1a, 2b
472 - Charter & Contract Schools and Foster Care Placements	$709.7	$689.1	All
474 - NPS and FIT Payments	$66.0	$76.2	All
482 - Categorical Programs	$670.6	$668.6	All
Agency Total	$22,421.6	$23,425.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Fiscal 2018 targets for attendance, class size and student achievement indicators have been revised since the Preliminary Fiscal 2017 Mayor's Management report. Fiscal 2018 targets for general- and special-education 4-year graduation and dropout rate indicators have been revised since the Preliminary Fiscal 2017 Mayor's Management report.

- The Fiscal 2016 figures for the indicator 'High School attendance (%), 'English Language Learners testing out of ELL Programs (%),' and 'English Language Learners testing out of ELL programs within 3 years (%)' were revised to reflect current data.

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

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.

DEPARTMENT OF EDUCATION
SCHOOL CONSTRUCTION AUTHORITY
Lorraine Grillo, President/Chief Executive Officer

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 IN FISCAL 2017

SERVICE 1 **Design and construct new schools, additions and capital improvement projects authorized by the Department of Education's Five-Year Capital Plan.**

Goal 1a Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.

SCA completed construction 8,676 seats in Fiscal 2017 compared to 6,241 seats in Fiscal 2016 and the number of new seats created surpassed the 2017 target. The number of schools constructed and seats created varies year-to-year based on the capital plan.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total new seats created	10,061	5,380	15,210	6,241	8,676	8,084	4,005	Neutral	*
★ New schools and additions constructed	19	11	52	29	25	25	10	Up	*

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

Goal 1b Achieve cost efficiencies in construction.

Construction costs remained stable between Fiscal 2016 and Fiscal 2017. To manage costs, the SCA continuously reviews and revises the construction building standards to ensure cost effectiveness, durability and ease of maintenance.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Construction bid price for school capacity projects per square foot ($)	$580	$630	$771	$752	$753	$700	$700	Up	Down
Average new school construction cost per square foot - Early childhood ($)	NA	NA	NA	NA	NA	*	*	NA	Down
– Elementary ($)	$553	$552	$631	$657	$732	*	*	Up	Down
– Intermediate ($)	$638	$604	NA	$573	$777	*	*	NA	Down
– High school ($)	$533	NA	$498	NA	$817	*	*	NA	Down

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

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

In Fiscal 2017, the percentage of capital improvement projects constructed on time or early decreased by 13.2 percentage points. At the same time, the percent of capital improvement projects constructed within budget increased by 12.3 percentage points.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	95.4%	92.6%	92.9%	93.0%	91.6%	100.0%	100.0%	Neutral	Up
★ Scheduled new seats constructed on time (%)	100%	100%	100%	96%	100%	100%	100%	Neutral	Up
★ Capital improvement projects constructed on time or early (%)	69%	72%	72%	86%	72%	80%	80%	Up	Up
★ Capital improvement projects constructed within budget (%)	71%	80%	83%	73%	85%	80%	80%	Up	Up

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

Ensure project safety and quality.

The projected costs of individual claims have decreased from Calendar 2015 to Calendar 2016 based on preliminary actuarial information. As insurance claims mature, more relevant data will become available.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Ultimate cost of insurance losses as % of construction value (per calendar year)	6.97%	4.66%	6.62%	3.47%	NA	*	*	NA	Down

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Personnel	661	671	677	741	796	840	865	Up
Capital commitments ($000,000)	$2,297.6	$2,086.7	$2,884.4	$2,568.0	$3,061.7	$4,081.9	$3,275.5	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• SCA revised previously published Fiscal 2018 targets for the indicators 'Total new seats created' and 'New schools and additions constructed.'

• Prior-year data for the indicator 'Ultimate cost of insurance losses as % of construction value (per calendar year)' has been revised to reflect the SCA's most recent actuarial information. This data is based on an actuarial report prepared by the SCA's Insurance Program Manager which calculates the SCA's projected ultimate cost of insurance losses for the year-end financial statements.

ADDITIONAL RESOURCES

For more information on the agency, please visit: 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 67,000 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 91 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

SERVICE 1 **Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

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

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

SERVICE 2 **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.

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 Mayor's Office for Economic Opportunity (NYC Opportunity) 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 that help families successfully integrate into their new communities.

HOW WE PERFORMED IN FISCAL 2017

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

In Fiscal 2017, DYCD programs served 324,667 New York City youth in a broad variety of educational, social, cultural, athletic and employment-related programs, compared with 317,341 youth served in Fiscal 2016, an increase of 2.3 percent.

The Comprehensive After-School System of NYC (COMPASS) programs offer high quality academic, recreational, enrichment, and cultural activities to youth of different ages when school is not in session. Overall, COMPASS NYC programs served 124,258 youth in Fiscal 2017, an increase of one percent from 122,792 youth served in Fiscal 2016 and well above the Fiscal 2017 target of 110,000. The percentage of COMPASS school-year programs meeting target enrollment increased from 94 percent in Fiscal 2016 to 96 percent in Fiscal 2017. The percentage of SONYC middle school, school-year programs meeting target enrollment increased from 91 percent in Fiscal 2016 to 95 percent in Fiscal 2017, exceeding the 85 percent target set for this key component of COMPASS. Additionally, in Fiscal 2017, 99 percent of COMPASS elementary-level, school-year programs met their target enrollments, exceeding the target rate of 90 percent.

**Comprehensive After-School System of NYC (COMPASS NYC)
Participation by School Level - FY 2017**
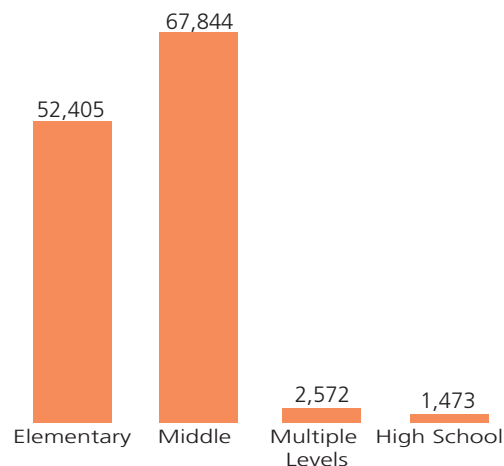
Beacon programs continue to meet expected targets. In Fiscal 2017, 100 percent of Beacon programs met their annual minimum enrollment target.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Number of young people involved in DYCD-funded programs	212,407	247,705	288,767	317,341	324,667	*	*	Up	Up
Comprehensive After School System of NYC (COMPASS NYC) enrollment	65,957	71,585	112,600	122,792	124,258	110,000	110,000	Up	*
★ COMPASS NYC programs meeting target enrollment (school year) (%)	96%	95%	96%	94%	96%	85%	85%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment - SONYC/middle school (school year) (%)	93%	92%	95%	91%	95%	85%	85%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment - elementary (school year) (%)	97%	99%	100%	99%	99%	90%	90%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment (summer) (%)	93%	95%	92%	80%	81%	90%	90%	Down	Up
Beacon programs' enrollment as a percentage of the minimum annual target (%)	156%	110%	110%	100%	100%	100%	100%	Down	Up
Calls to Youth Connect	36,867	34,191	47,281	55,538	55,306	48,000	60,000	Up	Up

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

Runaway and homeless youth will reunite with their families or live independently.

DYCD-funded programs for runaway and homeless youth (RHY) served 25,993 youth in Fiscal 2017.

In Fiscal 2017, 2,340 RHY were served through crisis beds, exceeding the 1,400 Fiscal 2017 target for the number of RHY to be served through crisis beds. The number of youth served through Transitional Independent Living (TIL) beds increased by 27 percent, rising from 519 in Fiscal 2016 to 659 in Fiscal 2017, an outcome well above the target of 250 set for this fiscal year. These trajectories are largely due to the increase in the number of certified residential beds at DYCD-funded facilities, which increased from 441 in Fiscal 2016 to 465 in Fiscal 2017.

While the percentage of youth reunited with family or placed in suitable environments from crisis shelters remained at 77 percent in Fiscal 2017, this outcome remains above the target of 75 percent. Additionally, the percentage of youth reunited with family or placed in suitable environments from TIL facilities decreased very slightly, from 89 percent in Fiscal 2016 to 88 percent in Fiscal 2017, a result that exceeded the target of 85 percent.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Youth reunited with family or placed in a suitable environment from crisis shelters (%)	86%	83%	89%	77%	77%	75%	75%	Down	Up
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	91%	93%	92%	89%	88%	85%	85%	Neutral	Up
Certified residential beds for runaway or homeless youth	247	329	337	441	465	*	*	Up	*
Runaway and homeless youth served - crisis beds	1,478	1,744	2,193	2,539	2,340	1,400	2,400	Up	*
Runaway and homeless youth served - transitional independent living beds	332	355	361	519	659	250	600	Up	*
★ Utilization rate for crisis beds (%)	98%	98%	99%	96%	92%	90%	90%	Neutral	Up
★ Utilization rate for transitional independent living beds (%)	91%	94%	96%	91%	93%	85%	90%	Neutral	Up

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

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.

The number of youth served through the Summer Youth Employment Program (SYEP) continues to grow. In fact, additional funding will expand SYEP to an estimated 65,000 SYEP youth in the summer of 2017 (Fiscal 2018). During the summer of 2016 (Fiscal 2017), 60,113 youth participated in SYEP, representing an 11 percent increase from the previous year. SYEP expanded to a record 10,850 diverse worksites, with private sector worksites comprising 40 percent of approved worksites, an increase of five percent from the summer of 2015. The number of Ladders for Leaders internships increased by close to 50 percent from the previous year and SYEP again expanded summer employment opportunities for vulnerable youth, including young people who are homeless, court-involved or in foster care.

Youth Enrolled in Summer Youth Employment Program (SYEP)
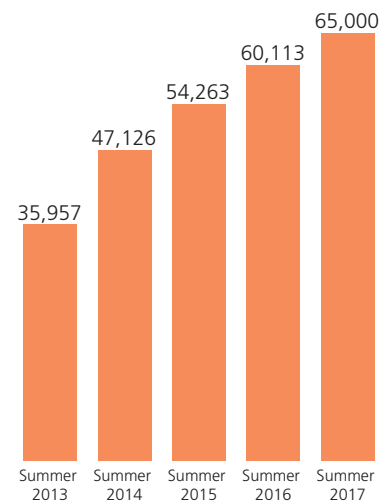
Summer 2013	Summer 2014	Summer 2015	Summer 2016	Summer 2017
35,957	47,126	54,263	60,113	65,000

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Summer Youth Employment Program (SYEP) participants	29,416	35,957	47,126	54,263	60,113	60,000	65,000	Up	*
Number of Summer Youth Employment Program contracts	64	98	98	100	100	*	*	Up	*
Value of Summer Youth Employment Program contracts ($000)	$8,641	$15,036	$17,145	$18,563	$21,712	*	*	Up	*
Participants in WIA-funded Out-of-School Youth program	1,863	1,721	1,800	2,265	2,132	*	*	Up	*
Participants in WIA-funded In-School Youth program	2,395	2,527	2,678	2,766	2,980	*	*	Up	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 2b Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

DYCD's federally-funded workforce development programs served 5,112 youth in Fiscal 2017, two percent more youth than these programs served in Fiscal 2016. This reflected the increase to 2,980 in youth served by DYCD's in-school programs in Fiscal 2017, eight percent more than the 2,766 the in-school programs served in Fiscal 2016.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ 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 (%)	70%	68%	68%	68%	NA	69%	⇧	NA	Up
★ 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 (%)	77%	78%	82%	85%	NA	69%	⇧	NA	Up
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 (%)	66%	65%	68%	70%	NA	63%	*	NA	Up
Youth who attend a DYCD-funded training or employment program while in school and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	77%	77%	78%	83%	NA	63%	*	NA	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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 Mayor's Office for Economic Opportunity (NYC Opportunity) programs.

In Fiscal 2017, 64 percent of participants in Community Development anti-poverty programs achieved their designated targeted outcomes, above the annual 60 percent target. The number of participants in community anti-poverty programs decreased slightly to 18,928 in Fiscal 2017, three percent less than in Fiscal 2016.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	60%	61%	67%	64%	64%	60%	60%	Neutral	Up
Participants in community anti-poverty programs	22,657	23,403	19,128	19,480	18,928	*	*	Down	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

The number of students served in Adult Basic Education programs increased by six percent, from 1,501 students in Fiscal 2016 to 1,592 in Fiscal 2017. There was also a 57 percent increase in the total number of students served by English for Speakers of Other Languages (ESOL) programs, from 4,502 students in Fiscal 2016 to 7,072 students in Fiscal 2017.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Participants in DYCD-funded English literacy programs	4,643	4,306	4,068	6,003	8,664	5,100	8,560	Up	*
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	59%	54%	52%	54%	59%	55%	55%	Neutral	Up

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

Goal 3c Maximize the number of New York City immigrants receiving services that improve language and employment skills that help families successfully integrate into their new communities.

Although the number of participants served by DYCD's immigrant services programs decreased to 3,351 participants in Fiscal 2017 from the 3,505 participants served in Fiscal 2016, the percentage achieving positive outcomes increased to 64 percent in 2017, compared to 58 percent the previous year.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Participants achieving positive outcomes in immigrant services programs (%)	53%	58%	59%	58%	64%	50%	60%	Up	Up
Participants in immigrant services programs	4,263	5,422	7,058	3,505	3,351	*	*	Down	*

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Contracts terminated	4	4	2	13	3	2	0	Up	*
★ Agency assessments completed as a percent of total agency contracts (%)	97%	91%	56%	90%	22%	90%	70%	Down	Up
Fiscal audits conducted	310	305	290	344	345	345	345	Up	*
Expenditure report reviews	22,495	25,352	21,687	25,433	23,369	*	*	Neutral	*
★ Programmatic reviews/contract monitoring	10,518	11,008	14,622	16,832	17,003	*	*	Up	*
Agency assessments completed	1,663	1,579	732	1,356	244	*	*	Down	*
Contracts funded	2,888	2,691	3,046	2,502	2,995	*	*	Neutral	*
Value of agency contracts ($000)	$275,789	$328,301	$478,784	$548,747	$585,339	*	*	Up	*
Value of intracity agreements ($000)	$4,246	$5,366	$9,460	$6,945	$6,940	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed customer requests for interpretation	1,708	1,515	1,986	2,380	1,705	*	*	Up	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Calls answered in 30 seconds (%)	54%	94%	47%	48%	43%	*	*	Down	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$345.9	$404.4	$581.9	$664.7	$747.6	$748.8	$813.0	Up
Personnel	395	426	503	525	526	568	524	Up
Overtime paid ($000)	$88	$134	$167	$111	$154	$154	$154	Up
Human services contract budget ($000,000)	$267.6	$318.1	$463.2	$523.2	$568.6	$583.4	$672.1	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$37.1	$38.8	
002 - Executive and Administrative	$17.6	$15.3	All
311 - Program Services	$19.4	$23.5	All
Other Than Personal Services - Total	$627.7	$708.8	
005 - Community Development	$60.8	$76.2	3a, 3b, 3c
312 - Other than Personal Services	$566.9	$632.6	All
Agency Total	$664.7	$747.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Outcomes for DYCD's youth workforce development programs which are funded by the federal Workforce Innovation Opportunity Act (WIOA) are not available at this time. Given the U.S Department of Labor's established cohort time frames for WIOA programs, only data related to skills gained is available currently, and this data will serve as a baseline for federal Program Year 2016 (October 2016-September 2017). In accordance with advisories from the NYS Department of Labor, DYCD should be able to begin reporting on available data during federal Program Year 2017 (City Fiscal 2018).

ADDITIONAL RESOURCES

For additional information, go to:

• Reports and Plans: http://www.nyc.gov/html/dycd/html/about/reports.shtml

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

PUBLIC LIBRARIES

Nicholas A. Gravante, Jr., Chair – Brooklyn Public Library System
Evan R. Chesler, Chair – New York Public Library System
Judith E. Bergtraum, 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 216 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 Borough Public 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 locations throughout the five boroughs. A strong investment of city capital funds recently has allowed the three systems to address some of the critical capital needs facing many of these local branches. 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, in Fiscal 2017 the City's public libraries expanded their services offered to incarcerated New Yorkers and to the homeless in every borough. 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.

**Program Attendance and Program Sessions
at Library Systems**
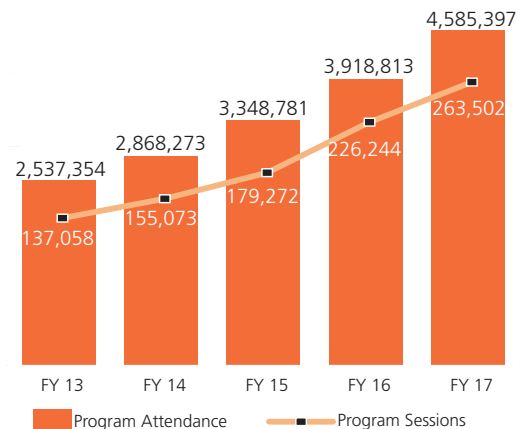
	FY 13	FY 14	FY 15	FY 16	FY 17
Program Attendance	2,537,354	2,868,273	3,348,781	3,918,813	4,585,397
Program Sessions	137,058	155,073	179,272	226,244	263,502

BROOKLYN PUBLIC LIBRARY

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average weekly scheduled hours	43.5	42.0	45.0	49.3	49.3	49.7	49.3	Up	Up
Libraries open seven days per week (%)	3%	3%	3%	8%	8%	8%	8%	Up	Up
★ Libraries open six days per week (%)	47%	38%	65%	100%	100%	100%	100%	Up	Up
★ Circulation (000)	17,461	15,731	15,205	14,933	14,447	14,993	14,400	Down	Up
Reference queries (000)	3,525	4,053	4,406	4,008	4,106	4,008	4,103	Up	Up
Electronic visits to website (000)	11,098	10,748	11,391	11,161	10,567	11,719	10,675	Neutral	Up
Computers for public use	1,413	1,436	1,436	1,633	1,772	1,673	2,600	Up	Up
Computer sessions (000)	2,270	2,152	2,188	2,164	1,920	2,188	1,900	Down	Up
Wireless sessions	297,661	412,437	424,463	510,172	554,945	535,681	582,692	Up	Up
Program sessions	38,247	41,094	47,100	62,162	69,912	66,475	73,408	Up	Up
★ Program attendance	664,449	782,805	928,740	994,279	997,423	1,024,107	1,027,346	Up	Up
★ Library card holders (000)	1,062	1,243	1,362	1,523	1,631	1,569	1,650	Up	Up
Active library cards (000)	681	761	696	630	646	*	*	Down	*
New library card registrations	167,467	205,089	192,156	126,082	122,670	*	*	Down	*
★ Total library attendance (000)	10,067	8,432	8,699	8,686	8,382	9,120	8,466	Down	Up

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

NEW YORK PUBLIC LIBRARY - BRANCH

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average weekly scheduled hours	46.6	46.6	46.6	50.0	50.0	50.0	50.0	Neutral	Up
Libraries open seven days per week (%)	4%	4%	4%	8%	8%	8%	8%	Up	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Circulation (000)	25,949	24,722	23,296	22,723	23,778	22,100	22,100	Neutral	Up
Reference queries (000)	8,777	8,446	9,047	9,141	9,023	9,000	8,600	Neutral	Up
Electronic visits to website (000)	32,844	32,722	30,852	29,849	28,015	*	26,900	Down	Up
Computers for public use	4,026	4,180	4,530	4,647	4,660	4,660	4,660	Up	Up
Computer sessions (000)	3,093	3,306	3,287	3,214	3,141	3,180	2,860	Neutral	Up
Wireless sessions	2,792,196	2,424,966	1,644,366	2,650,115	3,045,409	2,800,000	2,600,000	Up	Up
Program sessions	59,030	65,842	77,823	91,281	110,500	98,000	103,000	Up	Up
★ Program attendance	1,120,064	1,209,148	1,443,213	1,713,362	2,084,923	1,840,000	1,900,000	Up	Up
★ Library card holders (000)	2,210	2,302	2,230	2,060	2,031	2,100	2,020	Down	Up
Active library cards (000)	967	902	1,320	729	706	*	*	Down	*
New library card registrations	355,034	366,357	483,103	277,641	315,137	*	*	Down	*
★ Total library attendance (000)	14,185	13,971	14,014	13,867	13,666	13,800	12,260	Neutral	Up

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

NEW YORK PUBLIC LIBRARY - RESEARCH

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average weekly scheduled hours	46.8	46.8	46.8	51.3	51.3	51.3	53.3	Up	Up
Libraries open seven days per week (%)	25%	25%	25%	25%	25%	25%	25%	Neutral	Up
★ Libraries open six days per week (%)	75%	75%	100%	100%	100%	100%	100%	Up	Up
Reference queries (000)	406	467	506	514	517	515	620	Up	Up
★ Program attendance	87,990	70,192	92,206	100,330	101,554	100,900	102,000	Up	Up
★ Total library attendance (000)	3,451	3,630	3,679	3,744	3,637	3,650	3,910	Neutral	Up
Program sessions	1,741	1,501	1,953	2,060	2,209	2,170	2,200	Up	Up

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

QUEENS BOROUGH PUBLIC LIBRARY

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average weekly scheduled hours	39.6	39.6	40.2	46.3	44.8	45.6	45.6	Up	Up
Libraries open seven days per week (%)	5%	5%	3%	3%	3%	3%	3%	Down	Up
★ Libraries open six days per week (%)	33%	33%	33%	100%	100%	100%	100%	Up	Up
★ Circulation (000)	17,470	15,759	13,587	13,091	12,784	13,500	13,500	Down	Up
Reference queries (000)	4,360	4,351	2,955	3,443	3,705	4,000	4,200	Down	Up
Electronic visits to website (000)	6,667	6,926	7,854	7,725	7,297	8,000	8,500	Up	Up
Computers for public use	1,869	1,904	1,963	1,967	9,494	10,000	12,000	Up	Up
Computer sessions (000)	3,111	3,211	2,985	3,040	2,957	3,500	3,500	Neutral	Up
Wireless sessions	112,621	346,782	453,555	477,230	NA	500,000	525,000	NA	Up
Program sessions	38,040	46,636	52,396	68,364	80,881	68,000	84,000	Up	Up
★ Program attendance	664,851	806,128	884,622	1,110,842	1,401,497	1,000,000	1,470,000	Up	Up
★ Library card holders (000)	1,275	929	972	841	1,400	1,400	1,400	Neutral	Up
Active library cards (000)	866	929	972	841	806	*	*	Neutral	*
New library card registrations	100,327	198,626	171,677	103,457	101,914	*	*	Down	*
★ Total library attendance (000)	11,888	11,191	11,287	11,247	11,223	12,000	12,360	Neutral	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$304.3	$241.9	$326.3	$364.3	$374.2	$369.5	$372.7	Up
Personnel	3,830	3,709	3,705	4,142	4,141	4,285	4,311	Up
Capital commitments ($000,000)	$26.6	$42.2	$39.9	$42.4	$17.9	$441.1	$335.2	Down

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

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY16[2] ($000,000)	Modified Budget FY17[3] ($000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS)[1]	$102.0	$103.3
New York Public Library - Branch, Agency Total[1]	$133.8	$138.0
003 - Lump Sum - Borough of Manhattan (OTPS)	$25.7	$26.0
004 - Lump Sum - Borough of the Bronx (OTPS)	$24.2	$24.5
005 - Lump Sum - Borough of Staten Island (OTPS)	$10.1	$10.2
006 - Systemwide Services (OTPS)	$72.4	$76.0
007 - Consultant and Advisory Services (OTPS)	$1.4	$1.4
New York Public Library - Research, 001 - Lump Sum Appropriation (OTPS)[1]	$26.7	$27.8
Queens Public Library, 001 - Lump Sum Appropriation (OTPS)[1]	$101.7	$105.1

[1]These figures are limited to the City's contribution and planned contribution respectively, to these agencies.   [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [3]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

BROOKLYN PUBLIC LIBRARY

- The Brooklyn Public Library (BPL) increased its Fiscal 2018 target for 'Computers for public use' to reflect the number of devices it plans to purchase with a grant it expects to receive during the year.

- BPL increased its Fiscal 2918 target for 'program sessions' in accordance with its increased activity in this area in Fiscal 2017 and the anticipated increase in Fiscal 2018 from the addition of Incubator programs.

- BPL corrected the figure reported for 'program sessions' in Fiscal 2016 to correct for a mathematical error.

NEW YORK PUBLIC LIBRARY

- NYPL has adjusted its Fiscal 2018 MMR indicator targets to account for the temporary closing of the Mid-Manhattan Library, the system's central circulating branch, which is undergoing a major capital renovation. This branch -- which receives approximately 1.7 million visits and circulates about 2 million items each year -- closed on August 1, 2017, and is expected to reopen in 2020. The Library is accommodating patrons by expanding hours at several other midtown locations, and by opening a temporary circulating library within its Stephen A. Schwarzman Building. Even with those accommodations, the Library anticipates that the closure will impact its indicator results.

QUEENS BOROUGH PUBLIC LIBRARY

- The Queens Borough Public Library (QBPL) has increased its Fiscal 2018 targets for 'Program sessions' and 'Program attendance'. It has been successful in its efforts in that area, had already exceeded its previous Fiscal 2018 targets with its performance in Fiscal 2017, and expects to continue improving its performance going forward.

- As previously reported, QBPL acquired a new wireless internet vendor without reporting mechanisms. Although QBPL hoped to have a wireless activity reporting mechanism in place for this report it did not, and the Fiscal 2017 annual value for 'Wireless sessions' is unavailable. QBPL and its IT team are committed to having this reporting mechanism in place in Fiscal 2018.

ADDITIONAL RESOURCES

For more information on these libraries, please visit:

- Brooklyn Public Library: www.brooklynpubliclibrary.org.

- New York Public Library: www.nypl.org.

- Queens Borough Public Library: www.queenslibrary.org.

CITY UNIVERSITY OF NEW YORK
James B. Milliken, Chancellor

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, about 60 percent report an annual household income of less than $30,000 and seven in ten attend CUNY for free. Last spring, 50,000 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.

With funding from the City, CUNY is expanding its highly successful Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in academic year 2014-2015, to 25,000 students by 2018-2019. Since inception in 2007, ASAP has more than doubled associate degree completion rates for participating students, graduating at least 50 percent of students in three years and is now considered a national model. In academic year 2016-2017, CUNY ASAP enrolled 15,473 (10,440 new) students and is on track to enroll 21,400 (10,625 new) students in 2017-2018. Consistent with the Mayor's investment in STEM success, ASAP expansion has an explicit focus on serving more STEM majors and a campus-wide expansion at Bronx Community College that will guide most incoming first-time, full-time freshmen into ASAP by 2018-2019.

Total Student Enrollment

Fall 12	Fall 13	Fall 14	Fall 15	Fall 16
269,114	269,897	275,132	274,357	272,957
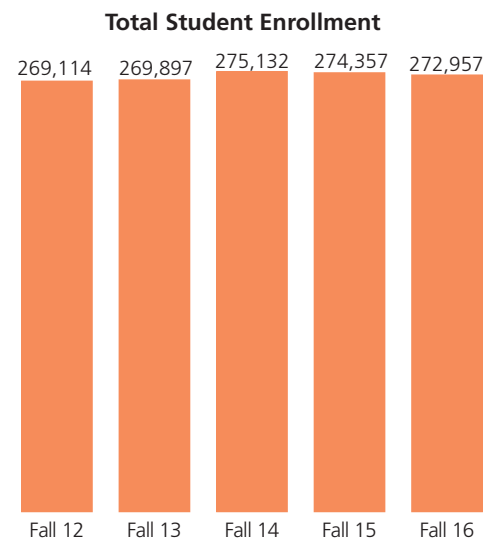
ASAP students are diverse and representative of the larger population of CUNY associate degree seeking students with 43 percent Hispanic, 33 percent Black, 12 percent Asian/Pacific Islander and 11 percent White. Over three-quarters of ASAP students receive federal Pell grants. ASAP students in all of these groups have three-year graduation rates of close to or above 50 percent. In addition, ASAP serves as an important entry point to CUNY's senior colleges with close to 60 percent of students transferring to a baccalaureate program within six years of entering ASAP.

HOW WE PERFORMED IN FISCAL 2017

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ CUNY courses offered partly or totally online (%)	4.3%	4.9%	5.7%	6.8%	8.0%	8.0%	8.0%	Up	Up
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	42.1%	41.4%	42.9%	42.4%	40.8%	*	*	Neutral	Up
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	44.8%	50.8%	53.4%	53.6%	52.8%	*	*	Up	Up
Student/faculty ratio - Overall	17:1	17:1	17:1	17:1	16:1	*	*	Neutral	Down
Student/faculty ratio - Community Colleges	21:1	21:1	21:1	21:1	19:1	*	*	Neutral	Down
Student/faculty ratio - Senior Colleges	15:1	15:1	15:1	15:1	15:1	*	*	Neutral	Down
Number of full-time faculty employed by CUNY community colleges	1,891	2,011	2,092	2,165	2,182	*	*	Up	Up
Number of associate degrees awarded at community colleges	11,328	11,678	12,724	13,529	14,108	*	*	Up	Up
Students earning Grade C or better in Freshman Composition Courses (%)	84.7%	84.9%	83.8%	84.1%	84.1%	*	*	Neutral	Up
Students earning Grade C or better in Math Gateway Courses (%)	67.2%	68.9%	68.6%	68.4%	67.4%	*	*	Neutral	Up
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	66.6%	67.1%	67.9%	66.3%	66.0%	68.0%	68.0%	Neutral	Up
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	86.5%	84.8%	87.3%	86.8%	86.9%	88.0%	88.0%	Neutral	Up
★ Three-year systemwide graduation rate (%) - CUNY Accelerated Study in Associate Programs (ASAP) students	55.5%	44.5%	57.1%	55.4%	57.6%	50.0%	50.0%	Up	Up
★ Six-year systemwide graduation rate (%) - community college students in STEM disciplines	29.0%	29.5%	28.2%	28.7%	30.7%	30.0%	30.0%	Neutral	Up
★ Six-year systemwide graduation rate (%) - CUNY associate degree students	30.1%	31.7%	30.5%	31.8%	32.2%	33.0%	33.0%	Neutral	Up
★ Six-year systemwide graduation rate (%) - CUNY baccalaureate students	51.0%	52.6%	52.7%	53.9%	54.8%	55.0%	55.0%	Neutral	Up
Students passing the National Council Licensure Examination for Registered Nurse (%)	86.9%	74.8%	76.4%	80.1%	86.3%	*	*	Neutral	Up
★ CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	52.3%	51.5%	54.0%	54.8%	54.9%	56.0%	56.0%	Neutral	Up
CUNY community college graduates from career and technical education programs who are employed within six months of graduation (%)	71.2%	72.0%	77.2%	74.4%	77.1%	*	*	Neutral	Up
CUNY associate degree recipients who continue their education or are working (%)	92.4%	92.5%	95.3%	92.3%	94.2%	*	*	Neutral	Up
High school students participating in college preparation program (College Now)	28,415	30,025	30,606	31,855	31,445	*	*	Up	*
Total headcount enrollment	269,114	269,897	275,132	274,357	272,957	*	*	Neutral	*
Total full-time equivalent enrollment (FTEs)	200,036	199,958	203,996	204,418	204,337	*	*	Neutral	*
Total headcount enrollment at CUNY community colleges	96,500	97,751	99,958	99,045	96,865	*	*	Neutral	*
★ Enrollment in STEM disciplines at CUNY community colleges	12,819	13,452	14,446	14,698	15,053	15,000	15,000	Up	Up
Total students served in CUNY Accelerated Study in Associate Programs (ASAP)	2,204	3,205	4,352	8,016	15,473	*	*	Up	Up
Enrollment of first-time freshmen in CUNY community colleges	18,434	17,742	19,322	19,022	18,506	*	*	Neutral	*
Enrollment of first-time freshmen in CUNY senior colleges	17,182	17,880	18,053	18,413	18,397	*	*	Neutral	*
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	13,476	12,758	13,790	13,769	13,589	*	*	Neutral	*
Annual tuition at CUNY community colleges (full-time NYS resident)	$4,200	$4,500	$4,800	$4,800	$4,800	*	*	Up	*
Annual tuition at CUNY senior colleges (full-time NYS resident)	$5,730	$6,030	$6,330	$6,330	$6,530	*	*	Up	*
Expenditures per student (full-time equivalent) at CUNY community colleges	$11,193	$11,818	$12,058	$12,443	$13,611	*	*	Up	*
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	55.7%	63.1%	64.0%	61.9%	60.8%	*	*	Neutral	*
Percentage of community college students receiving Tuition Assistance Program (TAP) grants (%)	29.8%	34.0%	34.1%	36.4%	35.9%	*	*	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$838.7	$891.9	$955.1	$1,018.7	$1,205.8	$1,197.8	$1,153.2	Up
Revenues ($000,000)	$337.0	$363.5	$383.0	$401.1	$389.4	$414.3	$415.3	Up
Personnel	8,399	8,633	8,749	8,979	9,184	9,741	9,899	Neutral
Overtime paid ($000,000)	$6.9	$7.0	$7.6	$7.3	$6.2	$1.7	$1.6	Neutral

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

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)
Personal Services - Total	$703.3	$775.8
002 - Community College	$687.2	$759.9
004 - Hunter Schools	$16.1	$16.0
Other Than Personal Services - Total	$315.4	$429.9
001 - Community College	$314.4	$393.6
003 - Hunter Schools	$1.0	$1.3
012 - Senior College	$0.0	$35.0
Agency Total[3]	$1,018.7	$1,205.8

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]These figures are limited to the City's contribution and planned contribution respectively, to CUNY.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- To increase transparency and the information provided in the MMR, CUNY has added ten indicators to its Performance Indicators table. Each of these indicators has five full years of data in this report. The ten new CUNY MMR performance indicators are: 'Student/faculty ratio - Community Colleges', 'Student/faculty ratio – Senior Colleges', 'Enrollment in STEM disciplines at community colleges', Six-year systemwide graduation rate (%) - community college students in STEM disciplines', 'Total students served in CUNY Accelerated Study in Associate Programs (ASAP)', 'Three-year systemwide graduation rate (%) - CUNY Accelerated Study in Associate Programs (ASAP) students', 'Number of associate degrees awarded at community colleges', 'CUNY community college graduates from career and technical education programs who are employed within six months of graduation (%)', 'Enrollment of first-time freshmen in CUNY senior colleges', 'Percentage of community college students receiving Tuition Assistance Program (TAP) grants (%)'.

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.

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, operate and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers and Workforce1 Career Centers; provides grants and services to support the growth of local community and economic development organizations throughout the City, oversees the largest network of Business Improvements Districts (BIDs) in the country; 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 - and has created a guide specifically for immigrant entrepreneurs who are planning, launching, or growing a small business. 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 2017.

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 plan, SBS trains New Yorkers for good-paying jobs and links jobseekers to employment in fast-growing industries with opportunities for advancement, and has developed targeted services for immigrants, out of school, out of work youth and individuals formerly acquainted with the criminal justice system. For neighborhoods, SBS has launched Neighborhood 360°, a program that identifies and develops commercial revitalization programs across the five boroughs in partnership with community-based organizations.

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 FISCAL 2017

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.

In Fiscal 2017, 9,363 small businesses received free business services through NYC Business Solutions Centers. The slight decrease from the prior year reflects a focus on the launch of more intensive and targeted services, such as the new M/WBE Contract Financing Loan fund that provides opportunities for M/WBEs and small businesses to apply for low-interest contract financing loans of up to $500,000. SBS continues to focus on getting business owners the capital they need to manage and grow their businesses. NYC Business Solutions Centers helped 593 unique businesses access awards totaling $45.7 million in financial assistance. The increases in financing awards in Fiscal 2013 and Fiscal 2015 were related to federal funding received for Hurricane Sandy business recovery efforts.

SBS provides a variety of services to help businesses navigate City government and maintain compliance with the City's health and safety regulations. These services include free client management, plan reviews, consultations with inspectors and compliance advisors, and inspections from City agencies including Buildings, Fire, Health and Mental Hygiene, Environmental Protection, and Consumer Affairs.

Due to increased outreach and marketing of new services, SBS performed 2,163 site consultations, more than double the number in the prior year. Between Fiscal 2016 and Fiscal 2017, there was an 11 percent decrease in unique businesses receiving business acceleration services due to an overall decline in plan examinations citywide (a key component of business acceleration services) and staff changes.

In Fiscal 2017, the division that managed the NYC Business Solutions Centers, and the division which operated under the NYC Business Acceleration brand, merged to become the Division of Business Services which will manage all of the free services to help businesses start and start faster, operate, and expand in New York City. SBS is working on the identification and development of performance indicators for this new division which will be reported in Fiscal 2018.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Unique businesses served by NYC Business Solutions	11,340	8,344	7,642	9,812	9,363	*	*	Down	Up
★ Financing awards to businesses facilitated by NYC Business Solutions	1,200	518	805	567	658	540	540	Down	Up
★ Unique businesses receiving financing awards facilitated by NYC Business Solutions	1,053	440	735	432	593	470	470	Down	Up
Value of financing awards facilitated by NYC Business Solutions ($000)	$54,101	$44,811	$64,799	$44,983	$45,701	*	*	Down	Up
★ Number of businesses opened by NYC Business Acceleration	563	757	854	915	867	⇧	⇧	Up	Up
Number of unique businesses served by NYC Business Acceleration	4,989	6,377	5,899	5,122	4,559	*	*	Down	Up
Projected number of hires by businesses opened by NYC Business Acceleration	9,280	13,090	12,037	12,759	10,096	*	*	Neutral	Up
Site consultations by NYC Business Acceleration inspectors	215	678	1,031	1,052	2,163	*	*	Up	Up

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

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

The Energy Cost Savings Program (ECSP) and its companion program, the Lower Manhattan Energy Program (LMEP), help retain eligible NYC businesses by reducing energy costs associated with relocation or capital improvements. Lower energy costs are a significant incentive to promote business retention for firms seeking to move, modernize and/or expand. The programs save businesses up to 45 percent on eligible utility costs. Although both programs were scheduled to expire at the end of Fiscal 2017, SBS and the City worked with the State to grant extensions to the programs.

There were 59 approved ECSP projects with more than 9,700 jobs that are estimated to save $2 million in annual energy

costs for businesses. These are estimated to result in a total of $20 million in savings over the twelve-year life of the benefits. In Fiscal 2016, ECSP approved 39 projects for businesses with over 1,000 jobs. Those ECSP businesses were slated to save over $870,000 annually and over $8 million over the 12-year benefit schedule. The increase in approvals over the prior year can be attributed to the scheduled expiration of the program which prompted renovation projects to complete work and submit documents earlier to ensure ECSP approval before the end of Fiscal 2017.

During Fiscal 2017, LMEP-approved buildings received $7.9 million in cumulative savings for over 780 commercial tenants. The decreases in cumulative LMEP benefits and active tenants, compared to the prior year, reflect the completion of the 12-year benefit schedule for buildings. There is a finite number of potentially qualified buildings, and most of these buildings have previously applied for and completed, or are in the process of completing, their respective program benefits.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Value of Energy Cost Savings Program savings for businesses ($000)	$760	$176	$841	$878	$2,003	*	*	Up	*
Jobs created or retained by Energy Cost Savings Program	4,122	361	5,164	1,060	9,753	*	*	Up	*
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) ($000)	$17,418	$14,546	$12,433	$10,028	$7,905	*	*	Down	*
Commercial tenants active in Lower Manhattan Energy Program	1,095	1,059	1,152	1,007	784	*	*	Down	*

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

SERVICE 2   Match businesses in need of workers with qualified applicants.

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

The Workforce1 Career Center system served 104,239 jobseekers and facilitated nearly 28,170 hires in Fiscal 2017. For Fiscal 2018, SBS is working on enhancing indicators related to hires so that they align with the City's efforts to develop Common Metrics for workforce programs (see the Career Pathways chapter in the MMR for more information).

SBS offers a variety of training programs to Workforce1 customers that were designed with employer input. These industry-informed programs support New Yorkers in obtaining the skills and professional experience needed to access and advance on career pathways in key sectors like healthcare, technology, manufacturing, construction, transportation and food service. These programs include trainings with a single provider, employer-based trainings and individual training grants. In Fiscal 2017, SBS enrolled 3,464 customers in training programs and will continue to invest and expand successful training programs as well as launch new bridge, pre-training, and occupational training programs to increase equity of opportunity for all New Yorkers.
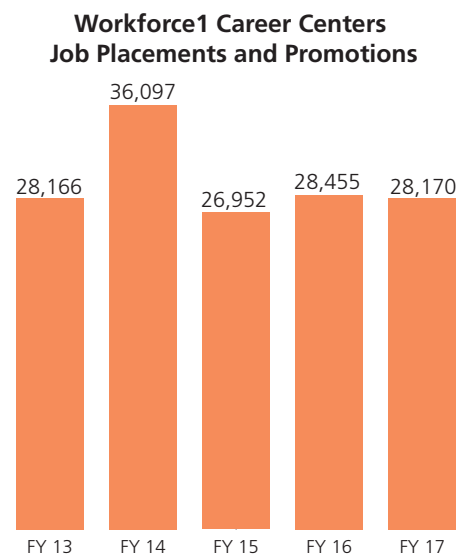
Workforce1 Career Centers Job Placements and Promotions

FY 13	FY 14	FY 15	FY 16	FY 17
28,166	36,097	26,952	28,455	28,170

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Workforce1 systemwide job placements and promotions	28,166	36,097	26,952	28,455	28,170	25,000	25,000	Neutral	Up
New jobseekers registered through the Workforce1 Career Center system	84,515	82,619	55,133	55,647	54,816	*	*	Down	*
Walk-in traffic at Workforce1 Centers	320,273	367,695	266,663	273,753	271,573	*	*	Down	*
★ Customers enrolled in training	NA	NA	NA	3,649	3,464	⇧	⇧	NA	Up
Unique customers served	NA	NA	NA	104,715	104,239	*	*	NA	Up
★ Businesses awarded funding for employer-based training	NA	NA	NA	57	54	*	*	NA	*

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

SERVICE 3   Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

Goal 3a   Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

In Fiscal 2017, SBS awarded 11 community-based organizations (CBOs) nearly $8.5 million to revitalize commercial corridors in six neighborhoods across the five boroughs through the Neighborhood 360° initiative. The funding will address unique local needs identified through SBS' collaborative work with CBOs on the completion of Commercial District Needs Assessments (CDNAs) in East New York, Downtown Staten Island, Jerome Avenue, Downtown Flushing, Inwood and East Harlem.

SBS continued to build the City's Business Improvement District (BID) program by assisting local organizations and merchants' associations interested in creating a BID with the planning, outreach and legislative phases of BID formation. This included oversight of the legislative approval of two new BIDs, New Dorp Lane BID in Staten Island and Greater JFK BID in Queens, and boundary expansions for the existing DUMBO and Long Island City BIDs. SBS also continued to provide technical assistance training, capacity building workshops, commercial revitalization grants, as well as support and oversight to the City's 74 existing BIDs, the most comprehensive network of its kind in the country. The Avenue NYC Program provided $1.2 million to 34 CBOs in low-to-moderate income areas for grants and technical assistance to attract new businesses, organize merchants and promote the revitalization of commercial corridors.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ City block faces receiving supplemental sanitation services through BIDs	1,468	1,480	3,562	3,600	4,044	3,800	3,800	Up	Up
★ Average acceptably clean BID sidewalk ratings (%)	98.5%	96.5%	96.1%	96.8%	97.8%	97.0%	97.0%	Neutral	Up
Value of AvenueNYC local development corporations funding ($000,000)	$1.50	$1.38	$1.38	$1.30	$1.16	*	*	Down	*

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

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.

In Fiscal 2017, SBS undertook several initiatives to achieve the goal of increasing the number of City-certified M/WBEs. SBS increased its outreach and marketing to minority and women-owned businesses to encourage them to become certified with the City. SBS also streamlined the applications for M/WBE certification and recertification to provide a more efficient path to getting certified while maintaining the integrity of the process. The new, user-friendly applications have less paperwork and are simplified and sequenced to expedite the completion process. SBS also created a separate, simpler application for small businesses that are sole proprietors to make the application process more accessible and user-friendly.

The Minority and Women-owned Business Enterprises Program certified and recertified 1,675 M/WBEs in Fiscal 2017, increasing the total number of City-certified M/WBEs to 5,122, an increase of 13 percent from Fiscal 2016. The M/WBE recertification rate increased to 62 percent in Fiscal 2017, exceeding the annual target of 60 percent and improving on the rate of 53 percent in the prior year.

M/WBE Program
Total Certified and Newly Certified Companies

	FY 13	FY 14	FY 15	FY 16	FY 17
Total Certified	3,700	3,783	4,115	4,516	5,122
Newly Certified	1,061	923	1,003	1,030	1,675
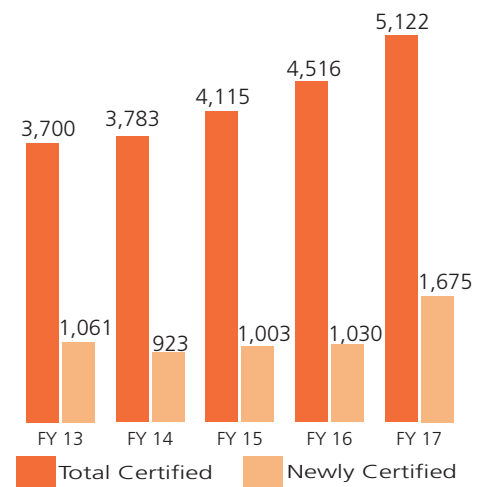
The number of M/WBEs that were awarded City contracts increased 12 percent, compared to Fiscal 2016, to 1,131. Additionally, the number of M/WBEs that were awarded City contracts after receiving direct assistance from SBS rose 14 percent to 824, compared to the previous year.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Total Minority and Women-owned Business Enterprises certified	3,700	3,783	4,115	4,516	5,122	4,651	5,634	Up	Up
★ Minority and Women-owned Business Enterprises awarded City contracts	651	684	902	1,011	1,131	920	1,165	Up	Up
★ – M/WBEs awarded contracts after receiving procurement and capacity building assistance	447	472	613	723	824	625	849	Up	Up
★ Annual M/WBE recertification rate	59.2%	60.4%	60.4%	53.4%	61.8%	60.0%	60.0%	Neutral	Up
Newly certified and recertified businesses in M/WBE Program	1,061	923	1,003	1,030	1,675	*	*	Up	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
CORE customer experience rating (0-100)	93	95	95	98	96	*	*	Neutral	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Completed customer requests for interpretation	NA	NA	2,351	7,327	6,652	*	*	NA	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$150.3	$202.3	$273.5	$282.5	$353.1	$333.7	$216.5	Up
Revenues ($000,000)	$81.3	$94.8	$55.6	$54.9	$0.4	$0.4	$0.2	Down
Personnel	273	258	257	302	325	383	373	Up
Overtime paid ($000)	$71	$59	$34	$30	$0	$0	$0	Down
Human services contract budget ($000,000)	$25.9	$27.1	$28.6	$31.9	$39.0	$29.6	$18.3	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$20.6	$25.9	
001 - Department of Business	$13.9	$16.8	All
004 - Contract Compliance and Bus. Opportunity	$2.4	$3.1	1a, 1b, 2a, 4a
010 - Workforce Investment Act	$4.2	$6.1	1a, 4a
Other Than Personal Services - Total	$261.9	$327.1	
002 - Department of Business	$110.3	$71.3	All
005 - Contract Compliance and Bus. Opportunity	$2.1	$4.8	1a, 1b, 2a, 4a
006 - Economic Development Corporation	$97.8	$148.2	Refer to table in EDC chapter
011 - Workforce Investment Act	$51.7	$62.2	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	NA[4]	$40.6	1b
Agency Total	$282.5	$353.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter   [4]This UA orginated in Fiscal 2017.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- The Fiscal 2018 targets for several indicators were revised to reflect updated projections and more recent performance trends. The target for 'Total Minority and Women-owned Business Enterprises certified' was increased from 4,651 to 5,634; 'Minority and Women-owned Business Enterprises awarded City contracts' was increased from 920 to 1,165; and 'M/WBEs awarded contracts after receiving procurement and capacity building assistance was increased from 625 to 849.

- As of Fiscal 2017, revenue generated by the NYC Economic Development Corporation is no longer included in agency-generated revenue reported for SBS.

ADDITIONAL RESOURCES

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

Infrastructure and Sustainability

Infrastructure and Sustainability

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 a new series of programs to provide additional assistance to its most vulnerable customers. The City froze the minimum charge, preventing any increase in water and sewer charges for 25 percent of single-family homeowners and, through the Home Water Assistance Program (HWAP), provided the first annual credit to low-income homeowners who qualify for the federal Home Energy Assistance Program. In 2016 the Department expanded HWAP to include low-income senior and disabled homeowners who receive a New York City Department of Finance property tax exemption. Beginning in Fiscal 2018, DEP will implement the Multifamily Water Assistance Program, which provides a credit to eligible multifamily buildings that conserve water and enter into an agreement to keep rents affordable.

OUR SERVICES AND GOALS

SERVICE 1	**Ensure the sufficiency, quality and security of the City's drinking water supply.**
Goal 1a	Comply with all federal and State drinking water quality standards.
Goal 1b	Assure the integrity of the drinking water supply and distribution systems.
SERVICE 2	**Maintain the City's water delivery and sewer collection systems.**
Goal 2a	Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.
SERVICE 3	**Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.**
Goal 3a	Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.
SERVICE 4	**Bill and collect revenue for water and sewer usage.**
Goal 4a	Ensure that customer billing is accurate, transparent and fair.
Goal 4b	Meet revenue targets established by the NYC Water Board.
SERVICE 5	**Enforce City laws relating to air pollution, noise pollution and hazardous materials.**
Goal 5a	Investigate complaints in a timely manner.

HOW WE PERFORMED IN FISCAL 2017

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

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

By regularly collecting water samples at nearly 1,000 water quality sampling stations throughout the City and conducting analyses for a broad spectrum of microbiological, chemical and physical measures of quality, the Department ensures that all federal and State standards for drinking water, including those for coliform bacteria, are consistently met. In Fiscal 2017 DEP collected more than 32,000 samples from the in-City distribution system and performed close to 372,000 analyses, meeting all State and federal monitoring requirements. An additional 219,683 analyses on 14,661 samples from the upstate reservoir watershed were also performed.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Samples testing positive for coliform bacteria (%)	0.3%	0.3%	0.3%	0.5%	0.3%	*	*	Up	Down
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Acres of land solicited in watershed area	62,481	44,316	32,865	45,569	34,513	*	*	Down	*

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

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

The Department meets system water demand while maintaining, improving and protecting the water supply infrastructure. It operates more than 200 water supply related facilities, including reservoirs, gate chambers, tunnels, aqueducts and wastewater treatment plants. Over the past several years, DEP has worked to improve its preventive maintenance program by expanding/upgrading its Computerized Maintenance Management System (CMMS). Initially implemented in 2011 at one facility and now operating system-wide, CMMS tracks maintenance of over 3,000 assets of which more than 1,700 are considered critical. The Department has steadily improved the maintenance of these critical assets so that less than one percent of them were out of service during an average month in the reporting period.

Compared to Fiscal 2016, overall enforcement activity increased by more than 14 percent to 1,893 due largely to a rise in the issuance of traffic rule violations at the now fully open Croton Water Filtration Plant as well as increased fire hydrant enforcement.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Water supply - Critical equipment out of service (%)	1.2%	1.4%	1.3%	1.0%	0.9%	*	*	Down	Down
★ Facility security checks	275,098	289,759	278,439	293,199	286,589	275,000	275,000	Neutral	Up
Overall enforcement activity	983	1,207	1,206	1,658	1,893	*	*	Up	*

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

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.

On average, it took the Department 1.9 days to respond to street cave-in complaints and make the condition safe, an improvement of 59.7 percent. The faster turnaround time is largely due to a new and improved tracking system and reporting protocol instituted at the beginning of the fiscal year and an eight percent reduction in the number of street cave-in complaints received.

Local Law 48 of 2015 changed the inspection cycle for catch basins from once every three years to once each year effective Fiscal 2017. By year-end, the Department had narrowly missed its goal, surveying/inspecting 98.3 percent of the City's more than 148,000 catch basins.

The Department received 12 percent more catch basin complaints during the reporting period, associated with a 27 percent increase in total rainfall compared to the prior period. While the Department can often resolve many of these rain-related complaints by inspection, as rainwater dissipates independent of any other action required by the agency, the overall average time to resolve a catch basin complaint rose to 4.9 days from 4 days. The number of catch basins cleaned grew by nearly two-thirds to 51,816, with programmatic cleaning more than doubling due to the accelerated survey/inspection cycle which, at the same time, helps to reduce the need for complaint-based cleanings.

Water Main Breaks
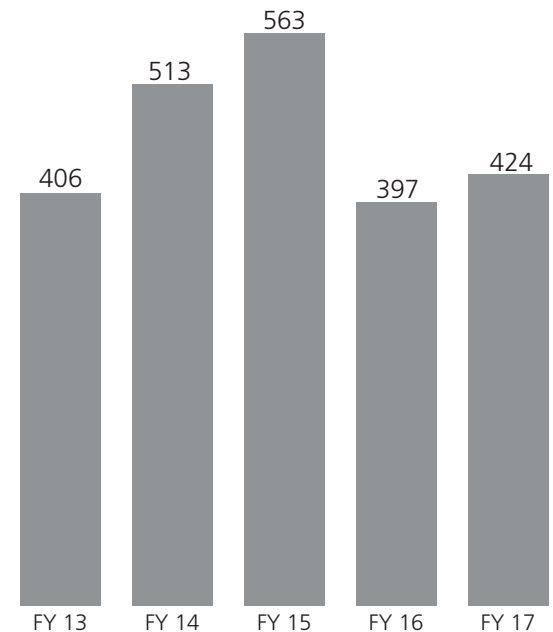
	FY 13	FY 14	FY 15	FY 16	FY 17
	406	513	563	397	424

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Sewer backup complaints received	14,911	11,637	11,435	10,469	12,134	*	*	Down	*
Sewer backup complaints resolved - Confirmed (on City infra-structure)	4,221	3,224	2,846	2,503	2,649	*	*	Down	Down
– Unconfirmed (not on City infrastructure or unfounded)	10,685	8,417	8,589	7,960	9,490	*	*	Down	*
★ Sewer backup resolution time (hours)	4.4	3.9	3.9	3.7	3.8	7.0	7.0	Down	Down
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.7%	1.4%	1.2%	1.1%	1.2%	*	*	Down	Down
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.5%	0.4%	0.3%	0.3%	0.3%	1.0%	0.6%	Down	Down
Street cave-in complaints received	2,926	3,737	4,073	4,174	3,848	*	*	Up	Down
Average time to respond to street cave-in complaints and make safe (days)	2.5	2.5	2.5	4.6	1.9	*	*	Up	Down
Water main breaks	406	513	563	397	424	*	*	Neutral	Down
Water main breaks per 100 miles of main in the last 12 months	5.8	7.3	8.0	5.7	6.1	*	*	Neutral	Down
★ Average time to restore water to customers after confirming breaks (hours)	4.4	4.4	5.1	4.2	4.4	6.0	6.0	Neutral	Down
★ Broken and inoperative hydrants (%)	0.31%	0.44%	0.50%	0.52%	0.56%	1.00%	1.00%	Up	Down
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.7	3.1	2.5	2.9	2.5	7.0	7.0	Neutral	Down
Catch basin complaints received	10,548	8,576	8,851	8,020	8,968	*	*	Down	Down

| Performance Indicators | Actual | | | | | Target | | Trend | |
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Catch basin backup resolution time (days)	3.1	3.9	3.1	4.0	4.9	9.0	9.0	Up	Down
Catch basins surveyed/inspected (%)	30.0%	31.0%	31.4%	31.7%	98.3%	100.0%	100.0%	Up	*
Catch basins cleaned	31,097	29,730	31,086	30,778	51,816	*	*	Up	*
★ Backlog of catch basin repairs (% of system)	0.5%	0.3%	0.4%	0.7%	1.8%	1.0%	1.0%	Up	Down
Leak complaints received	4,077	3,601	3,622	3,642	3,679	*	*	Neutral	*
★ Leak resolution time (days) (City infrastructure only)	10.0	9.8	9.3	10.2	10.0	12.0	12.0	Neutral	Down

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

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

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

The Department utilizes predictive maintenance methods, such as measuring mechanical wear on equipment parts and using thermographic cameras to examine electrical systems on wastewater treatment equipment, in order to better identify maintenance and replacement cycles and increase equipment reliability. In Fiscal 2017 the percent of critical equipment out-of-service below the minimum continued to improve and remained well below the target of 5.0 percent.

| Performance Indicators | Actual | | | | | Target | | Trend | |
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.5%	99.6%	99.5%	99.5%	99.8%	100.0%	100.0%	Neutral	Up
Harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen (%)	85%	91%	94%	90%	92%	89%	89%	Neutral	Up
★ WWTPs - Critical equipment out-of-service (% below minimum)	3.1%	1.9%	2.5%	2.1%	1.8%	5.0%	5.0%	Down	Down

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

SERVICE 4 Bill and collect revenue for water and sewer usage.

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

Since the substantial completion of the citywide automated meter reading program in March 2012, together with the agency's comprehensive maintenance program, the proportion of bills issued based upon estimated usage has steadily declined, reaching a low of 2.8 percent.

| Performance Indicators | Actual | | | | | Target | | Trend | |
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Estimated bills (%)	4.9%	3.7%	3.2%	3.0%	2.8%	5.0%	4.0%	Down	Down

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

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

Effective collection tools and accurate billing based upon actual usage help the Department to meet or exceed the revenue targets established by the NYC Water Board. In Fiscal 2017 DEP collected $3.85 billion in revenue. More than 60 percent of the billed amount was collected in 30 days.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total revenue collected ($000,000)	$3,374.6	$3,612.3	$3,808.9	$3,852.6	$3,852.0	$3,622.8	$3,783.0	Up	Up
★ Total revenue as percent of target (%)	104.4%	105.2%	105.3%	104.5%	104.3%	100.0%	100.0%	Neutral	Up
Accounts receivable - Total balance ($000,000)	$1,561	$1,750	$1,640	$1,666	$1,633	*	*	Neutral	Down
Billed amount collected in 30 days (%)	55.4%	56.7%	61.8%	63.1%	60.8%	*	*	Up	Up

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

SERVICE 5　Enforce City laws relating to air pollution, noise pollution and hazardous materials.

Goal 5a		Investigate complaints in a timely manner.

The creation of two new units of inspectors in Fiscal 2016 to address noise complaints related to off-hours construction and overnight private carting, along with schedule adjustments and reductions in the number of air and noise complaints, helped the Department to achieve faster complaint response times. At 2.5 and 4.3 days, respectively, the average times to close air and noise complaints improved by 1.5 days for air complaints and 1.3 days for noise complaints.

Noise Complaints Received and Average Days to Close
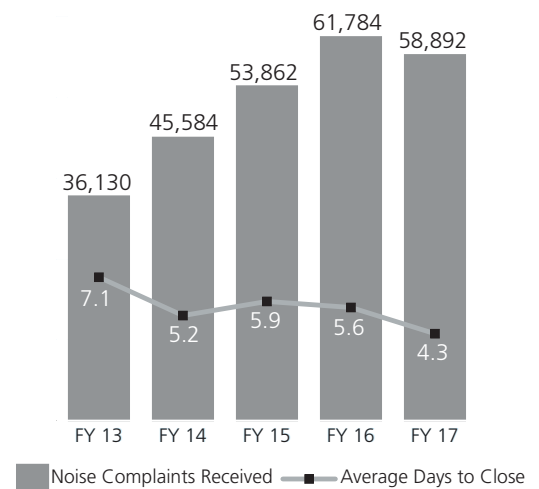
Noise Complaints Received — Average Days to Close

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Air complaints received	7,628	7,896	8,776	9,858	8,807	*	*	Up	*
★ Average days to close air quality complaints	4.5	3.8	4.3	4.0	2.5	9.0	9.0	Down	Down
Air complaints responded to within seven days (%)	93%	98%	95%	95%	96%	85%	85%	Neutral	Up
Noise complaints received	36,130	45,584	53,862	61,784	58,892	*	*	Up	*
★ Average days to close noise complaints	7.1	5.2	5.9	5.6	4.3	9.0	9.0	Down	Down
Noise complaints not requiring access to premises responded to within seven days (%)	91%	99%	97%	97%	98%	85%	85%	Neutral	Up
Asbestos complaints received	1,486	1,414	1,674	1,855	1,425	*	*	Neutral	*
★ Average days to close asbestos complaints	0.29	0.26	0.37	0.34	0.34	1.00	1.00	Up	Down
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	90%	100%	Neutral	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total violations issued	13,262	14,077	15,284	14,753	16,149	*	*	Up	*
Violations admitted to or upheld at the Environmental Control Board (%)	88.2%	89.7%	90.9%	93.8%	92.8%	*	*	Neutral	Up
Collisions involving City vehicles	296	301	337	380	413	*	*	Up	Down
Workplace injuries reported	515	493	478	352	377	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual					Target		Trend	
Customer Experience		FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
E-mails responded to in 14 days (%)		94%	88%	86%	93%	100%	95%	95%	Neutral	Up
Letters responded to in 14 days (%)		97%	97%	99%	99%	99%	95%	95%	Neutral	Up
Calls answered in 30 seconds (%)		69%	79%	68%	73%	79%	76%	76%	Neutral	Up
Average customer in-person wait time (minutes)		7	7	6	5	4	5	5	Down	Down
Completed customer requests for interpretation		11,023	13,870	12,976	13,685	13,783	*	*	Up	*
Visitors rating customer service at borough centers as good or better (%)		90.8%	93.0%	93.0%	95.0%	93.0%	90.0%	90.0%	Neutral	Up
CORE customer experience rating (0-100)		91	95	95	100	97	90	90	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	91%	90%	93%	91%	89%	85%	85%	Neutral	*
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	84%	86%	89%	90%	88%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	86%	86%	85%	85%	86%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	85%	87%	88%	88%	89%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	82%	80%	80%	79%	81%	85%	85%	Neutral	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$1,727.3	$1,192.6	$1,216.1	$1,267.2	$1,517.6	$1,583.9	$1,412.8	Neutral
Revenues ($000,000)[4]	$26.8	$29.7	$26.6	$27.3	$24.8	$24.8	$24.8	Neutral
Personnel	5,727	5,708	5,727	5,946	6,011	6,365	6,408	Neutral
Overtime paid ($000,000)	$37.2	$37.2	$42.9	$40.6	$23.1	$23.1	$22.6	Down
Capital commitments ($000,000)	$1,521.0	$1,160.0	$2,102.8	$1,590.1	$1,918.2	$3,195.6	$3,393.9	Up

[1]Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details.   [2]Authorized Budget Level   [3]Expenditures include all funds
[4]DEP revenues shown here do not include any of the approximately $1.5 billion the City receives annually from the NYC Water Board in reimbursement for operations & maintenance and in rent. "NA" - Not Available   *None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$492.3	$521.6	
001 - Executive and Support	$33.4	$35.4	All
002 - Environmental Management	$26.4	$31.8	5a
003 - Water Supply and Wastewater Collection	$181.8	$195.9	1a, 1b, 2a, 3a, 5a
007 - Central Utility	$74.7	$76.6	1a, 4a, 4b
008 - Wastewater Treatment	$176.0	$181.9	2a, 3a
Other Than Personal Services - Total	$774.9	$996.0	
004 - Utility	$559.4	$652.7	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	$159.5	$280.4	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	$56.1	$62.9	All
Agency Total	$1,267.2	$1,517.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DEP revised the following Fiscal 2018 targets: 'Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)' from 1.0% to 0.60%; 'Estimated bills' from 5.0% to 4.0%; 'Total revenue collected ($000,000)' from $3,783.0 million to $3,729.8 million; and 'Asbestos complaints responded to within three hours (%)' from 90% to 100%.

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

ADDITIONAL RESOURCES

- Home Water Assistance Program:
  http://www.nyc.gov/html/dep/html/customer_assistance/home_water_assistance_program.shtml

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

DEPARTMENT OF TRANSPORTATION Polly Trottenberg, Commissioner
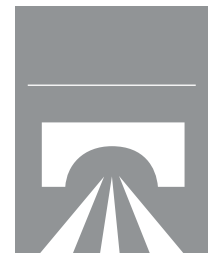
WHAT WE DO

The Department of Transportation (DOT) is responsible for the condition and operation of 6,300 miles of streets, highways and public plazas, 794 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 1,130 miles of the cycling network, including over 85 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, 88.5 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

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.

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.

SERVICE 3 Design and build transportation alternatives.

Goal 3a Increase mobility and accessibility throughout the City.

SERVICE 4 Design public space to facilitate livability.

Goal 4a Enhance quality of life through streetscape improvements.

SERVICE 5 Deliver projects on time.

Goal 5a Complete capital bridge projects on schedule.

HOW WE PERFORMED IN FISCAL 2017

SERVICE 1 Maintain the City's transportation infrastructure.

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

As part of DOT's bridge maintenance strategy, the agency allocates resources to improve the number of bridges rated fair or better. To achieve this goal, the Department focuses on eliminating poor conditions first and preventing other less serious conditions from worsening. In Fiscal 2017 no DOT bridges were rated poor for the third straight year. Additional information about the City's bridges is available in DOT's annual Bridges & Tunnels Condition Report.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Bridges rated - Good or very good (%) (calendar year)	41.4%	42.0%	42.1%	41.9%	41.8%	40.7%	40.7%	Neutral	Up
– Fair (%)	58.4%	57.9%	57.9%	58.1%	58.2%	*	*	Neutral	Down
– Poor (%)	0.1%	0.1%	0.0%	0.0%	0.0%	*	*	Down	Down

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

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

In Fiscal 2017 streets maintained with a pavement rating of good improved slightly to 69.8 percent but remained below the 71 percent performance target. DOT anticipates that ratings will continue to improve in the coming years as the Department proceeds with its robust street resurfacing plans.

DOT repaired a total of 260,082 potholes (local streets and arterials), 14 percent fewer than Fiscal 2016. The increased resurfacing effort throughout the five boroughs allowed crews to address a backlog of locations in need of extensive repairs and reduced the need to maintain locations with chronic pothole concerns. This contributed to better roadways, a slight reduction in pothole work orders and a faster response time, with the average time to close a work order improving to 3.0 days.

The number of lane miles resurfaced in-house increased to approximately 1,321, a seven percent increase over Fiscal 2016, and the highest since the resurfacing program was established. The Department surpassed its internal goal to resurface at least 1,300 lane miles as part of a $1.6 billion investment announced in 2015 to expand road repaving citywide.

Total violations issued declined 31 percent from 67,065 to 46,285 largely due to increased compliance from contractors, fewer 311 complaints and more proactive inspections to ensure the restoration work is done correctly prior to completion. The percent of violations admitted to or upheld at the Environmental Control Board remained high at 92 percent.

Potholes Repaired
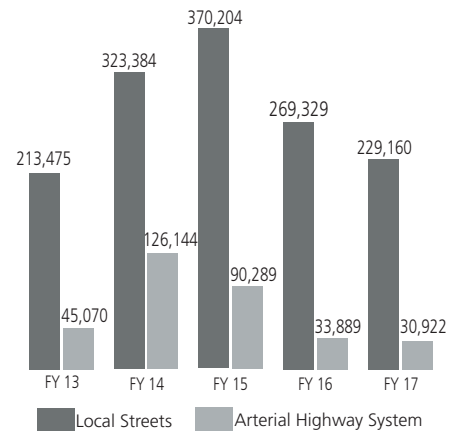
Local Streets:
FY 13: 213,475
FY 14: 323,384
FY 15: 370,204
FY 16: 269,329
FY 17: 229,160
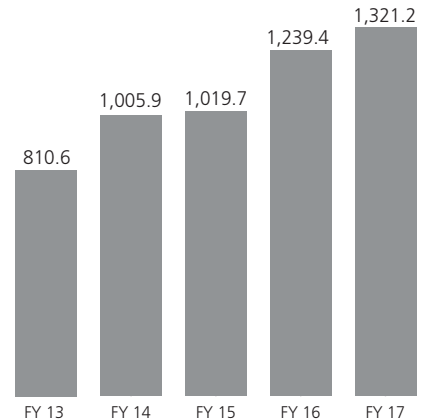
Arterial Highway System:
FY 13: 45,070
FY 14: 126,144
FY 15: 90,289
FY 16: 33,889
FY 17: 30,922

Lane Miles Resurfaced Citywide

FY 13: 810.6
FY 14: 1,005.9
FY 15: 1,019.7
FY 16: 1,239.4
FY 17: 1,321.2

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Streets maintained with a pavement rating of - Good (%)	69.6%	69.3%	70.0%	68.8%	69.8%	71.0%	71.0%	Neutral	Up
– Fair (%)	29.8%	30.0%	29.3%	30.4%	29.6%	*	*	Neutral	Down
– Poor (%)	0.6%	0.7%	0.7%	0.8%	0.6%	*	*	Neutral	Down
★ Average time to close a pothole work order where repair was done (calendar days)	1.4	5.6	5.6	3.2	3.0	5.0	5.0	Neutral	Down
Pothole work orders	43,972	54,667	60,809	50,085	49,687	*	*	Neutral	Down
Potholes repaired - Arterial highway system	45,070	126,144	90,289	33,889	30,922	*	*	Down	*
– Local streets	213,475	323,384	370,204	269,329	229,160	*	*	Neutral	*
Lane miles resurfaced citywide (in-house)	810.6	1,005.9	1,019.7	1,239.4	1,321.2	*	*	Up	Up
Average cost per lane mile resurfaced citywide ($)	$192,536	$169,201	$160,759	$149,102	NA	*	*	NA	Down
Average in-house cost of asphalt per ton ($)	$63.04	$61.25	$56.72	$51.77	NA	*	*	NA	Down
Average vendor cost of asphalt per ton ($)	$76.64	$63.24	$58.67	$55.43	NA	*	*	NA	Down
Construction permits issued	348,051	418,245	471,688	549,495	597,358	*	*	Up	Up
Inspections of permitted street work	543,921	641,061	574,467	708,276	707,330	*	*	Up	Up
– Street work rated satisfactory (%)	77%	76%	75%	76%	78%	75%	75%	Neutral	Up
Post-audit inspections for completed street work	302,689	329,664	292,453	374,075	375,133	*	*	Up	Up
– Completed street work that passed inspection (%)	80%	75%	75%	77%	79%	*	*	Neutral	Up
Adopt-A-Highway adoption rate (%)	67.4%	76.8%	81.5%	80.7%	83.9%	75.0%	75.0%	Up	Up
Adopted highway miles that receive a service rating of good (%)	99.4%	98.9%	94.3%	95.1%	100.0%	*	*	Neutral	Up
★ Muni-meters that are operable (%)	99.2%	99.3%	99.2%	99.2%	99.1%	98.0%	98.0%	Neutral	Up
Total violations issued	27,382	33,843	34,266	67,065	46,285	*	*	Up	*
Violations admitted to or upheld at the Environmental Control Board (%)	88.1%	92.0%	91.0%	92.0%	92.0%	*	*	Neutral	Up

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

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

Average response time to high priority traffic signal defects improved by three minutes, remaining faster than the performance target for the third year in a row. Repair time for priority regulatory signs edged down to 1.7 days, surpassing its target of three business days. The overall average repair time for street lights (both ConEd and DOT) remained the same compared to last year at 17.3 days.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	NA	2:05	1:47	1:50	1:47	2:00	2:00	NA	Down
★ Average time to repair priority regulatory signs after notification (business days)	2.2	1.8	1.8	1.8	1.7	3.0	3.0	Down	Down
Average time to repair street lights - by DOT (calendar days)	2.7	2.5	2.3	2.9	3.0	*	*	Up	Down
Average time to repair street lights - by ConEd (calendar days)	14.1	14.9	15.6	14.4	14.3	*	*	Neutral	Down

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

SERVICE 2 Provide a safe transportation network.

Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.

There were a record low 211 traffic fatalities in Fiscal 2017, 11 percent fewer than the prior year, while crashes rose by one percent. Fatalities were down by 25 percent for motorists and passengers and down three percent for bicyclists and pedestrians.

In Fiscal 2017, as part of its commitment to advance the Vision Zero Action Plan, DOT completed 113 street improvement projects; installed 365 speed humps and 45.0 million linear feet of roadway safety markings; and installed accessible pedestrian signals at 116 intersections and pedestrian countdown signals at 157 locations. The Department also installed 939 Leading Pedestrian Intervals, which give pedestrians a chance to begin crossing the street before cars make turns across the crosswalk.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Overall traffic crashes	200,188	205,066	209,729	225,318	228,283	⇩	⇩	Up	Down
★ Citywide traffic fatalities	261	285	249	236	211	⇩	⇩	Down	Down
– Bicyclists/pedestrians	168	172	159	152	148	*	*	Down	Down
– Motorists/passengers	93	113	90	84	63	*	*	Down	Down
Collisions involving DOT vehicles	452	461	344	370	465	*	*	Neutral	Down
★ Speed humps installed	300	274	382	395	365	250	250	Up	Up
★ Roadway safety markings installed (000,000) (linear feet)	27.1	28.4	45.2	45.2	45.0	50.0	50.0	Up	Up
Intersections with accessible pedestrian signals installed	19	30	18	52	116	75	75	Up	Up

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

Goal 2b Ensure passenger safety on the Staten Island Ferry.

During Fiscal 2017 the customer accident injury rate (CAIR) for the Staten Island Ferry was 1.54 per million passengers, higher than Fiscal 2016 when the rate was at its lowest, but in line with other fiscal year periods. In total, there were 37 passenger injuries in Fiscal 2017 compared to 19 injuries reported in Fiscal 2016. The CAIR represents all passenger injuries where professional medical treatment was requested, and does not necessarily mean each passenger suffered an injury requiring treatment. The CAIR is recognized by local and State transportation agencies as an industry standard measure and is utilized to examine safety practices and evaluate performance.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	1.12	1.51	1.48	0.81	1.54	1.34	1.34	Neutral	Down

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

SERVICE 3 Design and build transportation alternatives.

Goal 3a Increase mobility and accessibility throughout the City.

Staten Island Ferry ridership rose to 23.9 million, a four percent increase over last year, while the average cost per passenger declined by 12 percent to $5.16. The ferry provides free, around-the-clock service between the South Ferry Terminal in Manhattan and St. George Terminal in Staten Island. Generally, the ferry runs every fifteen minutes during rush hour, and every half hour or hour during nights and weekends. On-time ferry service reached a five-year high of 92.8 percent.

Private ferry ridership surpassed 11 million, increasing three percent to 11.2 million riders, largely due to the inception of two new NYC Ferry routes, Rockaway and South Brooklyn, operated by Hornblower. The ferry routes help reduce overcrowding on subways and buses, offer reliable transportation to underserved communities and expand the use of our waterways as an essential component of the City's transportation network.

During Fiscal 2017 users of the Bike Share Program activated 198,858 annual memberships, including renewals, 73 percent higher than last year. Citi Bike expanded into neighborhoods such as Carroll Gardens, Boerum Hill, Cobble Hill, Park Slope, Gowanus and Red Hook in Brooklyn; and the Upper West and East Sides up 110th Street in Manhattan. In total, 140 new stations were added to the Citi Bike network. Trips taken by all users, annual and short-term, grew 22 percent to approximately 15.0 million.

DOT added almost 83 lane miles to the City's bicycle network, including a record 16 miles of protected bike paths. Completed bicycle projects include Chrystie Street in Lower Manhattan, which connects protected lanes on First and Second avenues to the Manhattan Bridge bicycle path, and the 31st Avenue bike route in Astoria, Queens, which creates a direct east-west connection across the Brooklyn-Queens Expressway and improves access to Western Queens and East River bridges. The Department installed 2,018 bicycle racks, 55 percent more than last year, largely due to the availability of a second type of bike rack, hoop racks. A hoop rack is a circular rack with a bar in the center, usually located near the sidewalk curb.

Select Bus Service (SBS)
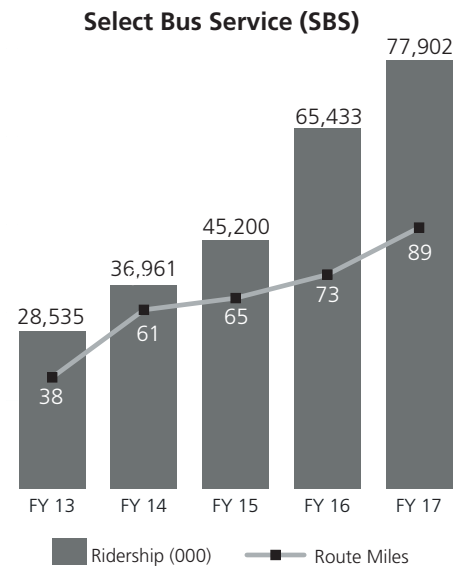
New York City's Select Bus Service (SBS) expanded to 88.5 route miles in Fiscal 2017, serving nearly 77.9 million passengers, a 19 percent increase over last year. In July 2016 the B46 SBS Utica Avenue service began operating in Brooklyn, followed by the Q70 SBS in September 2016, which runs from Woodside and Jackson Heights to LaGuardia Airport in Queens. In addition, two routes launched in Manhattan, the crosstown M23 SBS in November 2016 and the crosstown M79 SBS in May 2017. There are now 13 SBS routes in operation citywide. DOT and the Metropolitan Transportation Authority continue to work together to implement this cost-effective approach to improve bus speed, bus reliability and convenience.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Staten Island Ferry - Trips that are on time (%)	88.6%	91.1%	92.1%	92.3%	92.8%	90.0%	90.0%	Neutral	Up
– Ridership (000)	21,399	21,068	21,911	23,067	23,920	*	*	Up	Up
– Average cost per passenger ($)	$5.38	$5.75	$5.87	$5.87	$5.16	*	*	Neutral	Down
Private ferry service - Total ridership (000)	9,976	9,656	9,830	10,883	11,202	*	*	Up	Up
– Number of permanent routes	21	21	21	21	23	*	*	Neutral	Up
Citi Bike annual membership	NA	92,598	73,369	114,779	198,858	*	*	NA	Up
– Trips (000)	NA	9,409	8,765	12,234	14,981	*	*	NA	Up
Bicycle lane miles installed	51.9	65.9	51.2	53.9	82.9	50.0	50.0	Up	Up
Bicycle racks installed	3,541	3,656	2,408	1,300	2,018	1,500	1,500	Down	Up
★ NYC adults who bike regularly (annual) (calendar year)	632,000	759,000	778,000	NA	828,000	⇧	⇧	NA	Up
Select Bus Service ridership (000) (annual)	28,535	36,961	45,200	65,433	77,902	*	*	Up	Up
– Route miles (cumulative)	38	61	65	73	89	*	*	Up	Up
Average travel speed (miles per hour) - Manhattan Central Business District	9.1	8.7	7.7	7.4	7.1	*	*	Down	Up
Crossing points with pedestrian ramps installed (%)	95.0%	97.2%	97.0%	96.8%	97.2%	*	*	Neutral	Up

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

SERVICE 4 Design public space to facilitate livability.

Goal 4a   Enhance quality of life through streetscape improvements.

The Department installed 499,025 square feet of pedestrian space during Fiscal 2017, 41 percent more than last year and the highest total since the indicator was established. Pedestrian space includes, but is not limited to, plazas, curb extensions, sidewalks, safety islands, ramps and crosswalks. The increase is largely due to the completion of multiple street improvement projects citywide, such as on Astoria Boulevard in Queens, Linden Boulevard in Brooklyn and Dr. Martin Luther King Jr. Boulevard in the Bronx; Astor Place Cooper Square Plaza; and projects associated with the Safe Routes to Transit program which reduce congestion around subways and bus stops via neckdowns and bus bulbs to make accessing mass transit easier and more convenient.

The NYC Plaza Program continues to thrive, helping to ensure all New Yorkers live within a ten-minute walk of high-quality open spaces. Plazas enhance local economic vitality, pedestrian mobility, access to public transit, and safety for all street users. There are currently 73 plazas citywide that have either been completed or are in some phase of planning, design, or construction. Of these, 54 plazas are now open to the public. New plazas include the recently opened $3.4 million Myrtle Avenue plaza in Glendale, Queens, which represents 5,300 square feet of new pedestrian space.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Pedestrian volume index	112.9	111.1	112.7	118.3	113.7	*	*	Neutral	*
Pedestrian space installed (square feet)	360,057	297,408	230,956	353,439	499,025	*	*	Up	Up
Existing newsstands converted to new model (%)	91.1%	93.7%	94.0%	95.9%	97.4%	*	*	Neutral	Up

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

SERVICE 5 Deliver projects on time.

Goal 5a   Complete capital bridge projects on schedule.

The Department completed 20 bridge structure projects in Fiscal 2017; all were completed on schedule. Completed projects include work on the McGuiness Boulevard/Newtown Creek (Pulaski Bridge Bike Path), Roosevelt Avenue Bridge over Flushing Meadow Park Road, 149th Street Bridge over the Long Island Railroad (LIRR), Ocean Avenue Bridge over LIRR Bay Ridge and the Highland Park Pedestrian Bridge. DOT is dedicated to improving its project delivery processes and is expanding its efforts to facilitate the initiation of capital projects on accelerated schedules through partnerships with federal, State and local partner agencies. Accelerated scheduling is designed to help reduce costs and the time it takes to deliver completed projects to the public.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Bridge projects (structural work) substantially completed on schedule (%)	71%	100%	100%	100%	100%	100%	100%	Up	Up

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Cases commenced against the City in state and federal court	1,927	1,919	2,173	2,209	2,234	*	*	Up	*
Payout ($000)	$71,747	$63,272	$50,636	$62,940	$95,495	*	*	Up	Down
Workplace injuries reported	411	359	390	371	331	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

The percent of calls answered in 30 seconds declined to 12 percent, although the average wait time to speak to a customer service representative improved to under eight minutes from over 13 minutes last year. The majority of calls relate to parking permits for people with disabilities. DOT is working to introduce new systems, simplify current forms and letters, and upgrade the current e-Permits system to provide more up-to-date data to the call center and reduce application processing time.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
E-mails responded to in 14 days (%)	92%	89%	95%	98%	97%	90%	95%	Neutral	Up
Letters responded to in 14 days (%)	84%	90%	95%	98%	97%	90%	95%	Up	Up
Calls answered in 30 seconds (%)	45%	47%	61%	21%	12%	*	*	Down	Up
Average customer in-person wait time (minutes)	NA	NA	3	4	3	*	*	NA	Down
Completed customer requests for interpretation	655	798	1,261	1,415	2,209	*	*	Up	*
CORE customer experience rating (0-100)	92	97	95	98	100	90	95	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent meeting time to close - Street Condition - Pothole (30 days)	100%	97%	98%	100%	100%	98%	98%	Neutral	*
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	99%	93%	99%	98%	98%	98%	98%	Neutral	*
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	71%	72%	73%	74%	75%	80%	80%	Neutral	*
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	90%	92%	92%	92%	89%	85%	85%	Neutral	*
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	47%	96%	98%	68%	92%	90%	90%	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$833.3	$860.6	$885.0	$910.3	$1,001.4	$998.4	$968.0	Up
Revenues ($000,000)	$322.9	$357.5	$368.8	$381.5	$373.9	$382.9	$368.1	Up
Personnel	4,738	4,796	4,861	5,315	5,502	5,471	5,429	Up
Overtime paid ($000,000)[4]	$53.9	$62.9	$70.4	$62.1	$61.4	$53.0	$51.7	Neutral
Capital commitments ($000,000)	$912.0	$836.9	$1,360.9	$1,151.7	$1,395.8	$2,571.2	$2,946.4	Up

[1]Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details.   [2]Authorized Budget Level   [3]Expenditures include all funds
[4]FY17 reflects estimated overtime earned as of June 30, 2017 as reported in the City's Financial Management System.   "NA" - Not Available   *None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$428.3	$458.2	
001 - Exec. Admin. and Planning Management	$49.4	$51.7	All
002 - Highway Operations	$152.9	$162.7	1b, 2a, 3a, 4a
003 - Transit Operations	$60.9	$60.2	2a, 2b, 3a, 4a
004 - Traffic Operations	$99.6	$104.3	1b, 1c, 3a, 4a
006 - Bureau of Bridges	$65.5	$79.3	1a, 5a
Other Than Personal Services - Total	$482.0	$543.2	
007 - Bureau of Bridges	$15.0	$31.2	1a, 5a
011 - Exec. Admin. and Planning Management	$56.0	$68.4	All
012 - Highway Operations	$108.6	$113.2	1b, 2a, 3a, 4a
013 - Transit Operations	$43.8	$43.7	2a, 2b, 3a, 4a
014 - Traffic Operations	$258.5	$286.7	1b, 1c, 3a, 4a
Agency Total	$910.3	$1,001.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- Fiscal 2017 data for the three indicators that report data on the average cost of asphalt (in-house and vendor) and roadway resurfacing is not yet available and will be reported in the Fiscal 2018 Preliminary Mayor's Management Report.

- DOT replaced the metric 'In-season cycling index' with 'NYC adults who bike regularly (annual) (calendar year).'

- DOT corrected Fiscal 2016 data for 'Select Bus Service ridership (000)' from 57,762 to 65,433.

- DOT recalculated previously reported data for fiscal years 2013 to 2016 for the indicator 'Average vehicular travel speed - Manhattan Central Business District.' As a result of a new database, the Department was able to refine its calculation methodology. Data was adjusted as follows: Fiscal 2013 data from 9.1 to 8.8 miles per hour; Fiscal 2014 from 8.7 to 8.2; Fiscal 2015 from 8.3 to 7.7; and Fiscal 2016 from 8.1 to 7.4.

- To reflect the higher ratings of the last several years, the Department increased the Fiscal 2018 targets for the following indicators: 'CORE customer experience rating (0-100)' from 90 to 95, 'E-mails responded to in 14 days (%)' from 90% to 95% and 'Letters responded to in 14 days (%)' from 90% to 95%.

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

ADDITIONAL RESOURCES

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

• Bridges & Tunnels Annual Condition Report:
http://www.nyc.gov/html/dot/downloads/pdf/dot_bridgereport16.pdf

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

DEPARTMENT OF BUILDINGS Rick D. Chandler, Commissioner

WHAT WE DO

The Department of Buildings (DOB) regulates the safe and lawful use of more than 1,000,000 buildings and 40,000 active construction sites by enforcing laws, including the City's Construction Codes, Zoning Resolution and Energy Code, 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 and lawful occupancy and use of buildings, even after the construction work is completed and/or a Certificate of Occupancy is issued.

In addition to code and zoning compliance review, the Department provides emergency response and performs regulatory investigations 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, the Department continued the public rollout of DOB NOW, a program to enable the public to do all business with the agency online. The program's goals are to increase the transparency of the agency's operations; improve the consistency of determinations; promote the highest standards of integrity among staff and in the real estate and construction industries; and develop a data-driven approach to disciplining bad actors.

OUR SERVICES AND GOALS

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.
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 IN FISCAL 2017

SERVICE 1   **Facilitate safe and compliant development.**

| Goal 1a | Improve processing efficiency. |

Total job filings decreased in Fiscal 2017 by less than one percent to approximately 92,600, with minor renovations (Alteration II and III) comprising the bulk of filings (92 percent). Filings for new buildings decreased by 6.7 percent, and for major and minor renovations, filings decreased marginally by 0.3 percent. The average in-person wait time at borough offices/specialized units was under a half hour at 27 minutes with an additional 7 minutes for customers to complete their transactions.

The Department issued 109,724 initial building construction permits and 56,183 renewal permits, increases of 0.4 percent and 7.5 percent, respectively, from the previous year.

In July 2016 the Department released DOB NOW: Build, a new online service that allows customers to submit job filings online for select work types, including plumbing, sprinkler and standpipe jobs. Additional work types including antenna, curb cut, shed, fence, supported scaffold and sign filings will be rolled out in early Fiscal 2018. The continued expansion of DOB NOW is creating a better customer service experience, greater transparency and equitable access to DOB.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Jobs filed	72,288	82,551	91,933	93,130	92,569	*	*	Up	*
★ Average customer in-person transaction time (minutes)	NA	NA	NA	NA	7	⇩	⇩	NA	Down
Average customer in-person wait time (minutes)	NA	NA	NA	NA	27	*	*	NA	Down
Building permits issued - Initial	88,290	98,302	104,087	109,277	109,724	*	*	Up	*
Building permits issued - Renewals	41,230	44,538	44,774	52,244	56,183	*	*	Up	*
Certificates of Occupancy issued	5,949	5,694	5,289	5,893	6,427	*	*	Neutral	*

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

| Goal 1b | Promptly review initial construction plans. |

DOB completed close to 87,000 plan reviews in Fiscal 2017, a 1.9 percent decrease from the previous year. This was partially driven by a 16.6 percent drop in the number of first plan reviews completed of new buildings, which decreased to 2,558, mirroring the decrease in job filings for new buildings.

Notable decreases in plan review times are a direct result of the continued implementation of Building One City, the Department's comprehensive plan to transform its operations through a number of short- and long-term initiatives and action items. This includes investing in staff development and retention as well as hiring additional staff. During Fiscal 2017 the Department moved closer to reaching its goal of adding 150 Plan Examiners, with approximately 60 new hires. First plan review times for both new buildings and alterations improved for the second consecutive year. The average time to complete first plan reviews for new buildings at the Borough Offices decreased by almost 50 percent, from 11.1 to 5.6 days, while average review times for major renovations dropped 52 percent, from 12.2 to 5.8 days. For jobs filed through the Hub, the average plan review time for new buildings decreased from 9.9 to 4.9 days and dropped from 9.0 to 5.1 days for major renovations.

The percent of jobs professionally certified continued on an upward trend to over 64 percent. Of these jobs, 23 percent were audited. Forty-two percent of audited jobs were issued a revocation notice, requiring applicants to propose corrective measures within 15 calendars of the notice's issuance.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
First plan reviews completed	69,380	76,669	84,449	88,542	86,878	*	*	Up	*
★ Average days to complete first plan review (Borough offices) - New buildings	16.1	8.8	14.9	11.1	5.6	12.0	12.0	Down	Down
★ Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	12.0	11.3	15.2	12.2	5.8	10.0	10.0	Down	Down
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	4.2	3.8	4.1	3.2	1.5	4.0	4.0	Down	Down
Average days to complete first plan review (Hub projects) - New buildings	11.6	12.7	17.9	9.9	4.9	*	*	Down	Down
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	11.9	11.9	16.2	9.0	5.1	*	*	Down	Down
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	1.4	1.1	2.6	2.7	0.1	*	*	Down	Down
Jobs professionally certified (%)	55.2%	57.8%	58.8%	61.9%	64.1%	*	*	Up	Up
Jobs professionally certified that were audited (%)	NA	NA	20.6%	20.3%	23.0%	*	*	NA	Up
Of eligible audited jobs, the percent of audits that resulted in revocation notices (%)	NA	NA	NA	34.3%	42.0%	*	*	NA	Up

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

Goal 1c   Promptly schedule development inspections.

The average wait time for a construction inspection fell by more than one day to 2.7 days, and by almost a half day for plumbing inspections to 3.4 days, below their respective targets of 4.5 and 5 days. Despite a 33 percent increase in the volume of electrical inspections, which rose from 59,100 to 78,760, the average wait time for an electrical inspection remained relatively flat at 6.5 days, a half-day higher than the target.

The Department has continued to rely on DOB NOW: Inspections, which allows for online inspection scheduling, tracking and notification. In addition to providing robust online accounts, the system has made it easier for DOB customers to make inspection requests and check the status of their requests. DOB NOW: Inspections was initially launched in December 2015 and subsequently expanded, most recently in July 2016, to include more job types.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average wait time for a construction inspection (days)	4.7	3.4	3.6	3.8	2.7	4.5	4.5	Down	Down
★ Average wait time for a plumbing inspection (days)	5.1	4.5	4.5	3.8	3.4	5.0	5.0	Down	Down
★ Average wait time for an electrical inspection (days)	6.3	6.1	5.2	6.4	6.5	6.0	6.0	Neutral	Down

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

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.

The Department made great progress in decreasing its overall backlog of nonemergency complaints at the same time as it reduced complaint response time. In Fiscal 2017 resources were allocated to prioritize the oldest complaints in the backlog. In addition, geographic analysis and clustering of complaint types was performed in order to more efficiently target the backlog.

DOB responded to nearly 73,000 Priority B complaints, a 20 percent increase from the previous year, credited to additional inspector hires as well as the routing efficiencies referenced above.   Despite the focus on closing its oldest complaints, the

Department met its target response time of 40 days, with Priority B complaint response time decreasing 11 percent from an average of 43 to 38 days. At 0.6 days, the average response time to Priority A complaints remained below the 1-day target.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Priority A (emergency) complaints received	14,511	14,654	15,827	17,629	16,591	*	*	Up	*
Priority B (nonemergency) complaints received	58,983	70,089	63,160	70,661	74,240	*	*	Up	*
Priority A complaints responded to	14,542	14,468	15,420	16,927	15,981	*	*	Up	*
Priority B complaints responded to	51,990	63,215	54,688	60,716	72,848	*	*	Up	*
★ Average time to respond to Priority A complaints (days)	0.7	0.7	0.7	0.8	0.6	1.0	1.0	Neutral	Down
★ Average time to respond to Priority B complaints (days)	48.5	34.6	38.4	42.8	38.2	40.0	40.0	Down	Down
★ Residential illegal conversion complaints where access was obtained (%)	41.6%	44.1%	40.5%	38.4%	36.4%	44.0%	44.0%	Down	Up
– Access obtained and violations were written (%)	50.2%	44.7%	37.4%	40.4%	39.8%	*	*	Down	*
Work without a permit complaints where access was obtained and violations were written (%)	43.9%	32.7%	33.3%	29.5%	29.9%	*	*	Down	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 2b   Rigorously enforce building and zoning laws.

The number of Environmental Control Board (ECB) violations issued by Department inspectors grew from 55,121 in Fiscal 2016 to a five-year high of 66,399 in Fiscal 2017. The 20.5 percent increase is attributed to the nearly six percent growth in the number of inspections. The percentage of violations admitted to or upheld at ECB dropped from 85.2 percent to 81.7 percent, although it continued to meet the 80 percent target.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Construction inspections completed	131,444	142,222	139,323	148,162	156,508	140,000	140,000	Up	Up
Construction inspections resulting in violations (%)	21.3%	19.1%	18.6%	24.9%	24.6%	*	*	Up	*
DOB violations issued	65,189	82,753	65,215	61,393	89,430	*	*	Up	*
Environmental Control Board violations issued	43,320	47,768	52,315	55,121	66,399	*	*	Up	*
★ Violations admitted to or upheld at the Environmental Control Board (%)	79.4%	82.1%	84.5%	85.2%	81.7%	80.0%	80.0%	Neutral	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 2c   Prevent construction-related fatalities and injuries.

The Department continues to strengthen its education and outreach programs by working with industry professionals to raise awareness about best safety practices at construction sites throughout the City. Its annual Build Safe | Live Safe Conference is a daylong series of seminars where Department experts discuss industry trends and highlight safe construction operations.   Additionally, as part of its ongoing multilingual safety campaign, Experience Is Not Enough, the Department distributes educational flyers at hundreds of construction sites across the City and, in Fiscal 2017, expanded outreach to include safety workshops for day laborer groups.

On the enforcement side, in addition to issuing Stop Work Orders, the Department aggressively seeks to suspend or revoke licenses/ registrations of licensees involved in unsafe construction practices.

Construction-Related Injuries and Fatalities and Average Construction Employment

Construction-Related Fatalities
Construction-Related Injuries
Average Active Employees - Building Construction (NYS Dept. of Labor)
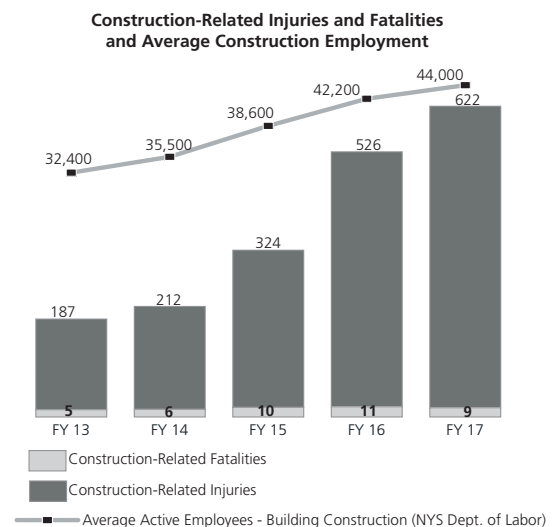
Enhancements to the Construction Superintendent Rule, promulgated in August 2016, expanded the universe of jobs that require a Construction Superintendent. Despite these efforts, the volume of reported injuries at construction sites has increased in recent years.

Construction-related accidents rose from 500 to 611 in Fiscal 2017, and construction-related injuries increased from 526 to 622, while fatalities decreased from 11 to 9. These increases are attributable to increases in the number of NYC construction workers, total permits issued and the amount of square footage being built. The Department also believes that the rate of accidents being reported is higher than in years past partially due to increased safety supervision on construction sites.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Construction-related incidents	403	459	736	979	1,170	*	*	Up	Down
– Construction-related accidents	173	207	314	500	611	*	*	Up	Down
★ Construction-related injuries	187	212	324	526	622	⇩	⇩	Up	Down
★ Construction-related fatalities	5	6	10	11	9	⇩	⇩	Up	Down
Incident inspections resulting in violations (%)	79.6%	75.2%	70.4%	63.1%	64.3%	*	*	Down	*

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Collisions involving City vehicles	22	33	41	44	98	*	*	Up	Down
Workplace injuries reported	17	15	12	10	21	*	*	Neutral	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
E-mails responded to in 14 days (%)	37%	65%	51%	60%	63%	57%	57%	Up	Up
Letters responded to in 14 days (%)	54%	49%	69%	30%	60%	57%	57%	Neutral	Up
Calls answered in 30 seconds (%)	NA	NA	NA	NA	NA	*	*	NA	Up
Completed customer requests for interpretation	36	17	66	68	63	*	*	Up	*
CORE customer experience rating (0-100)	83	91	90	91	90	85	85	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	49%	51%	48%	57%	92%	50%	50%	Up	*
Percent meeting time to first action - General Construction/ Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	70%	80%	81%	78%	62%	72%	72%	Neutral	*
Percent meeting time to first action - General Construction/ Plumbing - Failure to Maintain (60 days)	77%	79%	81%	93%	80%	77%	77%	Up	*
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	47%	62%	65%	56%	53%	57%	57%	Neutral	*
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	72%	72%	63%	85%	93%	77%	77%	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$102.5	$98.7	$108.7	$134.7	$156.2	$170.2	$184.7	Up
Revenues ($000,000)	$228.0	$246.1	$291.8	$301.9	$303.2	$280.9	$282.5	Up
Personnel	1,039	1,073	1,156	1,361	1,551	1,663	1,704	Up
Overtime paid ($000,000)	$6.1	$6.4	$7.1	$8.3	$3.4	$3.4	$3.4	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$97.4	$121.7	All
002 - Other Than Personal Services	$37.3	$34.5	All
Agency Total	$134.7	$156.2	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

ADDITIONAL RESOURCES

For additional information go to:

- Building One City:
  http://www1.nyc.gov/assets/buildings/pdf/building_one_city.pdf

- Build Safe I Live Safe Conference:
  http://www1.nyc.gov/site/buildings/about/construction-safety-week.page

- Experience Is Not Enough:
  http://www1.nyc.gov/site/buildings/safety/experience-not-enough.page

- Data and Reporting:
  http://www1.nyc.gov/site/buildings/about/metrics-reports.page

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

DEPARTMENT OF DESIGN AND CONSTRUCTION
Ana Barrio, Acting Commissioner
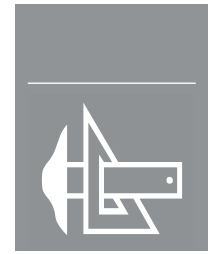
WHAT WE DO

The Department of Design and Construction (DDC) works with City agencies to deliver public buildings and street infrastructure for New York City in an expeditious and cost effective manner while maintaining architectural, engineering and construction quality. DDC partners with agencies, supplying a full range of design and construction management services for new or upgraded libraries, firehouses and police precincts, water mains, sewers, roads and public plazas throughout the City. In Fiscal 2017 the Department's portfolio included more than 1,200 active projects valued at approximately $14 billion.

FOCUS ON EQUITY

DDC has an extensive and diverse portfolio of projects that support neighborhoods, promote economic growth and advance the Mayor's commitment to enhance the well-being of New Yorkers in every corner of the City. Whether it is a new public health clinic in Chelsea or improved streets in Southeast Queens, the agency develops world-class projects that benefit New York City residents.

To help neighborhoods manage the impacts of construction, DDC's Office of Community Outreach and Notification reaches out to local businesses and individuals in every community to share information and respond to concerns. Most infrastructure projects have full-time community construction liaisons assigned to them, including many who are multilingual and work at the job site in order to proactively address issues.

DDC is committed to fostering an equitable and competitive business environment while ensuring procurements reflect the diversity of New York City. DDC's Office of Diversity and Industry Relations implements policies and programs focused on four core principles—accessibility, capacity building, accountability and sustainability— and has engaged over 5,000 M/WBE's through hosting or attending events, workshops and seminars that enhance technical and business capacity. DDC has also restructured procurements to create opportunities for small M/WBE's. This work has established DDC as a leading agency in contract awards and payments to M/WBE firms.

DDC's commitment to equity is also exemplified through its work to help the City meet its long-term environmental goals. In every neighborhood, DDC ensures that its projects are built to higher standards for resiliency and sustainability. DDC also designs for high levels of energy efficiency, building neighborhood institutions such as the new Elmhurst Community Library to LEED standards.

DDC also educates students about careers in science, technology, engineering, architecture and mathematics through its STEAM program. Through STEAM's educational, mentorship and internship programs, DDC has provided over 1,550 students in targeted (Title 1) schools with the guidance and skills to carve out careers in the design and construction industries.

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.

SERVICE 1 **Design and build quality public buildings and infrastructure.**

Goal 1a   Complete projects on time and within budget.

DDC completed 124 design projects and 129 construction projects in Fiscal 2017, exceeding annual targets for both categories. Completed construction projects include the rehabilitation of the Delancey Parking Garage; the comprehensive renovation and expansion of both the Billie Holiday Theatre in Bedford-Stuyvesant and the Irish Repertory Theatre in Chelsea; and the restoration of the Wavertree, a 19th century three-masted wrought iron cargo vessel located at the South Street Seaport Museum.

The agency delivered 90 percent of all design projects and 87 percent of all construction projects on or ahead of schedule compared to annual targets of 88 percent and 82 percent, respectively. A project is considered on time if it is completed no more than 30 days behind the baseline schedule, exclusive of programmatic scope changes and any holds placed on the project by the sponsor agency. For infrastructure projects, on-time performance rose to 100 percent for design primarily due to improved coordination with client agencies, and increased from 87 to 90 percent for construction. On the public buildings side, the percentage of design projects completed on-time decreased from 87 to 82 percent but increased from 85 to 86 percent for construction. Overall, the percent of projects completed within budget increased to 88 percent.

Construction Projects Completed

As of June 30th, DDC's portfolio included 239 projects in design, 287 projects in construction and 156 in construction procurement. The percentage of active design projects on or ahead of schedule remained relatively flat at 83 percent, below the target of 88 percent. For active construction projects, 88 percent of projects were on or ahead of schedule compared to the target of 82 percent.

DDC also completed work to upgrade the City's water and sewer infrastructure, adding a total of 22.6 miles of new and rebuilt sewers, 62.5 miles of new and replacement water mains and 52 lane miles of reconstructed roadway. Completed work includes public plazas such as Times Square; new storm sewers, sanitary sewers and wetland restoration on Chandler Street in Far Rockaway; and new safety measures on Myrtle Avenue in Brooklyn. On-time performance for each category of work exceeded their respective targets.
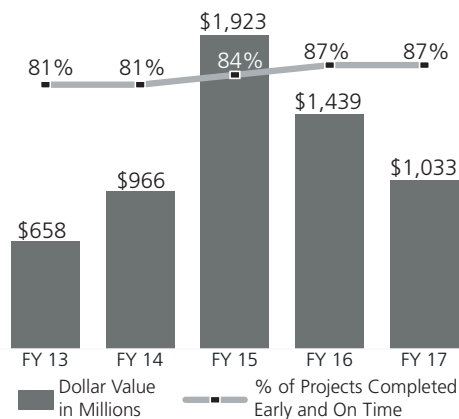
	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Design projects completed	127	128	179	181	124	106	97	Up	*
Total design projects completed early/on time (%)	87%	86%	84%	87%	90%	88%	88%	Neutral	Up
★ – Completed early/on time: Infrastructure (%)	83%	85%	84%	87%	100%	88%	88%	Up	Up
★ – Completed early/on time: Public buildings (%)	90%	87%	84%	87%	82%	88%	88%	Neutral	Up
Construction projects completed	117	122	125	135	129	104	103	Up	*
Total construction projects completed early/on time (%)	81%	81%	84%	87%	87%	82%	82%	Neutral	Up
★ – Completed early/on time: Infrastructure (%)	81%	87%	88%	87%	90%	82%	82%	Neutral	Up
★ – Completed early/on time: Public buildings (%)	82%	76%	83%	85%	86%	82%	82%	Neutral	Up
Average cost change for all completed consultant design and construction supervision projects (excluding programmatic scope changes) (%)	2.0%	2.7%	2.6%	8.4%	3.0%	3.0%	3.0%	Up	Down

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	1.8%	2.1%	2.0%	8.8%	0.3%	3.0%	3.0%	Up	Down
Projects completed within budget (%)	94%	89%	89%	82%	88%	*	*	Neutral	Up
Lane miles reconstructed	51.8	42.6	20.4	16.7	52.0	20.4	20.0	Down	*
– Construction completed on schedule (%)	83%	85%	93%	89%	88%	82%	82%	Neutral	Up
Sewers constructed (miles)	9.9	12.8	9.8	11.4	10.6	8.2	4.0	Neutral	*
– Construction completed on schedule (%)	88%	84%	85%	84%	94%	82%	82%	Neutral	Up
Sewers reconstructed (miles)	8.8	6.7	6.1	4.6	12.0	8.4	8.0	Up	*
– Construction completed on schedule (%)	82%	86%	84%	89%	99%	82%	82%	Up	Up
Water mains (new and replaced) (miles)	38.2	31.8	34.6	34.3	62.5	55.2	30.0	Up	*
– Construction completed on schedule (%)	80%	88%	92%	91%	85%	82%	82%	Neutral	Up
★ Active design projects: Early/on time (%)	84%	86%	88%	84%	83%	88%	88%	Neutral	Up
★ Active construction projects: Early/on time (%)	86%	88%	84%	90%	88%	82%	82%	Neutral	Up
★ Active design projects: Difference between projected and scheduled duration (%)	1.6%	2.0%	1.3%	-0.4%	-0.5%	1.5%	1.5%	Down	Down
★ Active construction projects: Difference between projected and scheduled duration (%)	1.9%	2.4%	1.9%	-2.7%	2.8%	2.5%	2.5%	Down	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

As part of DDC's ongoing effort to improve safety, trained safety inspectors routinely conduct random inspections of construction sites. Using a standardized checklist to ensure consistency, inspectors evaluate compliance with contract requirements; safety plans; and City, State and federal regulatory codes. DDC continues to meet the target for quality assurance/site safety inspections with 100 percent of the 314 eligible projects inspected at least once during the reporting period by DDC inspectors.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Neutral	Up
★ Project inspections with at least one high-risk deviation (%)	56.3%	72.7%	74.6%	69.1%	73.0%	⇩	⇩	Up	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1c   Improve customer satisfaction ratings.

To obtain feedback on its work, DDC sends satisfaction surveys on completed construction projects to its client agencies, randomly selected residents and businesses in areas near street construction and to elected officials. In Fiscal 2017 DDC solicited feedback for 78 eligible projects. Forty-one of the 297 surveys that were sent were completed and returned; 91 percent of the respondents gave an overall rating of "satisfied" or "more than satisfied" for both the outcome of projects and the way they were managed.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Eligible projects with completed post-construction surveys (%)	42%	47%	28%	56%	53%	*	*	Up	Up
Post-construction satisfaction - Surveys returned	47	46	27	54	41	*	*	Neutral	Up
★ Respondents rating a completed project as adequate or better (%)	95%	93%	85%	91%	91%	90%	90%	Neutral	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
E-mails responded to in 14 days (%)	91%	94%	95%	86%	90%	90%	90%	Neutral	Up
Letters responded to in 14 days (%)	91%	96%	94%	88%	86%	90%	90%	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$138.1	$127.3	$160.3	$399.3	$729.2	$641.1	$351.8	Up
Revenues ($000)	$199	$152	$62	$49	$106	$150	$150	Down
Personnel	1,186	1,241	1,254	1,437	1,396	1,604	1,459	Up
Overtime paid ($000,000)	$1.7	$1.9	$2.2	$2.7	$1.3	$1.3	$2.1	Neutral
Capital commitments (capital projects managed for client agencies) ($000,000)	$1,474.0	$1,301.3	$1,439.2	$1,584.7	$2,044.6	$2,367.4	$2,248.9	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$107.0	$118.1	All
002 - Other Than Personal Services	$292.3	$611.1	All
Agency Total	$399.3	$729.2	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- During the reporting period Feniosky Peña-Mora was commissioner of the Department of Design and Construction. Ana Barrio was named acting commissioner in late June 2017.

- The Department added annual targets for the number of projects it expects to complete in Fiscal 2018. These targets are developed following the release of the Preliminary Mayor's Management Report, after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan, and first appear in the Mayor's Management Report.

- Fiscal 2017 values for the indicators 'Active design projects: Early/on time (%),' 'Active construction projects: Early/on time (%),' 'Active design projects: Difference between projected and scheduled duration (%)' and 'Active construction projects: Difference between projected and scheduled duration (%)' were calculated based on seven months of data. Data for the five-month period of November 2016 through March 2017 were excluded due to glitches resulting from the roll out of the agency's new quality assurance protocols.

ADDITIONAL RESOURCES

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

Promoting Viable Communities & Neighborhoods
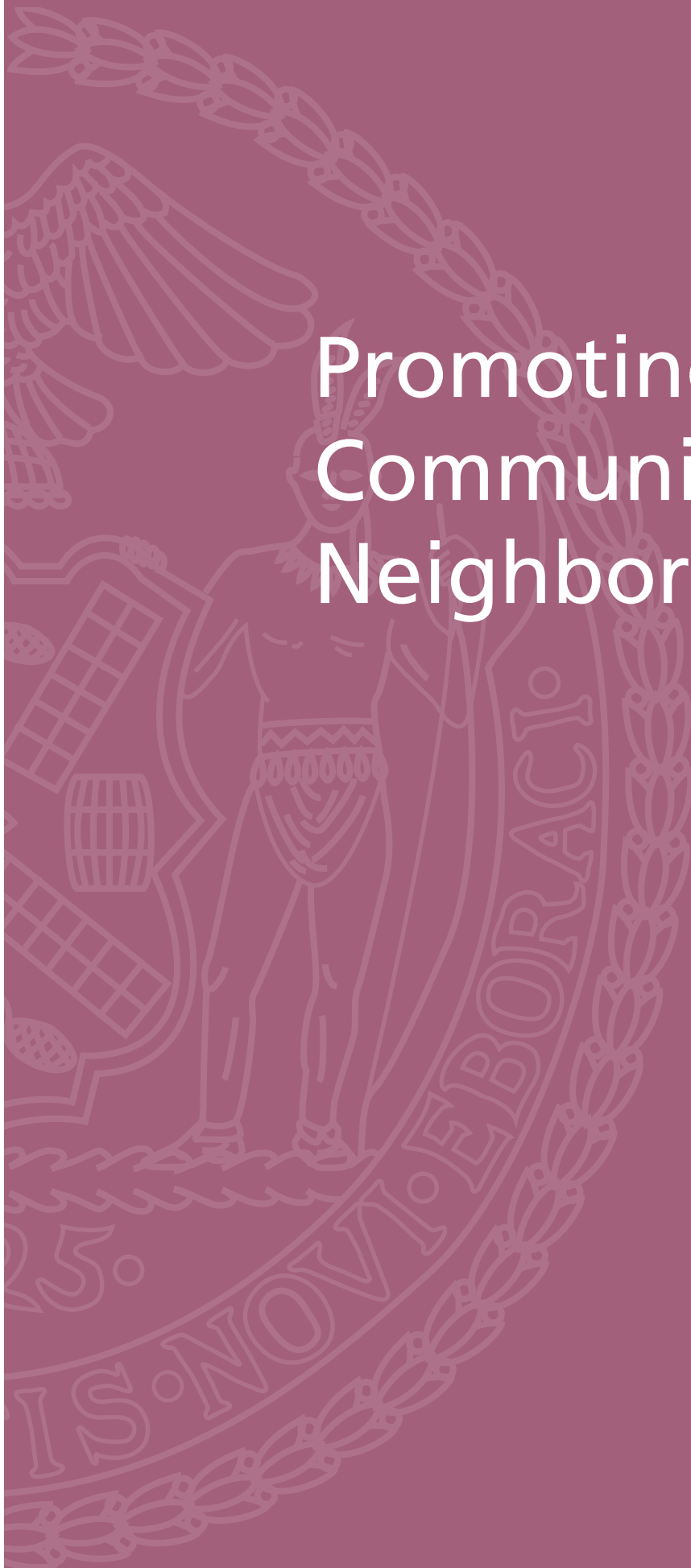
Promoting Viable Communities & Neighborhoods

DEPARTMENT OF CITY PLANNING Marisa Lago, Director/Chair

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, developing land use policies and zoning regulations applicable citywide, and 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) catalyzing long-term neighborhood improvement through integrated planning and targeted public investments; (b) encouraging housing production, affordability and quality; (c) promoting economic development and job growth; (d) enhancing resiliency and sustainability of neighborhoods; (e) ensuring integrity, timeliness and responsiveness in land use reviews; and (f) supplying 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. DCP 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 that enhances 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, DCP 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 as well as 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 FISCAL 2017

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.

Furthering its objectives of expanding housing and economic development opportunities in all five boroughs and fostering more livable, equitable and resilient neighborhoods through consensus-based community planning, DCP advanced and presented 73 land use proposals and initiatives to the public during Fiscal 2017, a marked increase from 56 in Fiscal 2016.

In Fiscal 2017 DCP advanced several major initiatives in support of Housing New York: A Five Borough, Ten Year Plan, including:

 • Public review of the East Harlem Rezoning Proposal in Manhattan, which builds upon and responds to the land use and zoning recommendations in the East Harlem Neighborhood Plan, and is designed to spur the development of housing in the neighborhood, a significant proportion of which must be permanently affordable under the Mandatory Inclusionary Housing (MIH) program.

• Public scoping of the Jerome Avenue Neighborhood Planning Study in the Bronx, focused on supporting the growth and vitality of a 73 block area along Jerome Avenue. A process and plan update was shared with the public in March 2017, detailing draft recommendations based on input received through a series of public events.

• Commencement of the Gowanus Neighborhood Planning Study in Brooklyn, which aims to foster a thriving neighborhood by reinforcing and encouraging a robust local economy anchored by a mix of uses and businesses, while creating opportunities for new housing, including affordable housing in appropriate locations. Numerous community outreach events were held in Fiscal 2017 and were complemented by the pilot of an online community engagement platform to help gather broad community input early in the planning process.

• A Housing and Land Use Summit for the Bushwick Community Plan, where community members had the opportunity to discuss the draft planning framework and draft housing recommendations as well as map out their vision for the future of the neighborhood, including where new affordable housing could be developed.

• Numerous public outreach events, including open houses and community group meetings, for Bay Street Corridor @ Downtown Staten Island, to engage with community members and refine neighborhood strategies in support of the overall vision for supporting investments for the growth and vitality of the corridor.

As part of DCP's effort to support and enhance economic development, the Greater East Midtown proposal began public review in January 2017 and was adopted by the City Council in August. The 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.

Additionally, in September 2016 DCP hosted an Open House for the North Brooklyn Industry & Innovation Plan, where local business owners, workers and residents provided feedback on a revised land use framework based on community input. The plan aims to identify strategies to promote job growth and economic activity.

In June 2017 the City Council adopted Broad Channel and Hamilton Beach resiliency rezonings to place limits on development in these areas to reduce flood risks, as proposed by the Old Howard Beach, Hamilton Beach, and Broad Channel resilient neighborhood study. Two additional resilient neighborhood studies, Rockaway Park and Rockaway Beach and East Shore Neighborhoods, were also completed and presented to the public in Fiscal 2017.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Economic development and housing proposals completed and presented to the public	16	10	29	42	45	*	*	Up	Up
Neighborhood enhancement proposals completed and presented to the public	13	8	30	14	28	*	*	Up	Up

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

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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.

In Fiscal 2017 DCP presented 262 policy materials to the public, including initiatives, planning reports and 253 releases of datasets. The increase from 222 in Fiscal 2016 is mainly due to more frequent updates to public datasets that DCP provides in support of NYC's Open Data initiatives.

In March 2017 DCP launched the NYC Facilities Explorer, a comprehensive dataset of public and private facilities and program sites that shape the quality of NYC neighborhoods and are overseen by a City, State, or federal agency. While DCP has long maintained this dataset, this interactive web map makes the information more accessible, allowing all New Yorkers to understand the breadth of government resources in their neighborhoods.

In addition, DCP also launched the Flood Hazard Mapper, a comprehensive overview of the coastal flood hazards that threaten the City today as well as how these flood hazards are likely to increase in the future with climate change. It is intended to enable more informed decision-making by residents, property and business owners, architects and engineers, and policy-makers.

DCP continues to collect, analyze and share data with stakeholders on land use, zoning, and housing and population, releasing datasets and applications of software, data and geographic base map files to the public as free downloads, known under the umbrella name BYTES of the BIG APPLE. New datasets released in Fiscal 2017 include the newly released individual mapped areas of the Mandatory Inclusionary Housing program and the NYC Future High Tide with Sea Level Rise, updated FRESH Food Stores Zoning and updated Hurricane Evacuation Zones.

Planning initiatives or policy reports released during the year include Urban Design Principles for Planning New York City, a resource for those who are working to improve the livability of New York City's neighborhoods through good design and the Resilient Retail report, highlighting land use, business assistance, and federal regulatory reform strategies to support retail corridors throughout the City's floodplains.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Planning information and policy analysis initiatives presented to the public	NA	NA	212	222	262	*	*	NA	Up

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

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.

In Fiscal 2017 DCP certified/referred a total of 274 projects compared to 223 in Fiscal 2016, a 23 percent increase over the prior year. DCP certified/referred more projects in every category than in the prior year including zoning actions with CEQR (79 versus 57), simple zoning actions (66 versus 59), non-zoning City projects (70 versus 50) and renewals/Staten Island actions (59 versus 57). The percent of simple zoning actions certified within 12 months decreased by six percentage points to 65 percent and increased by 14 percentage points for zoning actions with CEQR to 56 percent. Overall, 75 percent of Fiscal 2017 projects were certified or referred within their target timeframes, one percentage point higher than last year's overall performance and five points higher than the target.

DCP initiated a fast track pre-certification process for certain qualifying applications that do not require detailed environmental review, and launched new procedures and supporting materials to streamline the process required for detailed environmental analyses. In Fiscal 2018 DCP will be launching a cloud-based project management system designed to track and measure DCP-specific and overall timeframes for projects throughout their lifecycle, permit paperless document exchange with external agencies and applicants, and provide a web portal for the public and applicants to submit, view and download documents as well as understand where a project is in its pre-certification and ULURP timeline. The new system will provide DCP with better tools to refine internal processes to ensure integrity, timeliness and responsiveness in land use and environmental reviews.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Simple zoning actions certified/referred	NA	77	95	59	66	*	*	NA	*
★ – Certified/referred within 12 months (%)	NA	84%	66%	71%	65%	70%	70%	NA	Up
Zoning actions with CEQR certified/referred	NA	45	45	57	79	*	*	NA	*
★ – Certified/referred within 15 months (%)	NA	62%	62%	42%	56%	70%	70%	NA	Up
City projects (non-zoning) certified/referred	NA	62	47	50	70	*	*	NA	*
★ – Certified/referred within 6 months (%)	NA	87%	70%	96%	93%	70%	70%	NA	Up
Renewals and South Richmond actions certified/referred	NA	96	68	57	59	*	*	NA	*
★ – Certified/referred within 6 months (%)	NA	85%	84%	86%	86%	70%	70%	NA	Up

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

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
E-mails responded to in 14 days (%)	81%	87%	90%	85%	83%	85%	85%	Neutral	Up
Letters responded to in 14 days (%)	44%	44%	64%	72%	71%	50%	50%	Up	Up
Completed customer requests for interpretation	4	1	2	6	12	*	*	Up	*
CORE customer experience rating (0 - 100)	88	89	92	100	99	80	90	Up	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$20.9	$20.6	$24.7	$31.2	$41.3	$47.1	$49.5	Up
Revenues ($000,000)	$3.5	$3.6	$1.6	$3.0	$2.9	$2.0	$2.0	Down
Personnel	256	256	274	296	333	387	384	Up
Overtime paid ($000)	$56	$55	$47	$66	$32	$32	$32	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$22.6	$28.1	
001 - Personal Services	$20.4	$25.8	All
003 - Geographic Systems	$2.1	$2.3	2a
Other Than Personal Services - Total	$8.7	$13.2	
002 - Other Than Personal Services	$8.4	$12.9	All
004 - Geographic Systems	$0.3	$0.3	2a
Agency Total	$31.2	$41.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Marisa Lago was appointed Director of the Department of City Planning and Chair of the City Planning Commission effective March 2017, succeeding Carl Weisbrod.

- Following extensive analysis based on a more comprehensive data set than available at the time project categories were initially introduced in the Fiscal 2015 Preliminary Mayor's Management Report, DCP reclassified projects in the Special Natural Area Districts as either simple or complex zoning actions depending on the project's characteristics. As a result, the indicator 'Renewals and Natural Area Approvals,' was redefined and renamed 'Renewals/South Richmond actions' to reflect this change. All previously reported data for fiscal years 2014 through 2016 for the three affected project categories has been updated. Additionally, DCP revised the category name for 'Zoning actions (complex)' to 'Zoning Actions with CEQR' to more accurately reflect that these projects require substantive environmental review.

- DCP increased the Fiscal 2018 target for 'CORE customer experience rating (0 - 100)' from 80 to 90.

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

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

- Zoning for Quality and Affordability:
  http://www1.nyc.gov/site/planning/plans/zqa/zoning-for-quality-and-affordability.page

- Mandatory Inclusionary Housing:
  http://www1.nyc.gov/site/planning/plans/mih/mandatory-inclusionary-housing.page

- East New York Neighborhood Plan:
  http://www.nyc.gov/html/dcp/html/east_new_york/index.shtml

- East Harlem Rezoning Proposal:
  http://www1.nyc.gov/site/planning/plans/east-harlem/east-harlem.page

- Jerome Avenue Neighborhood Planning Study
  http://www1.nyc.gov/site/planning/plans/jerome-ave/jerome-ave.page

- Jerome Avenue Neighborhood Planning Study Process and Plan Update
  http://www1.nyc.gov/assets/planning/download/pdf/plans-studies/jerome-ave/process-plan-update-0317.pdf

- Gowanus Neighborhood Planning Study
  http://www1.nyc.gov/site/planning/plans/gowanus/gowanus.page

- Bushwick Community Plan
  http://www1.nyc.gov/site/planning/plans/bushwick-neighborhood-plan/bushwick-neighborhood-plan.page

- Bay Street Corridor @ Downtown Staten Island Neighborhood Plan:
  http://www1.nyc.gov/site/planning/plans/bay-street-corridor/bay-street-corridor.page

- Greater East Midtown Proposal
  http://www1.nyc.gov/site/planning/plans/greater-east-midtown/greater-east-midtown.page

- North Brooklyn Industry and Innovation Plan:
  http://www1.nyc.gov/site/planning/plans/north-brooklyn-vision-plan/north-brooklyn-vision-plan.page

- Old Howard Beach, Hamilton Beach, and Broad Channel Rezonings
  http://www1.nyc.gov/site/planning/plans/resilient-neighborhoods/old-howard-beach-hamilton-beach-broad-channel.page

- Rockaway Park and Rockaway Beach Resilient Neighborhoods Study
  http://www1.nyc.gov/site/planning/plans/resilient-neighborhoods/rockaway-beach-rockaway-park.page

- East Shore Resilient Neighborhoods Study
  http://www1.nyc.gov/site/planning/plans/resilient-neighborhoods/east-shore-rezoning.page

- NYC Facilities Explorer
  https://capitalplanning.nyc.gov/facilities

- Flood Hazard Mapper
  http://www1.nyc.gov/site/planning/data-maps/flood-hazard-mapper.page

- BYTES of the BIG APPLE
  http://www1.nyc.gov/site/planning/data-maps/open-data.page

- Urban Design Principles
  https://www1.nyc.gov/site/planning/plans/urban-design-principle/urban-design-principle.page

- Resilient Retail Report
  http://www1.nyc.gov/assets/planning/download/pdf/plans-studies/resilient-retail/resilient-retail-full-report-2-pager.pdf?r=1

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

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION
James Patchett, 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 IN FISCAL 2017

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.

NYCEDC closed six real estate transactions in Fiscal 2017, generating approximately $800 million in new private investment from the sale and leasing of land and development rights. These transactions are representative of NYCEDC's ability to creatively structure transactions throughout New York City to leverage underutilized City real estate assets to support new job-intensive uses. Of particular note, in February 2017 NYCEDC closed on the sale of an approximately 40,000 square foot underutilized parcel in College Point, Queens, to Bao Jia Holding LLC, a real estate holding company of S&L Aerospace Metals, a manufacturer and supplier of precision metal parts and hydraulic assemblies for the military and commercial aerospace industry. The disposition of the site will activate vacant and underutilized land and support the expansion of S&L's manufacturing facility, currently located on the western portion of the same block. The project is expected to create 20 new, full-time, high-skilled, manufacturing jobs in addition to the retention of 84 current full-time positions. S&L will participate in Hire NYC and has a M/WBE target goal of 25 percent. In June 2017 NYCEDC closed on the sale of a 26,000 square foot parcel at 280 Cadman Plaza West in Brooklyn Heights that will result in approximately $421 million of mixed-use development, including a new 26,600 square foot public library, a 9,000 square foot Department of Education STEM (science, technology, engineering and math) center, 134 residential apartments, 114 permanently affordable housing units (off-site), micro-retail and parking. The project is expected to create approximately 60 permanent jobs and 880 construction jobs.

During Fiscal 2017 capital expenditures exceeded $217 million. NYCEDC advanced three major infrastructure projects to support affordable housing: Hunter's Point South in Queens, Coney Island in Brooklyn and Lower Concourse in the Bronx. Hunter's Point South, Phase 2 is taking shape on the Long Island City waterfront and is on track for completion in 2018. Construction mobilization is underway for the Coney Island infrastructure project; and the Lower Concourse project is well into infrastructure design. In Sunset Park, Brooklyn, design is underway for reconstruction of existing roadways and elimination of unused rail lines and, in Manhattan, the West Thames Pedestrian Bridge is now in construction adjacent to the Hugh L. Carey Tunnel entrance. NYCEDC's work for NYC Health + Hospitals continues with design and early construction on Bellevue, Coney Island, Metropolitan and Coler Hospitals in advance of major construction and resiliency work. Work for the Department of Parks & Recreation includes the third phase of the High Line, which is beginning to take shape in Hudson Yards; Newtown Barge Park, where construction is underway on the Brooklyn waterfront; and the Rockaway Boardwalk, which is complete and fully reconstructed.

The end of Fiscal 2017 marked the East River Ferry's sixth anniversary and continued growth of the service. Average monthly ridership increased to over 136,000, with overall annual ridership of over 1.6 million. Most importantly, in May NYCEDC launched the new NYC Ferry service, which assumed the East River route while also launching two new routes—the Rockaway route, which launched ahead of schedule in May, and the South Brooklyn route, which launched in June. The East River route was folded into the new system with integrated free trip transfers between routes, and the new $2.75 fare per ride. By the end of July, NYC Ferry ridership had reached a significant milestone, serving one million riders in the first three months of service. Going into Fiscal 2018, NYC Ferry launched the Astoria route in late August, with two more routes (Soundview and the Lower East Side) to follow in 2018.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Private investment leveraged on the sale/long-term lease of City-owned property ($000,000)	$331.2	$6,020.5	$2,003.3	$1,213.6	$798.5	$534.0	⇧	Down	Up
Capital expenditures ($000,000) (excludes asset management and funding agreements)	$365.0	$296.3	$253.2	$303.4	$217.5	*	*	Down	*
Graffiti sites cleaned	10,727	7,909	10,295	9,189	9,861	*	*	Neutral	*
Square feet of graffiti removed (000)	4,078	4,325	5,913	5,650	5,720	*	*	Up	*
East River Ferry - Average monthly ridership	101,579	107,494	113,366	131,896	136,463	*	*	Up	Up

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

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.

During Fiscal 2017 NYCEDC entered into three significant agreements with respect to the management and enhancement of City assets. First, NYCEDC executed new 13-year agreements with Ports America for terminal operations and stevedoring at the Brooklyn and Manhattan Cruise Terminals. Second, NYCEDC executed a five-year agreement with Bargemusic for musical and cultural use at the Fulton Ferry Landing. Third, NYCEDC executed an agreement with Carnival Cruise Lines to bring its newest vessel, the Carnival Horizon, to New York City in 2018. While the occupancy rate of NYCEDC-managed property remained high at 94.6 percent, Brooklyn Army Terminal experienced lower occupancy due to pending leases for larger existing tenants, new tenants, and relocations due to ongoing build-out work at one building. This build-out work was the primary cause of the significant increase in capital expenditures on asset management during Fiscal 2017, which grew by over $40 million to $86.3 million.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Capital expenditures on asset management ($000,000)	$46.0	$49.9	$38.8	$45.8	$86.3	*	*	Up	*
★ Occupancy rate of NYCEDC-managed property (%)	95.7%	97.3%	93.3%	93.7%	94.6%	95.0%	95.0%	Neutral	Up
Portfolio revenue generated ($000,000)	$180.3	$199.4	$192.4	$191.2	$191.1	*	*	Neutral	Up
Square footage of assets actively managed by NYCEDC (000)	65,537.1	66,394.3	67,266.8	66,321.4	63,545.9	*	*	Neutral	*
Outstanding violations at beginning of the period	55	35	25	64	51	*	*	Up	Down
Outstanding violations closed during the period	19	23	22	31	30	*	*	Up	Up

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

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.

During Fiscal 2017 the Center for Urban Innovation served more than 2,600 businesses through dozens of programs designed to support emerging and anchor industries in New York City. Notable accomplishments during the reporting period include the launch of FutureWorks NYC, a series of programs that provide tools and services to industrial and tech companies in the advanced manufacturing sector. The initiative engaged 82 businesses, providing access to a network of mentors, workshops, summits and showcase opportunities. The Digital Health Marketplace served 158 businesses, curating matchmaking for healthtech companies and prospective clients, and providing technical assistance and match funding to support pilot projects and customer acquisition. NYCEDC also announced the City's commitment to launch LifeSciNYC, a $500 million investment in a series of programs to establish New York City as the leader in life sciences innovation and research and development. LifeSciNYC is expected to create nearly 16,000 new jobs.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Businesses served by industry-focused programmatic initiatives	1,070	1,290	1,366	2,722	2,604	⇧	⇧	Up	Up
Private sector jobs in innovation industries (%) (calendar year)	14.5%	14.6%	14.7%	14.8%	14.7%	*	*	Neutral	Up
New York City unemployment rate (%)	8.5%	8.2%	6.6%	4.9%	4.9%	*	*	Down	Down

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

Goal 3b	Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

During Fiscal 2017 the New York City Industrial Development Agency (NYCIDA) closed seven projects that are expected to generate more than $58 million in City tax revenue and 252 jobs over the course of their respective terms. NYCIDA continued to work with a variety of industrial and commercial projects during the reporting period. NYCIDA benefits helped Transcontinental Ultra Flex Inc., a company that manufactures flexible plastic packaging products, in connection with the renovation, equipping and furnishing of properties across ten tax lots in the East New York section of Brooklyn. NYCIDA also assisted Rogers Surveying, PLLC, a company that provides a full range of land and hydrographic surveying services to federal, State, and local agencies, architects, builders, construction companies, attorneys and title companies. The company is relocating to a 21,000 square foot commercial building in the Rossville neighborhood of Staten Island that will allow them to increase operations and take on new employees.

Build NYC Resource Corporation (Build NYC) closed 15 transactions during the reporting period. Collectively, these projects are expected to generate more than $168 million in City tax revenue and create 419 jobs over the course of their respective terms. Build NYC continued to assist not-for-profit organizations in New York City with securing low-cost financing for capital projects. Build NYC's tax-exempt bonds helped finance ARK Development LLC to develop an animal handling and air cargo support facility at John F. Kennedy International Airport. The facility has been conceived as the world's only animal terminal, and the first USDA-approved, full-service, 24-hour, airport quarantine facility for the import and export of horses, pets, birds, zoo animals and livestock. Build NYC also facilitated tax-exempt financing for Manhattan College in connection with the construction of a new science and engineering center. The low-cost financing provided through this transaction will enable Manhattan College to achieve an overall lower level of debt service and cash flow savings that will allow them to improve operations. Build NYC's bonds also played a crucial role in financing the acquisition of space by Services and Advocacy for Gay, Lesbian, Bisexual and Transgender Elders, Inc., the country's largest and oldest organization dedicated to improving the lives of elderly lesbian, gay, bisexual and transgender individuals.

The value of funding disbursed from City funding agreements in Fiscal 2017 exceeded $47.6 million. Notable highlights during this period include a funding agreement with the Greater Ridgewood Youth Council, an organization dedicated to improving the quality of life for youth and their families throughout Western Queens, to help finance the renovation of a newly acquired building into a community center. The center is equipped with new classrooms for a universal pre-kindergarten program focusing on special needs related services. Also of note is the funding agreement with the Brooklyn Historical Society, an organization dedicated to preserving and encouraging the study of Brooklyn's extraordinary 400-year history, which led to the creation of an indoor exhibition space inside the newly created Empire Stores retail and office complex in DUMBO, Brooklyn.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
New York City Industrial Development Agency projects - Contracts closed	20	21	14	14	7	*	*	Down	Up
★ – Projected three-year job growth associated with closed contracts	5,348	12,238	10,822	3,639	252	2,500	⇧	Down	Up
★ – Projected net City tax revenues generated in connection with closed contracts ($000,000)	$576.4	$1,370.4	$1,435.6	$312.6	$58.3	⇧	⇧	Down	Up
– Private investment leveraged on closed projects ($000,000)	$1,710.5	$5,189.0	$3,596.2	$942.2	$104.1	*	*	Down	Up
Build NYC Resource Corporation - Contracts closed	24	21	23	28	15	*	*	Down	Up
★ – Projected three-year job growth associated with closed contracts	491	307	211	321	419	300	⇧	Down	Up
★ – Projected net City tax revenues generated in connection with closed contracts ($000,000)	$173.6	$250.9	$515.6	$411.2	$168.8	⇧	⇧	Up	Up
– Private investment leveraged on closed projects ($000,000)	$513.7	$555.8	$777.8	$1,404.3	$564.1	*	*	Up	Up
Value of funding disbursed pursuant to City funding agreements ($000,000)	$91.0	$166.3	$168.7	$128.7	$47.6	*	*	Down	*

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

SERVICE 4   Leverage City investments to support inclusive economic development.

Goal 4a   Create economic opportunity for New Yorkers through real estate development.

As required by the Fair Wages for New Yorkers Act, developers and commercial tenants at projects that receive more than $1 million in financial assistance from the City or NYCEDC are required to pay their employees a living wage of at least $11.90 per hour with health benefits, or $13.65 per hour without benefits, as adjusted by the Department of Consumer Affairs on April 1, 2017. These rates will continue to be adjusted annually based on changes in the Consumer Price Index. Among NYCEDC's project portfolio, 95 percent of workers on development projects were reported to receive a living wage or more in Fiscal 2016, the last year for which data is currently available.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Project employees reported to be earning a living wage or more (%)	NA	94%	95%	95%	NA	⇧	95%	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Personnel	405	411	455	468	531	505	510	Up
Capital commitments ($000,000)	$281.6	$278.2	$163.1	$185.5	$338.8	$1,256.5	$1,176.9	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[2] ($000,000)	Modified Budget FY17[3] ($000,000)	Applicable MMR Goals
006 - Economic Development Corporation (OTPS)[1]	$97.8	$148.2	All

[1]EDC is contained within the Department of Small Business Services and appropriations are made through that agency.   [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [3]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- James Patchett was appointed President of the New York City Economic Development Corporation in February 2017, succeeding Maria Torres-Springer.

- NYCEDC replaced Fiscal 2018 numeric targets with directional targets for the following metrics: 'Private investment leveraged on the sale/long-term lease of City-owned property ($000,000),' 'NYCIDA - Projected three-year job growth associated with closed contracts' and 'Build NYC Resource Corporation - Projected three-year job growth associated with closed contracts.' Many factors can affect whether a particular transaction will close that are outside the control of NYCEDC, making it difficult to develop numeric targets.

- NYCEDC added a Fiscal 2018 target for 'Project employees reported to be earning a living wage or more (%).' The target is 95%.

ADDITIONAL RESOURCES

For additional information, go to:

- NYC Ferry:
  https://www.nycedc.com/project/nycferry

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

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT Maria Torres-Springer, 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 to 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

SERVICE 1 Enforce the Housing Maintenance Code.

 Goal 1a Resolve housing maintenance complaints efficiently.

 Goal 1b Improve compliance with the Housing Maintenance Code.

SERVICE 2 Preserve and create quality affordable housing.

 Goal 2a Increase affordable housing opportunities through construction and preservation.

SERVICE 3 Effectively manage HPD affordable housing assets.

 Goal 3a Improve financial and physical stability of existing affordable housing.

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 IN FISCAL 2017

SERVICE 1 Enforce the Housing Maintenance Code.

Goal 1a   Resolve housing maintenance complaints efficiently.

For the seventh consecutive year, HPD saw a decline in the number of reported emergency complaints, which decreased to approximately 334,300. Compared to Fiscal 2016, lead complaints declined by 11 percent, while heat and hot water complaints increased by five percent.

Despite the increase in heat and hot water complaints, the average time to close these complaints decreased by a half day as HPD allocated additional resources to address them. Seventy-one percent of all emergency complaints were closed within 12 days of receipt. On average, HPD closed emergency complaints in 12.4 days, one day slower than in Fiscal 2016 and slightly higher than the 12-day target. The average time to close nonemergency complaints was faster than in Fiscal 2016, decreasing by 2.3 days to 21 days, only one day short of HPD's target of 20 days. Overall, 73 percent of nonemergency complaints were closed in 20 days.

Heat and Hot Water Complaints and Average Days to Close
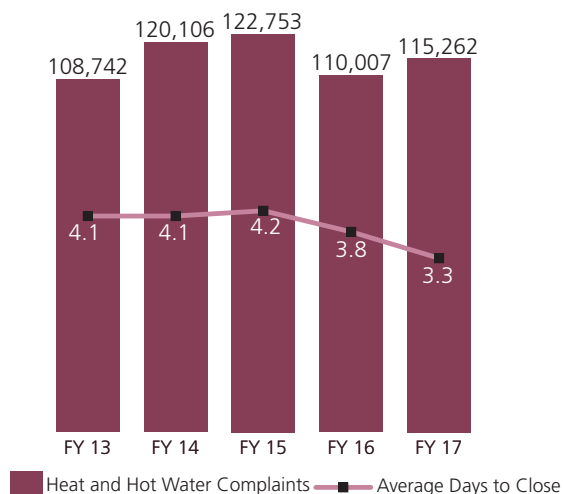
The agency completed almost 700,000 inspections, which include complaint inspections, proactive inspections initiated by HPD and reinspections of open violations. Fiscal 2017 represents the highest number of inspections completed by HPD within the last five years.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total complaints reported	541,397	548,626	553,135	549,640	541,858	*	*	Neutral	*
★ – Emergency complaints reported	364,627	363,501	348,447	337,791	334,242	*	*	Neutral	*
Inspections completed	661,206	675,760	664,960	692,943	698,948	600,000	600,000	Neutral	*
Inspection visits per team per day	12.2	12.3	12.2	12.6	12.3	*	*	Neutral	Up
Ratio of completed inspections to attempted inspections (%)	72%	78%	80%	78%	80%	*	*	Neutral	Up
Total complaints closed	540,035	544,229	547,823	558,417	541,216	*	*	Neutral	*
– Emergency complaints closed	364,049	363,995	346,603	339,524	334,143	*	*	Neutral	*
– Heat and hot water	108,742	120,106	122,753	110,007	115,262	*	*	Neutral	*
– Lead	34,022	33,600	32,528	32,170	28,356	*	*	Down	*
– Other emergency	221,285	210,289	191,322	197,347	190,525	*	*	Down	*
★ Average time to close emergency complaints (days)	10.2	11.9	13.3	11.3	12.4	12.0	12.0	Up	Down
★ Average time to close nonemergency complaints (days)	14.5	18.1	27.9	23.3	21.0	20.0	20.0	Up	Down
★ Emergency complaints closed within 12 days of receipt (%)	73%	72%	70%	71%	71%	⇧	⇧	Neutral	Up
Nonemergency complaints closed within 20 days of receipt (%)	82%	78%	69%	75%	73%	*	*	Down	Up

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

Improve compliance with the Housing Maintenance Code.

The agency uses various tools to enforce the Housing Maintenance Code in order to ensure housing quality and compliance with legal and regulatory obligations. Enforcement and Neighborhood Services (ENS) works closely with other HPD divisions and community partners to identify buildings with housing quality issues, assess conditions and develop appropriate strategies to address those properties. ENS also works closely with responsible owners to develop plans to improve conditions. If HPD finds violations during inspections, the agency directs the landlord to perform repairs within a timeframe specified by law. Code inspectors perform emergency inspections 24 hours a day, seven days a week.

In Fiscal 2017 HPD issued approximately 40,200 more violations, an increase of nine percent, with nonemergency violations accounting for three-fourths of the increase. The number of violations certified as corrected by an owner reached a five year high of over 193,000, a change that is reflective of the increasing ease of certification along with higher fees and penalties for failing to certify.

HPD's Housing Litigation Division (HLD) initiates cases in Housing Court to enforce compliance with the housing quality standards contained in the New York State Multiple Dwelling Law and the New York City Housing Maintenance Code. HLD seeks correction of conditions; civil penalties for failure to correct with violations, filing false certifications of violations and failure to register a multiple dwelling building; the appointment of a 7A administrator; or access warrants. In Fiscal 2017 HLD initiated 6,371 cases. In the same period, 5,056 cases were settled and 578 judgments related to cases initiated by HPD were entered in Court.

Annually, HPD designates severely distressed multiple dwellings for participation in the Alternative Enforcement Program (AEP). Selection criteria include the number of hazardous (class "B") and immediately hazardous (class "C") Housing Maintenance Code violations along with the cost of emergency repair charges incurred as a result of work performed by HPD. AEP allows HPD to issue orders to correct violations and replace building systems. If a property owner fails to comply with AEP requirements for discharge from the program within the first four months, HPD issues Orders to Correct, conducts regular inspections and imposes significant fees. Since its inception in Fiscal 2008, AEP has successfully brought 1,558 of the most distressed buildings in the City back into compliance. As of June 30, 2017, 579 buildings remained active in the AEP program.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total violations issued	385,507	390,951	408,874	440,849	481,085	*	*	Up	*
– Emergency violations issued	78,564	77,909	75,122	72,000	81,750	*	*	Neutral	*
– Heat and hot water	12,216	12,352	10,478	8,858	10,340	*	*	Down	*
– Lead	13,615	13,046	11,132	11,625	12,774	*	*	Neutral	*
– Other emergency	52,733	52,511	53,512	51,517	58,636	*	*	Neutral	*
– Nonemergency violations issued	306,943	313,042	333,752	368,849	399,335	*	*	Up	*
★ Violations issued and removed in the same fiscal year (%)	41%	38%	38%	45%	42%	40%	40%	Neutral	Up
★ Emergency violations corrected by owner (%)	53%	51%	53%	57%	55%	55%	55%	Neutral	Up
Emergency violations corrected by HPD (%)	15%	14%	12%	11%	10%	*	*	Down	Down
Violations closed	433,960	416,454	458,863	489,900	485,251	*	*	Up	Up
Violations certified as corrected by owner	134,369	118,867	141,484	170,109	193,461	*	*	Up	*
Housing Court cases initiated by HPD	5,376	6,824	6,299	5,659	6,371	*	*	Neutral	*
Housing Court cases initiated by HPD that were disposed	4,769	6,183	6,365	5,633	6,222	*	*	Up	*
– Cases settled	3,301	4,802	4,827	4,308	5,056	*	*	Up	*
– Cases resulting in judgments	610	571	721	842	578	*	*	Up	*

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total dollars spent on emergency repairs (excluding demolition and AEP) ($)	$11,077,244	$11,360,685	$11,234,213	$10,139,937	$10,009,946	*	*	Down	*
Alternative Enforcement Program - Buildings currently active	498	502	581	609	579	*	*	Up	*
– Buildings discharged (cumulative)	702	885	1,056	1,278	1,558	*	*	Up	*
– Buildings discharged from program (%) (cumulative)	59%	64%	65%	64%	73%	*	*	Up	Up
Total dollars spent on emergency repairs in the Alternative Enforcement Program ($)	$4,234,010	$3,980,941	$3,878,569	$1,935,904	$2,499,910	*	*	Down	*

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

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SERVICE 2 Preserve and create quality affordable housing.

Goal 2a   Increase affordable housing opportunities through construction and preservation.

In Fiscal 2017, under Housing New York: A Five-Borough, Ten-Year Plan, the City financed the creation and preservation of 24,293 affordable units across the five boroughs, exceeding projections by more than 4,000 units. In the third full fiscal year of the Mayor's ten-year plan to build or preserve 200,000 affordable homes, the City financed 7,705 new construction units and 16,588 preservation units. The Fiscal 2017 affordable housing production figure is the second highest in New York City history.

Overall, HPD exceeded its completions target of 17,343 by two percent. The Department met 76 percent of its target for new construction completions and exceeded its target for preservation by more than 2,000 units. HPD is engaged in an effort to improve project tracking for completions in order to ensure that projects continue to stay on schedule.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Total housing starts under Housing New York (HNY) (units)	NA	9,347	20,401	23,610	24,293	20,000	21,500	NA	*
– New construction starts	NA	2,778	8,562	6,297	7,705	8,000	8,600	NA	*
– Preservation starts	NA	6,569	11,839	17,313	16,588	12,000	12,900	NA	*
HNY units started for homeless individuals and families	NA	480	1,575	1,907	2,571	1,320	1,111	NA	*
HNY units started for senior individuals and families	NA	602	1,723	1,373	929	1,000	1,000	NA	*
★ Total housing completions (New Housing Marketplace Plan and HNY) (units)	NA	10,082	12,028	20,585	17,736	17,343	17,123	NA	*
– New construction completions	NA	2,307	3,507	4,621	5,224	6,910	6,911	NA	*
– Preservation completions	NA	7,775	8,521	15,964	12,512	10,433	10,212	NA	*

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

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SERVICE 3 Effectively manage HPD affordable housing assets.

Goal 3a   Improve financial and physical stability of existing affordable housing.

HPD's Division of Asset Management is responsible for ensuring the longevity and affordability of units that the agency has created or preserved. In Fiscal 2017 HPD increased the rental buildings in its portfolio by 11 percent and the co-op buildings in its portfolio by almost two percent from the previous fiscal year. The Asset Management portfolio of rental buildings

has grown as additional affordable housing units financed by HPD are leased up and transferred to Asset Management. Additional growth is expected in future years, based on the successful development of projects under the Housing New York plan.

The agency tracks information on the physical and financial condition of properties it has financed and oversees regulatory agreements ensuring the affordability of properties financed or receiving tax exemptions. This tracking is intended to be used as an early warning system to detect and mitigate potential risks to buildings and affordability. To better assist in this effort, 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's affordable housing assets.

For Fiscal 2017, 32 percent of rental buildings and 54 percent of co-op buildings in the Asset Management portfolio were 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 collaboration with owners, partners and multiple divisions of HPD through methods including financial assistance, management changes and ownership changes.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Asset management - Rental buildings in portfolio	2,651	3,110	3,396	3,604	3,999	*	*	Up	*
– Medium/high risk rental buildings in portfolio (%)	NA	NA	NA	NA	32.0%	*	*	NA	Down
Asset management - Co-op buildings in portfolio	1,069	1,151	1,207	1,217	1,235	*	*	Up	*
– Medium/high risk co-op buildings in portfolio (%)	NA	NA	NA	NA	54.0%	*	*	NA	Down

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

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.

Primarily through the Housing Choice Voucher program, Section 8 provides federal funding for subsidies for eligible low-income families to rent quality, safe, and affordable housing in neighborhoods of their choice. Families pay a reasonable share of their income toward rent and the subsidy, paid by HPD directly to the landlord, makes up the difference within specified limits. The dwelling unit must also meet federal Housing Quality Standards (HQS) and is inspected prior to move in and then biennially.

In Fiscal 2017 the overall voucher utilization rate rose to 96.6 percent. The number of households assisted through housing choice vouchers increased by one percent to 34,814. In total, the number of households receiving a rent subsidy through all the voucher programs grew to nearly 39,700, despite a 22 percent decline in vouchers issued due to federal budget constraints.

HPD completed 33,025 HQS inspections in Fiscal 2017, nearly 25 percent more than the previous fiscal year. Three percent of the subsidized units failed housing inspections, comparable to prior years, and their rental subsidies were temporarily suspended until all conditions resulting in failure were corrected.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Section 8 - Voucher utilization rate	98.2%	98.2%	93.3%	94.5%	96.6%	98.0%	98.0%	Neutral	Up
– Vouchers issued	1,404	1,138	2,960	2,999	2,334	*	*	Up	Up
– Households assisted	37,232	36,859	38,128	39,058	39,694	*	*	Neutral	Up
Section 8 subsidized units in abatement (%)	NA	3%	2%	2%	3%	*	*	NA	Down

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

Goal 4b	Target HPD financed housing to the lowest income New Yorkers.

Approximately 43 percent of the units started in Fiscal 2017 under Housing New York: A Five-Borough, Ten-Year Plan are for households earning less than the equivalent of $42,950 a year for a three-person family. More than 4,000 of these units, or nearly 17 percent of the Fiscal 2017 total, are for extremely low income families making up to $25,770 for a family of three. The agency is on track to exceed the Plan's goal of creating or preserving 50,000 units, or 25 percent of the entire Housing New York Plan, in the extremely low and very low income bands. HPD also started more than 2,500 affordable units for homeless households.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Housing New York units started – Extremely low income (0-30% AMI)	NA	896	2,869	3,740	4,014	*	*	NA	*
Housing New York units started – Very low income (31%-50% AMI)	NA	1,426	2,393	3,013	6,437	*	*	NA	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
E-mails responded to in 14 days (%)	60%	56%	76%	55%	67%	58%	58%	Neutral	Up
Letters responded to in 14 days (%)	53%	49%	47%	53%	45%	52%	52%	Neutral	Up
Average customer in-person wait time (minutes)	30	43	36	27	19	29	29	Down	Down
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	99%	NA	85%	83%	89%	95%	95%	NA	Up
Completed customer requests for interpretation	1,611	1,053	1,526	1,202	969	*	*	Down	*
CORE customer experience rating (0-100)	87	89	90	97	98	85	85	Up	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent meeting time to close - Heating (5 days)	84%	83%	82%	82%	88%	78%	78%	Neutral	*
Percent meeting time to close - Pests (30 days)	66%	64%	55%	59%	59%	59%	59%	Down	*
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	76%	74%	69%	74%	74%	71%	71%	Neutral	*
Percent meeting time to close - Paint/Plaster - Walls (17 days)	74%	70%	61%	66%	64%	69%	69%	Down	*
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	75%	69%	60%	66%	64%	68%	68%	Down	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$675.3	$690.0	$718.4	$850.0	$1,351.8	$1,338.7	$1,145.1	Up
Revenues ($000,000)	$78.9	$52.6	$64.7	$61.3	$79.0	$61.4	$27.2	Neutral
Personnel	2,062	2,001	2,130	2,246	2,278	2,529	2,550	Up
Overtime paid ($000,000)	$1.7	$1.7	$1.9	$2.2	$2.2	$2.4	$2.2	Up
Capital commitments ($000,000)	$375.7	$415.4	$412.8	$634.3	$880.0	$908.6	$1,133.8	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$149.4	$168.5	
001 - Office of Administration	$33.4	$38.3	All
002 - Office of Development	$25.9	$28.8	2a, 3a, 4a, 4b
004 - Office of Housing Preservation	$57.0	$62.8	1a, 1b
006 - Housing Maintenance and Sales	$33.1	$38.6	2a, 3a, 4a, 4b
Other Than Personal Services - Total	$700.7	$1,183.3	
008 - Office of Administration	$9.7	$9.9	All
009 - Office of Development	$621.8	$1,068.7	1b, 2a, 4a, 4b
010 - Housing Management and Sales	$9.5	$15.6	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	$59.6	$89.1	1a, 1b, 2a, 4b
Agency Total	$850.0	$1,351.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Maria Torres-Springer was appointed commissioner of the Department of Housing Preservation and Development in February 2017, succeeding Vicki Been.

- HPD updated Fiscal 2018 completion targets for new construction and preservation units under the New Housing Marketplace Plan (NHMP) and Housing New York (HNY) for an increase of 407 units. The target for new construction completions decreased from 7,423 to 6,911 and the target for preservation completions increased from 9,293 to 10,212.

- As part of its routine updates and data clean-up efforts, HPD revised previously reported housing data for fiscal years 2014 through 2016 as follows:

  – Fiscal 2014 housing starts data for HNY increased by 18 units to 9,347.

  – Fiscal 2014 housing completions data for both NHMP and HNY increased by 106 units for a revised overall total of 10,082 units.

  – Fiscal 2015 housing starts under HNY was revised to 20,401, an increase of 77 units, and the overall number of units completed for both NHMP and HNY was updated to 12,028, a decrease of 105 units.

  – Fiscal 2016 housing starts under HNY was revised to 23,610, an increase of 202 units. The overall number of units completed for both NHMP and HNY was updated to 20,585, an increase of 864 units.

- HPD added two new indicators that measure progress towards the Housing New York plan, 'HNY units started for homeless individuals and families' and 'HNY units started for senior individuals and families.' It also added targets for these metrics.

- Fiscal 2016 data for the five metrics that report on the percent of service requests meeting time to close was revised.

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

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

For more information on the agency, please visit: 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 400,000 low- and moderate-income City residents in 326 housing developments with over 176,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority also assists over 85,000 families in locating and renting housing in privately-owned buildings. In addition, the Authority provides social services for some residents through 14 senior centers and a variety of programs.

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 10-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 NextGeneration NYCHA's 10-year strategic plan to expand housing opportunities, NYCHA restored homeless families' priority for public housing and continues to give homeless individuals priority for Section 8 resources. In Fiscal 2017, NYCHA housed 913 homeless families including 1,973 individuals in Section 8 LLC properties and private units. NYCHA's public housing program provided housing to 1,954 homeless families with children including 6,841 individuals from the Department of Homeless Services (DHS) and Human Resources Administration (HRA) shelters of which 296 were identified as domestic violence survivors. Overall, NYCHA had 2,867 placements or nearly double its yearly goal. NYCHA will continue to provide 1,500 homeless families with public housing units each calendar year through 2020.

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 IN FISCAL 2017

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

The cumulative rent collection decreased by about 1 percentage point from 94.90 percent in June 2016 to 93.70 percent in June 2017. The rent delinquency was 30 percent in June 2017 compared to 27.7 percent in June 2016. NYCHA remains focused on increasing its overall rent collection performance and providing support to residents who are in arrears through its third party partners and its collaboration with HRA.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Rent collection (%)	94.4%	94.6%	94.9%	94.9%	93.7%	97.5%	97.5%	Neutral	Up
Rent delinquency Rate (%)	NA	NA	NA	27.7%	30.0%	*	*	NA	Down

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

Goal 1b Expedite maintenance and repairs.

NYCHA has reduced the average time to resolve emergency service requests by 7 percent from 13.1 hours in Fiscal 2016 to 12.1 hours in Fiscal 2017 and was below the target of 24 hours. This improvement is attributable to better monitoring of the emergency requests through daily reports and follow-up to ensure the timely completion of the work.

The average time to resolve non-emergency service requests was up 19 percent from 14.7 days in Fiscal 2016 to 17.5 days in Fiscal 2017. NYCHA calculates service request resolution times based on the time to complete individual work orders. Complex repair issues may require multiple work orders to resolve.

While NYCHA has made significant strides in reducing the maintenance work orders, the more complex skilled trades work has taken longer to address. The age of its buildings, combined with inadequate capital funding to address systemic aging issues particularly in the areas of carpentry, painting and plastering has led to an increase in the completion time. NYCHA continues to monitor this indicator.

The average time to resolve heat complaints dropped by 14 percent from 17.3 hours to 14.9 hours and was below the target of 24 hours. The summer 2016 investment in heating infrastructure and the close monitoring of heat work orders through the use of reports and dashboards coupled with the introduction of the handheld devices for the heating staff has helped reduce the time to resolve heat complaints.

The average time to resolve elevator outages was up 10 percent from 8.7 hours to 9.6 hours but still below the target of 10 hours. As we reported in the Fiscal 2017 Preliminary Mayor's Management Report, in March 2016, NYCHA's Elevator Department implemented an expanded equipment safety inspection prior to restoring elevator service which has increased the time required to resolve elevator outages. A new work order is created when elevator issues are identified during the safety check which has impacted the response time.

Average Time to Resolve Emergency Service Requests and Elevator Outages (hours)

	FY 13	FY 14	FY 15	FY 16	FY 17
Emergency Service Requests	13.6	11.0	14.7	13.1	12.1
Elevator Outages	5.8	5.7	6.5	8.7	9.6

Average Time to Resolve Non-Emergency Service Requests (days)

FY 13	FY 14	FY 15	FY 16	FY 17
42.5	27.6	14.0	14.7	17.5
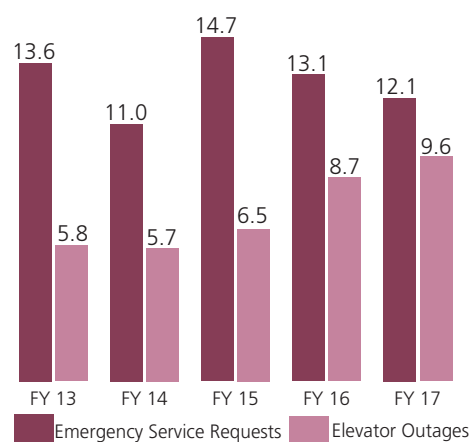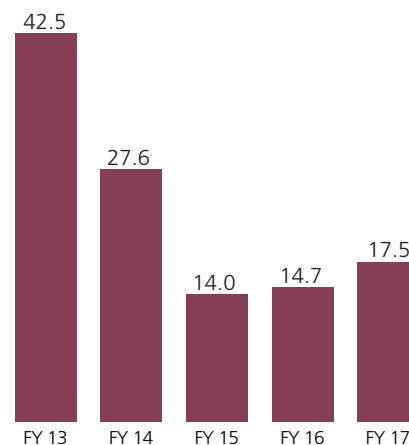
The alleged elevator injuries dropped significantly from 20 to 11. There were no fatalities this year compared to 2 last year. NYCHA's Elevator Department and the Office of Safety and Security have implemented a Safety in Motion Task Force to improve overall safety of our employees and residents including employee Stand Down meetings. In addition, safety training sessions were held for each supervisor, elevator mechanic, and helper. Elevator safety tips were also posted at every NYCHA building and published in the NYCHA Journal to increase resident awareness.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours)	13.6	11.0	14.7	13.1	12.1	24.0	24.0	Neutral	Down
★ Average time to resolve non-emergency service requests (days)	42.5	27.6	14.0	14.7	17.5	15.0	15.0	Down	Down
★ Average time to resolve heat service requests (hours)	19.8	13.6	19.0	17.3	14.9	24.0	24.0	Down	Down
★ Average time to resolve elevator outages (hours)	5.8	5.7	6.5	8.7	9.6	10.0	10.0	Up	Down
★ Average outage per elevator per month	0.97	1.00	0.99	1.13	1.06	1.01	1.01	Up	Down
★ Elevator service uptime	99.2%	99.1%	99.0%	98.6%	98.6%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to DOB	16.0	9.0	17.0	20.0	11.0	⇩	⇩	Neutral	Down
★ Elevator related fatalities	0	0	1	2	0	⇩	⇩	Up	Down
Management cost per dwelling unit ($)	$1,012	$913	$893	$875	$950	$875	$875	Neutral	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1c   Optimize apartment usage and ensure rental equity.

The average time to prepare vacant apartments was up 11 percent from 40.7 days in Fiscal 2016 to 45.2 days in Fiscal 2017. The average turnaround time to re-occupy apartments was up 10 percent from 50 days in Fiscal 2016 to 55.1 days in Fiscal 2017. With an aging infrastructure and about 17 billion dollars in capital needs, NYCHA's vacant apartments need more work such as carpentry, plastering, and painting to be returned to a state of good repair. The longer turnaround time to re-occupy apartments was impacted by the longer prep time and a greater proportion of units that took longer to re-occupy. Last year, 57 percent of the units took 30 days or longer to re-rent compared to 63 percent this year.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average time to prepare vacant apartments (days)	39.6	43.7	38.2	40.7	45.2	20.0	20.0	Neutral	Down
★ Average turnaround days for vacant apartments	60.3	77.9	58.1	50.0	55.1	30.0	30.0	Down	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1d   Improve safety and security.

The crime rate year-to-date declined by 4 percent from 13.2 in Fiscal 2016 to 12.7 in Fiscal 2017. NYCHA continues to strengthen its relationship with the New York Police Department (NYPD) and other law enforcement agencies. The Authority is also developing ways to boost resident engagement, work with resident associations to secure additional funding for security measures such as closed-circuit television (CCTV), and increase communication about safety issues with residents. As part of the Mayor's Action Plan for Neighborhood Safety (MAP), a comprehensive, citywide plan to make neighborhoods safer and reduce violent crime, construction started at 14 of the 15 MAP developments that are receiving new exterior LED light fixtures and CCTV/Layered Access Control (LAC) installation. Overall, City Council funding has also enabled the installation or renovation of security cameras in 212 buildings at 34 designated developments.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Crime Rate Year To Date	12.4	13.3	12.0	13.2	12.7	*	*	Neutral	Down
★ Major felony crimes in public housing developments	5,018	5,328	4,858	5,205	5,084	⇩	⇩	Neutral	Down

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

SERVICE 2   (Re)build, expand and preserve public housing and affordable housing stock.

Goal 2a   Preserve the public and affordable housing asset.

The percentage of active projects (all phases) on schedule increased from 64.4 percent in Fiscal 2016 to 69.4 percent in Fiscal 2017 because of advanced planning and consistent monitoring of the portfolio. The percentage of active projects in construction on schedule dropped from 94.2 percent in Fiscal 2016 to 86.9 percent in Fiscal 2017. A number of factors such as legal issues, changes in project scope, inadequate funding, regulatory requirements, and inaccessibility to work areas, impacted on time performance in the construction phase, resulting in a 7 percentage point drop from the Fiscal 2016 performance.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Active capital projects on schedule (%)	24.3%	32.3%	24.4%	64.4%	69.4%	29.1%	29.1%	Up	Up
★ Active capital projects in construction phase on schedule (%)	70.2%	61.0%	54.9%	94.2%	86.9%	91.1%	91.1%	Up	Up

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

Goal 2b   Optimize access to affordable housing in public housing developments to income-eligible families.

The number of applicants placed in public housing decreased 9 percent from 4,211 in Fiscal 2016 to 3,834 in Fiscal 2017. Public housing placements decreased from Fiscal 2016 to Fiscal 2017 as a result of a downward trend in public housing apartment turnover.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Apartments vacated	4.5%	4.8%	3.9%	4.1%	3.9%	*	*	Down	*
★ Occupancy rate (%)	98.8%	99.4%	99.5%	99.5%	99.4%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	4,233	5,988	4,939	4,211	3,834	*	*	Down	Up
Working families residing in public housing (cumulative) (%)	47.8%	47.6%	47.5%	46.7%	46.7%	*	*	Neutral	Up

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

Goal 2c   Increase access to affordable housing in privately owned units.

The number of applicants placed through Section 8 vouchers increased by 62 percent from 1,706 to 2,758. NYCHA canvassed the Section 8 waitlist through direct mailings and continues to accept agency referrals for special programs, resulting in an increase in new applicant rentals. The large increase is also a result of NYCHA's voucher funding. NYCHA also increased the number of voucher holders in project-based developments and continues to facilitate rentals in our LLC properties, strategies which allow applicants to lease-up successfully despite the challenging rental market. NYCHA utilized 100 percent of the funding allocated for Section 8 vouchers in Fiscal 2017.

The percentage of annual Section 8 inspections completed increased to 80 percent from 78 percent. As of December 2016, tenants now receive two reminder calls prior to their appointments (14 days and 48 hours). Prior to this change, tenants only received the 48 hour call. This enhancement has helped improved the access rate and subsequently the completion of the inspections.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Families on Section 8 waiting list (000)	123	123	121	119	148	*	*	Up	Down
★ Utilization rate for Section 8 vouchers (%)	93.9%	91.2%	88.1%	87.0%	85.0%	97.0%	97.0%	Neutral	Up
★ Section 8 occupied units (vouchers)	91,892	88,529	86,167	85,224	85,175	87,000	87,000	Neutral	Up
Annual Section 8 inspections	84.4%	89.8%	88.9%	78.0%	80.0%	*	*	Neutral	Up
Annual Section 8 recertifications	91.2%	92.9%	96.7%	98.0%	98.0%	*	*	Neutral	Up
Applicants placed through Section 8 vouchers	933	384	892	1,706	2,758	*	*	Up	Up

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

Goal 2d   Develop new mixed-use, mixed-income housing and resources.

There are approximately 12,000 units in NYCHA's development pipeline, initiated in 2003. Of these, 3,894 units are complete, 814 new units are under construction, 2,290 units are being rehabilitated, and approximately 5,002 units are in pre-development. Recently completed projects include Soundview Houses Phase II in the Bronx which includes 86 units of affordable senior housing, and Stanley Commons, a 240-unit affordable housing development in Brooklyn.

Four Requests for Proposals (RFPs) have been issued for a total of 11 new construction development sites as part of the NextGen NYCHA. In June 2017, NYCHA, in collaboration with the New York City Department of Housing Preservation and Development (HPD), the New York City Housing Development Corporation (HDC), and the selected development teams, closed on construction financing for 159 units of affordable senior housing at Mill Brook Houses in the Bronx and 145 units of affordable senior housing at Ingersoll Houses in Brooklyn. In December 2016, NYCHA converted 1,395 units in 24 buildings at Ocean Bay (Bayside) in Queens. The project received $325 million for extensive capital improvements. Construction began in January 2017 and is anticipated to conclude in the third quarter of 2019. In January 2017, NYCHA received HUD approval to convert an additional 1,700 units across 17 scattered-site developments in the Bronx and Brooklyn. In May 2017, NYCHA released an RFP for financing, capital rehabilitation, property management, and social service delivery to facilitate the conversion of these scattered site developments from the public housing program to a voucher program under Section 8. Additionally, NYCHA released an RFP for the disposition of 29 vacant single-family homes formerly under the jurisdiction of the Federal Housing Administration (FHA homes).

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Apartments (000)	179	179	178	178	176	*	*	Neutral	*
Number of developments	334	334	328	328	326	*	*	Neutral	*
Number of buildings	2,585	2,563	2,553	2,528	2,442	*	*	Neutral	*

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

SERVICE 3   Engage residents and connect them to best-in-class social services.

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

NYCHA's Emergency Transfer Program is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual abuse victims. The program 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 program increased by 15 percent from 931 in Fiscal 2016 to 1,070 in Fiscal 2017, due in part to revised eligibility requirements that allow self-certification of certain required documentation.

The Emergency Transfer Program disposition time (days) dropped by 16 percent from 39.6 days in Fiscal 2016 to 33.2 days in Fiscal 2017. This indicator measures the processing time for transfer cases. NYCHA continues to make productivity gains as a result of the tracking system it implemented in 2016. The system has resulted in greater visibility for monitoring case status, as well as staff productivity.

The percentage of Initial Social Service Tenant Contacts conducted within five days of referral decreased by 16 percentage points from 86 percent to 72 percent. A new social service referral policy was implemented in Fiscal 2017 whereby referrals are being triaged by the Administrators to ensure their appropriateness. This has impacted the percentage of contacts within five days of referral. NYCHA is adjusting its metrics reporting to better reflect this change in practice.

Referrals to supportive services rendered to senior residents decreased by 66 percent from 53,763 to 18,317. The reduction in supportive services can be attributed to the fewer number of senior sites from 45 to 10. With the exception of grant funded programs, NYCHA has transitioned direct service provision for seniors to non-profit partner providers.

The utilization of senior centers increased from 116 percent to 160 percent. NYCHA's Family Partnerships Department created a senior team of three Social Work Supervisors in July 2016 with the goal of conducting outreach and recruiting more seniors to register with the senior centers. These efforts have led to more activities and socialization events, presentations and scheduled various trips throughout the summer.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Residents approved for the Emergency Transfer Program	937	808	815	931	1,070	*	*	Up	*
★ Emergency Transfer Program disposition time (days)	54.25	45.91	48.17	39.60	33.24	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	64%	68%	80%	86%	72%	76%	76%	Up	Up
Referrals to supportive social services rendered to senior residents	96,548	84,987	70,824	53,763	18,317	*	*	Down	Up
Senior centers	37	33	32	15	14	*	*	Down	*
Utilization of senior centers (%) ages 60+	133.5%	143.0%	145.0%	116.0%	160.0%	85.0%	85.0%	Neutral	Up

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

Goal 3b   Increase employment opportunities among NYCHA residents.

Resident job placements increased by 49 percent in Fiscal 2017 to 2,099 compared to 1,410 in Fiscal 2016. This indicator includes the number of residents placed by NYCHA's Department of Resident Economic Empowerment and Sustainability (REES) and through Human Resources (HR).

The percentage of job placements to program graduates rose to 91 percent in Fiscal 2017 from 63 percent in Fiscal 2016. For the Fiscal 2017 reporting period, there was a large increase in the number of residents placed into work after participating in a job training program. Some residents who graduated from training programs such as the NYCHA Resident Training Academy (NRTA) at the end of Fiscal 2016 were placed into a job during the first quarter of Fiscal 2017. Additionally, the delay previously experienced with NRTA graduates waiting for several months for placement was rectified during this time period. As a result, NYCHA had more NYCHA residents graduating from the program and moving almost instantly into

employment. The number of youth placed in jobs through youth employment programs increased by 13 percent from 888 in Fiscal 2016 to 1,005 in Fiscal 2017 due to a higher number of participants in the Summer Youth Employment Program.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Resident job placements	1,567	874	1,084	1,410	2,099	1,593	1,593	Up	Up
Job training programs - ratio of job placements to program graduates (current period)	91%	73%	69%	63%	91%	*	*	Neutral	Up
Youth placed in jobs through youth employment programs	607	918	918	888	1,005	*	*	Up	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Completed requests for interpretation	150,619	154,339	187,871	196,996	189,243	*	*	Up	*
Letters responded to in 14 days (%)	74.0%	80.3%	79.0%	84.7%	83.8%	*	*	Up	Up
E-mails responded to in 14 days (%)	85.8%	87.1%	88.3%	82.9%	77.6%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	16	19	15	13	18	*	*	Neutral	Down
CORE facility rating	83	94	93	92	95	*	*	Up	Up
Calls answered in 30 seconds (%)	65.0%	68.0%	72.0%	64.0%	46.0%	*	*	Down	Up
Number of agency customers surveyed for overall customer satisfaction	21,354	27,660	33,843	25,764	34,886	*	*	Up	Up
Customers rating service good or better (%) (As applicable)	66.0%	70.0%	68.2%	78.8%	81.1%	71.0%	71.0%	Up	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$3,348.8	$3,318.4	$3,154.3	$2,911.1	$3,342.4	$3,379.9	$3,242.1	Neutral
Revenues ($000,000)	$2,932.4	$3,076.8	$3,260.8	$3,210.8	$3,224.7	$3,319.9	$3,263.2	Neutral
Personnel	11,579	11,449	11,399	10,940	10,771	11,459	11,181	Neutral
Overtime paid ($000,000)	$95.3	$106.6	$64.9	$82.7	$92.9	$67.5	$77.4	Down
Capital commitments ($000,000)	$30.6	$23.4	$37.4	$234.1	$82.4	$372.1	$216.4	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• Beginning with Fiscal 2017 figures, the indicator 'Families on Section 8 waiting list (000)' now includes applicants in the eligibility and certification stages in addition to those who are in the preliminary stage of the application process.

• Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

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.

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 1,397 individual landmarks and more than 36,100 buildings and sites in 141 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 education and outreach efforts in communities across all five boroughs. These efforts feature 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 continuing to develop more multi-lingual accessibility to serve those same audiences. The agency works with applicants from all backgrounds to provide technical advice and expedite applications for 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 tell the story of the development of New York City. In Fiscal 2017, the Commission approved several designations in areas of Manhattan, Brooklyn and Queens that are often under-represented by LPC.

The agency continued redesigning its official website in Fiscal 2017 to allow for clear navigation, streamlined menus and new features, such as Technical Resources, that facilitate public access to important agency information. LPC also launched a new website repository where visitors search and browse the City's archaeological collections, making New York the first municipality to host a digital public archive dedicated to its robust collection of artifacts. The previous year, LPC added a Permit Application Search feature to its website, part of this Administration's ongoing commitment to transparency, efficiency and accessibility in the Commission's processes, which displays the status of all permit applications, including those reviewed by the full Commission and permits issued by LPC staff, and is searchable by address, historic district, borough, block or lot. Over the last three years, the Commission has launched an online tool with more than 1,600 LPC Designation Reports, a searchable database of Commission decisions on projects at landmark sites and an interactive map. This webmap, Discover NYC Landmarks, allows users to easily search and explore designated landmarks and calendared sites, and links them to designation reports throughout the City. 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 FISCAL 2017

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. |

In Fiscal 2017, the Commission designated a total of 30 landmarks, including 26 individual landmarks, two interior landmarks, and two historic districts, for a total of 326 buildings and sites. Among the new individual landmarks are Young Men's Christian Association (YMCA) Building-Harlem Branch (now Jackie Robinson YMCA Youth Center), the United Palace (formerly Loew's 175th Theater), and the Cathedral Church of St. John the Divine and the Cathedral Close in Manhattan; the Protestant Reformed Dutch Church of Flushing (Bowne Street Community Church) in Queens; and the People's Trust Company Building and the National Title Guaranty Company Building in Brooklyn. The two new historic districts designated are the Morningside Heights Historic District and the Sullivan-Thompson Historic District. The two new interior landmarks designated in Fiscal 2017 are the United Nations Hotel, First Floor interiors, and the Waldorf-Astoria Hotel interiors.

During this fiscal year, the agency completed two large designation initiatives, the Greater East Midtown Initiative and the Backlog Initiative. The agency completed the intensive 18-month Backlog Initiative to act on 95 properties that were under consideration for designation but never acted upon. The backlog included properties placed on the Commission's calendar prior to 2010, 85 percent of which were calendared 20 or more years ago. The three-phase plan to address this backlog included a Public Review Period with more than 15,000 pages of material on the backlog properties available online. The Commission held four Special Public Hearings on the backlog in the fall of Fiscal 2016, giving the public an additional opportunity to testify and submit information on the properties. Based on extensive feedback and research undertaken by the Commission, Commissioners decided to prioritize 30 properties for designation by the end of Calendar 2016, putting them on the path to becoming City landmarks. The Commission completed this initiative in the first half of Fiscal 2017 with the designation of the remaining 11 of these properties, including Bergdorf Goodman at 754 Fifth Avenue in Manhattan, Brougham Cottage at 47-46 Amboy Road in Staten Island, and St. Barbara's Roman Catholic Church at 138 Bleecker Street in Brooklyn.

The Commission completed its Greater East Midtown Initiative in the first half of Fiscal 2017 with the designation of 12 individual landmarks, including former residential buildings, such as the former Martin Erdman House (now home to the Friars Club), Terminal City buildings such as the Graybar Building, and modern buildings, including the Citicorp Center (now 601 Lexington Avenue) and St. Peter's Lutheran Church. The agency undertook its comprehensive Greater East Midtown study with the goal of preserving the neighborhood's development history through individual designations. This initiative was part of the administration's multi-agency effort to plan for the future of East Midtown. The protection of the 12 buildings designated as part of this initiative brings the total number of landmarks in the area up to 50 and ensures that the development history of this important neighborhood will be preserved.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Individual landmarks and historic districts designated	20	11	15	20	30	20	20	Up	*
★ – Total number of buildings designated	1,408	324	2,013	1,411	224	*	*	Down	*
Archaeology applications reviewed within 10 business days (%)	96%	98%	97%	95%	96%	85%	85%	Neutral	Up

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

Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

The Commission helps preserve the City's landmark properties by regulating changes to their significant features. Owners and tenants apply for permits from LPC before undertaking certain kinds of work affecting the exterior and/or interior of landmark properties. The Commission offers technical assistance to applicants via phone, email and in person. The agency works with applicants to ensure that planned changes are appropriate to the character and style of their buildings.

The number of work permit applications received in Fiscal 2017 was 13,874, consistent with Fiscal 2016. The Commission acted on 13,533 work permit applications, which was also consistent with Fiscal 2016. The Commission's Permit Application Guide continues to assist applicants in filing complete applications, helping to eliminate delays typically caused by requests for additional information. In Fiscal 2017, 93 percent of Certificates of No Effect were issued within 10 business days, well above the target of 85 percent. The percentage of Expedited Certificates of No Effect (XCNE) issued within two business days was 94 percent in Fiscal 2017, below the target of 100 percent. However, the average number of days to issue an XCNE during Fiscal 2017 was one day. LPC worked to mitigate the delays in XCNE processing resulting from different filing requirements and review standards for these permits, improving its issuance performance over the course of Fiscal 2017 and frequently meeting the 100 percent target for two-day issuance during the months of the second half of the year.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Work permit applications received	11,886	13,235	13,273	13,963	13,874	*	*	Up	*
★ Actions taken on work permit applications received	11,767	13,176	15,446	14,081	13,533	*	*	Up	*
Certificates of No Effect issued within 10 business days (%)	87%	94%	91%	96%	93%	85%	85%	Neutral	Up
Expedited Certificates of No Effect issued within two business days (%)	100%	97%	90%	99%	94%	100%	100%	Neutral	Up
Permits for minor work issued within 10 business days (%)	83%	91%	92%	95%	92%	*	*	Neutral	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1c   Increase compliance with landmark regulations.

In Fiscal 2017, the Enforcement Department received 115 fewer complaints than in Fiscal 2016, a decrease of 15 percent, resulting in fewer investigations completed and subsequently fewer enforcement actions taken. The numbers of investigations undertaken and Warning Letters issued are complaint-driven, and the number of enforcement actions taken after investigating the complaints is determined by the amount of illegal work found upon investigation. Sixty-three percent of investigations resulted in enforcement action, while the other 37 percent did not warrant action. In Fiscal 2017, the Enforcement Department issued 46 percent more Notices of Violation (NOVs) than in Fiscal 2016. This difference in the numbers of Notices of Violation between Fiscal 2016 and Fiscal 2017 reflects modifications LPC made in Fiscal 2017 in its tracking process to more accurately measure its enforcement activities. The tracking now includes all investigations flagged for Notices of Violation, not only those which resulted in issuance of NOVs, as in prior years.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Number of complaints received	815	875	772	792	677	*	*	Down	Down
Investigations completed	806	783	755	997	661	*	*	Neutral	*
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	1,030	993	1,014	1,221	937	*	*	Neutral	*
Violations admitted to or upheld at the OATH Environmental Control Board (%)	87%	97%	98%	98%	98%	*	*	Neutral	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Evaluate potential impacts to archaeological resources in a timely manner.

The number of archaeological applications received in Fiscal 2017 was on par with the previous fiscal year, and 96 percent of those applications were reviewed within 10 business days, exceeding targets.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Archaeology applications received	242	284	308	297	318	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Letters responded to in 14 days (%)	88%	94%	85%	80%	85.25%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	99%	100%	100%	98%	98.75%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)3	$4.5	$4.7	$4.8	$5.3	$5.9	$6.2	$6.3	Up
Revenues ($000,000)	$5.4	$6.4	$6.9	$7.1	$9.2	$5.1	$5.1	Up
Personnel	64	64	71	71	65	78	78	Neutral
Overtime paid ($000)	$1	$0	$1	$5	$9	$7	$7	NA

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$4.9	$5.3	All
002 - Other Than Personal Services	$0.4	$0.6	All
Agency Total	$5.3	$5.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

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.

Administrative Services
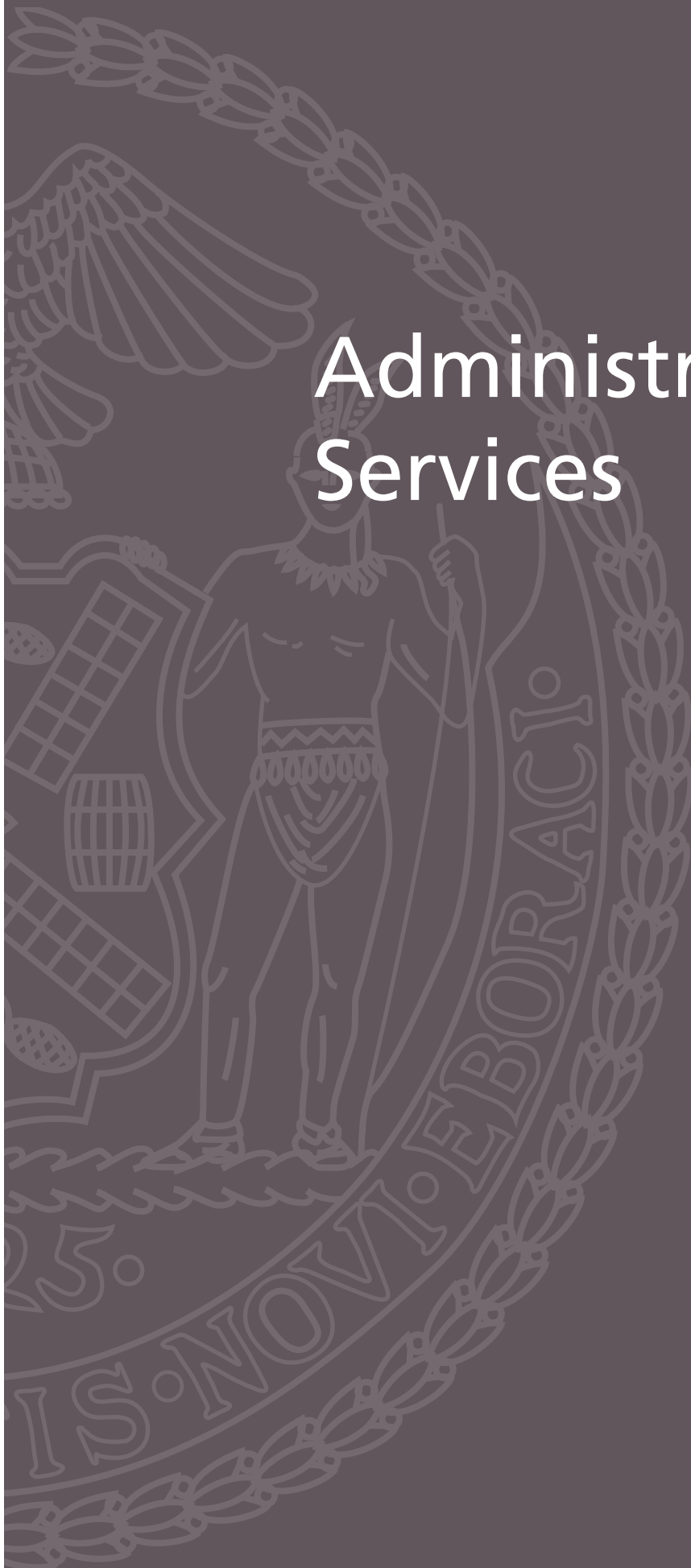
Administrative Services

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 DCAS-managed buildings, 52 of which are publicly accessible; 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; serves as the energy hub for the City, including retrofits, improved operations, maintenance, training and performance tracking; and manages electricity, natural gas and steam accounts that serve 80 agencies and more than 4,000 buildings 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. In Fiscal 2017 DCAS provided extensive outreach and communication at 228 events for the public, including to under-served and under-represented communities that may benefit from greater knowledge of opportunities in City government. DCAS also trained more than 20,000 employees in Fiscal 2017 to promote the City's policies on diversity, inclusion and equitable workplace practices. 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 meetings.

OUR SERVICES AND GOALS

SERVICE 1 Help City agencies fulfill their workforce needs.

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

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

Goal 1c Ensure timely administration of civil service exams.

Goal 1d Provide a wide range of training opportunities.

SERVICE 2 Manage and operate City-owned office buildings.

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

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

Goal 2c Consolidate and reduce City office space.

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

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

SERVICE 4 Procure goods and select services for City agencies.

Goal 4a Maximize competition in the procurement process.

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

SERVICE 5 Manage energy use by City agencies.

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

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

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

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

Goal 6a Reduce fuel use and emissions.

Goal 6b Optimize fleet resources to meet agency needs.

HOW WE PERFORMED IN FISCAL 2017

SERVICE 1 Help City agencies fulfill their workforce needs.

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

DCAS continues to work closely with other City agencies, attend career fairs with community-based organizations and educational institutions and provide information sessions to educate the public about careers in City government, civil service examinations and the civil service hiring process in general.

To help build a workforce pipeline for the City by educating the public about opportunities within City government, in Fiscal 2017 DCAS attended 114 career/job fairs and provided 114 civil service information sessions. Out of these 228 combined events, 51 targeted under-served and under-represented groups: 18 for persons with disabilities, 18 for veterans, 10 for the Asian community, three for the Hispanic community and two for the LGBTQ community.

DCAS also continues to increase the public's access to information about employment opportunities in City government by posting annual civil service exam schedules and monthly application schedules on the Department's website and the Online Application System (OASys). In Fiscal 2017 DCAS received and processed 170,031 applications for competitive exams open to the public, an increase of over 100 percent compared to Fiscal 2016, which is attributed to the increase in exams administered in Fiscal 2017. Additionally, with over 1.1 million applications received in Fiscal 2017, there was a 20 percent increase in the number of employment applications received through NYC Jobs compared to Fiscal 2016 — a record milestone since DCAS began reporting this indicator. The increase is attributed to additional City agencies utilizing NYC Jobs and expanded recruitment efforts by the agencies.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Applications received for open competitive civil service exams	75,825	74,700	184,849	79,878	170,031	*	*	Up	*
Employment applications received via NYC Jobs	299,351	679,785	925,054	952,641	1,142,330	*	*	Up	Up

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

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

DCAS assists agencies in enhancing recruitment efforts that build a workforce reflecting the diverse City it serves and develops the City's future leadership by identifying and cultivating present talent. The Department supports agencies in their review of trends in employee demographics by providing relevant and timely metrics to stakeholders on the status of its equal employment opportunity (EEO) efforts, through quarterly demographic reports to agencies summarizing incumbents, new hires, promotions, separations and under-representation by race/ethnicity and gender; and a biennial EEO-4 report to the U.S. Equal Employment Opportunity Commission. In Fiscal 2017 most new hires at Mayoral agencies continued to represent minority populations. There was also a six percentage point increase in female new hires in Fiscal 2017 compared to Fiscal 2016.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ New hires - White (%)	26.0%	23.2%	23.9%	23.0%	22.0%	*	*	Down	*
★ New hires - Black (%)	38.7%	38.8%	40.8%	36.8%	41.6%	*	*	Neutral	*
★ New hires - Hispanic (%)	19.2%	19.4%	19.8%	19.5%	21.5%	*	*	Neutral	*
★ New hires - Asian/Pacific Islander (%)	6.2%	6.8%	7.2%	7.5%	8.8%	*	*	Up	*
★ New hires - Native American (%)	0.4%	0.4%	0.4%	0.4%	0.5%	*	*	Up	*
New hires - Unspecified (%)	9.7%	11.5%	7.9%	12.9%	5.7%	*	*	Down	*
★ New hires - Male (%)	55.6%	57.2%	53.7%	59.3%	53.0%	*	*	Neutral	*
★ New hires - Female (%)	44.4%	42.8%	46.3%	40.7%	47.0%	*	*	Neutral	*

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

Ensure timely administration of civil service exams.

DCAS continues to offer civil service exams for titles in high demand at the Department's Computer-based Testing and Application Centers (CTACs), while others are scheduled on specific days throughout the year. In Fiscal 2017 DCAS administered all 183 civil service examinations on schedule. The median time from civil service exam administration to completed exam results was 282 days in Fiscal 2017, a 15 percent decrease compared to Fiscal 2016. The decrease is primarily attributed to the establishment of approximately 50 percent more single-part exams, of which almost half were automated. DCAS is committed to decreasing the time it takes to rate and complete exams by offering more exams at the CTACs, with an additional CTAC opened in Queens in early Fiscal 2018 and another slated for opening in Staten Island, as well as and expanding its automated test administration and scoring process.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Exams administered on schedule (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Median time from exam administration to exam results completion (days)	201	265	195	333	282	⇩	290	Up	Down

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

Goal 1d   Provide a wide range of training opportunities.

In Fiscal 2017 DCAS offered 1,532 classes covering a wide array of courses over seven portfolio areas that included managerial, professional, technical and New York City-specific courses. DCAS provided open-enrollment classes for employees at all levels; agency-specific and organizational development initiatives for client agencies; executive coaching and eLearning compliance training for thousands of employees. The number of City employees/participants attending training sessions increased by approximately nine percent in Fiscal 2017 compared to Fiscal 2016.

DCAS also delivered EEO and diversity and inclusion training to 2,811 classroom participants and 21,552 online participants, exceeding the Fiscal 2017 target of 20,000 by more than 4,000 participants. This is partially attributed to the interest by City agencies in varied course offerings, including a newly introduced online course, "The Power of Inclusion", an e-Learning module that provides transgender inclusion and awareness consistent with Mayoral Executive Order 16 of 2016. In Fiscal 2017 "Respecting Religion in the Workplace" was also introduced at the DCAS Training Expo. The Department will continue to assess the need for and explore the continual development of training in areas such as implicit bias, sexual harassment, racial and gender equity, LGBTQ inclusion, disability etiquette and conflict resolution.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average rating for professional development training sessions (%)	88%	88%	88%	90%	90%	88%	88%	Neutral	Up
★ City employees/participants attending training sessions	17,085	20,252	25,989	40,586	44,080	25,000	30,000	Up	Up
City employees participating in diversity, inclusion and equal employment opportunity training	5,809	1,961	10,226	33,322	24,363	20,000	20,000	Up	*

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

SERVICE 2   Manage and operate City-owned office buildings.

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

In Fiscal 2017 the average rating for building cleanliness and condition for DCAS-managed non-court space remained the same at 70 percent. DCAS received an overall score of 97 percent for Customers Observing and Reporting Experiences (CORE) in Fiscal 2017 and will work to address all concerns flagged for the Department by the inspectors.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	69%	70%	69%	70%	70%	70%	72%	Neutral	Up
CORE customer experience rating of facilities (0-100)	90	96	94	100	97	90	95	Neutral	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None

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

In Fiscal 2017 the average time to complete in-house work orders for minor repairs decreased by three percent. The percentage of these work orders completed within 30 days decreased by six percentage points. DCAS expects an improvement in timeliness as staff continues to gain more experience with an upgraded work order system implemented in January 2017.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average time to complete in-house trade shop work orders for minor repairs (days)	8.2	4.3	4.2	3.6	3.5	7.0	4.0	Down	Down
★ In-house trade shop work orders completed within 30 days (%)	64%	69%	70%	70%	64%	75%	75%	Neutral	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None

Goal 2c   Consolidate and reduce City office space.

The Department continues to review opportunities in DCAS-managed properties to support the most efficient use of City-owned space. In Fiscal 2017, 27 fewer lease-in agreements were executed, which is associated with 43 percent less square footage, a decrease in leasing activity compared to Fiscal 2016, consistent with the goal of maximizing the use of City-owned space and lowering costs associated with leasing private space.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Lease-in agreements executed	32	56	53	66	39	*	*	Up	*
Square footage associated with executed lease-in agreements (000)	969	1,957	1,712	3,011	1,724	*	*	Up	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None

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

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

In Fiscal 2017 DCAS generated almost $49.7 million in revenue from long- and short-term leases, a decrease of five percent compared to Fiscal 2016. The revenue is 18 percent more than the target for the year, partly due to percentage rents received from tenants—a type of rent payment that is dependent on a tenant's generated revenue—as well as fluctuations in Payments in Lieu of Taxes (PILOT) due to changing tax assessments. The downward long-term trend in lease revenue generated from Fiscal 2013 to Fiscal 2017 is largely due to the exercise of a purchase option by the Marriott Marquis Hotel in Fiscal 2014, reducing annual lease revenue by approximately $20 million. In addition, DCAS held one sales auction in Fiscal 2017 for one property, but received no bids.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Lease revenue generated ($000)	$69,602	$64,979	$55,484	$52,419	$49,679	$42,078	$43,078	Down	*
★ Revenue generated from the sale of surplus goods ($000)	$9,610	$9,892	$10,406	$11,026	$9,216	$8,693	$8,893	Neutral	*
★ – Revenue generated from auto auctions ($000)	$7,630	$7,957	$6,254	$9,770	$7,732	$6,492	$6,692	Up	*
Real estate auction bids received ($000)	NA	$17,500	NA	$12,990	$0	*	*	NA	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 4   Procure goods and select services for City agencies.

Goal 4a   Maximize competition in the procurement process.

In Fiscal 2017 the average number of bidders per bid increased seven percent compared to Fiscal 2016, from 3.0 to 3.2. In Fiscal 2018 the Department plans to enhance its current approach to increase engagement with additional analysis of the vendor universe and increased outreach to M/WBE businesses.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average number of bidders per bid	3.0	3.3	3.3	3.0	3.2	3.4	3.4	Neutral	*
Mayoral agency spending on goods and services against DCAS master contracts (%)	NA	NA	41%	55%	58%	*	*	NA	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

In Fiscal 2017 the dollar value of goods and services purchased increased 11 percent compared to Fiscal 2016, while the value of Central Storehouse requisitions decreased by less than one percent, representing an overall increase in buying power.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Value of goods and services purchased ($000,000)	$1,118	$1,191	$1,169	$1,353	$1,504	*	*	Up	*
– Value of Central Storehouse requisitions ($000)	$24,300	$24,000	$23,370	$22,600	$22,410	*	*	Neutral	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 5   Manage energy use by City agencies.

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

In Fiscal 2017 the City purchased 28.8 trillion British Thermal Units (BTUs) of energy (electricity, natural gas and steam) compared to 28.4 BTUs in Fiscal 2016. A colder winter resulted in the need for a greater heating supply and accounted for the slight increase in total energy purchased compared to Fiscal 2016.

DCAS distributes monthly reports to City agencies identifying deviations in energy use, part of its energy load management program that encourages energy managers to identify opportunities for targeted electricity reductions. DCAS asks facility managers to investigate flags noted in the reports, determine the likely causes and take corrective action. To further this effort, in Fiscal 2017 DCAS completed the installation of real-time electricity meters (RTMs) at 278 buildings, 40 percent of its goal of covering 80 percent of electric demand with the meters by 2023. RTMs enable facility personnel to see their electricity consumption immediately, an important tool for better managing building energy use.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Electricity purchased (kilowatt hours) (billions)	4.2	4.3	4.3	4.2	4.3	*	*	Neutral	Down
Total energy purchased (British Thermal Units) (trillions)	27.5	28.9	29.5	28.4	28.8	*	*	Neutral	Down
– Electricity (%)	52.1%	50.4%	49.3%	51.0%	50.4%	*	*	Neutral	*
– Natural gas (%)	40.5%	41.5%	42.4%	42.0%	42.5%	*	*	Neutral	*
– Steam (%)	7.4%	8.1%	8.3%	7.0%	7.1%	*	*	Neutral	*

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

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

DCAS continues to leverage its energy efficiency programs to meet the goals, outlined in One City: Built to Last, of reducing greenhouse gas (GHG) emissions from City buildings 35 percent by 2025, a key milestone on the path to achieving an 80 percent reduction in GHG emissions from City government operations by 2050. In Fiscal 2017 the annual estimated reduction in GHG emissions and annual estimated avoided energy costs were 203 percent and 117 percent greater, respectively, than Fiscal 2016 because of the completion of several large scale multi-year projects, including the completion of high-impact retrofit upgrades at Metropolitan Hospital, as well as the completion of projects that were on hold in Fiscal 2016 due to construction delays. Additionally, there was a 55 percent decrease in the completion of annual Energy Efficiency Reports (EER) compared to Fiscal 2016 due to contract delays that postponed the start of energy audits. DCAS expects to complete the audits in Fiscal 2018.

Cumulative estimated reduction in greenhouse gas emissions and Cumulative estimated avoided energy cost from energy projects
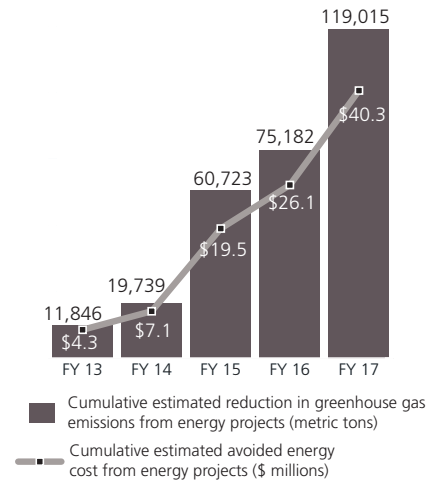
Legend:
■ Cumulative estimated reduction in greenhouse gas emissions from energy projects (metric tons)
─■─ Cumulative estimated avoided energy cost from energy projects ($ millions)

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	5,690	7,893	40,984	14,459	43,833	4,269	50,229	Up	*
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	11,846	19,739	60,723	75,182	119,015	79,451	170,823	Up	Up
★ Annual estimated avoided energy cost from all energy projects ($000,000)	$2.12	$2.79	$12.46	$6.56	$14.23	$1.14	$15.16	Up	*
★ Cumulative estimated avoided energy cost from all energy projects ($000,000)	$4.27	$7.06	$19.52	$26.08	$40.31	$27.22	$56.81	Up	Up
Annual energy retrofit/conservation projects completed	29	37	109	158	478	*	*	Up	*
Cumulative energy retrofit/conservation projects completed	77	114	223	381	859	*	*	Up	Up
Annual Energy Efficiency Reports (EER) completed	87	70	145	141	64	*	*	Up	*
Cumulative Energy Efficiency Reports (EER) completed	188	258	403	544	608	*	*	Up	Up

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

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

To date DCAS has achieved nearly 8,000 kilowatts or 7.9 megawatts (MW) of solar capacity towards the citywide goals of 100 MW of solar capacity on City buildings by 2025. No solar projects were completed in Fiscal 2017 due to contract delays. However, projects for over 100 new rooftop solar installations are expected to be initiated in Fiscal 2018.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Cumulative installed solar capacity (kilowatts)	428.5	428.5	2,759.1	7,996.0	7,996.0	⇧	⇧	Up	Up

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

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

Goal 6a   Reduce fuel use and emissions.

In Fiscal 2017 the City increased the percentage of hybrid or alternative-fueled vehicles in its fleet to a record level of 60 percent, despite purchases of conventional-fuel emergency services vehicles that accounted for more than 60 percent of the citywide fleet size increase. DCAS surpassed its target for the percentage of hybrid or alternative fuel vehicles in the DCAS-managed fleet. The City also expanded electric vehicle use by 37 percent and continued to invest in biodiesel vehicles in Fiscal 2017. DCAS also surpassed the Fiscal 2017 target for vehicles with highest emissions ratings in the citywide fleet and the DCAS-managed fleet by five percentage points each, surpassing the local law requirement of 95 percent citywide.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	41%	56%	57%	59%	60%	62%	63%	Up	Up
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	41%	56%	66%	74%	76%	75%	76%	Up	Up
Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	94%	99%	98%	98%	100%	95%	95%	Neutral	Up
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	94%	99%	96%	100%	100%	95%	95%	Neutral	Up
Electric vehicles in the citywide fleet	NA	723	802	945	1,295	750	1,750	NA	Up
– Electric vehicles in the DCAS-managed fleet	NA	51	64	72	140	75	160	NA	Up

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

Goal 6b   Optimize fleet resources to meet agency needs.

The City achieved a 92 percent in-service rate for vehicles citywide in Fiscal 2017, surpassing the fiscal year target by two percentage points. The City increased fleet size in certain critical areas to support new programs, including additional emergency-related off-road equipment.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Fleet in-service rate citywide (%)	91%	90%	90%	91%	92%	90%	91%	Neutral	Up
– Fleet in-service rate for DCAS-managed fleet (%)	98%	98%	98%	98%	99%	97%	98%	Neutral	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
City employees trained in defensive driving citywide	NA	2,357	15,266	7,929	7,876	8,000	8,000	NA	Up
– Employees of DCAS-managed fleet agencies trained in defensive driving	NA	1,798	1,879	1,690	1,881	*	2,000	NA	Up
Collisions involving City vehicles citywide	NA	5,886	5,726	6,344	6,363	*	*	NA	Down
– Collisions involving City vehicles in the DCAS-managed fleet	NA	402	449	400	421	*	*	NA	Down
Preventable collisions involving City vehicles citywide	NA	2,925	2,873	2,815	3,095	*	*	NA	Down
– Preventable collisions involving City vehicles in the DCAS-managed fleet	NA	173	211	145	161	*	*	NA	Down
Injuries resulting from collisions involving City vehicles citywide	NA	831	669	510	727	*	*	NA	Down
– Injuries resulting from collisions involving City vehicles in the DCAS-managed fleet	NA	81	60	66	70	*	*	NA	Down
Fatalities resulting from collisions involving non-emergency City vehicles citywide	NA	NA	5	1	1	*	*	NA	Down
– Fatalities resulting from collisions involving non-emergency City vehicles in the DCAS-managed fleet	NA	0	0	0	0	*	*	NA	Down
Workplace injuries reported	64	58	65	52	68	*	*	Neutral	Down
Accidents involving the public in DCAS-managed properties	17	18	18	21	25	*	*	Up	Down
Average cost of training per employee ($)	$225	$215	$163	$112	$113	*	*	Down	*
Average cost of cleaning per square foot ($)	$2.8	$2.9	$2.9	$3.0	$3.2	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Letters responded to in 14 days (%)	77%	54%	50%	66%	56%	*	*	Down	Up
E-mails responded to in 14 days (%)	89%	80%	74%	81%	85%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	1:15	1:09	1:00	1:39	1:28	*	*	Up	Down

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$1,177.6	$1,201.7	$1,157.8	$1,117.8	$1,187.1	$1,206.7	$1,189.2	Neutral
Revenues ($000,000)	$113.3	$346.3	$166.6	$109.6	$77.0	$68.4	$65.8	Down
Personnel	2,068	2,077	2,105	2,179	2,344	2,642	2,714	Up
Overtime paid ($000,000)	$16.4	$17.5	$18.6	$22.2	$22.5	$19.8	$18.3	Up
Capital commitments ($000,000)	$190.0	$144.0	$98.8	$123.8	$74.1	$366.1	$555.6	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$171.1	$186.4	
001 - Human Capital	$21.4	$25.4	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	$2.0	$2.2	NA
100 - Executive and Support Services	$21.9	$23.6	All
200 - Division of Administration and Security	$9.9	$11.6	All
300 - Asset Management – Public Facilities	$98.3	$104.6	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	$10.0	$10.7	3a, 4a, 4b
600 - External Publications and Retailing	$1.4	$1.6	NA
700 - Energy Management	$3.6	$3.9	5a, 5b, 5c
800 - Citywide Fleet Services	$2.6	$2.7	3a, 6a, 6b
Other Than Personal Services - Total	$946.6	$1,000.7	
002 - Human Capital	$5.6	$7.2	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	$0.4	$0.8	NA
190 - Executive and Support Services	$7.7	$4.6	All
290 - Division of Administration and Security	$15.5	$35.7	All
390 - Asset Management – Public Facilities	$802.7	$152.0	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	$30.3	$31.5	3a, 4a, 4b
690 - External Publications and Retailing	$1.1	$1.0	NA
790 - Energy Management	$39.9	$724.7	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	$43.5	$43.3	3a, 6a, 6b
Agency Total	$1,117.8	$1,187.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds. 2017. Includes all funds. [3]Refer to agency goals listed at front of chapter. [2]City of New York Adopted Budget for Fiscal 2017, as of June

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DCAS revised the definition for 'Median time from exam administration to exam results completion (days)' from the annual average of the median number of days reported each month to the median number of days for the entire fiscal year. Revisions to the definition resulted in changes to the data reported for Fiscal 2014 from 251 to 265, Fiscal 2015 from 209 to 195 and Fiscal 2016 from 343 to 333. DCAS also published data for Fiscal 2013 and introduced a Fiscal 2018 target of 290 days for the first time in this Report.

- Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) is based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

- The Fiscal 2018 target for 'Lease revenue generated ($000)' was increased from $42,078 to $43,078.

- The Fiscal 2018 target for 'Revenue generated from the sale of surplus goods ($000)' was increased from $6,893 to $8,893.

- The Fiscal 2018 target for '- Revenue generated from auto auctions ($000)' was increased from $4,692 to $6,692.

- DCAS revised the indicator name from 'Mayoral agency spending against DCAS master contracts(%)' to 'Mayoral agency spending on goods and services against DCAS master contracts (%)' to clarify the type of items purchased. Revisions to the indicator name do not impact the data reported.

- DCAS revised Goal 4b from 'Use citywide buying power to achieve best value for goods and services purchased' to 'Use citywide buying power to achieve and maximize best value for goods and services' to clarify the goal and indicators reported.

- DCAS increased Fiscal 2018 targets for 'Annual estimated avoided energy cost from energy projects ($000,000)' from $8.70 to $15.16, 'Annual estimated reduction in greenhouse gas emissions from energy projects (metric tons)' from 28,000 to 50,229, 'Cumulative estimated avoided energy cost from energy projects ($000,000)' from $35.92 to $56.81 and 'Cumulative estimated reduction in greenhouse gas emissions from energy projects (metric tons)' from 107,451 to 170,823.

- DCAS increased the Fiscal 2018 target for 'Electric vehicles in the citywide fleet' from 1,000 to 1,750 and '- Electric vehicles in the DCAS-managed fleet' from 100 to 160.

- DCAS decreased the Fiscal 2018 target for 'City employees trained in defensive driving citywide' to 8,000 from 11,000 to reflect an even distribution, by fiscal year, of drivers expected to engage in defensive driving training during a three-year training cycle. The Department introduced a Fiscal 2018 target of 2,000 for '- Employees of DCAS-managed fleet agencies trained in defensive driving.'

- To clarify that the statistics reflect the number of fatalities sustained as a result of collisions involving non-emergency response vehicles, the Department added the word 'non-emergency' to the indicator names: 'Fatalities resulting from collisions involving non-emergency City vehicles citywide' and '– Fatalities resulting from collisions involving non-emergency City vehicles in the DCAS-managed fleet.'

- DCAS reconciled data for Fiscal 2015 'Workplace injuries reported' from 65 to 66.

- The Work Experience Program ended in December 2016. Agency resources data for 'Work Experience Program (WEP) enrollment' is no longer reported.

ADDITIONAL RESOURCES

For additional information go to:

- EEO-4 reports to the U.S. Equal Employment Opportunity Commission and Workforce Profile Report:
  http://www.nyc.gov/html/dcas/html/workforce_reports/workforce_reports.shtml

- Annual and Monthly Civil Service Exam Schedule:
  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

- Provisional Reduction Plan and Reports:
  http://www.nyc.gov/html/dcas/html/work/provisional_reduction_plan.shtml

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

- Use-based fuel economy report (Local Law 75 of 2015):
  http://www.nyc.gov/html/dcas/downloads/pdf/fleet/LL75_2015_12_use_based_fuel_economy_report.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

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 243,000 cubic feet and 43 terabytes of City records and photographs, and a collection of more than 400,000 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 attorney offices.

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 under-represented in that history. The Department is moving beyond traditional accessioning and cataloging approaches, 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

SERVICE 1	**Provide the public and City agencies with access to public records and publications.**
Goal 1a	Increase the volume and availability of public records and publications.
Goal 1b	Promptly respond to requests for information.
SERVICE 2	**Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.**
Goal 2a	Retrieve records promptly from off-site facilities upon record owner's request.
Goal 2b	Promptly transfer eligible agency records to off-site storage.
Goal 2c	Dispose of all records according to their scheduled retention period.

HOW WE PERFORMED IN FISCAL 2017

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.

In Fiscal 2017, the Department continued to monitor agency compliance with the legislative mandate to submit publications electronically to the Municipal Library for online access. Although the volume of submissions in Fiscal 2017 decreased 51 percent to 2,735 reports, from 5,610 in Fiscal 2016, the higher volume in the prior year was due to a one-time outreach initiative to collect reports issued between 2008 and 2014, now largely completed.

The 26,778 items digitized in Fiscal 2017 is substantially below the 7.4 million items digitized in Fiscal 2016. The exceptionally higher volume in Fiscal 2016 was attributable to a special project in the Municipal Archives to digitize the historical vital record collection. That project was completed in Fiscal 2016.

Historical records accessioned into the Municipal Archives decreased approximately 24 percent, from 1,049 cubic feet in Fiscal 2016, to 797 in Fiscal 2017. In Fiscal 2017, the Department focused resources on identifying agencies that have material to be transferred to Municipal Archives, which requires several pre-accession steps. The appraisals have been completed and the physical transfer of archival material will be completed in Fiscal 2018.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Records preserved and digitized	121,955	101,033	10,651,475	7,422,426	26,778	260,000	260,000	Up	Up
Number of library items available	352,000	358,825	363,997	371,208	375,919	*	*	Neutral	Up
Publications and reports acquired	7,205	7,547	7,113	10,016	5,596	*	*	Neutral	Up
Records accessioned by Municipal Archives (cubic ft.)	14,834	3,920	2,738	1,049	797	*	*	Down	Up
Walk-in and program attendees at the Visitor Center	2,063	1,508	1,318	1,363	1,408	*	*	Down	Up
Percent of required agency reports submitted to the Municipal Library publications portal	NA	NA	NA	60%	60%	100%	100%	NA	Up

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

 Goal 1b   Promptly respond to requests for information.

In Fiscal 2017, the average time to respond to requests for copies of vital records increased to 28 days, significantly above the 11.5 days achieved in Fiscal 2016. The related measurement of the percentage of requests responded to within 12 days dropped to nine percent in Fiscal 2017, from 62 percent in Fiscal 2016. The decrease in the performance of this service is due to delays in migrating vital records from obsolete microfilm to an electronic-based platform and the retirement of several of the Department's staff. Completion of this vital records updating initiative, and filling positions open due to retirement, is expected to result in a noteworthy improvement to this customer service performance in Fiscal 2018.

Vital Records Requests and Time to Respond
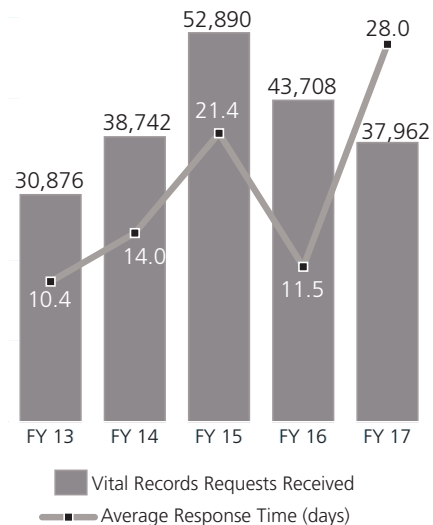
Vital Records Requests Received
Average Response Time (days)

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Vital record requests responded to within 12 business days (%)	69%	49%	17%	62%	9%	60%	60%	Down	Up
★ Average response time to vital record requests (days)	10.4	14.0	21.4	11.5	28.0	12.0	12.0	Up	Down
★ Average response time to historical photo requests (days)	14.1	9.0	17.2	22.9	22.7	15.0	15.0	Up	Down

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

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

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

The Department continued to retrieve records from the off-site facilities upon owner-agency request well within the two-day target. The performance average in Fiscal 2017 (1.2 days) was unchanged from the performance in Fiscal 2016.

The volume of City agency requests for record retrievals from the DORIS off-site storage facilities decreased to 6,860 items in Fiscal 2017, a reduction of 40 percent from the 11,319 retrievals in Fiscal 2016. Fewer requests from the District Attorneys, particularly the Bronx and Brooklyn offices, accounted for the diminished volume of activity.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average response time to agency requests for inactive records (days)	1.2	1.0	0.9	1.2	1.2	2.0	2.0	Up	Down
Requests for stored records processed within 48 hours (%)	92.0%	98.0%	100.0%	94.0%	91.0%	*	*	Neutral	Up

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

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

The quantity of records transferred into the Municipal Records Center decreased 29 percent over the course of Fiscal 2017 to 4,703 cubic feet, down from 6,668 cubic feet in Fiscal 2016. In Fiscal 2017, the Department directed staff resources toward identifying and disposing records that had reached the end of their retention periods. As City agencies begin to manage records electronically, it is expected that this number will continue to decrease.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Warehouse capacity available for new accessions (%)	7%	4%	5%	12%	12%	*	*	Up	*
Records transferred into Municipal Records Center (cubic ft.)	47,250	20,509	27,837	6,668	4,703	*	*	Down	Up

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

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

In the first full year this indicator was monitored, the total quantity of records disposed by all City entities, including the agency's Municipal Records Center, increased to 117,247 cubic feet in Fiscal 2017, from 59,232 cubic feet in Fiscal 2016. The Department assisted agencies in identifying records eligible for disposal, as noted above, both as a matter of policy and in a renewed effort to reduce the quantity and expense of paper records in storage.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.6	0.6	0.5	0.6	0.2	2.0	2.0	Down	Down
★ Average time for Law Department to approve records disposal application (months)	2.4	1.6	0.8	2.8	2.7	3.0	3.0	Up	Down
Total records disposed by City government entities (cubic ft.)	NA	NA	NA	59,232	117,247	*	*	NA	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Letters responded to in 14 days (%)	92%	92%	100%	100%	100%	*	*	Up	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
CORE customer experience rating (0-100)	93	93	91	97	100	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$5.5	$5.6	$6.3	$7.7	$8.2	$8.5	$8.0	Up
Revenues ($000,000)	$0.7	$0.9	$1.2	$1.0	$0.8	$0.8	$0.9	Up
Personnel	49	51	53	69	65	68	71	Up
Overtime paid ($000)	$84	$26	$23	$0	$4	$4	$0	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
100 - Personal Services	$3.3	$3.9	All
200 - Other Than Personal Services	$4.5	$4.2	All
Agency Total	$7.7	$8.2	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) is based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

ADDITIONAL RESOURCES

For more information on the agency, please visit: 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 the collection of nearly $37 billion annually in revenue for the City and the valuation of more than one million properties worth a total of more than $1 trillion. DOF 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 its business and excise taxes. In addition, DOF provides administrative support to the City's Banking Commission, which recommends interest rates for late property tax payments 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. The Sheriff's Office investigates deed fraud, the trafficking of illegal and untaxed tobacco products and the sale of synthetic narcotics.

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

In addition to administering the City's tax laws fairly, efficiently and transparently to instill public confidence and encourage compliance, the Department of Finance (DOF) is committed to providing exceptional customer service. The agency has undergone a significant shift toward a more equitable and customer-centric business model, introducing a number of reforms and initiatives to ensure that all taxpayers, employees and stakeholders are treated fairly.

DOF has focused heavily on updating its technology and systems to re-engineer critical customer-facing processes. The agency has replaced a decades-old Business Tax System and is preparing to implement a new Property Tax System in early 2018. Its customer relationship management technology has been upgraded to allow for greatly enhanced customer engagement through secure online forms, mobile apps and a variety of self-service options.

The adoption of new systems and technologies, coupled with revamped processes, has made the agency more efficient and improved its service to the public. By combining technology with private-sector tools like the Lean Six Sigma methodology, DOF is able to streamline processes, eliminate waste and inefficiencies, reallocate resources and improve end-to-end processing times. These and other strategic initiatives further the agency's mission and support its commitment to delivering a better customer service experience for New York City's residents and businesses.

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 IN FISCAL 2017

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.

On a year-over-year basis, the percentage of property taxes billed that are paid and the percent paid on time improved incrementally to 98.7 and 97.1 percent, respectively. This reflects the trend of recent years.

The average time to complete an audit decreased by approximately 18 percent, from 504 days to 413 days. Several factors contributed to the 91-day decrease in turnaround time, including: auditors' growing familiarity and experience with the new automated business tax system that was implemented last fiscal year; increased management efforts to close audits within specified timeframes; and a significant increase in less complex cases, which typically require less time to complete.

Tax liability as a result of audits remained high at 25.9 percent, reflecting the agency's effective use of case modeling and screening, while the average amount collected from an audit decreased to $208,000. In Fiscal 2017, 17 percent of originally noticed properties (22,629) were sold in the lien sale compared to 14 percent of noticed properties (24,202) in the prior year. In total, 478 more liens were sold due, in part, to an increase in liens of sliver lots and other vacant land liens. As part of its due diligence review before and after mailing lien-sale notices, DOF removed parcels with incorrect addresses, properties slated for In Rem foreclosure, dropped lots, homeowner associations, Housing Development Fund Companies, landlocked lots, government-owned properties and properties whose owners were approved for exemptions due to extenuating circumstances. Additionally, the properties of a number of taxpayers who defaulted on payment agreements with the Department due to extenuating circumstances were removed from the sale.
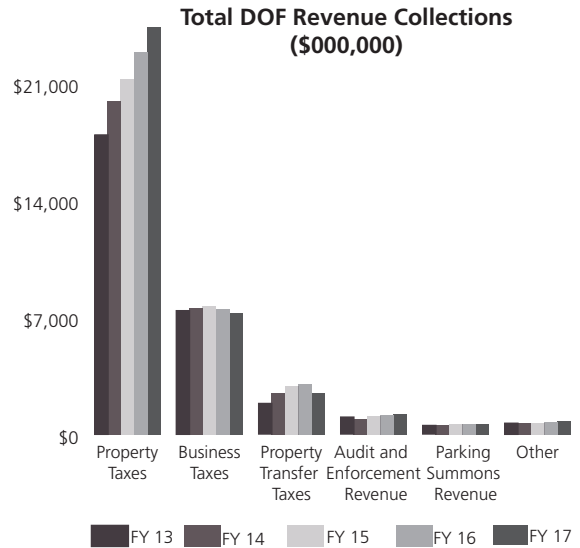
Total DOF Revenue Collections ($000,000)

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Property taxes billed that are paid (%)	97.5%	98.6%	98.5%	98.6%	98.7%	97.0%	97.0%	Neutral	Up
– Paid on time (%)	94.8%	95.0%	95.3%	96.1%	97.1%	*	*	Neutral	Up
Average turnaround time for audits (days)	632	677	479	504	413	*	*	Down	Down
Increase in tax liability as a result of audits (%)	13.6%	16.0%	18.3%	25.8%	25.9%	*	*	Up	Up
Originally noticed properties sold in lien sale (%)	20%	21%	16%	14%	17%	*	*	Down	Down

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

Goal 1b Promptly review requests for refunds.

In Fiscal 2017 the Department implemented Phase 2 of the changeover to its new business tax system, Gentax, with the transition expected to be complete in the next few months. Due in large part to the efficiencies generated by Gentax, the Department issued 83,735 business tax refunds, with an average processing time of 26 days. While a significant difference from the 111,513 refunds processed in an average of 9 days in Fiscal 2016, when the volume and annual average issuance time was skewed due to a massive refund clean-up effort in June of 2016, Fiscal 2017 performance for both the volume of refunds and processing time are better than periods prior to last year.

DOF also issued 43,854 property tax refunds during Fiscal 2017. Despite the 24 percent increase from the previous year, the average processing time remained at 24 days.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average time to issue a property tax refund (days)	27	37	24	24	24	28	28	Down	Down
★ Average time to issue a business tax refund (days)	30	29	31	9	26	25	25	Down	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 2 Bill, adjudicate and collect on parking tickets.

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

The percentage of parking tickets paid within 90 days remained virtually unchanged at 66.3 percent. At the same time, the percentage of tickets paid before a penalty was assessed dipped from 55.2 percent to 53.6 percent.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Tickets paid before penalty assessed (%)	51.5%	53.1%	55.3%	55.2%	53.6%	*	*	Neutral	Up
Parking tickets resolved within 90 days (000)	NA	NA	8,374	8,813	7,655	*	*	NA	*
★ Parking tickets issued that are paid within 90 days (%)	63.5%	63.2%	65.8%	66.8%	66.3%	65.0%	65.0%	Neutral	Up
Parking tickets issued that are dismissed within 90 days (%)	14.1%	13.7%	13.2%	12.9%	12.6%	*	*	Down	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 2b   Assure that all respondents are offered convenient options for challenging tickets.

The number of parking ticket appeals reviewed fell by almost half due to a court order hold for a large commercial entity. The number of parking ticket appeals granted a reversal more than doubled to 21 percent due to a Fiscal 2017 rule change allowing for additional evidence on appeal.

Overall, total parking ticket hearings held steady at approximately 978,000, while average turnaround times for in-person hearings and hearings by mail and web improved slightly.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Summonses adjudicated (000)	1,719	2,072	2,082	2,037	1,988	*	*	Up	*
★ Parking ticket hearings - Total	901,026	1,104,940	1,041,841	978,447	978,574	*	*	Neutral	*
– In-person hearings	206,320	239,063	236,097	220,221	216,695	*	*	Neutral	*
– Hearings-by-mail	473,411	453,399	401,422	343,601	318,373	*	*	Down	*
– Online hearings	221,295	412,478	404,322	414,625	443,506	*	*	Up	*
★ Average turnaround time for in-person parking ticket hearings (minutes)	19	25	19	14	12	25	25	Down	Down
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	3.8	7.0	6.5	4.4	3.7	8.5	8.5	Down	Down
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	4.2	10.3	8.3	7.0	6.9	14.0	14.0	Up	Down
Parking ticket appeals reviewed	36,094	41,405	55,036	58,939	30,375	*	*	Neutral	*
Parking ticket appeals granted a reversal (%)	9.9%	12.8%	14.0%	10.0%	21.0%	*	*	Up	Down
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 3 Administer rent and property owner exemption programs.

Goal 3a   Promptly review applications for exemption programs.

The Department advanced several initiatives to support the ongoing effort to increase enrollment in the SCRIE and DRIE rent freeze programs. These include targeted outreach in under enrolled neighborhoods, as defined by the agency's 2014 report, in addition to the general citywide enrollment events; and creation of a new unit to build partnerships with community-based organizations, using a train-the-trainer model, in efforts to better screen for eligibility and collect the necessary paperwork to complete the application process before submission to the Department. While the Department did not see an increase in the number of new applications filed in Fiscal 2017 as initially anticipated, the results of the enhanced outreach and marketing are now expected in Fiscal 2018.

The almost 10 percent decrease in SCRIE renewal applications received stems from approximately 4,500 rent controlled tenants that were not required to recertify in Fiscal 2017, as renewal is required every two years for rent controlled tenants.

On average, the time to process all application types decreased due to both the overall decrease in applications and a continued effort to improve operations by cross-training staff and diligent monitoring of the workload. The more significant decreases in DRIE processing times—improvements of over three days—are also attributed to efficiencies gained from a modernized database and simplified application process.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	7,094	8,272	15,713	8,951	8,289	*	*	Up	*
★ Average time to process initial SCRIE applications (days)	17.3	4.4	7.7	4.7	3.0	10.0	10.0	Down	Down
SCRIE renewal applications received	22,670	21,239	23,321	27,760	25,091	*	*	Up	*
★ Average time to process renewal SCRIE applications (days)	13.4	9.6	8.9	6.9	5.2	10.0	10.0	Down	Down
Disability Rent Increase Exemption (DRIE) - Initial applications received	NA	NA	NA	2,594	2,143	*	*	NA	*
★ Average time to process initial DRIE applications (days)	NA	NA	NA	7.5	3.4	10.0	10.0	NA	Down
DRIE renewal applications received	NA	NA	NA	5,816	6,141	*	*	NA	*
★ Average time to process renewal DRIE applications (days)	NA	NA	NA	7.6	4.2	10.0	10.0	NA	Down

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

SERVICE 4 Help NYC taxpayers resolve tax issues.

Goal 4a   Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

In Fiscal 2017, in its first full year of operation, the Office of the Taxpayer Advocate (OTA) received 770 inquiries, opened 308 cases and closed 311 cases. The majority of inquiries and cases were related to tax exemption or abatement issues, and misunderstandings related to a property's assessed or market value. Inquiries were closed in an average of 7.8 days, and cases were closed in an average of 61.6 days. Although business and excise tax issues still make up a small percentage of OTA's inventory, OTA has seen an uptick in the amount of cases and inquiries in that area in Fiscal 2017 and anticipates further increases.

During Fiscal 2017 the Ombudspersons for DOF's Rent Freeze programs—the SCRIE and DRIE programs—fully transferred their operations to OTA. SCRIE/DRIE statistics for Fiscal 2017 will be tabulated and analyzed in OTA's annual report due October 1, 2017.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Inquiries received	NA	NA	NA	381	770	*	*	NA	*
★ Average time to address inquiries (days)	NA	NA	NA	9.0	7.8	⇩	⇩	NA	Down
Cases opened	NA	NA	NA	194	308	*	*	NA	*
Cases closed	NA	NA	NA	156	311	*	*	NA	*
★ Average time to close a case (days)	NA	NA	NA	53.7	61.6	⇩	⇩	NA	Down

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

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SERVICE 5   Record property-related documents.

Goal 5a   Increase the percentage of online property recording transactions.

In Fiscal 2017 the Department of Finance's Office of Land Records continued to focus on making document submission easier, faster and more transparent by retraining staff to enable quicker review and return of property registration documents. Also, to encourage the online submission of property related documents, the office utilized social media sites and provided training videos to inform the public of the changes in procedures and the ease in uploading property documents. These changes have resulted in the more than two-day reduction in the average time to record and index property documents from 3.4 to 1.1 days, and an increase in the percent of online property recording transactions from 58.8 to 63.1 percent.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Online property recording transactions (%)	NA	NA	NA	58.8%	63.1%	*	*	NA	Up
Average time to record and index property documents (days) - Citywide	3.1	2.4	3.8	3.4	1.1	*	*	Down	Down

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Total revenue collected ($000,000)	$30,167	$32,227	$34,452	$36,044	$36,914	*	*	Up	*
– Property taxes collected ($000,000)	$18,751	$19,977	$21,317	$22,946	$24,447	*	*	Up	*
– Business taxes collected ($000,000)	$7,410	$7,578	$7,724	$7,550	$7,289	*	*	Neutral	*
– Property transfer taxes collected ($000,000)	$1,828	$2,488	$2,920	$3,008	$2,501	*	*	Up	*
– Parking summons revenue ($000,000)	$508	$588	$643	$642	$627	*	*	Up	*
– Audit and enforcement revenue collected ($000,000)	$1,009	$911	$1,132	$1,161	$1,252	*	*	Up	*
– Other revenue ($000,000)	$661	$685	$717	$738	$798	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
E-mails responded to in 14 days (%)	85%	86%	83%	71%	73%	85%	85%	Down	Up
Letters responded to in 14 days (%)	91%	79%	90%	87%	91%	85%	85%	Neutral	Up
Completed customer requests for interpretation	3,254	4,353	4,466	5,453	7,699	*	*	Up	*
Average customer in-person wait time (minutes)	7	17	9	4	5	12	12	Down	Down
CORE customer experience rating (0-100)	86	92	93	81	96	90	90	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$222.3	$240.3	$251.8	$258.8	$277.7	$278.5	$302.5	Up
Revenues ($000,000)	$652.1	$743.8	$803.9	$816.2	$823.2	$792.5	$779.7	Up
Personnel	1,802	1,870	1,916	1,954	2,016	2,233	2,261	Up
Overtime paid ($000)	$1,240	$1,545	$1,709	$2,699	$1,311	$1,311	$1,332	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$148.1	$156.8	
001 - Administration and Planning	$40.9	$42.0	All
002 - Operations	$26.3	$22.5	1b, 3a
003 - Property	$21.2	$27.5	1a, 1b, 5a
004 - Audit	$25.6	$28.8	1a, 1b
005 - Legal	$6.1	$6.6	1a, 1b, 2a
007 - Parking Violations Bureau	$10.7	$10.4	2a, 2b
009 - City Sheriff	$17.3	$19.0	1a, 2a
Other Than Personal Services - Total	$110.8	$121.0	
011 - Administration	$56.7	$60.7	All
022 - Operations	$32.1	$34.4	1b, 3a
033 - Property	$1.2	$4.0	1a, 1b, 5a
044 - Audit	$0.5	$0.9	1a, 1b
055 - Legal	$0.1	$0.1	1a, 1b, 2a
077 - Parking Violations Bureau	$1.0	$1.4	2a, 2b
099 - City Sheriff	$19.2	$19.4	1a, 2a
Agency Total	$258.8	$277.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• The Department added indicators on the number of parking summonses adjudicated, the number resolved within 90 days as well as the percent dismissed within 90 days. Due to the length of time allowed to contest a parking ticket and appeal a hearing decision, Fiscal 2017 data for the number of parking tickets resolved within 90 days, as well as payment and dismissal rates, are based on 11 months of activity. Revised Fiscal 2017 data for these measures, based on a full 12 months of activity, will appear in the Fiscal 2018 Preliminary Mayor's Management Report.

• The Department also added metrics on the number of parking ticket hearings held in-person, by mail or online (web).

• Fiscal 2017 data for Customers Observing and Reporting Experiences (CORE) ratings are based on the inspection results of all the agency's service centers. In Fiscal 2016, as an exception, the rating was based on inspections of targeted facilities.

ADDITIONAL RESOURCES

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

• NYC Rent Freeze Program:
  www.nyc.gov/rentfreeze

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

DEPARTMENT OF INFORMATION TECHNOLOGY & TELECOMMUNICATIONS Anne Roest, Commissioner
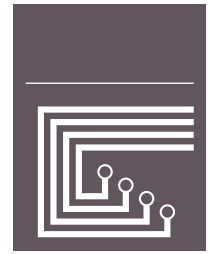
WHAT WE DO

The Department of Information Technology and Telecommunications (DoITT) delivers technology and services that allow the City to serve and empower New Yorkers as they live, work and play, while supporting the creation of a more equitable City. DoITT partners with over 100 government entities to help them obtain the right technology solutions to meet their business needs and ensure 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 and Geographic Information Systems (GIS); operates the City's state-of-the-art data center, the Citywide Radio Network (CRN), 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 supports the Mayor's Office to bring affordable, reliable broadband to every New Yorker by 2025. DoITT's LinkNYC network replaces outdated payphones with kiosks that provide free, superfast Wi-Fi and offer free domestic calling alongside access to social services, maps and more. As of June 2017, 901 LinkNYC kiosks were operational across all five boroughs. LinkNYC is expected to generate at least $500 million for the City over its first 12 years. DoITT works with the City's Chief Technology Officer (CTO) to bring free broadband to over 16,000 New Yorkers living in public housing, an effort that began with Queensbridge Houses in June 2016. DoITT and the CTO also run NYC Connected Communities, a program that increases access to broadband, computer literacy and job readiness in low-income communities. DoITT administers the Open Data portal, making over 1,700 datasets publicly available, from crime data to the street tree census and beyond. DoITT recently relaunched NYC Open Data to make it easier to navigate and increased public engagement so more New Yorkers can access and use open data. DoITT also maintains NYC.gov, which is easily accessed 24 hours a day by desktop, smartphone or tablet 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 IN FISCAL 2017

SERVICE 1 **Deliver City IT services including hardware, software and technical support.**

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

In Fiscal 2017 DoITT provided City agencies with reliable, high-quality service, improving the uptime of key systems (mainframe, UNIX, Wintel) to 99.66 percent compared to 99.59 percent in Fiscal 2016. In addition, DoITT continued to maintain high availability (99.97 percent or greater) for mission-critical communications systems utilized by City agencies, such as the Citywide Radio Network, 800 MHz network and NYCWiN.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Average uptime of key systems (mainframe, UNIX, Wintel) (%)	99.83%	99.72%	99.36%	99.59%	99.66%	99.99%	99.99%	Neutral	Up
Average utilization of shared City agencies mainframe system (%)	79.6%	79.7%	72.3%	60.9%	69.9%	*	*	Down	*
Average utilization of mainframe system used by the Department of Education and DoITT (%)	46.5%	49.2%	57.6%	61.2%	64.1%	*	*	Up	*
Uptime of NYC.gov (%)	99.99%	99.93%	99.99%	100.00%	100.00%	99.99%	99.99%	Neutral	Up
Uptime of NYCWiN (%)	99.99%	100.00%	100.00%	99.99%	99.97%	99.99%	99.99%	Neutral	Up
Uptime of 800 MHz network (%)	99.99%	100.00%	100.00%	100.00%	100.00%	99.99%	99.99%	Neutral	Up
Uptime of Citywide Radio Network (%)	99.99%	100.00%	100.00%	100.00%	100.00%	99.99%	99.99%	Neutral	Up
800 MHz network transmissions (000)	2,866.0	3,621.7	2,935.7	3,187.2	2,816.1	*	*	Neutral	*

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

Goal 1b   Resolve all citywide service desk requests and incident tickets within targeted levels.

DoITT resolved all incidents in 1.5 days on average in Fiscal 2017, an improvement of six percent from 1.6 days in Fiscal 2016, despite a 13 percent increase in incidents. DoITT showed slight gains in resolving high-priority tickets, down to 0.7 days on average from 0.8 in Fiscal 2016. DoITT will continue to address performance in resolving incidents and has established a new division, Service Management, to ensure that DoITT's partner agencies receive effective and reliable incident resolution.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Service incidents	219,685	188,745	197,166	230,978	260,045	*	*	Up	*
★ Average time to resolve all service incidents (days)	1.8	1.2	1.3	1.6	1.5	3.0	3.0	Neutral	Down
Average time to resolve service incidents - Critical (days)	0.8	0.7	0.7	0.4	0.4	0.1	0.1	Down	Down
Average time to resolve service incidents - High (days)	1.4	0.5	0.4	0.8	0.7	0.2	0.2	Down	Down
Average time to resolve service incidents - Medium (days)	1.4	1.0	1.0	1.2	1.2	3.0	3.0	Down	Down
Average time to resolve service incidents - Low (days)	1.9	1.5	1.8	2.2	2.0	6.0	6.0	Up	Down

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

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

In Fiscal 2017, 88 percent of DoITT's active projects were on schedule, while 70 percent of completed projects were on time according to their original baseline finish date. The projects not completed on time were delayed for a variety of reasons, with resource-related issues being the most common accounting for 35 percent of the projects not completed on time. DoITT's Project Management Office completed 72 projects in Fiscal 2017, a 26 percent increase compared to Fiscal 2016.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Projects on schedule (%)	75%	85%	87%	88%	88%	75%	80%	Up	Up
★ Projects completed on time (%)	NA	NA	75%	71%	70%	⇧	75%	NA	Up
Active projects	NA	NA	34	45	49	*	*	NA	*
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

The average time to resolve telecommunication incidents improved 20 percent despite a 20 percent increase in incidents. This improvement was largely due to improved training, as well as the use of mobile devices to support incident resolution in the field.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Service incidents - Telecommunications repair	5,634	3,909	2,628	2,531	3,026	*	*	Down	*
Average time to resolve telecommunications incidents (days)	10.2	4.6	4.6	8.0	6.4	*	*	Down	Down
★ Uptime of telecommunications network (Voice over Internet Protocol) (%)	99.97%	100.00%	100.00%	100.00%	99.93%	99.99%	99.99%	Neutral	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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.

In Fiscal 2017 the average number of unique monthly visitors to NYC.gov, the City's website, reached almost 4.6 million, a 15 percent increase from the previous year.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
NYC.gov web page views (000)	NA	NA	NA	271,252.2	271,980.0	*	*	NA	Up
★ NYC.gov unique visitors (average monthly) (000)	3,774	3,778	3,772	4,001	4,599	⇧	⇧	Up	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

DoITT now publishes 1,700 datasets on the Open Data portal, an increase of 10 percent compared to Fiscal 2016. DoITT continues to work closely with other agencies to ensure compliance with the NYC Open Data Law, automating updates for over 200 datasets. The redesigned www.nyc.gov/opendata website welcomes 50,000 new users a month. Certain datasets are updated close to real time, for example, "real-time traffic speed data" is updated every five minutes and "real-time PlowNYC data" is updated every 15 minutes during snow season.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Data sets available for download on NYC.gov/Open-Data	1,139	1,273	1,369	1,552	1,700	1,679	1,902	Up	Up
★ Critical Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 3 Regulate franchised cable services.

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

DoITT continued to resolve cable complaints in a timely manner during Fiscal 2017, with 99 percent of requests resolved within 30 days despite more than double the number of consumer cable video complaints to the City compared to Fiscal 2016. The average time to resolve all cable complaints increased from 13 days in Fiscal 2016 to 14 days in Fiscal 2017.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Video cable complaints resolved in 30 days or less (%)	99.3%	99.4%	99.8%	100.0%	99.2%	98.0%	98.0%	Neutral	Up
Average time to resolve all video cable complaints (days)	13	14	13	13	14	*	*	Neutral	Down

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

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.

DoITT administers the LinkNYC network, which replaces outdated public pay telephones with kiosks that provide free, superfast Wi-Fi and offer free domestic calling. By the end of Fiscal 2017, 901 Link kiosks were operational, which is short of the target of 1,530. DoITT expects the pace of installation to increase in Fiscal 2018, with the number of active Links more than doubling by the end of the fiscal year. At the end of Fiscal 2017 there were only 4,811 operable public pay telephones on City streets. As more payphones are de-commissioned, the number of payphone inspections continued to decrease.

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Active LinkNYC kiosks on City streets	NA	NA	NA	198	901	1,530	2,830	NA	*
LinkNYC kiosks in violation (%)	NA	NA	NA	0%	0%	5%	5%	NA	Down
Telecommunications advertisement-generated revenue ($000)	NA	NA	$5,190.5	$23,816.4	$49,755.3	*	*	NA	*
★ Inspected phones deemed operable (%)	61%	65%	63%	65%	80%	75%	75%	Up	Up
Inspected phones passing scorecard appearance standards (%)	98%	97%	98%	99%	99%	95%	95%	Neutral	Up
Pay phone inspections conducted	9,286	9,491	10,571	9,123	8,219	*	*	Down	*
Violations admitted to or upheld at the Environmental Control Board (%)	69%	69%	72%	65%	50%	*	*	Down	*

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Citywide IT professional services contracts in use by agencies (%)	46%	57%	37%	39%	49%	*	*	Down	*
Agencies' task orders using citywide IT professional services contracts	810	1,071	747	570	409	*	*	Down	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Letters responded to in 14 days (%)	97%	99%	91%	100%	99%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	96%	97%	95%	100%	100%	*	*	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Percent meeting time to close – cable complaint - video service (15 days)	96	97	96	96	86	*	*	Neutral	*
Percent meeting time to close – cable complaint - billing (30 days)	99	100	100	100	98	*	*	Neutral	*
Percent meeting time to close – cable complaint - miscellaneous (30 days)	99	100	100	100	99	*	*	Neutral	*
Percent meeting time to close – public payphone complaint - damaged telephone (30 days)	44	77	74	86	85	*	*	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5yr Trend
Expenditures ($000,000)[3]	$431.6	$467.5	$491.7	$587.0	$707.2	$715.1	$628.3	Up
Revenues ($000,000)	$162.4	$168.2	$174.1	$173.9	$184.2	$178.4	$176.2	Up
Personnel	1,130	1,163	1,257	1,379	1,491	1,777	1,772	Up
Overtime paid ($000)	$998	$777	$867	$1,135	$517	$517	$500	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$112.1	$124.5	All
002 - Other Than Personal Services	$474.9	$582.7	All
Agency Total	$587.0	$707.2	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.   [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- As part of its re-organizational change that better positioned it to serve its customer agencies and the public, DoITT continues to review its service delivery goals and related performance indicators. In Fiscal 2017 DoITT made the following changes to the names of its indicators to clarify what is being reported:

    - 'Cable complaints resolved within 30 days (%)' was re-named 'Video cable complaints resolved within 30 days (%),' 'Average time to resolve all cable complaints (days)' was re-named to 'Average time to resolve all video cable complaints (days)' and 'LinkNYC kiosks on City streets' was re-named to 'Active LinkNYC kiosks on City streets.' .

- In Fiscal 2018 DoITT will continue to identify ways to improve its indicators to ensure that they are clear, accurate and relevant depictions of its operational performance. After an initial review taken in Fiscal 2017, DoITT notes that it plans to remove the following indicators beginning in Fiscal 2018:

    - '800 MHz network transmissions (000),' 'Average utilization of shared City agencies mainframe system (%),' 'Average utilization of mainframe system used by the Department of Education and DoITT (%),' 'Inspected phones deemed operable (%),' 'Inspected phones passing scorecard appearance standards (%),' 'Pay phone inspections conducted,' Violations admitted to or upheld at the Environmental Control Board (%) 'Agencies' task orders using citywide IT professional services contracts' and 'Percent meeting time to close – public payphone complaint - damaged telephone (30 days).'

ADDITIONAL RESOURCES

For additional information go to:

- NYC.gov:
  http://www.nyc.gov/

- NYC Open Data:
  https://opendata.cityofnewyork.us/

- Real-time traffic speed data:
  https://data.cityofnewyork.us/Transportation/Real-Time-Traffic-Speed-Data/xsat-x5sa

- Real-time PlowNYC data:
  https://data.cityofnewyork.us/dataset/DSNY-PlowNYC-Data/34hf-h2fw

For more information on the agency, please visit: 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 their right to vote at the polls or by absentee ballot; canvassing and certification of the vote; voter education, notification and dissemination of election information; and preparation of maps of various political subdivisions.

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 IN FISCAL 2017

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
Voter turnout - general election (000)	2,467	1,102	1,042	236	2,760	*	*	Neutral	*
Voter Registration forms processed	345,834	254,404	145,809	166,961	503,609	*	*	Up	*
Total registered voters (000)	4,640	4,610	4,568	4,552	4,927	*	*	Neutral	Up
Total active voters (000)	4,225	4,276	4,160	4,108	4,477	*	*	Neutral	Up
Eligible voters registered (%)	NA	NA	NA	NA	NA	*	*	NA	Up
Poll worker attendance on Election Day (%)	95.6%	87.5%	84.8%	89.1%	94.1%	*	*	Neutral	Up
Voter complaints regarding poll workers	434	422	446	304	721	*	*	Up	Down
Voter complaints regarding poll workers - service	146	253	213	243	394	*	*	Up	Down
Voter complaints regarding poll workers - procedure	288	169	233	61	327	*	*	Neutral	Down
Voting equipment replacement rate - ballot scanners (%)	3.2%	0.4%	0.4%	0.3%	0.9%	*	*	Down	Down
Voting equipment replacement rate - ballot marking devices (%)	5.6%	0.9%	2.3%	0.5%	1.4%	*	*	Down	Down
Election results reporting timeliness (hours)	NA	NA	NA	NA	NA	*	*	NA	Down
Precision of unofficial election results (%)	1.0%	1.8%	2.1%	1.8%	1.1%	*	*	Neutral	*
Interpreters deployed on election day	1,917	1,908	2,051	1,874	2,329	*	*	Up	*
Interpreters deployed on election day - Bronx	156	138	148	155	176	*	*	Up	*
Interpreters deployed on election day - Brooklyn	511	530	539	500	670	*	*	Up	*
Interpreters deployed on election day - Queens	836	832	924	830	910	*	*	Neutral	*
Interpreters deployed on election day - Manhattan	374	366	394	351	529	*	*	Up	*
Interpreters deployed on election day - Staten Island	40	42	46	38	44	*	*	Neutral	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	5yr Trend
Expenditures ($000,000)[3]	$109.8	$107.5	$116.2	$106.8	$132.4	$142.4	$123.7	Up
Revenues ($000)	$46	$67	$74	$41	$47	$116	$116	Down
Personnel	768	669	624	638	752	1,555	1,037	Neutral
Overtime paid ($000,000)	$5.8	$4.9	$6.5	$4.9	$2.3	$2.3	$4.9	Down

[1]Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details.   [2]Authorized Budget Level   [3]Expenditures include all funds
"NA" - Not Available in this report

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY16[1] ($000,000)	Modified Budget FY17[2] ($000,000)
001 - Personal Services	$54.0	$61.7
002 - Other Than Personal Services	$62.6	$70.4
Agency Total	$116.7	$132.1

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2016. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds.

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.

Appendix

Mayor's Management Report

Fiscal 2017
Additional Tables

**The City of New York
Mayor Bill de Blasio**

Anthony Shorris, First Deputy Mayor

Emily W. Newman, Acting Director
Mayor's Office of Operations

September 2017
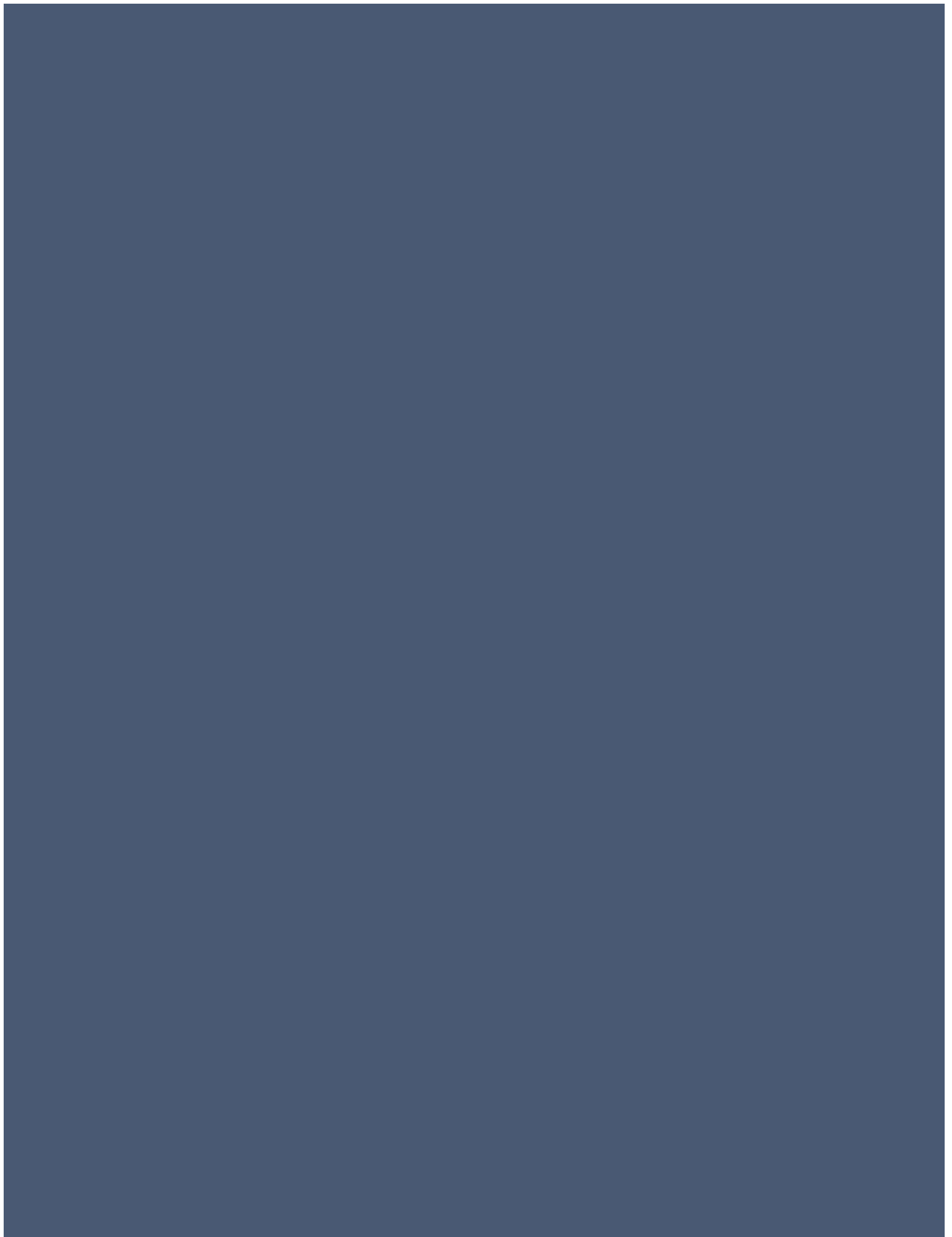
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ADDITIONAL TABLES

Timeliness Indicators

Percent of e-mails responded to in 14 days							
Performance Statistics	**Actual**					**Target**	
Agency	**FY13**	**FY14**	**FY15**	**FY16**	**FY17**	**FY17**	**FY18**
311	100	100	100	100	96	*	*
ACS	96	93	90	98	97	*	*
BIC	100	100	100	100	100	*	*
CCHR	100	100	100	100	100	*	*
CCRB	79	94	98	100	100	*	*
DCAS	89	80	74	81	85	*	*
DCLA	86	90	92	95	89	88	88
DCP	81	87	90	85	83	85	85
DDC	91	94	95	86	90	90	90
DEP	94	88	86	93	100	95	95
DFTA	84	97	76	81	86	*	*
DHS	67	81	69	61	32	*	*
DOB	37	65	51	60	63	57	57
DOC	100	100	100	100	100	*	*
DOE	NA	62	64	60	60	61	62
DOF	85	86	83	71	73	85	85
DOHMH	42	68	58	72	73	75	75
DOI	100	100	100	100	100	*	*
DOITT	96	97	95	100	100	*	*
DOP	100	100	100	100	100	*	*
DORIS	100	100	100	100	100	*	*
DOT	92	89	95	98	97	90	90
DPR	45	38	52	60	77	60	60
DSNY	69	75	64	75	73	*	*
DYCD	100	100	100	100	100	*	*
FDNY	85	97	37	54	48	*	*
HPD	60	56	76	55	67	58	58
HRA	96	96	94	93	93	90	90
LAW	100	100	100	100	100	*	*
LPC	99	100	100	98	99	*	*
NYCEM	95	95	97	99	100	*	*
NYCHA	86	87	88	83	78	*	*
OATH	100	100	100	100	100	*	*
OCME	100	100	100	100	100	*	*
SBS	100	100	100	100	100	*	*
TLC	75	93	99	98	99	80	80

Timeliness Indicators (cont.)

Percent of letters responded to in 14 days							
Performance Statistics	Actual					Target	
Agency	FY13	FY14	FY15	FY16	FY17	FY17	FY18
ACS	92	87	85	97	88	*	*
BIC	100	100	100	100	100	*	*
CCHR	100	100	100	98	100	*	*
CCRB	70	73	84	88	80	*	*
DCAS	77	54	50	66	56	*	*
DCLA	87	100	100	100	100	90	90
DCP	44	44	64	72	71	50	50
DDC	91	96	94	88	86	90	90
DEP	97	97	99	99	99	95	95
DFTA	53	59	77	87	80	*	*
DHS	67	84	70	65	NA	*	*
DOB	54	49	69	30	60	57	57
DOC	83	100	99	99	100	*	*
DOE	NA	79	75	73	71	74	75
DOF	91	79	90	87	91	85	85
DOHMH	21	30	36	60	44	40	40
DOI	100	100	100	100	100	*	*
DOITT	97	99	91	100	99	*	*
DOP	97	77	100	100	100	*	*
DORIS	92	92	100	100	100	*	*
DOT	84	90	95	98	97	90	90
DPR	37	30	43	47	74	60	60
DSNY	52	65	58	73	66	*	*
DYCD	100	100	100	100	100	*	*
FDNY	66	95	92	97	97	*	*
HPD	53	49	47	53	45	52	52
HRA	78	87	81	87	94	90	90
LAW	100	100	100	100	100	*	*
LPC	88	94	85	80	85	*	*
NYCEM	99	100	100	100	100	*	*
NYCHA	74	80	79	85	84	*	*
OATH	100	100	100	100	100	*	*
OCME	98	100	100	100	100	*	*
SBS	100	100	100	100	100	*	*
TLC	94	92	99	NA	88	90	90

Timeliness Indicators (cont.)

Average customer in-person wait time (minutes)							
Performance Statistics	Actual					Target	
Agency	FY13	FY14	FY15	FY16	FY17	FY17	FY18
BIC	3	2	4	3	3	*	*
CCHR	10	10	10	11	9	*	*
DCA	12	16	13	9	9	17	17
DCAS	1	1	1	2	1	*	*
DEP	7	7	6	5	4	5	5
DHS	NA	24	15	10	6	*	*
DOB	NA	NA	NA	NA	27	*	*
DOF	7	17	9	4	5	12	12
DOHMH	11	9	8	1	1	10	10
DOI	3	3	3	3	3	*	*
DOT	NA	NA	3	4	3	*	*
FDNY	12	13	11	14	17	*	*
HPD	30	43	36	27	19	29	29
HRA	48	40	42	35	34	60	30
NYCHA	16	19	15	13	18	*	*

Percent of calls answered in 30 seconds							
Performance Statistics	Actual					Target	
Agency	FY13	FY14	FY15	FY16	FY17	FY17	FY18
311	81	83	84	89	85	80	80
DEP	69	79	68	73	79	76	76
DOHMH	69	85	82	78	73	85	85
DOT	45	47	61	21	12	*	*
DYCD	54	94	47	48	42	*	*
HRA	64	70	66	80	84	80	80
NYCHA	65	68	72	64	46	*	*
NYPD	99	99	99	99	99	*	*

CORE (Customers Observing and Reporting Experience) Ratings

Agency	Performance Statistics	Actual					Target	
		FY13	FY14	FY15	FY16	FY17	FY17	FY18
BIC	Overall Facility Rating	95	93	93	100	100	*	*
	-Facility Cleaning & Maintenance	95	100	92	100	100	*	*
	-Facility Operations	95	84	95	100	100	*	*
CCHR	Overall Facility Rating	94	97	98	100	98	*	*
	-Facility Cleaning & Maintenance	95	96	98	100	99	*	*
	-Facility Operations	93	98	98	100	97	*	*
CCRB	Overall Facility Rating	81	100	98	100	98	*	*
	-Facility Cleaning & Maintenance	81	100	96	100	97	*	*
	-Facility Operations	78	100	100	100	100	*	*
DCA	Overall Facility Rating	86	94	95	98	99	83	87
	-Facility Cleaning & Maintenance	90	95	94	100	98	*	*
	-Facility Operations	80	92	95	95	100	*	*
DCAS	Overall Facility Rating	90	96	94	100	97	90	95
	-Facility Cleaning & Maintenance	94	98	94	100	97	*	*
	-Facility Operations	85	93	95	100	97	*	*
DCP	Overall Facility Rating	88	89	92	100	99	80	90
	-Facility Cleaning & Maintenance	89	90	92	100	98	*	*
	-Facility Operations	85	88	91	100	100	*	*
DEP	Overall Facility Rating	91	95	95	100	97	90	90
	-Facility Cleaning & Maintenance	90	91	95	100	94	*	*
	-Facility Operations	93	98	95	100	100	*	*
DFTA	Overall Facility Rating	95	100	100	96	92	*	*
	-Facility Cleaning & Maintenance	95	100	100	92	100	*	*
	-Facility Operations	95	100	100	100	83	*	*
DHS	Overall Facility Rating	91	89	95	100	92	*	*
	-Facility Cleaning & Maintenance	88	90	99	100	92	*	*
	-Facility Operations	95	88	92	100	92	*	*
DOB	Overall Facility Rating	83	91	90	91	90	85	85
	-Facility Cleaning & Maintenance	85	93	92	90	85	*	*
	-Facility Operations	80	89	89	93	94	*	*
DOE	Overall Facility Rating	92	97	94	94	91	90	90
	-Facility Cleaning & Maintenance	91	96	93	93	92	*	*
	-Facility Operations	92	98	95	95	91	*	*
DOF	Overall Facility Rating	86	92	93	81	96	90	90
	-Facility Cleaning & Maintenance	87	90	96	75	94	*	*
	-Facility Operations	85	94	91	89	98	*	*
DOHMH	Overall Facility Rating	90	92	92	81	96	85	85
	-Facility Cleaning & Maintenance	89	93	91	79	94	*	*
	-Facility Operations	91	92	93	82	98	*	*

		Actual					Target	
Agency	Performance Statistics	FY13	FY14	FY15	FY16	FY17	FY17	FY18
DOI	Overall Facility Rating	93	93	98	98	100	*	*
	-Facility Cleaning & Maintenance	100	93	98	100	100	*	*
	-Facility Operations	86	92	97	95	100	*	*
DORIS	Overall Facility Rating	93	93	91	97	100	*	*
	-Facility Cleaning & Maintenance	95	93	97	100	100	*	*
	-Facility Operations	90	92	86	95	100	*	*
DOT	Overall Facility Rating	92	97	95	98	100	90	95
	-Facility Cleaning & Maintenance	92	96	94	100	100	*	*
	-Facility Operations	93	98	97	95	100	*	*
DPR	Overall Facility Rating	89	91	93	91	91	85	85
	-Facility Cleaning & Maintenance	89	91	91	86	88	*	*
	-Facility Operations	89	93	95	97	94	*	*
FDNY	Overall Facility Rating	96	99	91	98	100	*	*
	-Facility Cleaning & Maintenance	100	100	98	100	100	*	*
	-Facility Operations	86	97	83	95	100	*	*
HPD	Overall Facility Rating	87	89	90	97	98	85	85
	-Facility Cleaning & Maintenance	90	92	91	95	98	*	*
	-Facility Operations	84	85	90	100	99	*	*
HRA	Overall Facility Rating	83	90	90	86	89	80	80
	-Facility Cleaning & Maintenance	84	89	88	82	88	*	*
	-Facility Operations	81	90	92	91	90	*	*
NYCHA	Overall Facility Rating	83	94	93	92	95	*	*
	-Facility Cleaning & Maintenance	91	93	94	95	93	*	*
	-Facility Operations	83	94	92	89	98	*	*
NYPD	Overall Facility Rating	86	90	88	94	92	*	*
	-Facility Cleaning & Maintenance	86	88	89	97	89	*	*
	-Facility Operations	86	92	86	90	95	*	*
OATH	Overall Facility Rating	90	97	94	98	97	*	*
	-Facility Cleaning & Maintenance	90	96	95	96	95	*	*
	-Facility Operations	90	97	93	100	98	*	*
SBS	Overall Facility Rating	93	95	95	98	96	*	*
	-Facility Cleaning & Maintenance	96	95	94	96	96	*	*
	-Facility Operations	89	95	96	100	96	*	*
TLC	Overall Facility Rating	84	87	88	98	97	80	85
	-Facility Cleaning & Maintenance	86	86	88	100	98	*	*
	-Facility Operations	83	88	88	95	97	*	*

CORE (Customers Observing and Reporting Experience) Ratings (cont.)

311 Customer Service Center Inquiries by Agency

Top Inquiries	Total 2016	% of Inquiries in 2016	Rank in # of Calls in 2016	Total 2017	% of Inquiries in 2017	Rank in # of Calls in 2017
ACS						
Child Care Financial Assistance - Eligibility Information and Application By Mail	6,806	12%	1	5,496	12%	1
Child Care Financial Assistance - Voucher Information	6,120	11%	2	5,438	12%	2
Child Care Financial Assistance - Children's Services Clients	4,420	8%	5	3,991	8%	3
Child Care Financial Assistance - Eligibility and Application In Person or By Phone	4,573	8%	4	3,627	8%	4
Child Care Financial Assistance - Eligibility and Application Online	4,614	8%	3	3,558	8%	5
BIC						
Commercial Waste and Private Carters Information	1,114	62%	1	1,292	66%	1
Sanitation Complaint - Private Carter	597	33%	2	621	32%	2
Trade Waste License Registration	76	4%	3	44	2%	
Staff Information Provided	NA	NA	NA	1	0%	3
BOE						
Election and Voting Information	7,898	34%	2	10,043	34%	1
Find a Poll Site	9,359	40%	1	6,916	23%	2
Check Voter Registration Status	3,661	16%	3	6,854	23%	3
Absentee Voting	661	3%	5	3,926	13%	4
Become a Poll Worker	417	2%	7	741	2%	5
BPL						
Find a Library - Brooklyn	1,965	81%	1	1,446	83%	1
General Information - Brooklyn Public Library	164	7%	2	131	7%	2
Elementary School Student After School Program - Drop-In	154	6%	3	80	5%	3
Library Complaint - Brooklyn	95	4%	4	70	4%	4
Find a Library - Bronx, Manhattan, Staten Island	15	1%	6	10	1%	5
CCHR						
Report Discrimination	9,957	87%	1	9,643	87%	1
Disability Access Inadequate	1,084	9%	2	1,141	10%	2
Human Rights Commission Publications	213	2%	4	176	2%	3
Human Rights Education and Community Outreach	251	2%	3	164	1%	4
CCRB						
Police Officer Misconduct	8,177	99%	1	6,797	99%	1
Civilian Complaint Mediation	105	1%	2	57	1%	2
Staff Information Provided	NA	NA	NA	1	0%	3
CUNY						
Find a CUNY College	1,989	43%	1	1,588	34%	1
Excelsior Free Tuition Program for CUNY and SUNY Students	NA	NA	NA	691	15%	2
CUNY Admissions Services	485	10%	2	582	12%	3
CUNY Citizenship Now	328	7%	4	414	9%	4
Free GED Bridge Classes - LaGuardia Community College	467	10%	3	274	6%	5

311 Customer Service Center Inquiries by Agency (cont.)

Top Inquiries	Total 2016	% of Inquiries in 2016	Rank in # of Calls in 2016	Total 2017	% of Inquiries in 2017	Rank in # of Calls in 2017
DCA						
Free Tax Preparation - In Person Assistance	16,065	14%	1	20,552	18%	1
NYC Online Licensing Service - Technical Assistance	4,030	4%	6	6,476	6%	2
Financial Empowerment Center	4,941	4%	2	5,062	4%	3
Restaurant Permit - Renew or Status	4,901	4%	3	4,330	4%	4
Retail Store Complaint	4,749	4%	4	4,329	4%	5
DCAS						
Civil Service Exam Information	19,361	70%	1	11,841	62%	1
NYC Jobs	2,276	8%	2	1,909	10%	2
City Employment Verification	1,250	5%	3	1,000	5%	3
The Green Book	864	3%	4	780	4%	4
Sale of City-Owned Real Estate and Sales Auctions	754	3%	5	706	4%	5
DCLA						
Find a Zoo or Aquarium	1,104	40%	1	867	38%	1
Find a Museum	906	33%	2	803	35%	2
Find a Botanical Garden	421	15%	3	298	13%	3
Grants for Cultural Programs	120	4%	4	115	5%	4
Non-Profit Assistance - Arts or Cultural Organization	59	2%	5	55	2%	5
DCP						
Locate an Elected Official	18,357	86%	1	16,600	88%	1
Zoning Information Desk	2,741	13%	2	2,104	11%	2
Purchase City Planning Maps and Books	68	0%	4	65	0%	3
Waterfront - Flood Zone Information	120	1%	3	65	0%	4
City Planning - Hearings and Publications	48	0%	5	48	0%	5
DDC						
DDC Project Inquiries and Complaints	802	85%	1	887	88%	1
General Inquiries for the Department of Design and Construction	127	13%	2	106	11%	2
Bidding on DDC Projects	12	1%	3	10	1%	3
Construction Vendor Prequalification List	5	1%	4	3	0%	4
DEP						
Noise from Construction After Hours	22,408	10%	1	20,023	10%	1
Fire Hydrant Running Full	12,525	6%	5	15,246	7%	2
Water and Sewer Bill Information	14,565	7%	2	14,739	7%	3
Sewer Backup Complaint - Priority	12,769	6%	4	13,645	7%	4
Cold Water Complaint - Dirty	13,209	6%	3	10,898	5%	5

311 Customer Service Center Inquiries by Agency (cont.)

Top Inquiries	Total 2016	% of Inquiries in 2016	Rank in # of Calls in 2016	Total 2017	% of Inquiries in 2017	Rank in # of Calls in 2017
DFTA						
Housing Options - Senior - Low-Income	8,732	17%	1	8,364	18%	1
Lawyer Referral for Seniors	5,739	11%	2	5,520	12%	2
Find a Senior Center	2,950	6%	5	2,980	6%	3
Housing Options - Senior - Frail, Disabled, or with Alzheimers or Dementia	3,014	6%	4	2,875	6%	4
Case Assistance for Seniors	2,349	5%	6	2,662	6%	5
DHS						
Homeless Shelter Complaint - Shelter Client	15,262	18%	2	22,247	29%	1
Homeless Shelter Intake for Single Adults	14,142	17%	4	13,359	17%	2
Homelessness Prevention through HomeBase	18,997	23%	1	10,138	13%	3
Homeless Person Outreach Assistance	14,384	17%	3	10,134	13%	4
Homeless Shelter Intake for Families with Children	9,255	11%	5	8,207	11%	5
DOB						
Schedule a Plan Examiner Appointment	109,663	40%	1	107,996	41%	1
Illegal Conversion of Residential Space	18,717	7%	2	17,217	7%	2
Building Construction Without Permit	18,194	7%	3	15,304	6%	3
Elevator or Escalator Defective or Without Permit	14,333	5%	4	13,935	5%	4
Building Unstable - Priority	5,751	2%	5	4,590	2%	5
DOC						
Jail System Complaint	15,927	23%	3	30,527	36%	1
Inmate Location and Information	23,423	33%	1	26,980	32%	2
Property Pickup for Former Rikers Island Inmates	16,865	24%	2	16,559	19%	3
Inmate Visit Schedule	4,385	6%	4	3,254	4%	4
Department of Correction Facilities	1,890	3%	5	1,842	2%	5
DOE						
Public School Calendar	33,976	24%	1	29,544	24%	1
Find a School	12,888	9%	2	8,973	7%	2
Department of Education Worker or Agency Complaint or Compliment	5,908	4%	4	5,255	4%	3
Pre-Kindergarten - General Information	7,763	5%	3	5,231	4%	4
Find a School Zone	4,666	3%	5	4,343	4%	5

311 Customer Service Center Inquiries by Agency (cont.)

Top Inquiries	Total 2016	% of Inquiries in 2016	Rank in # of Calls in 2016	Total 2017	% of Inquiries in 2017	Rank in # of Calls in 2017
DOF						
Parking Ticket Lookup - Ticket or Plate Number Known	196,449	20%	1	189,396	19%	1
Find a Towed Vehicle - Plate Number Known	92,279	10%	2	96,232	10%	2
Property Tax Account Assistance and Bill Information	88,375	9%	3	91,954	9%	3
Find a Towed Vehicle - Plate Number Unknown - NYPD	37,629	4%	4	37,843	4%	4
Pay a Parking Ticket - Online	29,648	3%	6	30,407	3%	5
DOHMH						
Birth Certificate from 1910 to Present	46,079	12%	1	44,030	13%	1
Rodent Complaint - Other Location	21,281	6%	2	21,585	6%	2
Status of a Birth Certificate Order	13,966	4%	3	14,869	4%	3
Animal - Injured or Sick - Stray Dog or Cat	12,429	3%	4	9,337	3%	4
Birth Certificate Correction or Change	9,031	2%	7	9,331	3%	5
DOI						
City Worker or Contractor Corruption or Misconduct	1,566	44%	1	1,414	46%	1
Contact or Locate a City Marshal	1,518	43%	2	1,312	42%	2
City Marshal Complaint	254	7%	3	206	7%	3
Fingerprinting - Center-Based Day Care or Pre-School	163	5%	4	146	5%	4
Become a City Marshal	24	1%	5	15	0%	5
DOITT						
Cable Complaint - Billing	843	19%	2	1,267	22%	1
Cable Complaint - Service	1,283	29%	1	1,234	22%	2
Cable Phone and Internet Service Complaint	335	8%	5	1,023	18%	3
Verizon City-Wide Cable TV Franchise	604	14%	3	551	10%	4
Cable Complaint - Installation	68	2%	9	357	6%	5
DOP						
Adult Probation Supervision - Brooklyn	229	27%	1	195	22%	1
Adult Probation Supervision - Bronx	164	19%	3	183	21%	2
Adult Probation Supervision - Manhattan	197	23%	2	177	20%	3
Adult Probation Supervision - Queens	114	13%	4	144	16%	4
Voting Rights for People with a Criminal Record	13	2%	9	52	6%	5
DORIS						
Marriage Record Before 1950	NA	NA	NA	1,575	37%	1
Death Certificate Before 1949	850	26%	1	877	20%	2
Birth Certificate Before 1910	614	19%	2	578	13%	3
Status of Request for Death Certificate from Before 1949	298	9%	4	442	10%	4
Genealogy Research	220	7%	5	179	4%	5

311 Customer Service Center Inquiries by Agency (cont.)

Top Inquiries	Total 2016	% of Inquiries in 2016	Rank in # of Calls in 2016	Total 2017	% of Inquiries in 2017	Rank in # of Calls in 2017
DOT						
Streetlight Condition	37,031	11%	1	29,906	10%	1
Traffic or Pedestrian Signal Condition	18,953	6%	5	18,477	6%	2
Alternate Side Parking or Street Cleaning Information	35,590	11%	2	18,345	6%	3
Parking Meter Defective or Damaged	34,741	11%	3	17,672	6%	4
Pothole on Street	19,253	6%	4	17,498	6%	5
DPR						
Removal of Large Branch or Entire Tree - City Tree or Property	18,098	13%	1	17,313	14%	1
Wood Disposal, Chipping, and Pickup - Brooklyn and Queens	13,011	9%	2	11,685	9%	2
Park Maintenance Complaint	9,110	6%	5	8,601	7%	3
Trees and Sidewalk Repair for 1, 2 and 3 Family Residential Property	9,319	7%	4	8,429	7%	4
Standing Dead Tree Removal - City Tree	9,068	6%	6	8,236	7%	5
DSNY						
Bulk Item Disposal Information	76,263	13%	1	88,594	14%	1
CFC and Freon Removal - Appointment	51,811	9%	3	66,092	11%	2
Recycling and Trash Collection Schedules	53,614	9%	2	51,810	8%	3
Missed Garbage Collection	46,638	8%	4	41,188	7%	4
Electronic Disposal Information	41,043	7%	5	31,458	5%	5
DYCD						
Summer Jobs for Youth - General	2,352	15%	1	2,106	17%	1
Literacy and GED or TASC Instruction for Non-English Speakers	1,853	12%	2	1,472	12%	2
Immigration Assistance from Community-Based Organizations	1,711	11%	3	1,251	10%	3
Summer Camp - Department of Youth and Community Development	1,400	9%	5	1,171	9%	4
Literacy and GED or TASC Instruction for Adults	1,585	10%	4	1,102	9%	5
FDNY						
Fire Hazard Complaint	5,829	15%	1	5,584	17%	1
Ambulance Patient Locator	4,320	11%	2	4,235	13%	2
Locate a Firehouse - Brooklyn	2,079	6%	4	2,090	6%	3
Get a Job with FDNY	1,197	3%	12	1,929	6%	4
Fire or Ambulance Report	1,713	5%	5	1,592	5%	5
NYCHH						
Find a Public Hospital	22,124	66%	1	16,406	45%	1
Inmate Health and Mental Health Complaints and Concerns	1,252	4%	4	7,205	20%	2
Division Information Provided	NA	NA	NA	3,095	9%	3
Health Department Low to No-Cost Confidential Clinics	1,406	4%	3	1,208	3%	4
Adult Immunization Clinic	1,483	4%	2	1,110	3%	5

311 Customer Service Center Inquiries by Agency (cont.)

Top Inquiries	Total 2016	% of Inquiries in 2016	Rank in # of Calls in 2016	Total 2017	% of Inquiries in 2017	Rank in # of Calls in 2017
HPD						
Apartment Maintenance Complaint	116,878	25%	1	117,083	26%	1
Heat or Hot Water Complaint in Entire Residential Building	92,766	20%	2	86,376	19%	2
Heat or Hot Water Complaint in Apartment	66,446	14%	3	65,827	15%	3
Residential Public Area Maintenance Complaint	27,434	6%	4	25,477	6%	4
Water Leak in Apartment	15,069	3%	6	15,659	4%	5
HRA						
IDNYC - Make an Appointment	119,557	25%	1	49,135	17%	1
IDNYC - Documents Required to Apply	59,561	12%	2	25,635	9%	2
Public Assistance or Welfare	19,047	4%	6	18,466	6%	3
SNAP (Food Stamps) - General Information	NA	NA	NA	18,444	6%	4
IDNYC - Complaints, Status, and Inquiries	35,295	7%	3	15,209	5%	5
LAW						
Laws of the City of New York	1,276	100%	1	1,005	100%	1
LPC						
Landmark Building Alteration Permit	246	47%	1	226	42%	1
Landmark and Historic District Information	213	40%	2	225	42%	2
Landmark Status Application	36	7%	3	40	7%	3
Landmark Building Painting Complaint	21	4%	4	29	5%	4
Landmark Restoration Grant Application	12	2%	5	19	4%	5
NYCEM						
Cooling Center Locations	1,114	21%	2	2,493	55%	1
Snow or Ice on Roadway - Plow NYC Tracker	926	18%	3	472	10%	2
Know Your Zone - Hurricane Evacuation Lookup	1,201	23%	1	384	8%	3
Ready New York Guide	428	8%	4	290	6%	4
Notify NYC - Telephone Registration	262	5%	5	162	4%	5
NYCHA						
Public Housing Maintenance	18,972	27%	1	16,670	26%	1
Heat Complaint in NYCHA Building	14,594	21%	2	11,954	19%	2
NYCHA Borough Management Office - Brooklyn	4,381	6%	7	5,534	9%	3
NYCHA Borough Management Office - Manhattan	4,630	7%	5	5,283	8%	4
NYCHA Borough Management Office - Bronx	3,910	6%	8	4,384	7%	5
NYPD						
Noise from Neighbor	117,965	13%	1	116,738	13%	1
Vehicle Blocking Driveway Complaint	98,404	11%	2	109,828	12%	2
Find a Police Precinct or PSA by Location	78,038	9%	3	75,936	8%	3
Illegal Parking Complaint	70,109	8%	4	75,160	8%	4
Dangerous Location or Situation	50,115	6%	5	49,983	6%	5

311 Customer Service Center Inquiries by Agency (cont.)

Top Inquiries	Total 2016	% of Inquiries in 2016	Rank in # of Calls in 2016	Total 2017	% of Inquiries in 2017	Rank in # of Calls in 2017
NYPL						
Find a Library - Bronx, Manhattan, Staten Island	3,162	89%	1	2,214	86%	1
Library Complaint - Bronx - Manhattan - Staten Island	160	5%	3	167	6%	2
General Information - New York Public Library	194	5%	2	132	5%	3
Library Hotspot	NA	NA	NA	25	1%	4
Library Video Visitation	NA	NA	NA	18	1%	5
OATH						
City-Issued Summons - Information	NA	NA	NA	16,977	66%	1
City-Issued Summons - Request Status or Copy	NA	NA	NA	4,843	19%	2
City-Issued Summons - Request a Hearing by Phone	NA	NA	NA	1,296	5%	3
Hearings Division Borough Office Locations	NA	NA	NA	910	4%	4
City-Issued Summons - Request an Online Hearing	NA	NA	NA	720	3%	5
OCME						
Death Inquiries	987	57%	1	1,147	59%	1
Proof of Death	330	19%	2	343	18%	2
Autopsy Report	266	15%	3	321	16%	3
Cremation Inquiries	84	5%	4	95	5%	4
Reflection Room at the World Trade Center Memorial	40	2%	5	42	2%	5
QPL						
Find a Library - Queens	1,124	72%	1	714	67%	1
Library Complaint - Queens	102	7%	3	103	10%	2
Elementary School Student After School Program - Drop-In	122	8%	2	95	9%	3
General Information - Queens Public Library	79	5%	5	73	7%	4
Free Mobile Hotspot Lending	101	6%	4	47	4%	5
SBS						
Help Starting a Small Business	3,075	29%	1	2,590	26%	1
Find a Workforce1 Career Center	2,361	22%	2	2,176	22%	2
Job Seeker Assistance - Employment Programs	1,167	11%	3	1,280	13%	3
NYC Small Business Support Center Information	NA	NA	NA	665	7%	4
NYC Business Website - General Information	543	5%	4	459	5%	5
SCA						
School Construction Complaint	593	86%	1	518	87%	1
School Construction Information	95	14%	2	77	13%	2
TLC						
Lost Property in a Taxi - Medallion Number Known	20,948	21%	1	17,761	23%	1
Lost Property in a Taxi - Medallion Number Unknown	17,405	18%	2	14,131	18%	2
Lost Property in a Taxi - Medallion Number Not Found by 311	7,657	8%	3	6,348	8%	3
Taxi Inquiry or Complaint from Taxi Driver or Taxi Licensee	5,328	5%	4	4,144	5%	4
Taxi Driver License	4,152	4%	6	3,739	5%	5

CUSTOMER SERVICE

Requests for Interpretation

Performance Statistics	Actual					Target	
Agency	**FY13**	**FY14**	**FY15**	**FY16**	**FY17**	**FY17**	**FY18**
311	421,839	392,759	531,194	556,576	545,132	*	*
ACS	66,577	63,351	79,347	87,775	94,864	*	*
BIC	109	56	26	93	24	*	*
CCHR	1,515	1,097	1,126	1,671	1,425	*	*
CCRB	525	613	591	695	744	*	*
DCA	1,611	2,536	3,377	3,861	3,695	*	*
DCP	4	1	2	6	12	*	*
DEP	11,023	13,870	12,976	13,685	13,783	*	*
DFTA	485	523	428	892	873	*	*
DHS	4,087	4,195	6,445	8,164	13,357	*	*
DOB	36	17	66	68	63	*	*
DOE	20,265	32,267	49,922	54,626	67,131	*	*
DOF	3,254	4,353	4,466	5,453	7,699	*	*
DOHMH	10,664	11,102	12,475	14,986	18,486	*	*
DOI	38	17	24	26	23	*	*
DOP	16,505	16,520	15,859	9,425	11,870	*	*
DOT	655	798	1,261	1,415	2,209	*	*
DPR	45	60	81	122	110	*	*
DSNY	0	8	17	16	15	*	*
DYCD	1,708	1,515	1,986	2,380	1,705	*	*
FDNY	2,891	3,721	4,501	5,484	5,098	*	*
HPD	1,611	1,053	1,526	1,202	969	*	*
HRA	1,016,101	1,116,886	909,712	989,229	1,271,049	*	*
LAW	705	860	762	1,002	875	*	*
NYCHA	150,619	154,339	187,871	196,996	189,243	*	*
NYPD	264,803	263,035	273,575	238,382	288,561	*	*
OATH	8,734	9,240	9,419	10,185	11,842	*	*
OCME	164	188	304	664	1,091	*	*
SBS	NA	NA	2,351	7,327	6,652	*	*
TLC	7,990	5,721	5,336	6,880	7,247	*	*

ANNUAL PAID ABSENCE RATES

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
UNIFORMED WORKFORCES					
DOC (U)	5.44%	1.16%	6.59%	6.33%	16.4
FDNY (U)	2.39%	4.86%	7.26%	7.04%	18.1
NYPD (U)	1.97%	0.67%	2.64%	2.82%	6.6
DSNY (U)	4.71%	1.62%	6.33%	5.96%	15.8
Uniformed Subtotal	2.89%	1.57%	4.46%	4.42%	11.1
LARGER CIVILIAN WORKFORCES					
NYPD (C)	2.71%	0.10%	2.81%	3.23%	7.0
FDNY (C)	3.63%	1.38%	5.01%	5.12%	12.5
ACS	3.53%	0.66%	4.19%	4.39%	10.4
HRA	4.00%	0.22%	4.22%	4.18%	10.5
DHS	3.53%	0.57%	4.11%	3.79%	10.2
HPD	3.58%	0.17%	3.75%	3.76%	9.3
DOHMH	3.10%	0.08%	3.18%	3.28%	7.9
DEP	3.37%	0.20%	3.57%	3.76%	8.9
DSNY (C)	3.56%	0.47%	4.04%	3.94%	10.1
DOF	3.28%	0.19%	3.46%	3.74%	8.6
DOT	3.54%	0.54%	4.07%	4.26%	10.1
DPR	2.34%	0.21%	2.55%	4.00%	6.4
LAW	2.79%	0.02%	2.81%	3.14%	7.0
DCAS	3.11%	0.18%	3.29%	3.38%	8.2
DDC	3.46%	0.02%	3.48%	3.37%	8.7
DOC (C)	3.69%	0.23%	3.92%	3.92%	9.8
PROBATION	3.93%	0.23%	4.16%	4.73%	10.4
DOB	3.33%	0.05%	3.38%	3.39%	8.4
DOITT	3.00%	0.02%	3.02%	3.01%	7.5
Subtotal	3.25%	0.31%	3.57%	3.83%	8.9
SMALLER CIVILIAN WORKFORCES					
NYCEM	2.32%	0.12%	2.44%	2.50%	6.1
DCP	2.93%	0.09%	3.01%	3.25%	7.5
DOI	2.68%	0.02%	2.70%	2.73%	6.7
DFTA	3.89%	0.00%	3.90%	3.53%	9.7
CULTURAL	2.78%	0.02%	2.80%	2.61%	7.0
LANDMARKS	2.87%	0.04%	2.91%	2.87%	7.3
TLC	3.67%	0.39%	4.05%	4.23%	10.1
CCHR	2.72%	0.56%	3.29%	2.94%	8.2
DYCD	3.48%	0.03%	3.51%	3.11%	8.7
DSBS	3.03%	0.03%	3.06%	3.01%	7.6
DOR	5.03%	0.00%	5.03%	3.61%	12.5
CONSUMER	3.15%	0.01%	3.16%	3.31%	7.9
BIC	2.68%	0.26%	2.94%	2.61%	7.3
OATH	2.99%	0.00%	2.99%	2.54%	7.4
ELECTIONS	5.17%	0.09%	5.26%	4.94%	13.1
CCRB	2.82%	0.00%	2.83%	2.46%	7.0
Subtotal	3.53%	0.10%	3.63%	3.46%	9.0
Uniformed	2.89%	1.57%	4.46%	4.42%	11.1
Civilian	3.27%	0.30%	3.57%	3.81%	8.9
TOTAL	3.10%	0.86%	3.96%	4.09%	9.9
CITYWIDE	3.10%	0.17%	3.27%	3.32%	8.1

*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 30,000 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, FDNY and DOC, 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 has barred the use of hands-free phone devices by City fleet operators.
3) Improving the tracking of vehicle collisions. DCAS Fleet is introducing new indicators in the Vehicle Fleets and Maintenance tables of the Mayor's Management Report (MMR) to refine reporting on fleet safety. DCAS will report on fatalities, injuries, and then all crashes, a category which includes mostly minor dents and mirror events. DCAS will also report on whether these were deemed preventable or not through agency evaluations, and provide crash rates by vehicle miles travelled (VMT) which is the standard fleet industry reporting metric.
4) Installing tracking devices in City fleet vehicles. Tracking devices provide data to be used to monitor City fleet driving habits and enable DCAS to create a Safety Index to help improve safe driving of City vehicles. DCAS uses multiple telematics providers as part of this initiative and is working to upgrade this technology in Fiscal 2018.

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 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. The Local Law 41 report provides information on our citywide Car and Fleet Share efforts.

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

Air pollution from City vehicles report (Local Law 38)

http://www.nyc.gov/html/dep/html/air/index.shtml

Local Law 41, Car Share report:

http://www.nyc.gov/html/dcas/downloads/pdf/fleet/Local_Law_41_Report_On_NYC_Car_And_Fleet_Share_2-1-2017.pdf

VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY16 Annual Actual	FY17 Annual Actual	FY17 Annual Target	FY18 Annual Target
CITYWIDE FLEET SIZE	**29,374**	**30,037**	**29,500**	**29,300**
- Light Duty	12,605	12,778	12,600	12,500
- Medium Duty	4,825	4,797	4,900	4,825
- Heavy Duty	7,184	7,317	7,200	7,200
- Other Vehicles	4,760	5,145	4,800	4,775
Vehicle in-service rate (%)	91%	92%	90%	91%
Daily fleet in-service targets achieved (%)	89%	100%	88%	90%
Fleet garages/parts operations consolidated	0	1	1	1
Purchased vehicles compliant with Local Law 38 (%)	98%	100%	95%	95%
Alternative fuel vehicles	16,681	17,491	17,000	17,000
Alternative fuel vehicles in City fleet (%)	59%	60%	62%	63%
Vehicle fuel used (gallons)	28,865,173	29,602,763	28,500,000	28,500,000
- Biodiesel fuel used (gallons)	15,281,204	15,994,051	15,500,000	15,500,000
Electric chargers installed	55	109	100	100
Vehicles purchased	4,352	4,064	3,000	3,000
Average age of fleet (months)	72	70	72	72
Collisions in City vehicles[1]	6,344	6,363	*	*
Collisions per 100,000 miles involving City vehicles citywide	7.3	6.2	*	*
Preventable collisions per 100,000 miles involving City vehicles citywide	3.5	3.0	*	*
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.7	0.7	*	*
Preventable collisions in City vehicles[2]	2,815	3,095	*	*
Injuries involving collisions in City vehicles	510	727	*	*
Fatalities involving collisions in non-emergency City vehicles	1	1	*	*
Revenue from recoverable affirmative claims	$2,680,961	$2,864,761	*	*
Employees trained in defensive driving	7,929	7,876	8,000	8,000
Fleet repair expenditures ($000,000)	$235.3	$248.7	*	*
Fleet fuel expenditures ($000,000)	$46.0	$54.8	*	*
Fleet acquisition expenditures (capital) ($000,000)	$215.3	$273.5	$220.0	$240.0
Fleet acquisition expenditures (expense) ($000,000)	$109.4	$96.8	$70.0	$60.0
Automotive repair personnel	1,356	1,427	1,350	1,350
Fleet support personnel	384	389	380	380

[1]Collisions in City vehicles do not include NYPD collisions.

[2]Preventable collisions - A collision in which the driver did not take all reasonable avoidance actions.

"NA" Not Available   *None

INDICATORS	FY16 Annual Actual	FY17 Annual Actual

The following is a detailed fleet breakdown for agencies with the largest city-managed fleets:

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

	FY16 Annual Actual	FY17 Annual Actual
Total Vehicles	**2,458**	**2,333**
- Light Duty	1,934	1,802
- Medium Duty	301	294
- Heavy Duty	80	82
- Other Vehicles	143	155
Vehicle in-service rate (%)	98%	99%
Vehicles purchased	505	253
Average age of fleet (months)	75	76
Collisions in City vehicles	400	421
Revenue from recoverable affirmative claims	$293,618	$376,788
Employees trained in defensive driving	1,690	1,881
Agency alternative fuel vehicles	1,605	1,739
Agency fleet using alternative fuels (%)	74%	76%
Vehicle fuel used (gallons)	782,062	821,813
- Biodiesel fuel used (gallons)	0	0
Fleet repair expenditures ($000,000)	$26.1	$25.8
Fleet fuel expenditures ($000,000)	$1.5	$1.7
Fleet acquisition expenditures (capital) ($000,000)	$4.7	$0.7
Fleet acquisition expenditures (expense) ($000,000)	$11.9	$8.3
Automotive repair personnel	0	0
Fleet support personnel	34	35

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DCAS		
o Light Duty Vehicle (LDV) Purchases	367	218
- LDV Purchases - Zero Emission Vehicles (ZEV)	90	79
- Chevrolet Bolt	0	79
- Ford Focus EV	0	0
- Ford Transit Connect EV	0	0
- Nissan Leaf	90	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	96
- Ford Fusion Energi Plug-in Hybrid	na	57
- Toyota Prius Prime		39
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	215	4
- Ford Fusion Hybrid	na	na
- Toyota Camry Hybrid	47	0
- Toyota Prius	168	4
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- Ford Fusion Energi Plug-in Hybrid	na	na
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	35	23
- Toyota Avalon Hybrid	1	0
- Toyota Highlander Hybrid	23	5
- Toyota Rav4 Hybrid	11	18
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	27	16
- Chevrolet Tahoe Trax	2	0
- Dodge Grand Caravan	12	11
- Ford E-150	0	0
- Ford F-150	1	3
- Ford Explorer	0	0
- Ford Taurus	0	0
- Ford Transit 150	12	2
- GMC Yukon	0	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	6	13
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- Chevrolet Express CNG	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	6	13
- Chevrolet Express	3	12
- Ford E-350	0	0
- Ford F-250	3	1
- Ford Transit Van	0	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
DEPARTMENT OF ENVIRONMENTAL PROTECTION		
Total Vehicles	**2,176**	**2,164**
- Light Duty	834	811
- Medium Duty	471	461
- Heavy Duty	435	439
- Other Vehicles	436	453
Vehicle in-service rate (%)	92%	93%
Vehicles purchased	218	270
Average age of fleet (months)	73	73
Collisions in City vehicles	380	413
Revenue from recoverable affirmative claims	$12,561	$32,391
Employees trained in defensive driving	884	837
Agency alternative fuel vehicles	1,269	1,297
Agency fleet using alternative fuels (%)	62%	63%
Vehicle fuel used (gallons)	989,708	1,058,426
- Biodiesel fuel used (gallons)	386,410	395,086
Fleet repair expenditures ($000,000)	$2.8	$3.0
Fleet fuel expenditures ($000,000)	$1.7	$2.0
Fleet acquisition expenditures (capital) ($000,000)	$0.6	$9.9
Fleet acquisition expenditures (expense) ($000,000)	$6.0	$6.0
Automotive repair personnel	11	11
Fleet support personnel	11	11

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DEP		
o Light Duty Vehicle (LDV) Purchases	82	103
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	12
- Chevrolet Bolt	0	8
- Nissan Leaf	0	4
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	15
- Toyota Prius Hybrid	0	15
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	40	0
- Toyota Prius	40	0
- Ford Fusion Hybrid	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	15	19
- Toyota Rav4 Hybrid	15	19
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	27	57
- Ford Escape	0	0
- Ford F-150	26	14
- Ford Transit Connect	0	33
- Ford Transit 150	1	10
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	62	40
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	62	40
- Chevrolet Express	0	7
- Ford E-350	0	0
- Ford F-250	62	33
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
DEPARTMENT OF HEALTH AND MENTAL HYGIENE		
Total Vehicles	**298**	**320**
- Light Duty	205	226
- Medium Duty	85	86
- Heavy Duty	6	6
- Other Vehicles	2	2
Vehicle in-service rate (%)	98%	99%
Vehicles purchased	19	137
Average age of fleet (months)	97	96
Collisions in City vehicles	28	28
Revenue from recoverable affirmative claims	$10,815	$25,943
Employees trained in defensive driving	248	471
Agency alternative fuel vehicles	221	244
Agency fleet using alternative fuels (%)	74%	76%
Vehicle fuel used (gallons)	73,786	78,366
- Biodiesel fuel used (gallons)	0	0
Fleet repair expenditures ($000,000)	$1.9	$2.0
Fleet fuel expenditures ($000,000)	$0.1	$0.1
Fleet acquisition expenditures (capital) ($000,000)	$8.2	$1.1
Fleet acquisition expenditures (expense) ($000,000)	$0.5	$2.9
Automotive repair personnel	0	0
Fleet support personnel	25	25

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DOHMH		
o Light Duty Vehicle (LDV) Purchases	19	101
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	80
- Ford Fusion Energi Plug-in Hybrid	0	10
- Toyota Prius Prime	0	70
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	17	0
- Ford Fusion Energi Plug-in Hybrid	7	0
- Ford Fusion Hybrid	0	0
- Toyota Prius	10	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	2	17
- Toyota Rav4 Hybrid	0	17
- Toyota Highlander Hybrid	2	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	4
- Ford Transit 150	0	4
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	0	18
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	18
- Chevrolet Express	0	11
- Ford F-250	0	7
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
DEPARTMENT OF TRANSPORTATION		
Total Vehicles	**3,065**	**3,231**
- Light Duty	864	945
- Medium Duty	476	507
- Heavy Duty	844	864
- Other Vehicles	881	915
Vehicle in-service rate (%)	91%	93%
Vehicles purchased	483	310
Average age of fleet (months)	110	101
Collisions in City vehicles	370	465
Revenue from recoverable affirmative claims	$550,000	$17,770
Employees trained in defensive driving	629	643
Agency alternative fuel vehicles	1,669	1,843
Agency fleet using alternative fuels (%)	60%	62%
Vehicle fuel used (gallons)	2,008,748	2,127,503
- Biodiesel fuel used (gallons)	865,740	1,173,303
Fleet repair expenditures ($000,000)	$22.1	$24.7
Fleet fuel expenditures ($000,000)	$3.2	$3.9
Fleet acquisition expenditures (capital) ($000,000)	$17.0	$19.8
Fleet acquisition expenditures (expense) ($000,000)	$11.3	$6.9
Automotive repair personnel	148	158
Fleet support personnel	23	26

VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DOT		
o Light Duty Vehicle (LDV) Purchases	218	92
- LDV Purchases - Zero Emission Vehicles (ZEV)	10	0
- Nissan Leaf	10	0
- Ford Focus EV	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	71
- Ford Fusion Energi Plug-in Hybrid	0	71
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	154	0
- Ford Fusion Energi Plug-in Hybrid	30	0
- Ford Fusion Hybrid	0	0
- Toyota Prius	124	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- Ford Fusion Energi Plug-in Hybrid	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	11	4
- Toyota Avalon Hybrid	0	0
- Toyota Highlander Hybrid	0	0
- Toyota Rav4 Hybrid	11	4
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	43	17
- Chevrolet Colorado	1	3
- Dodge Grand Caravan	9	4
- Ford Escape	0	0
- Ford E-150	0	0
- Ford F-150	33	10
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	24	0
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	24	0
- Ford F-250	0	0
- Chevrolet Express	9	0
- Dodge Ram 2500	15	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
DEPARTMENT OF SANITATION		
Total Vehicles	**6,060**	**6,107**
- Light Duty	996	978
- Medium Duty	317	312
- Heavy Duty	3,826	3,808
- Other Vehicles	921	1,009
Vehicle in-service rate (%)	84%	84%
Vehicles purchased	679	745
Average age of fleet (months)	71	71
Collisions in City vehicles	2,625	2,463
Revenue from recoverable affirmative claims	$69,303	$275,958
Employees trained in defensive driving	1,227	2,143
Agency alternative fuel vehicles	5,438	5,469
Agency fleet using alternative fuels (%)	93%	93%
Vehicle fuel used (gallons)	10,596,933	10,783,722
- Biodiesel fuel used (gallons)	10,001,638	10,198,985
Fleet repair expenditures ($000,000)	$106.0	$111.1
Fleet fuel expenditures ($000,000)	$16.3	$21.0
Fleet acquisition expenditures (capital) ($000,000)	$123.7	$161.4
Fleet acquisition expenditures (expense) ($000,000)	$4.0	$4.1
Automotive repair personnel	672	672
Fleet support personnel	119	109

INDICATORS	FY16 Annual Actual	FY17 Annual Actual

Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DSNY

	FY16 Annual Actual	FY17 Annual Actual
o Light Duty Vehicle (LDV) Purchases	121	95
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- Nissan Leaf	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	37
- Ford Fusion Energi Plug-in Hybrid	0	37
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	24	0
- Ford Fusion Energi Plug-in Hybrid	24	0
- Ford Fusion Hybrid	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- Ford Fusion Energi Plug-in Hybrid	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	37	58
- Toyota Highlander Hybrid	16	0
- Toyota Rav4 Hybrid	21	58
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	60	0
- Chevrolet Equinox	60	0
- Ford Escape	0	0
- Ford Explorer	0	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	0	25
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	25
- Chevrolet Express	0	25
- Ford E-350	0	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
DEPARTMENT OF PARKS AND RECREATION		
Total Vehicles	**2,916**	**2,909**
- Light Duty	614	614
- Medium Duty	858	828
- Heavy Duty	347	354
- Other Vehicles	1,097	1,113
Vehicle in-service rate (%)	95%	95%
Vehicles purchased	144	239
Average age of fleet (months)	87	89
Collisions in City vehicles	550	556
Revenue from recoverable affirmative claims	$81,974	$66,491
Employees trained in defensive driving	1,976	1,784
Agency alternative fuel vehicles	1,702	1,745
Agency fleet using alternative fuels (%)	63%	64%
Vehicle fuel used (gallons)	1,462,556	1,477,548
- Biodiesel fuel used (gallons)	649,159	657,500
Fleet repair expenditures ($000,000)	$7.6	$7.8
Fleet fuel expenditures ($000,000)	$2.3	$2.7
Fleet acquisition expenditures (capital) ($000,000)	$4.5	$12.7
Fleet acquisition expenditures (expense) ($000,000)	$3.0	$3.0
Automotive repair personnel	27	28
Fleet support personnel	37	40

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DPR		
o Light Duty Vehicle (LDV) Purchases	43	15
- LDV Purchases - Zero Emission Vehicles (ZEV)	12	8
- Nissan Leaf	12	8
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	0
- Chevrolet Volt	0	0
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	1	0
- Toyota Prius	1	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- Ford Fusion Energi Plug-in Hybrid	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	11	7
- Chevrolet Volt	0	0
- Toyota Highlander Hybrid	0	0
- Toyota Rav4 Hybrid	11	7
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	19	0
- Dodge Ram 1500	2	0
- Ford Escape	0	0
- Ford E-150	0	0
- Ford F-150	15	0
- Ford Expedition	0	0
- Ford Transit 150	2	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	22	13
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- Chevrolet CNG	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	6	13
- Chevrolet Express	1	12
- Dodge Ram 2500	0	1
- Ford E-350	0	0
- Ford F-250	5	0
- MDV Purchases - Low Emission Vehicles (LEV)	16	0
- Chevrolet Silverado 2500	16	0

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
POLICE DEPARTMENT		
Total Vehicles	**9,240**	**9,666**
- Light Duty	6,378	6,582
- Medium Duty	1,338	1,325
- Heavy Duty	418	440
- Other Vehicles	1,106	1,319
Vehicle in-service rate (%)	94%	95%
Vehicles purchased	1,804	1,630
Average age of fleet (months)	52	48
Collisions in City vehicles[1]	3.9	4.6
Revenue from recoverable affirmative claims	$1,591,850	$1,866,856
Employees trained in defensive driving	382	0
Agency alternative fuel vehicles	2,846	2,833
Agency fleet using alternative fuels (%)	31%	30%
Vehicle fuel used (gallons)	8,162,730	8,331,681
- Biodiesel fuel used (gallons)	456,130	508,524
Fleet repair expenditures ($000,000)	$32.6	$35.4
Fleet fuel expenditures ($000,000)	$12.7	$13.8
Fleet acquisition expenditures (capital) ($000,000)	$7.4	$14.6
Fleet acquisition expenditures (expense) ($000,000)	$64.3	$56.4
Automotive repair personnel	288	340
Fleet support personnel	74	78

[1]NYPD Collisions figure represents Collisions per 100,000 miles.

INDICATORS	FY16 Annual Actual	FY17 Annual Actual

Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - NYPD

	FY16 Annual Actual	FY17 Annual Actual
o Light Duty Vehicle (LDV) Purchases	0	0
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	0
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	0	0
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
FIRE DEPARTMENT		
Total Vehicles	**2,289**	**2,367**
- Light Duty	372	382
- Medium Duty	474	507
- Heavy Duty	206	221
- Other Vehicles	163	166
- Pumpers (Engines)	302	269
- Ladders	219	217
- Ambulances	527	585
- Rescue	26	20
Vehicle in-service rate (%)	83%	85%
Vehicles purchased	330	326
Average age of fleet (months)	81	75
Collisions in City vehicles	1,877	1,853
Revenue from recoverable affirmative claims	$35,928	$103,774
Employees trained in defensive driving	442	109
Agency alternative fuel vehicles	1,494	1,837
Agency fleet using alternative fuels (%)	67%	79%
Vehicle fuel used (gallons)	4,015,806	4,119,485
- Biodiesel fuel used (gallons)	2,616,663	2,736,267
Fleet repair expenditures ($000,000)	$32.5	$34.6
Fleet fuel expenditures ($000,000)	$6.8	$8.0
Fleet acquisition expenditures (capital) ($000,000)	$48.8	$52.3
Fleet acquisition expenditures (expense) ($000,000)	$5.6	$5.3
Automotive repair personnel	181	186
Fleet support personnel	58	62

VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - FDNY		
o Light Duty Vehicle (LDV) Purchases	0	0
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	0
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	0	0
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
DEPARTMENT OF CORRECTION		
Total Vehicles	**549**	**621**
- Light Duty	218	250
- Medium Duty	136	164
- Heavy Duty	184	194
- Other Vehicles	11	13
Vehicle in-service rate (%)	91%	94%
Vehicles purchased	135	149
Average age of fleet (months)	82	73
Collisions in City vehicles	107	112
Revenue from recoverable affirmative claims	$8,604	$14,183
Employees trained in defensive driving	423	8
Agency alternative fuel vehicles	299	339
Agency fleet using alternative fuels (%)	54%	55%
Vehicle fuel used (gallons)	594,490	621,216
- Biodiesel fuel used (gallons)	305,464	324,386
Fleet repair expenditures ($000,000)	$3.2	$4.0
Fleet fuel expenditures ($000,000)	$0.9	$1.1
Fleet acquisition expenditures (capital) ($000,000)	$0.5	$1.0
Fleet acquisition expenditures (expense) ($000,000)	$2.3	$3.9
Automotive repair personnel	29	32
Fleet support personnel	1	1

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DOC		
o Light Duty Vehicle (LDV) Purchases	0	0
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	0
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- Ford Fusion Hybrid	0	0
- Toyota Prius	0	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- Toyota Highlander Hybrid	0	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	0	0
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	0	0
- Ford E-350	0	0
- Ford Transit Van	0	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
DEPARTMENT OF EDUCATION		
Total Vehicles	**323**	**319**
- Light Duty	190	188
- Medium Duty	109	107
- Heavy Duty	24	24
- Other Vehicles	0	0
Vehicle in-service rate (%)	98%	99%
Vehicles purchased	35	5
Average age of fleet (months)	72	74
Collisions in City vehicles	52	52
Revenue from recoverable affirmative claims	$26,308	$84,607
Employees trained in defensive driving	74	NA
Agency alternative fuel vehicles	138	145
Agency fleet using alternative fuels (%)	42%	45%
Vehicle fuel used (gallons)	178,355	183,003
- Biodiesel fuel used (gallons)	0	0
Fleet repair expenditures ($000,000)	$0.5	$0.4
Fleet fuel expenditures ($000,000)	$0.3	$0.4
Fleet acquisition expenditures (capital) ($000,000)	$0.0	$0.0
Fleet acquisition expenditures (expense) ($000,000)	$0.9	$0.1
Automotive repair personnel	0	0
Fleet support personnel	2	2

INDICATORS	FY16 Annual Actual	FY17 Annual Actual
Applicable Agency Light-Duty and Medium-Duty Vehicle Purchases by California LEV II Standards - DOE		
o Light Duty Vehicle (LDV) Purchases	34	5
- LDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- Nissan Leaf	0	0
- LDV Purchases - Transitional Zero Emission Vehicles (TZEV)	0	3
- Chevrolet Volt	0	0
- Ford Fusion Energi Plug-in Hybrid	na	3
- LDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	20	0
- Ford Fusion Energi Plug-in Hybrid	13	na
- Ford Fusion Hybrid	0	0
- Toyota Camry Hybrid	0	0
- Toyota Prius	7	0
- LDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- LDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	9	0
- Toyota Highlander Hybrid	0	0
- Toyota Rav4 Hybrid	9	0
- LDV Purchases - Ultra Low Emission Vehicles (ULEV)	5	2
- Dodge Grand Caravan	2	0
- Ford Taurus	0	0
- Ford Transit 150	3	2
- LDV Purchases - Low Emission Vehicles (LEV)	0	0
o Medium Duty Vehicle (MDV) Purchases	1	0
- MDV Purchases - Zero Emission Vehicles (ZEV)	0	0
- MDV Purchases - Advanced Technology Partial Zero Emission Vehicles (ATPZEV)	0	0
- MDV Purchases - Partial Zero Emission Vehicles (PZEV)	0	0
- MDV Purchases - Super Ultra Low Emission Vehicles (SULEV)	0	0
- MDV Purchases - Ultra Low Emission Vehicles (ULEV)	1	0
- Chevrolet Express	1	0
- Ford E-350	0	0
- Ford E-250	0	0
- MDV Purchases - Low Emission Vehicles (LEV)	0	0

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 in City vehicles: The number of collisions in the year as reported by City agencies.

Collisions per 100,000 miles involving City vehicles citywide: The number of City-vehicle involved collision reports per 100,000 miles involving injury or property damage in the citywide fleet reported in the citywide collision reporting system (CRASH).

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 involving collisions in nonemergency City vehicles: The number of fatalities to City employees and all other parties involved in collisions that included one or more non-emergency City fleet vehicle (and no City emergency response 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 fuel for City fleet during the

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 involving collisions in City vehicles: The number of injuries to City employees and all other parties involved in collisions that included at least one City fleet vehicle.

Injuries involving collisions in City vehicles citywide per 100,000 miles: The number of injuries associated with collisions per 100,000 miles 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 in 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.

Preventable collisions per 100,000 miles involving City vehicles citywide: The number of preventable collisions reports per 100,000 miles in the citywide fleet.

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

AGENCY PROCUREMENT ACTIONS BY METHOD
FISCAL 2017

Section 12c(5) of the Charter requires that the Mayor's Management Report include for each agency a summary of the number and dollar value of the contracts entered into during the previous fiscal year (e.g., Fiscal 2017), categorized by the method of procurement used. This information is maintained by the Mayor's Office of Contract Services (MOCS) and presented in the tables below.

To find additional information on agency procurement in MOCS' "Annual Procurement Indicators Report" upon its release in September 2017, and other information on City contracting and procurement, please visit: http://www1.nyc.gov/site/mocs/resources/publications.page.

Assignment								
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	4	$4,247,500	1	$1,248,885	0	$0	1	$40,395
DCA	1	$55,300	0	$0	0	$0	0	$0
DCAS	17	$32,021,600	2	$1,222,645	0	$0	2	$4,965,560
DDC	3	$13,037,300	2	$2,160,263	0	$0	0	$0
DEP	4	$8,028,700	0	$0	0	$0	0	$0
DFTA	1	$835,200	1	$327,200	0	$0	3	$2,746,626
DHS	4	$10,750,600	0	$0	0	$0	0	$0
DOE	1	$318,000	0	$0	0	$0	0	$0
DOHMH	3	$1,578,000	1	$15,999,494	0	$0	1	$282,118
DoITT	1	$119,600	1	$35,000,000	0	$0	0	$0
DPR	0	$0	1	$1,476,000	0	$0	0	$0
DSNY	1	$267,100	0	$0	0	$0	0	$0
DYCD	26	$10,176,100	19	$7,731,365	1	$260,000	11	$2,488,544
FDNY	2	$913,200	0	$0	0	$0	1	$287,233
Law	2	$3,093,700	3	$71,551	2	$278,134	0	$0
MOCJ	0	$0	0	$0	1	$299,278	0	$0
NYCEM	1	$14,300	0	$0	0	$0	0	$0
NYPD	1	$900,500	0	$0	0	$0	0	$0
Total	**72**	**$86,356,700**	**31**	**$65,237,403**	**4**	**$837,412**	**19**	**$10,810,475**

Buy-Against								
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
DCAS	2	$22,700,800	7	$5,471,053	8	$3,500,916	5	$3,239,639
DOHMH	1	$90,400	0	$0	0	$0	0	$0
DoITT	0	$0	0	$0	0	$0	1	$5,167,300
HRA	0	$0	1	$1,363,675	0	$0	0	$0
SBS	0	$0	0	$0	0	$0	1	$8,320
Total	**3**	**$22,791,200**	**8**	**$6,834,728**	**8**	**$3,500,916**	**7**	**$8,415,259**

AGENCY PROCUREMENT ACTIONS BY METHOD
FISCAL 2017

	Amendment							
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	292	$58,187,900	561	$197,320,943	190	$67,598,315	70	$218,951,327
BIC	2	($79,200)	2	$4,068	2	($5,109)	6	($115,685)
CCHR	9	$35,300	5	$49,580	0	$0	0	$0
CCRB	3	$1,800	1	$32,406	5	$14,501	14	$64,324
DCA	2	($50,300)	4	$95,103	10	$502,745	27	$16,757,409
DCAS	43	$180,197,700	69	$6,270,750	70	$62,458,417	75	($39,851,105)
DCLA	3	$71,200	1	$195	6	$113,637	0	$0
DCP	6	$3,832,000	0	$0	1	$1,071,000	0	$0
DDC	55	$179,376,000	37	$22,328,675	48	$10,509,889	50	$12,492,331
DEP	86	$28,133,500	52	$20,039,127	84	$73,999,434	109	$20,136,732
DFTA	966	$66,445,500	932	$45,970,515	781	$37,531,681	725	$26,189,133
DHS	248	$356,305,400	107	$55,196,103	76	$50,735,080	77	$16,801,396
DOB	5	$9,962,700	2	$48,939	10	$1,339,895	9	$81,878
DOC	17	$20,953,700	46	$11,141,978	9	$26,924,070	21	$41,298,316
DOE	163	$44,839,500	0	$0	0	$0	0	$0
DOF	21	$7,127,800	11	$528,266	20	$5,296,565	24	$7,207,206
DOHMH	609	$65,380,000	99	($4,004,761)	156	$22,450,522	229	$24,634,870
DOI	0	$0	2	$213,336	0	$0	7	($248,230)
DoITT	45	$92,734,300	47	$246,340,273	48	($47,316,844)	54	$170,999,412
DOP	35	$295,300	26	$303,862	11	$208,732	5	$104,311
DOT	49	$86,326,100	50	$34,933,345	26	$75,014,719	26	$31,984,910
DPR	38	$4,261,300	36	$1,048,435	43	$9,717,780	100	$59,037,278
DSNY	48	($341,100)	15	$6,597,325	24	($19,805,026)	51	$4,135,248
DYCD	1,587	$79,815,500	1,763	($531,986)	1,039	$70,440,799	882	$34,897,280
FDNY	20	$23,042,000	35	$16,369,090	24	$6,474,139	24	$1,669,374
HPD	22	$1,653,600	8	($2,783,142)	13	$2,264,877	73	$8,880,259
HRA	166	$31,797,900	176	$34,694,636	35	($68,099,972)	46	$8,732,336
Law	38	$6,510,000	36	$6,455,817	29	$7,130,385	38	$8,370,554
MOCJ	72	$18,549,100	13	$3,176,523	21	$8,449,691	16	$28,871,650
NYPD	16	$35,059,100	23	$33,789,958	30	$27,019,718	23	$6,753,314
OATH	6	$40,000	11	$792,745	10	$240,159	5	($32,894)
NYCEM	4	$166,600	1	$120	2	$250,025	1	$997
SBS	69	$48,843,100	231	$225,078,418	31	$1,055,370	17	$37,125,921
TLC	2	$11,100	3	$1,007,375	2	$183,831	4	$411,015
Total	4,747	$1,449,484,400	4,405	$962,508,020	2,856	$433,769,023	2,808	$746,340,865

AGENCY PROCUREMENT ACTIONS BY METHOD
FISCAL 2017

Amendment Extension								
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	26	$2,906,100	23	$8,103,817	12	$4,437,678	75	$19,089,007
BIC	0	$0	0	$0	0	$0	9	$1,426,555
DCA	1	$60,400	1	$60,360	1	$60,360	20	$6,891,190
DCAS	13	$8,216,600	5	$206,017	6	$688,952	10	$496,740
DCLA	0	$0	0	$0	2	$39,511	2	$18,735
DCP	0	$0	5	$3,743,945	0	$0	0	$0
DDC	8	$7,410,300	3	$1,190,662	0	$0	6	$352,493
DEP	18	$22,831,800	19	$2,921,368	10	$6,702,133	25	$2,894,372
DFTA	2	$250,000	17	$4,412,786	29	$35,384,550	7	$846,694
DHS	43	$115,273,500	26	$74,243,811	17	$26,628,913	28	$73,682,058
DOB	7	$253,100	5	$5,644,920	23	$7,334,717	10	$1,499,810
DOC	8	$16,809,200	3	$1,077,123	13	$10,188,083	19	$4,993,096
DOE	11	$11,978,000	0	$0	0	$0	0	$0
DOF	36	$8,605,200	17	$12,366,352	18	$4,177,903	16	$2,832,599
DOHMH	29	$10,232,000	56	$13,172,537	44	$28,524,328	93	$20,987,481
DOI	2	$1,600,000	0	$0	0	$0	5	$2,554,695
DoITT	105	$47,884,500	82	$50,662,063	103	$65,327,678	296	$153,280,293
DOP	8	$2,548,800	1	$29,000	0	$0	2	$33,750
DOT	13	$412,300	21	$7,898,310	2	$1,889,950	14	$280,720
DPR	0	$0	4	$593,188	1	$360,000	8	$330,663
DSNY	71	$12,022,000	72	$8,845,927	51	$5,779,346	47	$6,209,594
DYCD	11	$3,730,700	85	$39,606,959	61	$13,299,671	95	$38,883,280
FDNY	8	$9,106,600	7	$2,143,402	22	$9,526,093	25	$2,783,534
HPD	21	$5,363,400	17	$1,071,817	30	$3,159,077	48	$1,913,337
HRA	48	$56,744,100	21	$15,011,799	15	$5,279,456	31	$21,782,294
Law	6	$3,021,200	4	$2,913,000	9	$3,798,775	13	$2,644,260
MOCJ	6	$5,781,100	3	$178,406	5	$13,390,902	19	$30,092,863
NYPD	10	$1,316,000	10	$1,905,717	10	$2,686,111	12	$7,656,017
OATH	8	$635,400	13	$1,695,709	2	$113,879	9	$779,238
NYCEM	1	$0	1	$30,554	0	$0	2	$0
SBS	57	$135,671,000	17	$11,023,453	14	$4,711,580	8	$1,034,116
TLC	0	$0	2	$723,960	0	$0	1	$824,159
Total	**577**	**$490,663,300**	**540**	**$271,476,962**	**500**	**$253,489,647**	**955**	**$407,093,645**

Competitive Sealed Bid

Agency	Fiscal 2017 Count	Fiscal 2017 Value	Fiscal 2016 Count	Fiscal 2016 Value	Fiscal 2015 Count	Fiscal 2015 Value	Fiscal 2014 Count	Fiscal 2014 Value
ACS	2	$3,450,500	1	$321,336	1	$3,468,416	10	$25,897,474
DCA	0	$0	0	$0	0	$0	1	$69,094
DCAS	223	$636,011,100	208	$674,315,488	262	$800,138,987	210	$809,710,016
DDC	157	$1,842,713,300	126	$1,052,406,852	101	$778,442,528	90	$838,208,397
DEP	48	$273,709,600	63	$598,210,628	82	$1,269,079,348	73	$726,692,907
DHS	8	$14,771,300	0	$0	11	$34,736,022	9	$11,010,424
DOB	0	$0	2	$23,575,600	0	$0	0	$0
DOC	17	$45,063,800	7	$25,127,193	8	$12,077,461	2	$3,411,915
DOF	1	$33,000	3	$17,994,739	1	$361,954	2	$4,337,778
DOHMH	11	$11,227,400	1	$4,763,118	1	$76,805	9	$11,154,584
DoITT	2	$933,000	0	$0	2	$303,540	3	$78,949,799
DOT	24	$540,365,300	42	$430,710,405	39	$636,640,818	26	$248,767,135
DPR	152	$375,438,800	111	$210,005,305	95	$201,996,282	87	$111,594,423
DSNY	18	$294,515,800	24	$560,044,273	33	$1,038,298,968	14	$63,949,793
FDNY	9	$37,224,400	11	$27,954,896	12	$63,255,754	7	$31,302,390
HPD	22	$5,979,200	5	$929,394	11	$16,533,542	26	$9,112,468
HRA	7	$12,343,700	6	$24,851,742	5	$5,824,065	9	$6,575,678
Law	1	$3,000,000	0	$0	1	$799,044	1	$598,500
NYPD	12	$11,417,900	16	$92,232,519	9	$5,867,861	10	$7,798,913
OATH	1	$2,432,700	0	$0	0	$0	0	$0
SBS	1	$10,203,200	0	$0	0	$0	1	$159,850
Total	**716**	**$4,120,834,000**	**626**	**$3,743,443,487**	**674**	**$4,867,901,397**	**590**	**$2,989,301,537**

Demonstration Project

Agency	Fiscal 2017 Count	Fiscal 2017 Value	Fiscal 2016 Count	Fiscal 2016 Value	Fiscal 2015 Count	Fiscal 2015 Value	Fiscal 2014 Count	Fiscal 2014 Value
ACS	3	$ 7,784,300	0	$0	0	$0	0	$0
DCAS	14	$1,725,500	2	$1,063,880	3	$228,475	9	$662,960
DFTA	4	$3,529,600	0	$0	0	$0	0	$0
DHS	0	$0	0	$0	0	$0	1	$447,332
DOB	1	$178,000	0	$0	0	$0	0	$0
DOC	1	$11,537,800	0	$0	0	$0	0	$0
DOF	1	$0	0	$0	0	$0	0	$0
DOHMH	0	$0	3	$9,975,906	2	$5,600,223	0	$0
DoITT	0	$0	2	$2,633,267	0	$0	0	$0
HRA	0	$0	0	$0	0	$0	1	$1,200,000
MOCJ	1	$320,800	1	$1,048,748	1	$521,400	0	$0
NYPD	0	$0	0	$0	1	$1,500,000	0	$0
OATH	1	$4,431,300	0	$0	0	$0	0	$0
Total	**26**	**$29,507,300**	**8**	**$14,721,801**	**7**	**$7,850,098**	**11**	**$2,310,292**

AGENCY PROCUREMENT ACTIONS BY METHOD
FISCAL 2017

	Construction Change Order							
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
CCHR	3	$6,700						
DCAS	71	($4,869,400)	173	$9,844,566	212	$8,842,234	129	$8,178,963
DDC	983	$137,265,000	1,156	$233,880,360	1,373	$146,113,786	1,232	$149,130,509
DEP	262	$20,411,400	368	$23,252,060	549	$150,647	771	$392,022,118
DHS	4	$3,602,400	0	$0	3	$1,429,667	2	$4,356,812
DOB	1	$800,000	0	$0	0	$0	0	$0
DOC	13	$600,100	11	$6,213,900	3	$12,353,848	15	$15,210,391
DOHMH	1	$10,500	0	$0	0	$0	1	$100,000
DOT	62	$84,285,000	67	$60,616,585	40	$70,337,109	109	$49,323,821
DPR	138	$10,909,100	302	($11,152,020)	259	$38,212,668	486	$41,840,415
DSNY	43	($2,384,100)	73	($1,191,196)	143	$4,732,084	234	$3,844,575
FDNY	2	$5,641,400	5	$86,957,269	0	$0	3	$17,215,732
HPD	9	($3,048,800)	14	$352,929	9	$41,833	14	$1,855,352
HRA	1	$34,600	0	$0	0	$0	0	$0
LPC	1	$20,200	0	$0	0	$0	0	$0
NYPD	7	$154,100	3	$121,017	8	$2,043,784	6	$1,167,920
SBS	8	$2,915,300						
Total	1,609	$256,353,500	2,172	$408,895,470	2,599	$284,257,660	3,002	$684,246,609

	Design Change Order							
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	1	$2,432,300	0	$0	0	$0	0	$0
DCAS	2	$3,099,300	1	$300,000	1	$1,500,000	0	$0
DCP	1	$1,550,000	0	$0	0	$0	0	$0
DDC	156	$259,855,300	179	$43,935,538	137	$36,576,488	141	$24,923,526
DEP	54	$25,898,300	54	$44,527,036	55	$88,482,908	42	$14,782,093
DHS	0	$0	0	$0	0	$0	1	$2,000,000
DOB	1	$40,000	0	$0	0	$0	0	$0
DOC	11	$1,027,500	4	($238,121)	3	$293,172	3	$1,893,349
DOT	16	$103,402,900	16	$17,847,424	12	$14,299,275	19	$18,872,544
DPR	41	$1,855,400	42	$2,117,836	45	$3,865,220	50	$5,411,882
DSNY	2	$7,159,600	1	$766,733	2	$468,000	2	$2,989,456
FDNY	1	$4,910,000	1	$1,884,784	0	$0	0	$0
Law	1	$30,400	0	$0	0	$0	0	$0
MOCJ	7	$758,700	2	$348,670	0	$0	0	$0
NYPD	0	$0	1	$20,000	0	$0	0	$0
Total	294	$412,019,700	301	$111,509,900	255	$145,485,063	258	$70,872,851

AGENCY PROCUREMENT ACTIONS BY METHOD
FISCAL 2017

	Emergency							
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	1	$2,102,500	5	$5,809,858	1	$74,250	0	$0
DCAS	7	$10,724,900	11	$11,327,363	4	$2,289,249	15	$10,356,190
DDC	0	$0	3	$14,163,259	1	$1,888,000	4	$8,112,050
DEP	3	$21,422,400	2	$3,160,000	0	$0	2	$3,799,465
DHS	1	$4,919,500	14	$41,107,225	13	$23,362,122	2	$814,009
DOB	1	$100,000	2	$400,000	0	$0	6	$2,640,823
DOC	0	$0	4	$993,548	1	$310,000	5	$6,560,604
DOHMH	6	$934,000	2	$100,000	4	$919,700	3	$178,690
DoITT	0	$0	0	$0	0	$0	1	$600,000
DOT	2	$15,135,000	2	$51,865,201	3	$101,256,942	6	$51,944,179
DPR	2	$4,298,500	0	$0	3	$4,242,113	4	$11,270,824
DSNY	22	$3,604,900	28	$4,575,068	5	$1,395,418	22	$891,097
FDNY	1	$448,200	1	$225,000	0	$0	1	$225,000
HPD	39	$12,640,700	44	$8,217,535	56	$11,638,800	75	$17,144,243
HRA	0	$0	5	$6,349,779	0	$0	0	$0
NYPD	3	$610,200	4	$515,145	4	$927,350	13	$8,361,159
NYCEM	0	$0	0	$0	1	$120,280	4	$806,235
Total	**88**	**$76,940,800**	**127**	**$148,808,981**	**96**	**$148,424,224**	**163**	**$123,704,566**

	Innovative							
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	0	$0	4	$6,105,208	0	$0	0	$0
DFTA	0	$0	0	$0	0	$0	3	$3,573,800
DOE	1	$113,300						
DOHMH	0	$0	1	$250,546	0	$0	0	$0
DYCD	0	$0	1	$45,000	0	$0	0	$0
Total	**1**	**$113,300**	**6**	**$6,400,754**	**0**	**$0**	**3**	**$3,573,800**

AGENCY PROCUREMENT ACTIONS BY METHOD
FISCAL 2017

Government-to-Government								
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	1	$3,237,500	2	$5,128,936	0	$0	0	$0
CCHR	0	$0	0	$0	1	$500	0	$0
DCA	1	$300	4	$35,889	0	$0	0	$0
DCAS	5	$32,600	4	$29,679	3	$21,468	4	$72,030
DCLA	1	$364,000						
DCP	2	$14,200	2	$3,783	0	$0	0	$0
DDC	5	$120,100	0	$0	4	$132,107	14	$492,091
DEP	8	$36,799,500	11	$20,761,102	10	$50,550,444	11	$256,583,630
DFTA	1	$1,516,400	0	$0	0	$0	0	$0
DHS	0	$0	2	$175,773	2	$1,594,456	3	$216,747
DOF	10	$43,100	3	$4,095	13	$113,637	10	$135,075
DOHMH	11	$550,400	2	$19,528,737	2	$1,250,000	4	$6,126,687
DoITT	0	$0	0	$0	0	$0	1	$242,770
DOP	0	$0	17	$256,615	1	$24,570	0	$0
DOT	0	$0	1	$150,000	0	$0	4	$1,620,031
DPR	6	$2,193,200	11	$19,261,160	10	$28,041,812	6	$572,966
DSNY	1	$908,600	0	$0	0	$0	0	$0
FDNY	0	$0	0	$0	0	$0	1	$29,838
HPD	1	$2,500	1	$9,818,000	0	$0	0	$0
HRA	0	$0	0	$0	1	$12,392	0	$0
SBS	0	$0	1	$200,000	0	$0	1	$1,000,000
Total	**53**	**$45,782,400**	**61**	**$75,353,769**	**47**	**$81,741,385**	**59**	**$267,091,866**

AGENCY PROCUREMENT ACTIONS BY METHOD FISCAL 2017

Intergovernmental								
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	9	$826,500	7	$615,610	9	$742,683	11	$575,596
BIC	0	$0	2	$186,404	3	$309,046	3	$177,522
CCRB	1	$45,400	0	$0	3	$94,416	1	$42,000
DCA	6	$125,500	8	$140,396	7	$265,017	4	$218,101
DCAS	99	$113,774,300	135	$132,197,903	285	$239,746,709	281	$192,763,754
DCLA	2	$77,600	3	$63,765	2	$91,335	1	$45,733
DCP	5	$7,238,000	2	$57,415	1	$40,628	1	$40,628
DDC	10	$665,100	9	$468,677	18	$784,725	7	$675,234
DEP	67	$10,067,800	67	$4,665,328	113	$23,602,169	120	$8,769,466
DFTA	1	$62,900	2	$49,900	4	$164,716	2	$49,902
DHS	5	$269,700	3	$216,185	3	$8,024,930	0	$0
DOB	13	$395,500	18	$618,804	14	$535,607	12	$334,744
DOC	0	$0	11	$327,061	8	$620,390	17	$1,296,886
DOF	9	$6,478,300	7	$3,684,798	11	$659,937	31	$43,452,186
DOHMH	32	$4,122,100	23	$7,261,517	31	$1,927,063	30	$18,175,615
DOI	4	$435,300	12	$508,155	7	$378,892	6	$197,432
DoITT	52	$137,275,600	49	$184,402,590	43	$15,692,317	52	$103,513,779
DOP	8	$226,000	18	$1,112,972	31	$385,774	42	$532,053
DORIS	1	$61,100	0	$0	0	$0	0	$0
DOT	6	$469,700	9	$1,464,669	20	$2,361,405	52	$4,488,038
DPR	14	$6,094,500	12	$1,140,319	13	$2,746,765	17	$1,369,102
DSNY	1	$132,700	2	$141,078	7	$371,390	1	$29,169
DYCD	6	$383,300	6	$41,146	7	$105,244	7	$105,687
FDNY	45	$2,223,700	38	$26,885,468	68	$6,243,023	79	$6,062,290
HPD	0	$0	3	$116,342	0	$0	2	$222,583
HRA	73	$85,576,300	54	$44,846,701	98	$43,530,891	97	$66,431,845
Law	7	$471,200	20	$1,568,832	19	$803,021	17	$2,128,630
LPC	0	$0	2	$88,709	0	$0	0	$0
NYPD	91	$78,315,700	113	$27,376,333	149	$30,692,946	219	$21,763,209
OATH	1	$35,400	0	$0	3	$111,106	5	$320,460
NYCEM	4	$273,200	8	$467,984	4	$960,077	8	$556,547
SBS	3	$216,300	1	$40,805	3	$122,435	1	$3,353
TLC	1	$51,700	1	$99,312	0	$0	1	$56,020
Total	**576**	**$456,390,400**	**645**	**$440,855,178**	**984**	**$382,114,657**	**1,127**	**$474,397,562**

AGENCY PROCUREMENT ACTIONS BY METHOD
FISCAL 2017

Line-Item Appropriation								
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	34	$11,811,700	35	$10,697,226	16	$5,703,102	53	$52,797,550
DCLA	2	$560,100	6	$1,155,380	3	$1,724,789	1	$385,000
DDC	32	$10,167,700	36	$15,337,743	32	$35,359,473	32	$12,746,506
DFTA	218	$10,067,200	295	$14,672,083	219	$9,481,571	327	$11,329,489
DHS	0	$0	15	$3,107,465	5	$575,000	7	$1,795,000
DOC	0	$0	0	$0	0	$0	5	$20,300
DOHMH	301	$20,977,000	207	$16,694,921	203	$13,783,658	275	$25,836,982
DOP	8	$1,552,800	10	$1,932,200	8	$1,673,400	6	$897,000
DOT	0	$0	0	$0	1	$19,088	0	$0
DPR	73	$1,132,700	79	$2,046,588	63	$1,749,867	57	$1,110,325
DSNY	9	$255,700	2	$64,519	0	$0	0	$0
DYCD	1,158	$53,831,900	1,456	$59,365,094	1,055	$30,502,889	1,319	$87,555,360
FDNY	23	$239,200	28	$1,219,095	23	$164,250	23	$217,375
HPD	74	$9,350,200	112	$10,358,779	86	$5,229,881	116	$7,230,204
HRA	217	$29,153,400	87	$20,962,327	99	$11,992,617	24	$2,222,000
MOCJ	45	$18,080,400	52	$16,330,818	37	$11,521,672	58	$15,449,392
NYPD	0	$0	1	$350,000	1	$305,000	0	$0
NYCEM	0	$0	0	$0	0	$0	2	$5,658
SBS	131	$13,273,000	128	$11,834,188	101	$11,135,710	88	$9,033,831
Total	2,325	$180,453,000	2,549	$186,128,426	1,952	$140,921,967	2,393	$228,631,972

Accelerated								
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
DCAS	85	$182,945,000	91	$52,086,346	98	$121,828,122	119	$44,767,961
Total	85	$182,945,000	91	$52,086,346	98	$121,828,122	119	$44,767,961

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	Micropurchase							
	Fiscal 2017		**Fiscal 2016**		**Fiscal 2015**		**Fiscal 2014**	
Agency	**Count**	**Value**	**Count**	**Value**	**Count**	**Value**	**Count**	**Value**
ACS	737	$6,019,800	775	$7,075,033	1,791	$10,892,143	1,142	$9,810,075
BIC	43	$160,100	47	$181,335	116	$176,705	50	$139,850
CCHR	45	$169,800	93	$356,247	232	$413,705	136	$204,721
CCRB	107	$353,300	84	$286,464	224	$195,025	95	$264,442
DCA	100	$733,200	119	$526,948	537	$1,123,040	264	$1,696,080
DCAS	489	$2,729,300	418	$2,440,549	1,206	$2,622,309	479	$3,038,891
DCLA	35	$143,100	48	$254,854	68	$38,764	39	$188,510
DCP	93	$428,400	186	$732,529	296	$753,127	133	$421,006
DDC	201	$1,207,200	42	$450,312	495	$1,550,133	340	$1,429,946
DEP	1,445	$13,000,500	1,355	$12,018,581	5,303	$15,578,562	1,728	$13,289,155
DFTA	120	$859,200	198	$1,347,132	275	$1,088,178	191	$916,531
DHS	114	$1,349,000	275	$2,554,621	1,003	$2,269,833	186	$1,108,387
DOB	234	$888,300	92	$731,924	663	$1,059,802	157	$689,231
DOC	575	$4,839,900	541	$4,374,257	1,096	$4,496,407	423	$2,877,912
DOF	256	$1,494,200	291	$1,660,682	653	$1,442,969	205	$1,131,917
DOHMH	1,361	$11,823,800	1,410	$10,368,691	4,400	$11,483,701	1,089	$7,672,199
DOI	274	$1,316,500	225	$1,146,876	314	$863,953	131	$886,130
DoITT	364	$3,000,900	298	$2,162,932	342	$1,044,140	216	$1,263,127
DOP	176	$721,500	214	$685,767	1,109	$915,898	183	$459,030
DORIS	136	$680,900	139	$577,358	0	$0	0	$0
DOT	545	$5,443,800	513	$5,028,741	4,362	$9,603,192	579	$4,836,915
DPR	1,899	$8,609,500	1,987	$8,710,905	5,186	$10,067,794	1,984	$8,342,485
DSNY	1,051	$5,266,400	761	$4,334,331	1,158	$4,324,145	1,117	$4,139,918
DYCD	571	$2,085,000	280	$1,377,299	406	$1,107,112	195	$1,556,595
FDNY	259	$2,562,300	328	$3,331,095	4,791	$7,689,763	416	$3,942,034
HPD	8,257	$10,084,000	9,787	$10,720,132	9,323	$9,883,942	9,635	$8,722,740
HRA	314	$1,978,500	365	$1,731,691	594	$1,957,194	536	$2,075,777
Law	823	$3,105,100	538	$1,297,804	889	$3,702,976	920	$3,360,196
LPC	40	$130,700	26	$103,101	184	$151,945	58	$250,212
MOCJ	31	$335,000	26	$299,205	6	$84,950	0	$0
NYPD	2,069	$10,870,200	3,000	$16,023,512	4,897	$20,630,419	4,368	$21,072,011
OATH	157	$531,900	94	$290,912	148	$386,117	106	$263,291
NYCEM	243	$1,196,000	231	$1,271,657	649	$1,352,735	160	$1,056,722
SBS	288	$1,438,900	232	$1,284,828	290	$762,402	126	$564,864
TLC	248	$1,429,000	232	$1,387,510	149	$107,898	305	$1,549,656
Total	**23,700**	**$106,985,200**	**25,250**	**$107,125,814**	**53,155**	**$129,820,978**	**27,692**	**$109,220,557**

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	Negotiated Acquisition							
	Fiscal 2017		**Fiscal 2016**		**Fiscal 2015**		**Fiscal 2014**	
Agency	**Count**	**Value**	**Count**	**Value**	**Count**	**Value**	**Count**	**Value**
ACS	9	$22,266,700	8	$90,667,188	4	$17,432,544	2	$7,122,099
CCHR	1	$75,000	0	$0	0	$0	0	$0
DCAS	0	$0	2	$1,616,989	2	$2,725,358	2	$1,400,000
DCLA	0	$0	1	$120,735	0	$0	0	$0
DDC	0	$0	0	$0	1	$664,809	0	$0
DEP	10	$66,708,700	1	$84,162	1	$1,350,000	9	$18,261,503
DFTA	0	$0	0	$0	13	$49,828,155	3	$20,439,750
DHS	2	$918,800	1	$2,703,589	0	$0	1	$521,528
DOB	0	$0	0	$0	0	$0	1	$186,588
DOC	2	$8,044,300	0	$0	0	$0	1	$3,034,924
DOF	2	$122,600	1	$900,000	2	$261,510	0	$0
DOHMH	9	$7,093,300	7	$27,316,783	5	$5,667,660	4	$41,523,577
DOI	1	$10,000,000	1	$3,000,000	4	$7,124,500	9	$7,228,000
DoITT	2	$28,408,800	2	$836,623	2	$475,915	1	$96,000
DOP	3	$539,500	1	$1,050,000	0	$0	2	$1,842,106
DORIS	1	$65,000	0	$0	0	$0	0	$0
DOT	1	$231,600	1	$3,661,875	0	$0	2	$163,867
DPR	0	$0	3	$295,000	0	$0	1	$240,000
DYCD	32	$13,696,400	11	$6,033,505	11	$1,084,232	201	$19,221,619
FDNY	0	$0	1	$175,580	1	$531,826	1	$29,800
HPD	0	$0	1	$55,000,000	0	$0	1	$1,040,146
HRA	39	$323,016,600	0	$0	1	$90,992	2	$50,973,950
Law	50	$55,808,000	74	$13,667,304	46	$22,376,447	40	$6,813,516
MOCJ	2	$1,250,000	0	$0	5	$7,757,201	1	$65,134
NYPD	2	$6,523,900	7	$29,501,525	3	$2,231,522	8	$39,693,143
NYCEM	1	$484,500	2	$1,672,500	0	$0	2	$519,011
SBS	2	$1,650,000	0	$0	0	$0	0	$0
Total	**171**	**$546,903,700**	**125**	**$238,303,358**	**101**	**$119,602,671**	**294**	**$220,416,260**

AGENCY PROCUREMENT ACTIONS BY METHOD FISCAL 2017

	Negotiated Acquisition Extension							
	Fiscal 2017		**Fiscal 2016**		**Fiscal 2015**		**Fiscal 2014**	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	8	$3,800,200	14	$14,144,312	54	$523,097,397	19	$438,972,439
DCAS	1	$142,800	5	$14,275,259	13	$23,855,600	6	$15,150,000
DDC	0	$0	0	$0	2	$6,000,000	0	$0
DEP	1	$2,000,000	0	$0	0	$0	0	$0
DFTA	22	$8,151,000	81	$87,690,945	68	$14,513,696	67	$28,990,162
DHS	35	$126,227,400	7	$23,993,672	6	$39,021,079	9	$51,338,247
DOB	2	$645,400	1	$93,788	1	$250,000	1	$700,000
DOC	1	$1,997,800	0	$0	2	$815,610	2	$485,605
DOF	1	$3,900,000	5	$6,602,677	3	$1,815,660	2	$29,515,860
DOHMH	4	$23,280,400	3	$2,042,968	144	$24,794,148	22	$9,810,144
DOI	0	$0	2	$1,062,500	0	$0	1	$1,125,000
DoITT	1	$32,600,000	1	$99,596	1	$6,432,435	0	$0
DOT	0	$0	0	$0	0	$0	1	$3,000,000
DPR	1	$650,000	0	$0	0	$0	1	$811,484
DSNY	0	$0	2	$16,583,792	0	$0	2	$43,400,000
DYCD	165	$79,284,200	153	$51,031,624	504	$115,181,123	236	$15,782,660
FDNY	0	$0	0	$0	1	$30,000	1	$696,885
HPD	1	$5,304,600	23	$1,820,470	22	$680,470	1	$3,659,649
HRA	11	$4,858,500	52	$14,644,532	81	$18,062,244	55	$50,063,650
Law	8	$4,130,000	7	$3,135,000	5	$2,099,000	4	$3,971,000
MOCJ	0	$0	0	$0	4	$1,739,525	3	$600,000
NYPD	0	$0	0	$0	1	$7,482,686	0	$0
NYCEM	1	$270,000	1	$10,511,354	0	$0	1	$51,560
OATH	1	$499,500	0	$0	0	$0	0	$0
SBS	2	$320,500	2	$289,000	2	$449,423	0	$0
TLC	1	$1,005,000	1	$833,259	1	$833,259	0	$0
Total	**267**	**$299,067,300**	**360**	**$248,854,747**	**915**	**$787,153,355**	**434**	**$698,124,346**

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	Renewal										
	Fiscal 2017		**Fiscal 2016**		**Fiscal 2015**		**Fiscal 2014**	
Agency	**Count**	**Value**	**Count**	**Value**	**Count**	**Value**	**Count**	**Value**
ACS	222	$2,305,840,400	115	$1,019,718,058	58	$376,462,239	59	$382,697,535
DCA	1	$29,200	1	$65,000	6	$6,476,949	0	$0
DCAS	15	$15,221,800	12	$39,073,201	12	$13,359,936	11	$15,025,502
DCLA	0	$0	0	$0	0	$0	1	$40,000
DDC	2	$3,022,700	5	$5,750,000	12	$13,750,000	15	$44,500,000
DEP	36	$75,098,800	49	$331,954,504	28	$43,000,077	40	$24,633,192
DFTA	137	$151,695,300	101	$111,679,360	7	$12,010,055	4	$7,691,000
DHS	30	$381,957,800	25	$248,083,120	13	$32,711,136	19	$173,343,585
DOB	0	$0	0	$0	0	$0	2	$3,695,925
DOC	7	$8,080,100	15	$76,895,697	12	$6,706,966	3	$1,211,630
DOE	3	$666,100	0	$0	0	$0	0	$0
DOF	3	$3,660,900	0	$0	4	$513,801	4	$705,136
DOHMH	105	$777,688,700	92	$170,890,477	90	$156,148,422	88	$604,181,428
DoITT	6	$225,157,100	8	$23,277,077	7	$3,459,238	21	$359,365,033
DOP	12	$2,905,600	28	$12,654,773	16	$6,168,222	0	$0
DOT	5	$28,421,200	15	$36,742,885	12	$32,918,265	21	$34,357,224
DPR	8	$18,230,500	13	$3,374,770	7	$8,207,892	7	$6,232,507
DSNY	9	$8,299,300	19	$33,009,463	22	$17,074,342	24	$284,893,704
DYCD	74	$27,676,200	278	$259,632,177	24	$14,969,635	6	$4,090,034
FDNY	0	$0	1	$3,929,612	0	$0	1	$5,000,000
HPD	5	$5,350,000	8	$4,604,670	4	$15,926,594	5	$3,983,333
HRA	20	$36,694,100	48	$245,974,647	20	$49,160,709	34	$157,500,696
Law	7	$4,100,000	7	$11,550,000	5	$8,150,000	1	$50,000
MOCJ	13	$59,087,200	16	$310,231,798	6	$18,576,342	11	$288,217,253
NYPD	14	$15,258,900	9	$26,101,367	6	$3,404,064	3	$1,457,409
OATH	0	$0	0	$0	2	$759,463	2	$41,993
NYCEM	2	$306,700	2	$775,000	6	$927,618	6	$27,182,454
SBS	6	$16,126,100	15	$63,644,836	24	$66,316,027	17	$11,030,189
TLC	1	$205,700	1	$181,738	0	$0	1	$0
Total	**743**	**$4,170,780,400**	**883**	**$3,039,794,230**	**403**	**$907,157,993**	**406**	**$2,441,126,761**

AGENCY PROCUREMENT ACTIONS BY METHOD
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	Request for Proposal							
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	7	$28,653,500	26	$60,316,338	4	$18,186,780	33	$131,452,348
BIC	1	$19,700	2	$39,595	0	$0	1	$24,000
DCA	8	$9,306,900	0	$0	1	$25,000	2	$180,000
DCAS	14	$150,651,500	2	$5,086,710	4	$1,500,001	2	$1,966,151
DCLA	1	$360,400	0	$0	0	$0	0	$0
DDC	15	$151,929,500	16	$75,169,284	20	$963,554,434	25	$94,599,884
DEP	32	$237,460,400	29	$272,571,129	22	$100,248,708	21	$115,844,388
DFTA	9	$33,447,300	15	$41,574,000	12	$12,636,576	18	$11,843,151
DHS	18	$341,596,300	19	$473,353,988	22	$263,204,426	19	$234,799,928
DOB	0	$0	2	$325,000	1	$198,359	0	$0
DOC	0	$0	3	$28,727,029	2	$21,000,000	1	$5,000,000
DOE	1	$1,104,400	0	$0	0	$0	0	$0
DOF	1	$98,900	0	$0	2	$23,540,700	3	$23,180,930
DOHMH	12	$24,881,900	17	$36,568,217	34	$132,157,901	51	$55,824,272
DoITT	4	$105,956,400	2	$4,567,390	1	$21,199,524	1	$24,995
DOP	9	$3,431,800	3	$1,447,500	8	$8,875,000	2	$759,520
DOT	22	$109,264,500	19	$137,094,058	14	$79,280,385	13	$127,603,391
DPR	1	$149,900	0	$0	2	$536,001	1	$257,364
DSNY	5	$2,838,973,900	1	$6,000,000	0	$0	6	$4,071,201,114
DYCD	176	$199,340,700	614	$463,045,239	443	$372,265,420	7	$10,138,037
FDNY	0	$0	1	$371,108	3	$54,532,091	1	$10,124,655
HPD	3	$32,432,300	3	$1,354,000	4	$2,867,000	0	$0
HRA	78	$415,640,800	23	$84,912,994	45	$146,892,823	24	$34,956,995
Law	1	$2,302,500	7	$4,077,500	1	$3,600,000	0	$0
MOCJ	3	$1,402,300	32	$86,350,650	6	$26,190,270	15	$41,897,536
NYPD	3	$29,076,300	0	$0	2	$28,410,099	2	$5,465,882
NYCEM	3	$21,261,500	0	$0	1	$250,000	1	$250,000
SBS	14	$7,347,300	9	$20,360,554	5	$3,122,996	0	$0
TLC	1	$0	1	$5,993,056	0	$0	1	$0
Total	442	$4,746,090,900	846	$1,809,305,339	659	$2,284,274,493	250	$4,977,394,542

AGENCY PROCUREMENT ACTIONS BY METHOD
FISCAL 2017

Required Source or Procurement Method								
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	3	$6,125,600	8	$17,066,830	0	$0	2	$555,556
DCAS	0	$0	0	$0	2	$20,042,650	1	$904,522
DCLA	0	$0	1	$63,886	1	$56,055	1	$46,827
DCP	2	$75,000	0	$0	0	$0	0	$0
DDC	0	$0	0	$0	0	$0	1	$2,152,587
DEP	9	$2,854,400	1	$49,879	7	$423,752	2	$429,664
DFTA	2	$272,000	11	$4,456,779	0	$0	2	$1,124,008
DHS	21	$21,330,400	34	$40,444,912	7	$20,987,126	34	$46,202,066
DOB	0	$0	0	$0	0	$0	1	$49,999
DOC	1	$958,200	0	$0	4	$2,194,436	2	$10,989,364
DOF	1	$49,900	1	$700,000	2	$1,135,710	1	$9,929,192
DOHMH	16	$43,419,700	17	$32,210,627	34	$38,632,126	43	$60,887,603
DOI	0	$0	0	$0	0	$0	1	$70,840
DoITT	0	$0	0	$0	1	$200,000	1	$180,000
DOP	10	$1,802,900	7	$1,458,448	6	$1,156,171	3	$945,990
DORIS	0	$0	1	$665,035	0	$0	0	$0
DOT	0	$0	2	$8,885,971	2	$1,444,836	3	$8,057,136
DPR	4	$513,800	3	$67,954	1	$50,000	3	$778,768
DSNY	0	$0	0	$0	0	$0	4	$2,991,108
FDNY	0	$0	0	$0	2	$14,268,561	1	$4,999,715
HPD	3	$240,000	1	$1,363,100	1	$3,500,000	2	$120,000
HRA	12	$25,191,100	3	$1,039,500	3	$772,528	23	$53,967,961
Law	0	$0	1	$199,000	0	$0	0	$0
MOCJ	2	$900,000	6	$2,540,275	5	$1,116,695	2	$4,325,504
NYPD	0	$0	0	$0	2	$280,614	0	$0
OATH	2	$176,600	3	$100,406	2	$51,784	2	$87,535
NYCEM	1	$46,200	2	$73,259	0	$0	1	$40,692
TLC	1	$344,200	0	$0	2	$820,302	0	$0
Total	**90**	**$104,300,000**	**102**	**$111,385,861**	**84**	**$107,133,346**	**136**	**$209,836,639**

	Small Purchase							
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	96	$7,363,100	83	$6,188,452	69	$3,371,891	85	$3,381,743
BIC	11	$187,300	3	$76,085	5	$114,466	1	$25,000
CCHR	60	$527,300	4	$94,542	3	$68,384	0	$0
CCRB	5	$127,400	11	$305,775	7	$182,566	9	$227,705
DCA	3	$145,600	5	$302,738	6	$305,951	8	$418,677
DCAS	54	$2,852,900	59	$4,072,851	98	$6,459,539	110	$6,782,655
DCLA	8	$376,000	5	$301,180	10	$569,273	20	$1,006,354
DCP	38	$247,200	9	$355,911	3	$95,255	3	$89,277
DDC	18	$765,800	32	$1,680,703	22	$948,212	43	$1,754,075
DEP	88	$6,190,500	88	$6,317,130	96	$6,896,382	98	$6,193,159
DFTA	14	$530,300	6	$524,900	9	$635,330	4	$270,400
DHS	24	$1,120,300	33	$1,280,412	24	$785,870	17	$718,251
DOB	11	$734,600	14	$944,251	9	$652,208	11	$663,754
DOC	59	$3,807,000	77	$4,799,080	67	$3,899,214	87	$4,578,467
DOF	12	$670,400	7	$332,735	9	$456,971	15	$711,552
DOHMH	115	$6,609,400	87	$6,182,947	112	$7,099,814	118	$6,811,561
DOI	21	$993,000	2	$103,459	4	$343,349	16	$771,476
DoITT	45	$2,372,600	21	$1,017,217	15	$852,770	0	$0
DOP	50	$839,900	11	$407,791	17	$930,344	13	$931,380
DORIS	1	$31,300	1	$70,923	0	$0	0	$0
DOT	93	$6,326,400	113	$7,031,834	131	$7,790,969	128	$6,899,889
DPR	389	$6,212,800	105	$5,141,562	100	$4,483,343	91	$3,419,819
DSNY	83	$6,743,100	65	$5,235,211	70	$5,525,755	83	$6,247,153
DYCD	6	$312,200	10	$300,357	7	$161,883	2	$49,593
FDNY	65	$3,909,200	94	$5,755,809	87	$4,667,406	118	$6,158,690
HPD	139	$1,859,100	39	$2,103,949	88	$4,142,586	97	$5,762,060
HRA	61	$3,501,200	52	$3,175,624	70	$3,447,123	70	$3,970,689
Law	8	$239,100	1	$87,601	3	$194,398	1	$21,000
LPC	1	$51,000	3	$95,500	0	$0	1	$24,500
MOCJ	3	$252,600	6	$523,948	0	$0	0	$0
NYPD	888	$13,581,500	174	$9,601,943	146	$6,952,933	201	$10,537,388
OATH	2	$120,000	1	$62,913	1	$99,613	4	$206,883
NYCEM	17	$740,000	15	$883,553	7	$409,961	6	$313,131
SBS	9	$558,900	8	$430,285	2	$175,935	8	$570,864
TLC	8	$606,000	4	$242,556	7	$356,766	4	$235,618
Total	2,505	$81,505,000	1,248	$76,031,725	1,304	$73,076,460	1,472	$79,752,761

AGENCY PROCUREMENT ACTIONS BY METHOD FISCAL 2017

	Sole Source							
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	3	$10,691,300	0	$0	0	$0	3	$918,126
DCA	3	$649,300	13	$411,240	1	$400	0	$0
DCAS	13	$172,835,600	13	$24,840,907	16	$5,071,394	41	$289,713,615
DCLA	0	$0	0	$0	0	$0	1	$619,872
DCP	6	$44,800	1	$99,900	0	$0	0	$0
DDC	1	$1,246,000	0	$0	1	$26,406	3	$15,049,627
DEP	2	$43,306,100	4	$27,157,853	7	$4,512,960	14	$160,334,567
DFTA	2	$2,730,000	0	$0	0	$0	2	$589,375
DHS	1	$49,400	0	$0	0	$0	0	$0
DOB	0	$0	2	$118,570	1	$559,949	2	$92,700
DOC	3	$335,100	6	$421,452	1	$196,380	1	$10,800
DOF	1	$81,200	1	$5,217,940	0	$0	4	$4,910,388
DOHMH	11	$7,172,400	7	$602,914	7	$23,113,842	9	$11,340,698
DOI	2	$152,000	1	$80,361	1	$141,000	2	$470,610
DoITT	4	$7,999,700	14	$41,096,796	1	$954,778	0	$0
DOP	2	$485,000	0	$0	0	$0	0	$0
DOT	2	$432,000	0	$0	0	$0	0	$0
DPR	5	$583,400	4	$10,469,122	8	$2,472,617	8	$150,529,438
DSNY	0	$0	2	$12,000,600	0	$0	1	$29,507
FDNY	0	$0	1	$356,210	2	$11,326,482	2	$2,272,705
HPD	0	$0	1	$90,000	0	$0	2	$67,225
HRA	2	$83,300	6	$75,949	9	$264,997	6	$182,603
Law	0	$0	0	$0	2	$1,926,873	1	$61,875
MOCJ	0	$0	1	$34,344,642	0	$0	0	$0
NYPD	1	$62,205,000	1	$442,500	4	$1,289,376	0	$0
NYCEM	0	$0	1	$500,000	0	$0	1	$75,000
SBS	2	$105,849,200	4	$2,479,056,185	3	$1,923,699,540	6	$1,946,300,987
Total	66	$416,930,800	83	$2,637,383,141	64	$1,975,556,994	109	$2,583,569,718

AGENCY PROCUREMENT ACTIONS BY METHOD
FISCAL 2017

	Task Order							
	Fiscal 2017		**Fiscal 2016**		**Fiscal 2015**		**Fiscal 2014**	
Agency	Count	Value	Count	Value	Count	Value	Count	Value
ACS	21	$6,664,500	40	$4,047,241	24	$11,961,658	17	$4,969,261
BIC	1	$150,900	0	$0	0	$0	0	$0
CCHR	1	$113,200	0	$0	2	$4,848	2	$3,636
DCA	3	$161,700	1	$60,510	2	$148,568	4	$509,023
DCAS	20	$3,553,300	5	$698,946	10	$1,002,438	5	$38,247,812
DCLA	1	$300	0	$0	0	$0	0	$0
DCP	3	$421,700	2	$95,176	5	$1,131,641	0	$0
DDC	177	$224,244,200	166	$206,655,612	103	$64,601,285	62	$47,001,325
DEP	6	$138,700	3	$684,836	3	$1,112,798	22	$34,929,975
DFTA	2	$106,400	7	$241,019	12	$186,263	0	$0
DHS	14	$921,200	40	$1,863,962	30	$532,812	20	$127,608,163
DOB	22	$33,600,600	9	$1,492,730	9	$2,161,613	19	$19,496,041
DOC	7	$1,007,100	10	$1,780,013	6	$6,424,508	7	$1,194,384
DOE	18	$1,305,300	0	$0	0	$0	0	$0
DOF	0	$0	14	$3,949,239	6	$617,594	8	$873,434
DOHMH	37	$1,848,100	54	$4,893,014	70	$4,700,920	89	$12,177,799
DoITT	130	$84,333,700	102	$22,396,644	74	$93,616,116	174	$28,056,871
DOP	1	$39,600	6	$33,905	1	$20,219	11	$1,546,076
DORIS	0	$0	1	$9,793	0	$0	0	$0
DOT	28	$4,373,600	31	$5,460,462	21	$78,624,325	9	$1,371,145
DPR	127	$43,506,500	87	$27,770,305	69	$22,083,117	59	$12,669,862
DSNY	24	$14,009,600	80	$9,157,001	54	$5,360,144	53	$20,810,929
DYCD	1	$78,600	8	$4,242,291	2	$132,706	2	$135,290
FDNY	8	$43,513,800	5	$11,386,473	4	$3,275,552	8	$2,678,422
HPD	18	$2,627,300	44	$7,223,985	30	$5,443,111	25	$2,961,072
HRA	54	$21,431,200	6	$1,011,103	15	$125,047,331	20	$32,657,237
Law	1	$36,700	1	$117,260	1	$422,302	1	$0
NYPD	10	$81,969,500	13	$16,933,151	10	$12,420,048	7	$11,192,494
OATH	13	$344,600	6	$223,547	20	$3,081,383	14	$1,031,117
NYCEM	2	$521,200	0	$0	2	$220,899	5	$491,011
SBS	8	$798,200	100	$225,222,528	4	$238,926	5	$828,906
TLC	4	$185,000	0	$0	2	$119,693	4	$4,170,201
Total	**762**	**$572,006,300**	**841**	**$557,650,745**	**591**	**$444,692,818**	**652**	**$407,611,486**

AGENCY PROCUREMENT ACTIONS BY METHOD FISCAL 2017

Agency	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
	Count	Value	Count	Value	Count	Value	Count	Value
ACS	1,479	$2,494,411,800	1,708	$1,454,575,300	2,248	$1,043,564,900	1,585	$1,297,252,931
BIC	58	$438,800	56	$487,500	178	$687,700	74	$1,697,835
CCHR	119	$927,200	102	$500,400	238	$487,400	143	$209,495
CCRB	116	$527,900	96	$624,600	239	$486,500	119	$598,471
DCA	129	$11,217,100	156	$1,698,200	656	$9,070,900	330	$26,739,575
DCAS	1,187	$1,534,567,000	1,224	$986,441,100	2,407	$1,318,281,700	1,572	$1,408,300,583
DCLA	53	$1,952,700	65	$1,960,000	120	$2,739,800	67	$2,352,816
DCP	156	$13,851,200	207	$5,088,700	308	$3,093,900	141	$562,335
DDC	1,823	$2,833,025,500	1,812	$1,675,577,900	2,389	$2,061,002,100	2,065	$1,253,620,581
DEP	2,179	$894,061,200	2,166	$1,368,374,700	6,417	$1,686,013,900	3,103	$1,800,022,081
DFTA	1,501	$280,498,300	1,666	$312,946,600	1,618	$174,376,500	1,359	$116,604,020
DHS	572	$1,381,363,000	601	$968,324,800	1,293	$506,744,100	435	$746,763,934
DOB	298	$47,598,100	149	$33,994,500	771	$14,408,300	252	$30,910,983
DOC	722	$125,061,600	738	$161,640,200	1,240	$108,550,800	620	$104,149,371
DOE	180	$59,018,900	0	$0	0	$0	0	$0
DOF	373	$33,670,800	361	$53,941,500	745	$40,401,700	429	$129,326,007
DOHMH	2,674	$1,018,919,500	2,089	$374,818,700	5,350	$478,399,100	2,167	$917,814,879
DOI	304	$14,496,800	245	$6,114,700	400	$9,259,200	162	$12,284,477
DoITT	761	$768,776,100	629	$614,492,500	669	$246,863,500	855	$903,620,862
DOP	322	$15,388,900	342	$21,372,800	1,212	$20,360,400	299	$8,156,655
DORIS*	139	$838,300	142	$1,323,100	0	$0	0	$0
DOT	868	$984,889,400	902	$809,391,800	4,685	$1,111,481,300	1,039	$594,069,291
DPR	2,898	$484,639,700	2,800	$282,366,400	5,913	$338,889,700	2,974	$415,991,847
DSNY	1,388	$3,189,433,600	1,147	$666,164,100	1,570	$1,063,525,400	1,661	$4,515,762,366
DYCD	3,813	$470,410,900	4,684	$891,920,100	3,562	$619,516,900	2,963	$214,903,979
FDNY	443	$133,733,900	557	$188,944,900	5,042	$181,996,500	737	$96,256,372
HPD	8,614	$89,838,200	10,111	$112,362,000	10,094	$81,796,900	10,126	$72,805,850
HRA	1,103	$1,048,045,600	905	$500,646,700	1,095	$344,271,300	981	$493,364,343
Law	953	$85,847,900	699	$45,140,700	1,012	$55,281,400	1,038	$28,090,820
LPC	42	$202,000	31	$287,300	186	$152,700	60	$282,267
MOCJ	185	$106,717,000	158	$455,373,700	146	$89,873,100	125	$409,519,331
NYCEM	280	$25,280,000	265	$16,195,700	687	$4,579,500	200	$31,349,016
NYPD	3,127	$347,259,100	3,375	$254,914,700	5,283	$154,144,500	4,884	$142,935,715
OATH	192	$9,247,300	128	$3,166,200	189	$4,843,500	147	$2,697,623
SBS	600	$345,211,000	748	$3,038,465,100	479	$2,011,790,300	287	$2,008,322,164
TLC	267	$3,837,800	245	$10,468,800	418	$3,585,400	322	$7,249,170
Total	**39,918**	**$18,855,204,100**	**41,309**	**$15,320,106,000**	**68,859**	**$13,790,520,800**	**43,321**	**$17,794,588,046**

*DORIS was broken out of DCAS procurement reporting in FY 2016

AGENCY PROCUREMENT ACTIONS BY METHOD
FISCAL 2017

Fiscal 2017 Procurements by Method								
	Fiscal 2017		Fiscal 2016		Fiscal 2015		Fiscal 2014	
Method	Count	Value	Count	Value	Count	Value	Count	Value
Accelerated	85	$182,945,000	91	$52,086,300	98	$121,828,100	119	$44,767,961
Amendment	4,747	$1,449,484,400	4,405	$962,508,000	2855	$518,247,731	2,808	$746,340,865
Amendment Extension	577	$490,663,300	540	$271,477,000	500	$253,489,600	955	$407,093,645
Assignment	72	$86,356,700	31	$65,237,400	4	$837,400	19	$10,810,475
Buy-Against	3	$22,791,200	8	$6,834,700	8	$3,500,900	7	$8,415,259
Competitive Sealed Bid	716	$4,120,834,000	626	$3,743,443,500	674	$4,867,901,400	590	$2,989,301,537
Construction Change Order	1,609	$256,353,500	2,173	$408,905,200	2599	$284,257,700	3,002	$684,246,609
Demonstration Project	26	$29,507,300	8	$14,721,800	7	$7,850,100	11	$2,310,292
Design Change Order	294	$412,019,700	301	$111,509,900	255	$145,485,100	258	$70,872,851
Emergency	88	$76,940,800	127	$148,809,000	96	$148,424,200	163	$123,704,566
Government-to-Government	53	$45,782,400	61	$75,353,800	47	$81,741,400	59	$267,091,866
Innovative	1	$113,300	6	$6,400,800	0	$0	3	$3,573,800
Intergovernmental	576	$456,390,400	645	$440,855,200	984	$382,114,700	1,127	$474,397,562
Line-Item Appropriation	2,325	$180,453,000	2,549	$186,128,400	1952	$140,922,000	2,393	$228,631,972
Micropurchase	23,700	$106,985,200	25,250	$107,125,800	54659	$135,272,500	27,692	$109,220,557
Negotiated Acquisition	171	$546,903,700	125	$238,303,400	101	$119,602,700	294	$220,416,260
Negotiated Acquisition Extension	267	$299,067,300	360	$248,854,700	915	$787,153,400	434	$698,124,346
Renewal	743	$4,170,780,400	883	$3,039,794,200	403	$907,158,000	406	$2,441,126,761
Request for Proposal	442	$4,746,090,900	846	$1,809,305,300	659	$2,284,274,500	250	$4,977,394,542
Required Source or Procurement Method	90	$104,300,000	102	$111,385,900	84	$107,133,300	136	$209,836,639
Small Purchase	2,505	$81,505,000	1,248	$76,031,700	1304	$73,076,500	1,472	$79,752,761
Sole Source	66	$416,930,800	83	$2,637,383,200	64	$1,975,557,000	109	$2,583,569,718
Task Order	762	$572,006,300	841	$557,650,800	591	$444,692,800	652	$407,611,486
All Methods	39,918	$18,855,204,600	41,309	$15,320,106,000	68,859	$13,790,521,031	43,321	$17,794,588,046

Mayor's Management Report

STATUS OF PROPOSALS
FY 2017-2018 CITYWIDE STATEMENT OF NEEDS

Section 204 of the City Charter requires the Mayor to submit an annual Citywide Statement of Needs for City Facilities to the City Council, Borough Presidents, borough boards and community boards. The Statement, prepared as part of the City's "fair share" siting process, identifies all new facilities the City plans to site and all existing facilities the City plans to close or to significantly expand or reduce in size during the ensuing two fiscal years. The Borough Presidents and community boards have the opportunity to comment on the proposed projects within 90 days of the Statement's release.

Sections 12(c) and 204(h) of the Charter require that the Mayor's Management Report review the implementation of proposals in the Statement. The following chart provides the status, as of June 30, 2017, of all actions proposed by City agencies in the Citywide Statement of Needs for Fiscal Years 2017 and 2018. Where appropriate, the locations of sited and implemented projects are indicated.

STATUS DEFINITIONS

Implemented   Proposal for which a ULURP or Section 195 application received final approval; or for which a contract for operation of a facility was approved; or for which a facility was located in existing City space; or for which an expansion, reduction or closing was completed.

In Progress   ULURP or Section 195 application filed but not yet approved; or contractor selected but contract has not yet received final approval; or expansion/reduction of existing site is underway.

Active   City still actively seeking site for a facility, or ULURP or Section 195 application has not yet been filed or no contractor has been selected.

Modified   Proposal was modified and is included in this Statement or will be included in a later Statement.

Cancelled   City not actively seeking site or implementing proposal because of fiscal or programmatic considerations.

IMPLEMENTATION OF THE CITYWIDE STATEMENT OF NEEDS

PROPOSED PROJECT	PROPOSED LOCATION	STATUS
Administration for Children's Services		
Consolidation of Division of Child Protection Offices in the Bronx	1200 Waters Place, Bronx CD 11	**ACTIVE**
Consolidation of Division of Child Protection Office in Brooklyn	Brooklyn	**ACTIVE**
New Youth Reception Center	Citywide	**IMPLEMENTED**
Department of Homeless Services		
Decentralization of Prevention Assistance and Temporary Housing Center (PATH)	Brooklyn, Queens and Manhattan	**CANCELLED**
Replacement or Upgrade of Transitional Shelter Facilities for Homeless Families and Individuals	Brooklyn, Queens and Manhattan	**ACTIVE**
Department of Health and Mental Hygiene (DOHMH)		
New Animal Care and Control Shelter in Queens	Queens	**ACTIVE**
New Animal Care and Control Shelter in the Bronx	Bronx	**ACTIVE**
New Bronx Borough Pest Control Unit Facility	Bronx	**ACTIVE**
Relocation of Brooklyn Borough Office for Family Child Health Early Intervention Prevention Program	Brooklyn	**ACTIVE**
Department of Transportation (DOT)		
Expansion of Fleet Services Maintenance Shop at Brooklyn Army Terminal	140 58th Street Brooklyn CD 7	**ACTIVE**
Relocation of DOT Operations from Port Ivory Yard	TBD	**ACTIVE**

PROPOSED PROJECT	PROPOSED LOCATION	STATUS
Human Resources Administration		
Consolidation of the East New York and Kings County	404 Pine Street, Brooklyn CD 5	**ACTIVE**
Relocation of Bay Ridge Job Center	35 Fourth Avenue, Brooklyn CD 6	**IMPLEMENTED**
Relocation of the Coney Island Job Center	Brooklyn CD 13	**ACTIVE**
Relocation of the Coney Island Medicaid Office	Brooklyn CD 13	**ACTIVE**
Relocation of Coney Island HIV/AIDS Services Administration (HASA) Office	Brooklyn CD 13	**ACTIVE**
Department of Sanitation		
Expansion of Bureau of Motor Equipment Parking Queens CD 7/11 Equipment Parking and Staging	122-10 31st Avenue, Queens CD 7	**ACTIVE**
Swing Space for Queens West 1 Parking Garage	Queens CD 1	**ACTIVE**
Temporary Relocation of DSNY Queens Districts 11/13 Garage	Queens CD 13	**ACTIVE**
Department of Transportation		
Relocation of Queens Safety City Program	Block 13265, Lots 50, 60, 70 and 216 in Rosedale, Queens CD 13	**ACTIVE**
Department of Environmental Protection		
Acquisition of Property – Brinckerhoff Cemetery	Block 7135, Lots 54 & 60, Queens CD 8	**ACTIVE**
Department of Records and Information Services (DORIS)		
Relocation of Department of Records Municipal Records	Brooklyn	**CANCELLED**

AGENCY INTERNAL CONTROLS

CHARTER INTERNAL CONTROL REPORTING REQUIREMENT

Statements on the status of mayoral agencies' internal control environments and systems for Fiscal 2016 and the actions taken or to be taken to strengthen such systems are set forth below, pursuant to Section 12(c)(3) of the New York City Charter. The Mayor's Office of Operations compiled these statements based upon reviews of 33 mayoral agencies' internal control certifications, financial integrity statements, applicable State and City Comptrollers' audit reports and agency responses to such reports. The heads of those agencies attested to the status of their agencies' internal control systems with respect to principal operations, including the 16 areas covered by the City Comptroller's Directive 1 checklist, specifically: effectiveness and efficiency; cash receipts; imprest funds (petty cash); billings and receivables; expenditures and payables; inventory; payroll and personnel; general IT controls and procedures; internet connectivity; project risk and IT risks; incident response; single audit; licenses and permits; violations certificates; leases, concessions and franchises, and internal audit function.

SUMMARY STATEMENTS ON THE STATUS OF
INTERNAL CONTROL SYSTEMS

Agency heads reporting indicate that their systems of internal control, taken as a whole, are sufficient to meet the City's internal control objectives of maximizing the effectiveness and integrity of operations and reducing vulnerability to waste, abuse and other errors or irregularities. Certain agencies identified inefficiencies, which are covered below. The covered agencies are committed to pursuing applicable corrective actions and continuing to monitor their internal control systems.

Administration for Children's Services

The Administration for Children's Services (ACS) reports continuation of activities with respect to oversight and enhancement of its system of internal controls. These activities include program development and measures to further strengthen programs with respect to child safety and welfare. ACS will continue its course of corrective action and will monitor its overall internal control environment through its internal audit group, external audit follow-up and Information Technology.

City Commission on Human Rights

The City Commission on Human Rights (CCHR) reports continued oversight and implementation of measures to further enhance its system of internal controls. Specifically, the agency reports continued corrective actions through the implementation of new Information Technology application systems to enhance security and expand auditing capabilities. CCHR will continue its course of corrective action and monitor its overall internal control environment through continuous self-assessments and agency management reviews.

AGENCY INTERNAL CONTROLS

Civilian Complaint Review Board

The Civilian Complaint Review Board (CCRB) reports ongoing activities to further enhance its internal control environment, including continued efforts with respect to inventory management. The agency also reports the development and monitoring of operations to mitigate disaster impacts and safeguard against unauthorized computer systems access. CCRB will continue to take appropriate corrective actions and monitor its overall internal control environment through internal audits.

Department of Buildings

The Department of Buildings (DOB) reports continued oversight with respect to its system of internal controls. Specifically, the agency reports continued substantive reviews of operating units with respect to effectiveness and efficiency to enhance monitoring and internal control procedures, including invoice and voucher processing procedures, in addition to the encryption of agency data. DOB will continue its course of corrective action with the objective of maximizing effectiveness as well as maintaining and strengthening operational integrity through ongoing monitoring of its internal control systems, internal audits, external audit follow-up activity and risk assessments.

Department of City Planning

The Department of City Planning (DCP) reports continued oversight of its internal control environment. DCP will continue to monitor its internal control environment through follow-up activity and by conducting management reviews.

Department of Citywide Administrative Services

The Department of Citywide Administrative Services (DCAS) reports additional measures to further strengthen its system of internal controls. Specifically, DCAS improved inventory controls and adopted measures to enhance overall monitoring of supplies and equipment used for facilities maintenance. Additionally, DCAS continues to leverage encryption technology to strengthen data security, as well as apply technology to ensure business continuity of its agency supported information systems. DCAS will continue to monitor its overall internal control environment through internal audits, follow-up on external audits, and risk assessments.

AGENCY INTERNAL CONTROLS

Department of Consumer Affairs

The Department of Consumer Affairs (DCA) reports the continuation of activities to further strengthen its internal control environment, including improvements with respect to data security as well as ongoing oversight of policies and procedures. DCA will continue to monitor its overall system of internal controls through internal process reviews and follow-up on external audits.

Department of Correction

The Department of Correction (DOC) reports ongoing oversight and progress toward further improvement to its system of internal controls. Specifically, DOC continues to report expansion of its inventory management system across all facilities, ongoing upgrade of Information Technology infrastructure, continued enhancement of its legacy inmate and administrative phone systems in jails, including security features and a web interface, and facilitating e-payment options to promote cashless transactions with respect to inmate commissary accounts through the online Inmate Lookup System. DOC will continue its course of corrective action and monitor its overall internal control environment through internal audits, external audit follow-up, risk assessments and agency management reviews.

Department of Cultural Affairs

The Department of Cultural Affairs (DCLA) reports continued oversight of its internal control environment, specifically, ongoing assessments with respect to monitoring new and existing agency initiatives to facilitate data tracking, as well as evaluation of enhancements to inventory and contract management operations. DCLA will continue to monitor its internal control environment through internal reviews and the use of Information Technology.

Department of Design and Construction

The Department of Design and Construction (DDC) reports continued strengthening of its internal control environment, including inspections, public surveys to evaluate client and resident satisfaction, staff training, and audits covering construction projects to further improve site safety and work quality. Further, DDC has implemented automated systems to continuously improve the tracking and managing of communication and documentation associated with certain information requests for contracts and payments. DDC will continue to monitor its overall system of internal controls through internal audits, external audit follow-up and risk assessments.

AGENCY INTERNAL CONTROLS

Department of Environmental Protection

The Department of Environmental Protection (DEP) reports ongoing activities to further enhance and strengthen its internal control environment. This work includes continued efforts to modernize its customer information system, thereby promoting accuracy, analysis and reporting of accounts receivable. DEP also reports ongoing action in connection with its maintenance management systems including inventory control modules that support wastewater treatment facilities. Further, DEP reports ongoing activity to improve asset management and inventory controls with respect to computers and related equipment. DEP will continue to monitor its overall internal control environment through risk assessments, internal audits and external audit follow-up

Department of Finance

The Department of Finance (DOF) reports ongoing oversight and enhancements with respect to its internal controls environment, particularly with respect to mitigating disaster impacts and safeguarding against unauthorized computer systems access. In addition, the agency reports development and implementation of a tracking database related to Information Technology user access permissions, review of segregation of duties over disbursements, fiscal and imprest fund activities as well as the review of unresolved discrepancies between the ledger for court assets and bank account balances. Further, DOF has taken actions to update records with respect to eligibility for coop/condo abatements, and has launched a cybersecurity/phishing awareness training program to further safeguard agency data. DOF will continue its course of corrective action and monitor its overall internal control environment through internal audits, external audit follow-up and risk assessments.

Department for the Aging

The Department for the Aging (DFTA) reports ongoing oversight with respect to its system of internal controls, including further implementation of budget and accounting systems. The agency will continue to monitor its internal control environment by conducting internal control testing, expansion of field audits and external audit follow-up.

Department of Health and Mental Hygiene

The Department of Health and Mental Hygiene (DOHMH) reports continued oversight and enhancements with respect to its internal control environment. The agency reports continued focus on promoting health-equity by aligning its services with community needs and implementing health reform while maintaining efficient and effective delivery systems and processes. DOHMH also now reports the completion of enhancements related to billing processes for clinical services, and continued enhancements to computer system processing activities in addition to data center testing and security. DOHMH will continue to monitor its overall system of internal controls through internal audits, follow-up on external audits, self-assessments and internal management reporting systems.

AGENCY INTERNAL CONTROLS

Department of Homeless Services

The Department of Homeless Services (DHS) reports ongoing oversight with respect to its system of internal controls, specifically, efforts to evaluate the standardization of its policies and procedures including the announcement of an administrative management structure reporting to the Department of Social Services. DHS will continue its course of corrective action and monitor its overall internal control environment through the Department of Social Services' Office of Program Accountability.

Department of Housing Preservation and Development

The Department of Housing Preservation and Development (HPD) reports ongoing activities to oversee, further strengthen and modify its system of internal controls. Specifically, the agency continues to assess and review written procedures with respect to administrative and programmatic operations, and has implemented revised recordkeeping procedures and staff training in the area of capital assets. HPD will continue its course of corrective action and monitor its overall internal control environment through its Management Review and Internal Compliance Division follow-up activity.

Department of Information Technology and Telecommunications

The Department of Information Technology and Telecommunications (DOITT) reports ongoing oversight with respect to its internal control environment, including the establishment of a Strategy and Performance group tasked with developing a comprehensive strategic plan relating to Information Technology. The agency will continue to monitor its internal control environment through its internal audit activity.

Department of Investigation

The Department of Investigation (DOI) reports ongoing activities and oversight of its internal control environment, including activities to help ensure disaster recovery preparedness. DOI will continue to monitor its system of internal controls through its internal audit group and the use of information technology.

AGENCY INTERNAL CONTROLS

Department of Parks and Recreation

The Department of Parks and Recreation (DPR) reports ongoing activities and oversight to further strengthen its internal control environment, including enhancements of web and mobile applications designed to record inspections, process work orders, and track park maintenance. DPR also reports development of a new web-based tracking application to facilitate recordkeeping and transparency with respect to staff responsible for hiring and processing seasonal employees, as well as recent upgrades to web and mobile applications supporting forestry operations. DPR will continue its course of corrective action and monitor its overall internal control environment through internal audits, assessments and external audit follow-up.

Department of Probation

The Department of Probation (DOP) reports continued oversight with respect to its system of internal controls, including efforts to evaluate effectiveness and efficiencies related to monitoring persons convicted of Driving While Intoxicated (DWI), leading to improvements in client home and employment visits along with corrective actions to help ensure oversight and resolution of probation violations. The agency will continue to monitor its internal control environment through management reviews and internal audit activity.

Department of Records and Information Services

The Department of Records and Information Services reports continued oversight with respect to its internal control environment, including the implementation of an updated hardware and software inventory system with asset identification numbers, as well as improvements related to segregation of duties in the timekeeping, personnel and payroll functions. The Department of Records and Information Services will continue to monitor its overall system of internal controls through external audit follow-up and the use of Information Technology.

Department of Sanitation

The Department of Sanitation (DSNY) reports continued oversight and enhancements with respect to its system of internal controls. Specifically, the agency reports establishment of procedures with respect to monitoring staff usage of mobile devices including the distribution of applications to track and capture information from asset acquisition to relinquishment. Further, DSNY reports updated policies and procedures related to the acquisition, inventory and disposal of equipment. DSNY will continue to monitor its internal control environment through internal audits, self-inspections, risk assessments and external audit follow-up activity.

AGENCY INTERNAL CONTROLS

Department of Small Business Services

The Department of Small Business Services (SBS) reports ongoing oversight with respect to its internal control environment. This work includes hiring additional staff in the Information Technology Unit to assist with long term strategic planning as well as the implementation of security surveillance systems to monitor office and work stations. SBS will continue to monitor its overall internal control environment through internal audits and management recommendations.

Department of Transportation

The Department of Transportation (DOT) reports ongoing oversight with respect to its current internal control environment, including continued efforts to evaluate inventory policies and procedures, development of Information Technology systems and applications related to project management and planning, as well as improving the timeliness of reporting systems supporting contract payments. DOT will continue its course of corrective action and continue to monitor its system of internal controls through internal and external audits, the implementation of corrective actions and agency-wide risk assessments.

Department of Youth and Community Development

The Department of Youth and Community Development (DYCD) reports ongoing oversight and monitoring of its internal control environment. These actions include the implementation of a comprehensive automated procurement tracking system as well as an online transportation certificate system with respect to contract provider activities supporting clients traveling for educational and recreational field trips. In addition, DYCD reports ongoing training sessions promoting staff and contractor awareness of fiscal integrity, contract management, budget and reporting requirements, and conflicts of interest. DYCD will continue to monitor its system of internal controls through internal audits, risk assessments and external audit follow-up.

Fire Department

The Fire Department (FDNY) reports continued activities to strengthen its internal control environment, including ongoing oversight and implementation of Information Technology (IT) with reference to codifying workflows, reviewing and modifying system configurations and formalizing IT policies and procedures. Associated work includes formalizing and managing schedules and procedures related to security updates and application development. FDNY will continue its course of corrective action and monitor its overall internal control environment through internal audits, risk assessments and external audit activity.

AGENCY INTERNAL CONTROLS

Human Resources Administration

The Human Resources Administration (HRA) reports the review and oversight of agency operations and continuation of activities to further strengthen its system of internal controls. Specifically, the agency reports enhanced processes to improve communications related to client interactions and resolution of Customer Service concerns, strengthened inventory management operations, as well as implementation of system monitoring and daily deactivation of employee system accounts to prevent inappropriate data access. HRA will continue to monitor its overall internal control environment through its Office of Program Accountability.

Landmarks Preservation Commission

The Landmarks Preservation Commission (LPC) reports further review and enhancement of programs and policies with respect to its system of internal controls, including the development and implementation of a permit tracking system. LPC will continue to monitor its internal control environment.

Law Department

The Law Department again reports ongoing compliance with respect to the functioning of its system of internal controls, and will continue to monitor its overall internal control environment through internal audit unit activity, management information systems, external audit follow-up and management reviews.

Police Department

The New York City Police Department (NYPD) again reports continued oversight with respect to its internal control environment. This work includes ongoing corrective actions to minimize deficiencies in the area of documenting computer systems and computer applications, promulgating policies regarding local area networks as well as file level encryption. The NYPD will continue to monitor its internal control environment through its Internal Affairs Bureau, Quality Assurance Division, Fiscal Accountability Unit, Integrity Control Officers and the Agency's Self-Inspection Program.

Taxi and Limousine Commission

The Taxi and Limousine Commission (TLC) reports continued oversight with respect to operations of its internal control environment. TLC will continue to monitor its internal control environment through management and performance reviews, policies and procedures, external audit follow-up activity, and Information Technology.

AGENCY INTERNAL CONTROLS

Business Integrity Commission

The Business Integrity Commission (BIC) reports ongoing review and oversight with respect to its system of internal controls in order to maximize the effectiveness and integrity of agency operations in addition to reducing vulnerability of agency waste, abuse, errors, or irregularities. The agency will continue to monitor its internal control environment through internal audits and Information Technology controls and reporting.

New York City Emergency Management

New York City Emergency Management reports the continuation of activities to further strengthen its internal controls by conducting routine self-assessments as well as continued development and implementation of a central inventory database to help ensure completeness and accuracy. The agency will continue to monitor its internal control environment through internal reviews and external audit follow-up.

AGENCY RULEMAKING FISCAL 2017			
Agency	**Total adopted/ amended**	**Not in regulatory agenda***	**Emergency actions**
BIC	3	3	0
DCA	6	6	0
DCAS	2	1	0
DCP	1	0	0
DEP	12	6	0
DOB	10	10	0
DOF	5	2	0
DOHMH	6	6	0
DOT	4	1	0
DPR	2	2	0
DSNY	4	2	0
FDNY	3	2	0
HPD	10	5	0
LPC	1	1	0
NYPD	2	2	0
OATH	10	1	0
SBS	3	3	0
TLC	7	2	0
TOTAL	91	55	0

*During Fiscal 2017, 55 of 91 rules (60% of the rulemaking actions) were not included in agency regulatory agendas because they were not contemplated at the time. Rules that were not included in regulatory agendas still went through the full City Administrative Procedure Act rule review process.

For more information on the rulemaking process and regulatory agendas, go to NYC Rules:
http://rules.cityofnewyork.us/

AGENCY RULEMAKING FISCAL 2017					
Agency	Rule Summary	Title	Chapter	Section	Adoption Date
BIC	Aligned BIC with the DSNY's recently promulgated rules pertaining to recycling and organic waste requirements for commercial establishments.	17	1	1-01, 1-07, 5-01, 5-03, 5-08, 5-12, 7-01, 7-04, 7-05	7/7/2016
BIC	Raised the maximum rates that private carters can charge for collecting, removing, disposing, or recycling of trade waste.	17	1	5-02	7/7/2016
BIC	Delegated authority to the BIC chair to initiate the rulemaking process under the City Administrative Procedure Act.	17	3	15-01	4/10/2017
DCA	Repealed the procedural rules that governed the Department's administrative tribunal, outlined DCA's delegation to OATH of certain adjudicatory authority granted to DCA's commissioner pursuant to Executive Order No. 18 (2016), set fixed penalties for certain violations issued by DCA, and provided guidance to those who want to settle their violations before appearing at OATH.	6	6	6-01 through 6-05; 6-10 through 6-61; and 6-80 through 6-83	8/22/2016
DCA	Clarified provisions in the Fair Wages for New Yorkers Act (the Living Wage Law) and Executive Order No. 7 (2014), established requirements to implement the law and meet its goals, and provided guidance to employers and employees.	6	11	11-01 through 11-05; 11-10; 11-20 through 11-26	9/15/2016
DCA	Established insurance, complaint log and recordkeeping, and surety bond requirements for car washes. Amended section 1-02 to add a new subsection (g) which provides the term and expiration date for car wash licenses.	6	2	1-02; 2-431 through 2-433	9/26/2016
DCA	Clarified provisions, establishes requirements to implement and meet the goals, and provides guidance to covered grocery establishments and protected employees for the law that protects displaced grocery workers.	6	10	10-01 through 10-06	10/11/2016
DCA	Clarified provisions in the law, established requirements to implement and meet the goals of the law, and provided guidance to covered hiring parties and protected freelance workers.	6	12	12-01 through 12-05	6/22/2017
DCA	Established a procedure for re-opening the non-veteran general vendor waiting list, assigning waiting list positions and notifying individuals that are eligible to submit a general vendor license application.	6	2	2-319	9/2/2016
DCAS	Allowed DCAS to reimburse nonpublic schools for the costs of certain security guard services.	55	14	14-01 to 14-08	7/19/2016
DCAS	Amended the date by which new and existing schools must submit their application to participate in the reimbursement program for the 2017-2018 school year and for subsequent years in which the reimbursement program is authorized.	55	14	14-03(b) (ii)	4/13/2017
DCP	Established procedures for the review of local, state and federal projects or actions for consistency with the policies set forth in the New York City Waterfront Revitalization Program.	62	4	All	8/30/2016
DEP	Created a new chapter of rules to authorize individuals and firms that have been issued permits by the Mayor's Office of Film, Theatre and Broadcasting ("MOFTB") to engage in filming or photography activities on properties or within facilities under the jurisdiction of DEP.	15	46	46-01, 46-02, 46-03, 46-04, 46-05, 46-06, 46-07, 46-08	1/6/2016

AGENCY RULEMAKING FISCAL 2017					
Agency	**Rule Summary**	**Title**	**Chapter**	**Section**	**Adoption Date**
DEP	Amended the Air Code and Noise Code Penalty Schedules by replacing outdated citations to the rules of OATH.	15	43, 47	43-02, 47-01, 47-02	5/7/2016
DEP	Revised Air Code penalty schedule by establishing four categories of violations, with minimum penalties of $200, $400, $800 and $1600, respectively.	15	43	43-02	5/7/2016
DEP	Required commercial char broilers that cook more than 875 pounds of meat per week to be outfitted with device that reduces emissions.	15	37, 43	37-01, 37-02, 37-03, 37-04, 27-05, 37-06, 43-02	8/16/2016
DEP	Repealed existing rules concerning the registration of emergency generators.	15	40	40-01 *et seq.*	9/14/2016
DEP	Established requirements for stack tests and smoke tests to measure smoke emissions from generators with an output of 40 kilowatts or more.	15	44	44-01, 44-02	12/5/2016
DEP	Established a process to appeal certain abatement orders.	15	32, 45	32-01, 32-02, 32-03, 45-01, 45-02	2/2/2017
DEP	Added Noise Penalty Schedule to DEP rules (while companion OATH rule deletes the same from OATH rules).	15	47	47-01, 47-02	2/22/2017
DEP	Amended various rules to make them easier to understand.	15	2, 11, 15, 24, 25, 26, 27, 28	2-11,11-02, 15-04, 24-06, 25-07, 26-08, 27-09, 28-107, 28-109	3/15/2017
DEP	Established requirements for control devices to reduce emissions from cook stoves used at food service establishments.	15	38	38-01, 380-2, 38-03, 38-04, 38-05	4/24/2017
DEP	Corrected Air Code Penalty Schedule Error.	15	34	34-03, 34-04,	5/8/2017
DEP	Established requirements for a Green Infrastructure Grant Program.	15	48	48-01, 48-02, 48-03, 48-04, 48-05, 48-06, 48-07, 48-08, 48-09	5/11/2017
DOB	Repealed various sections of existing rules because the subject matter is covered by the NYC Construction Code.	1	18, 39, 100, 3600, 6000.	18-01, 39-01, 101-01, 3606-04, and 6008-01	7/13/2016
DOB	Allowed DOB licensees to deactivate their licenses while remaining active in their respective trades. This relieves licensees who are not performing work under their own licenses of many of the costs associated with maintaining active licenses.	1	100	104-26	9/2/2016
DOB	Amended rules regarding the classification of violations.	1	100	102-01	9/2/2016
DOB	Amended to reflect the New York State Supreme Court's decision that the portion of the rule related to out-of-state experience in an urban area of comparable density for a Class A Hoisting Machine License is invalid.	1	100	104-09	1/31/2017
DOB	Amended to update the existing rule to more accurately reflect the current qualification process for licensees, expanded the fitness requirements to additional license types, and added restrictions on the location of contractors' businesses within the city.	1	100	104-01	2/14/2017
DOB	Allowed Licensed Master Sign Hangers and Special Sign Hangers to file applications for certain signs and related structural elements without hiring Registered design Professionals in certain situations. This will reduce the cost of filing.	1	100	105-04	3/8/2017
DOB	Relocated DOB Penalty Schedule from OATH to DOB rules .	1	100	102-01	4/10/2017

AGENCY RULEMAKING FISCAL 2017

Agency	Rule Summary	Title	Chapter	Section	Adoption Date
DOB	Amended to incorporate recommendations from the Department's June 2009 High Risk Construction Oversight ("HRCO") study, which pertained to cranes and derricks, as well as recommendations made by the Crane Safety Technical Working Group ("TWG"), and address: safety related to high winds, Inspections, documentation, engineering plans, and operations near power lines.	1	3300	3319-01	4/24/2017
DOB	Mandated a lift director's presence at a construction site while a crane or derrick is performing certain tasks (e.g. any crane or derrick relocation, raising of the boom, etc.), and identifies the lift director's responsibilities.	1	3300	3319-02	4/24/2017
DOB	Amended rules relating to reinstatement of license, continuing education requirements, and supervisory responsibilities of riggers and sign hangers.	1	11, 25, 100	104-05, 104-06, 104-20, 104-21; repeal 11-01, 25-02	4/25/2017
DOF	Set forth the criteria for commercial and qualifying properties that are eligible for ICAP; provides an application process, and provides criteria for when an ICAP project may lose its benefits.	19	36	All	2/10/2017
DOF	Repealed Chapters 2 and 5 since they are no longer needed.	19	2 and 5	All	4/4/2017
DOF	Provided for additional categories of information that the Department may require from a lessor of a vehicle when enrolling or renewing their enrollment in the Parking Violations Bureau Car Rental Program.	19	39	11(b)(2)	4/26/2017
DOF	Allowed a property owner to enter into a new installment agreement after previously defaulting on an installment agreement if they are enrolled in DEP's water debt assistance program.	19	40	3	6/19/2017
DOF	Added rules regarding the adjudication of Notices of Violation (NOVs) that DOF will issue for certain tobacco violations and synthetic marijuana violations.	19	55	Chapter added	6/23/2017
DOHMH	Clarified provisions relating to animal nuisances.	24	Article 161 of the NYC Health Code	161.03	9/13/2016
DOHMH	Repealed Health Code articles found to be redundant, no longer needed, or no longer enforced.	24	Articles 139, 153 and 181 of the NYC Health Code	139.05, 139.07, 153.01, 181.03	9/13/2016
DOHMH	Amended Article 47 (Child Care Services) of the New York City Health Code to enhance certain safety requirements.	24	Article 47 of the NYC Health Code	47.09, 47.13, 47.15, 47.17,047.19, 47.21, 47.33, 47.43, 47.59, 47.73, 47.77	9/13/2016
DOHMH	Amended Article 43 (School-Based Programs for Children Ages Three through Five) of the New York City Health Code to enhance certain safety requirements.	24	Article 43 of the NYC Health Code	43.11 and 43.24	9/13/2016
DOHMH	Repealed Article 153 (Littering and Disposal of Refuse) of the New York City Health Code ("Health Code") as redundant and no longer needed.	24	Article 153 of the NYC Health Code	153.03 to 153.25	12/6/2016
DOHMH	Amended Articles 11 (Reportable Diseases and Conditions) and 13 (Laboratories) of the New York City Health Code to enhance certain reporting and disease control requirements.	24	Articles 11 and 13 of the NYC Health Code	11.03, 11.17, 11.21, 13.03	12/6/2016
DOT	Updated the rules relating to Highway Rules.	34	2	2-01 through 2-09, 2-11 through 2-14, and 2-20	7/8/2016

	AGENCY RULEMAKING FISCAL 2017				
Agency	**Rule Summary**	**Title**	**Chapter**	**Section**	**Adoption Date**
DOT	Updated provisions of the Traffic Rules to conform with the requirements of the recently enacted Local Law 115 of 2016 relating to pedestrian countdown signals.	34	4	4-01, 4-03 and 4-04	1/20/2017
DOT	Created boarding rules for the SI Ferry and establishes certification requirements for people with disabilities so they may board on the lower level of the ferry.	34	1	1-07	3/21/2017
DOT	Updated and deleted various rules based on previous local law changes.	34	4	4-01 and 4-08	3/21/2017
DPR	Made tennis at Parks facilities more affordable by cutting the cost of adult permits in half; provides additional guidance on the purchase of tennis permits, including online purchase, and the use of tennis permits and courts; and clarifies the fee schedule for recreational permits to specify duration and costs.	56	2	2-01, 2-09	2/10/2017
DPR	Amended rules to reflect the standards promulgated by the New York City Council in the Criminal Justice Reform Act by revising the list of prohibited and regulated activities to comply with the descriptions and definitions set forth in Local Law Number 70; reducing the penalties that are currently out of compliance with the maximum penalties established by Local Law Number 70; and, adjusting the default penalties so they are no more than 150% of the penalty for a first violation.	56	1	1-02, 1-03, 1-04, 1-05, 1-07	6/13/2017
DSNY	Allowed DSNY to remove more bicycles from public property which due to their condition should be considered derelict by reducing the requirements of derelict condition from a minimum of three characteristics to a minimum of two characteristics and changing the minimum amount of rust cover from 75 percent to 50 percent. The rule also removes flat or missing tires as a derelict condition.	16	1	1-05.1	8/26/2016
DSNY	Established registration requirements for recycling processing facilities in the City that receive and process recyclable materials.	16	1, Subchapter E	4-51, 4-52, 4-53, 4-54, 4-55, 4-56, 4-57, 4-58 and 4-59	9/23/2016
DSNY	Limited the maximum size of containers that are placed out for collection by DSNY.	16	1	1-02.1	4/5/2017
DSNY	Created a new chapter that established repeat violator penalties for littering infractions enumerated in Local Law 75 of 2016.	16	19	19-101, 19-102 and 19-103	5/5/2017
FDNY	Repealed three rules applicable to the licensing of persons as fire safety and emergency action plan directors and replaces them with one rule setting forth requirements for the new certificate category of fire and life safety director; sets forth requirements for accreditation of active shooter and medical emergency training courses; amends fee schedule to conform the terminology of these certificates; and adopts a fee for the new accredited training course.	3	1	113-02	10/28/2016
FDNY	Increased ambulance fees to reflect increased costs and help defray the City's cost of providing these services.	3	49	4900-02	2/9/2017
FDNY	Allowed mobile trailers for heating and power generation to store and use larger amounts of combustible fuel (fuel oil).	3	34	3405-01	2/10/2017

AGENCY RULEMAKING FISCAL 2017					
Agency	Rule Summary	Title	Chapter	Section	Adoption Date
HPD	Amended rules governing City-aided Limited Profit Housing Companies allow siblings to transfer applications if they both were included on the original application and are at least 18 years of age at the time of the original application; clarifies the definition of "probable aggregate annual income" to better reflect HPD's current policy of excluding up to $20,000 of each secondary wage earner's income; reiterates the requirement that family members who had been added to stock certificates before the establishment of succession rights would need to meet the succession requirements in order to establish occupancy rights; and recognizes that, upon request and with HPD's prior approval, spouses that meet certain requirements can be added as co-owners of shares and co-signatories of occupancy agreements without such succession determinations.	28	3	3-02, 3-03, 3-06	7/13/2016
HPD	Implemented prevailing wage requirement for building service employees in buildings receiving tax benefits under New York State Real Property Tax Law Section 421-a.	28	50	50-01-50-06	9/23/2016
HPD	Amended rules to describe documents that must be submitted with the application form for successor tenancy in City-owned buildings.	28	24	24-07	11/17/2016
HPD	The Redevelopment Companies Law provide sufficient guidance and, therefore, the rules were unnecessary and were repealed. This rule was identified for repeal as part of the rules review initiative undertaken by the Mayor's Office of Operations.	28	4	4-01-4-06	1/10/2017
HPD	The unauthorized occupant policy rules were enacted to regularize the process for evaluating unauthorized tenancies in City-owned buildings. The policy expired in February 1992, and was replaced by other rulemaking, making it unnecessary and it was therefore repealed. This rule was identified for repeal as part of the rules review initiative undertaken by the Mayor's Office of Operations.	28	9	19-01-19-07	3/14/2017
HPD	HPD has the authority to revoke certain tax benefits. The amendments to its revocation rules clarified them and made them easier to read and understand.	28	39	39-01, 39-05	3/15/2017
HPD	The amendments allowed certain income-restricted, rent-restricted 421-a dwelling units to register higher legal rents to account for Section 8 rent subsidies.	28	6	6-09	4/14/2017
HPD	The Special Initiatives Program ("SIP") utilized vacant City-owned buildings to develop permanent housing for the formerly homeless, and the SIP Occupied Sales Program ("SIP Program") disposed of these buildings to qualified sponsors. All buildings in the SIP Program were sold to qualified sponsors more than 20 years ago. The rule was therefore no longer necessary and was repealed. This rule was identified for repeal as part of the rules review initiative undertaken by the Mayor's Office of Operations.	28	29	29-01-29-08	5/16/2017
HPD	The amendment gave HPD retroactive authority to exempt projects from the Final Certificate of Eligibility application filing deadline if they already have a Preliminary Certificate of Eligibility and are receiving 421-a benefits.	28	6	6-05	6/19/2017

	AGENCY RULEMAKING FISCAL 2017				
Agency	Rule Summary	Title	Chapter	Section	Adoption Date
HPD	The rule amendments established the Affordable Housing Fund contribution schedule pursuant to the Zoning Resolution and describe the methodology that HPD uses for setting the schedule.	28	41	41-01, 41-24	6/19/2017
LPC	Provided standards for the approval of the installation of public communication structures (PCS) that will provide WiFi and phone service.	63	2	21	7/12/2016
NYPD	Codified existing NYPD practices for conducting administrative inspections of pawnbrokers and second-hand dealers to ensure compliance with record-keeping and reporting requirements.	38	21	21-10; 21-11	8/5/2016
NYPD	Addressed requests for NYPD declarations for T non-immigrant status, the processing of such requests, and the appeals process for denied requests.	38	23	23-01 to 23-04	1/31/2017
OATH	Amended the OATH Trials Division and Hearings Division rules to simplify, clarify, and expedite the adjudications process. Allowed the Hearings Division to adjudicate summonses formerly heard at the Environmental Control Board and Taxi and Limousine Tribunal.	48	1, 2, 3, 5, 6	1-01, 1-04 through 1-08, 1-11 through 1-14, 1-21 through 1-23, 1-25, 1-26 through 1-28, 1-30 through 1-34, 1-42 through 1-52, 2-01 through 2-06, 2-22 through 2-27, 2-29 through 2-31, 2-41 through 2-44, 2-46, 3-11 through 3-19, 3-21 through 3-24, 5-01 through 5-06, 6-01, 6-02, 6-05 through 6-21, 6-23 through 6-28	7/8/2016
OATH	Repealed the Air Code Penalty Schedule.	48	3	100, 102	7/8/2016
OATH	Clarified that certain decisions of the OATH Hearing officers in the OATH Hearings Division are not final decisions and that timely payment of penalties may be waived under certain conditions.	48	6	17	8/22/2016
OATH	Amended two existing infractions related to Site Safety Managers/Coordinators and site-specific safety orientation programs, and adds five new infractions related to Construction Superintendents.	48	3	103	9/1/2016
OATH	Repealed penalties for violations of section 16-118(1) because these do not comply with the new penalty ranges created by Local Law 75 of 2016.	48	3	115	10/6/2016
OATH	Repealed the Noise Code Penalty Schedule.	48	3	115	2/22/2017
OATH	Repealed the DOB Penalty Schedule.	48	3	103	4/10/2017
OATH	Repealed Penalties for Violations of Section 16-118 from the Sanitation Penalty Schedule.	48	3	122	5/5/2017
OATH	Repealed DPR Penalty Schedule.	48	3	116	5/12/2017
OATH	Added new chapter describing OATH's community service program.	48	New Chapter 7	New Sections 7-01 through 7-07	6/13/2017
SBS	Established a program that provides grants to neighborhood organizations to support their commercial corridors.	66	Chapter F	All	7/29/2016
SBS	Extended a program that provides grants to school bus transportation companies in order to encourage them to maintain the wages and benefits of those employees who have had prior experience in the industry.	66	Sub-Chapter F	11-87, et seq.	3/10/2017
SBS	Repealed four Chapters that were no longer needed because the programs they covered no longer exist.	66	6,7,8,9	All	5/5/2017

	AGENCY RULEMAKING FISCAL 2017				
Agency	Rule Summary	Title	Chapter	Section	Adoption Date
TLC	Implemented Local Laws 43, 49, 50 and 52 by: eliminating vehicle retirement requirement of black cars; increasing penalties for improper illegal pick-ups; requiring bases to provide binding fare estimates; by requiring certain bases/providers to file Information/Security Policies.	35	55, 59A, 59B, 75, 76, 77, 78, 83, 84	55-19 ; 59A-25 ; 59A-28 ; 59B-21 ; 59B-23 ; 59B-25 ; 75-05 ; 75-23 ; 75-25 ; 76 ; 77-03 ; 77-05 ; 77-20 ; 78-03 ; 78-05 ; 78-22 ; 83-05 ; 83-16 ; 83-26 ; 83-31 ; 84	7/7/2016
TLC	Adopted to reduce the serious safety risks caused by fatigued driving.	35	51, 54 , 55, 59B	51-03 ; 54-14 ; 55-14 ; 59B-18	9/20/2016
TLC	Created a new TLC Driver License, pursuant to Local Law 51 of 2016, that authorizes holders to operate both taxicabs and For-Hire Vehicles (including Street Hail Liveries).	35	51, 52, 53, 54, 55, 56, 57, 58, 59A, 59B, 59C, 63, 64, 67, 68, 75, 77, 78, 80, 82, 83	51-01 ; 51-03 ; 52-03 ; 53-04 ; 53-08 ; 53-09 ; 54 ; 55 ; 56-08 ; 56-13 ; 56-14 ; 56-27 ; 57-08 ; 57-12 ; 57-13 ; 57-14 ; 58-11 ; 58-12 ; 58-13 ; 58-21 ; 58-22 ; 58-24 ; 58-26 ; 58-31 ; 58-32 ; 58-33 ; 58-34 ; 58-46 ; 59A-03 ; 59A-05 ; 59A-11 ; 59A-12 ; 59A-27 ; 59A-30 ; 59B-11 ; 59B-19 ; 59B-21 ; 59B-25 ; 59B-30 ; 59C-02 ; 63-11 ; 63-13 ; 64-29 ; 67-02 ; 67-10 ; 68-03 ; 68-06 ; 68-16 ; 68-17 ; 68-18 ; 75-25; 77-20; 78-03 ; 78-17 ; 80 ; 82-03 ; 82-05 ; 82-11 ; 82-14 ; 82-26 ; 82-30 ; 82-32 ; 82-33 ; 82-34 ; 82-35 ; 82-40 ; 82-47 ; 82-56 ; 83-03 ; 83-28 ; 83-31	9/22/2016
TLC	Expanded the Accessible Dispatch Program (which gives passengers access to Wheelchair Accessible Vehicles on New York City roads) to the four boroughs outside Manhattan.	35	51, 53, 58, 63, 75, 80, 83	51-03 ; 53-01 ; 53-03 ; 53-04 ; 53-05 ; 53-06 ; 53-07 ; 53-08 ; 53-09 ; 53-10 ; 58-16 ; 58-34 ; 63-12 ; 75-24 ; 80-02 ; 83-27	12/15/2016
TLC	Adopted to further support accessibility and to ensure the continued viability of the Accessible Street Hail Livery Program by, among other things, increasing grant and payment amounts ASHL owners and operators.	35	82	82-65; 82-67 ; 82-68	1/13/2017
TLC	Amended TLC rule adopted in September 2016 to address the risks of fatigued driving (see above) by incorporating feedback from the industry received after the adoption of the initial rule and by adding new reporting requirements for the For-Hire Vehicle sector that will support the regulation of fatigued driving.	35	59, 80	59B-18 ; 59B-19 ; 80-14	2/13/2017
TLC	Allowed drivers and For-Hire Vehicle, Paratransit and Commuter Van vehicle owners more time to renew and reopen expired licenses; amends the rule exempting experienced drivers from the 24-hour Authorized Driver Education Training; amended rules that govern the authority to seize and forfeit vehicles operating for-hire without a TLC license and amended the rules governing Commuter Vans.	35	56, 57, 58, 59A, 59B, 60A, 60B, 61A, 61B, 62, 63, 67, 68, 75, 77, 78, 80, 82, 83	56-06 ; 56-08 ; 56-11 ; 57-03 ; 57-06 ; 57-11 ; 57-19 ; 57-23 ; 57-24 ; 58-03 ; 58-06 ; 59A-06 ; 59A-08 ; 59B-06 ; 59B-07 ; 60A-05 ; 60A-07 ; 60B-05 ; 60B-06 ; 61A-03 ; 61A-05 ; 61A-07 ; 61A-10 ; 61A-16 ; 61A-18 ; 61A-28 ; 61B-03 ; 61B-04 ; 61B-05 ; 61B-06 ; 61B-18 ; 61B-28 ; 62-06 ; 62-09 ; 63-05 ; 63-06 ; 64-07 ; 67-19 ; 68-17 ; 68-18 ; 75-07 ; 77-07 ; 78-07 ; 80-04 ; 80-06 ; 80-08 ; 80-14 ; 82-07 ; 82-08 ; 83-08	6/15/2017

The Mayor's Management Report for Fiscal 2017 has changed the format for reporting spending and budget information. This information is displayed as a table within each agency's chapter, between "Agency Resources" and the "Noteworthy Changes, Additions or Deletions" sections. Additionally, the table indicates, where possible, the relationship between an agency's MMR goals and its units of appropriations.

The NYC Office of Management and Budget provided to the Mayor's Office of Operations expenditures for City agencies, as reported in the City's Fiscal 2016 Comprehensive Annual Financial Report, and the budgeted amounts for Fiscal 2017 as modified in June 2017. Figures cited reflect all funds.

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, legally separate organizations, and unit components of agencies are included in these reports, however, spending and budget or goal information may be more limited. These include:

- 311
- Board of Elections
- City University of New York
- New York City Health + Hospitals
- New York City Housing Authority
- Public Libraries
- School Construction Authority

The City's contributions to the New York City Housing Authority (NYCHA) and the School Construction Authority (SCA), both public authorities, are not made through distinct units of appropriation. For more information, refer to:

- NYCHA's Annual Plan and Financial Information webpage:
  http://www1.nyc.gov/site/nycha/about/annual-plan-financial-information.page

- SCA's proposed five year capital plan:
  http://www.nycsca.org/Community/Capital-Plan-Reports-Data

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 Yorkers.

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 – Narrative describing how the agency has progressed in meeting its goals.

PERFORMANCE INDICATORS – Measures of agency performance, organized by goal, including five full years of data for the most recent fiscal years wherever available.

CRITICAL INDICATOR ICON – A star (★) designates indicators that are considered key to agency performance. These indicators also 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.

5YR TREND – This column shows whether or not the five years of data presented in the performance indicator table exhibits an upward or downward trend. An upward trend means that the end point of the computer-generated trend line is more than 10 percent higher than the start point. A downward trend means that the end point of the computer-generated trend line is more than 10 percent lower than the start point. Neutral means that the trend is neither up nor down. NA means five full years of data are not available.

DESIRED DIRECTION – The desired performance trend of an indicator over time; can be used to assess performance comparing the current year to prior years or to the overall five-year trend. Desired directions can be either "up" or "down". A desired direction of none (indicated by an asterisk) replaces the term "neutral" used in prior reports.

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 five fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

SPENDING AND BUDGET INFORMATION – Shows the relationship, where possible, between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation.

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.

INDEX OF AGENCIES

*Non-Mayoral Agencies