

# PRELIMINARY MAYOR'S MANAGEMENT REPORT

February 2018

The City of New York  
Mayor Bill de Blasio

Dean Fuleihan  
First Deputy Mayor

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

**NYC**



Cover: Kids play at the Betsy Head Park. Scenes of Daily life in the Brownsville Neighborhood of Brooklyn.  
Edwin J. Torres/Mayoral Photography Office.

# **Mayor's Management Report**

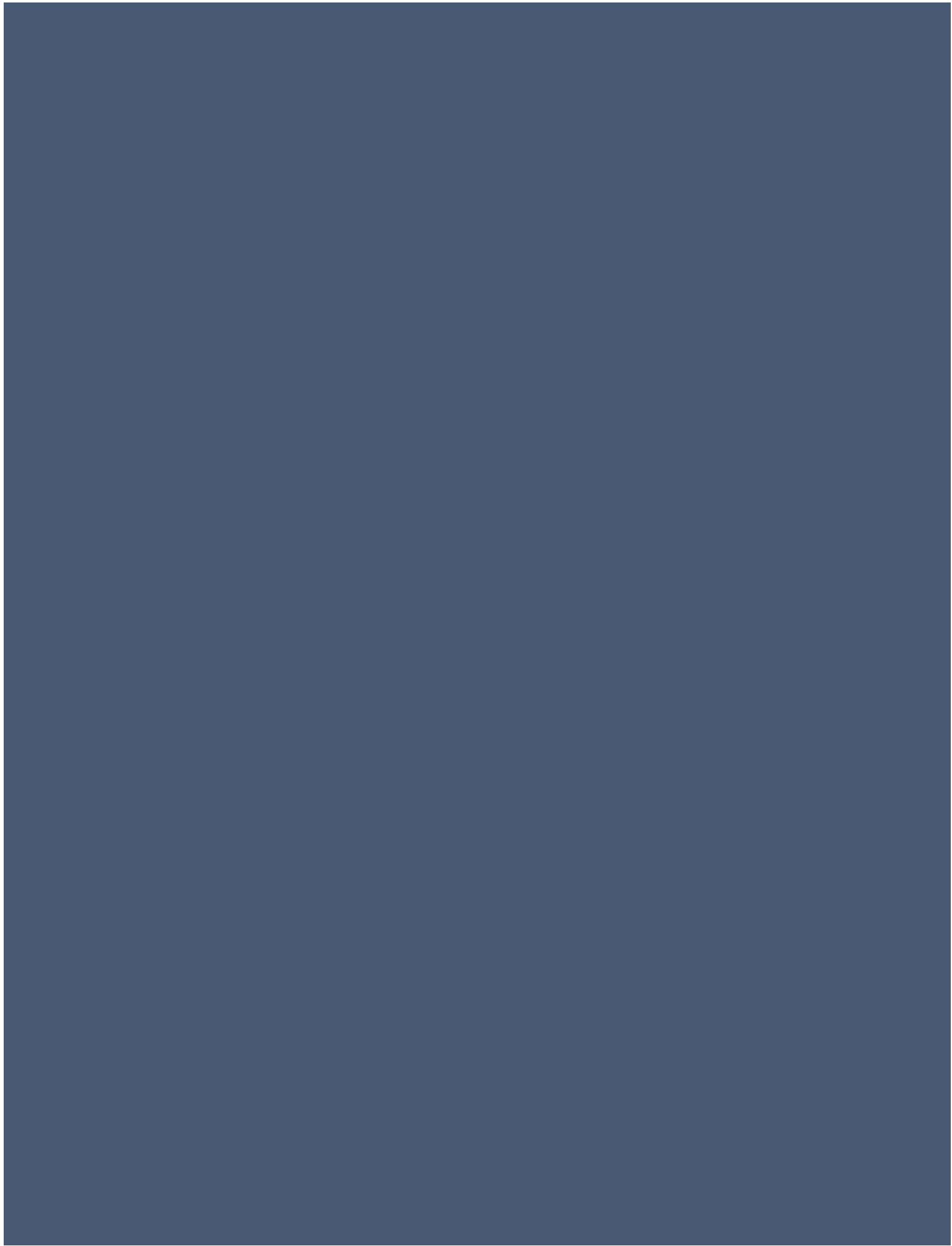
Preliminary Fiscal 2018

**The City of New York  
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## MESSAGE FROM THE ACTING DIRECTOR



When this Administration sees an opportunity to approach issues affecting New Yorkers with greater equity, we seize it. In fact, we view all facets of City government through the lens of equity. The Preliminary Mayor's Management Report (PMMR) and the Mayor's Management Report (MMR), both published annually, are crucial to this work. They are key tools for assessing where we are as a City and for planning where we need to go to deliver on the Mayor's mission: to make New York City the fairest big city in America.

This report is an opportunity for us to take stock of the progress this Administration has made over the past four years. It is also an opportunity to look ahead to the next four years. The PMMR and MMR serve as a statistical compass that helps guide us—by bringing our priorities into greater focus, and by helping to shape innovations that improve the efficiency and effectiveness of municipal government. Not only do these reports fulfill our civic obligation to make information accessible to everyone, they are also an expression of our progress in creating a better, fairer, and stronger city.

To produce this report, the Mayor's Office of Operations collaborated with 45 City agencies and organizations, each of which is essential to achieving our goals. Our efforts would not be possible without the dedicated public servants who work every day to make our City even fairer, safer, cleaner and more inclusive than it was yesterday. They pave our streets, put out fires, teach our children, build resilient infrastructure to weather a changing climate, and much more. Behind the scenes, the staff at the Mayor's Office of Operations monitors this progress, tracking the City's performance as we work toward our goals and help to ensure projects move forward. When it comes to larger scale multiagency efforts, Operations brings agencies to the table, ensuring collaboration and accountability. When we see a way of doing something faster or maximizing impact to better serve our fellow New Yorkers, we collaborate, innovate, and make the necessary changes.

As this Administration embarks on its second term, the PMMR and MMR will continue to serve not only as an expression of our city's progress and our values, but also as a reflection of how our city changes. These reports are living documents, and this year's PMMR for the first time includes a chapter on the Department of Veterans' Services, highlighting the important work of this new agency designed to improve the lives of all New York City veterans and their families.

While this report may look different from the way it did several decades ago, its purpose remains the same: to equip New Yorkers with the information they need to hold their government accountable. I am proud to be a part of that tradition and excited about the progress that is yet to come. Going forward, the PMMR and MMR will help us to make smart, data-driven decisions and strategic, targeted investments that we believe are necessary for our shared future.

A handwritten signature in black ink that reads "Emily W. Newman".

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



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# INTRODUCTION

## PRELIMINARY MAYOR'S MANAGEMENT REPORT

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

The PMMR and MMR cover the operations of City agencies that report directly to the Mayor. Three additional non-Mayoral agencies are included, for a total of 45 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 -

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

Because resources affect an agency's ability to perform, the PMMR and MMR also present, for each agency, an overview of resources used and resources projected for use including personnel levels, overtime, expenditures, revenues and capital commitments. 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 PMMR/MMR is available in an interactive web version as well as in the form of a printable book. The entire web version can be viewed at [www.nyc.gov/mmr](http://www.nyc.gov/mmr).

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

1. Definitions for each agency performance indicator including the data source.
2. 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 critical indicators available more frequently than the twice-yearly PMMR/MMR cycle. Visit the CPR website at [www.nyc.gov/cpr](http://www.nyc.gov/cpr) (<http://www1.nyc.gov/site/cpr/agency-performance/agency-performance-reports.page>).

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



# **Collaborating to Deliver Results**



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

# THRIVENYC: A MENTAL HEALTH ROADMAP FOR ALL



On November 23, 2015 the City, under the leadership of First Lady of New York City Chirlane McCray, launched ThriveNYC, a decisive turning point in the way the City addresses mental health and substance misuse. 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). As of the end of October 2017, 98 percent of the 54 ThriveNYC initiatives—53 out of 54—have launched and continue to serve New Yorkers.

ThriveNYC is the de Blasio Administration's response to a raging public health crisis; one in five adult New Yorkers is likely to experience a mental health disorder in any given year. Not only adults 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 the first four months of Fiscal 2018 under *Change the Culture* include:

- The City continued to expand Mental Health First Aid by successfully training 11,020 New Yorkers, bringing the total number of trained First Aiders to 37,587 as of October 2017. The City is on pace to meet the goal of training 250,000 New Yorkers by the end of Calendar 2020.
- During the reporting period an additional 1,195 New York City Police Department (NYPD) officers received Crisis Intervention Training, which teaches officers to build empathy with people to help them de-escalate crisis situations. As of October 2017, 7,174 officers have been trained.
- NYPD's Crime Victim Assistance Program helps 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

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

assistance with accessing services. During the first four months of Fiscal 2018, 58 advocates were placed in 29 precincts, bringing the total since launch in Fiscal 2017 to 110 advocates in 55 precincts. Each of the 77 precincts and nine Police Service Areas will have a general crime victim advocate and a specialized Domestic Violence Victim Advocate, or an advocate managing both roles to address both type types of crime, by the end of Summer 2018.

## ACT EARLY

Acting early helps New Yorkers develop emotional fitness through preventive self-care approaches. The goal is that 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 in the first four months of Fiscal 2018 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, 1,324 Department of Education (DOE) Pre-K teachers, leaders, and social workers attended family engagement SEL training sessions. Additionally, 2,949 Administration for Children's Services (ACS) staff attended training opportunities in SEL.
- The School Mental Health Consultant Program provides mental health consultation to all City public schools that did 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 connected to Masters-level School Mental Health Consultants. During the reporting period, 899 schools were served by 103 School Mental Health Consultants or Field Supervisors.
- 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. During the reporting period, 197 youth and 55 caregivers and/or ACS partner staff attended CARE workshops. Additionally, 1,561 youth participants and 1,043 caregivers and staff have attended workshops since the launch of the initiative in February 2016.
- The Department of Homeless Services (DHS) Newborn Home Visiting Program includes home visiting and education around an array of topics related to parenting and child development. During the reporting period, 697 eligible families served by DHS were visited. Since ThriveNYC's November 2015 launch through October 2017, 2,397 families were successfully visited and 1,627 maternal depression screenings were conducted. The program set a goal to expand services to successfully visit 1,100 additional mothers of infants in City family shelters in Fiscal 2018.

## 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 the first four months of Fiscal 2018 under *Close Treatment Gaps* include:

- 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 and referral to behavioral health services, including mobile crisis, follow-up services, and peer support services. The demand for these services is more than double that of the previous call center, and in response the City expanded NYC Well's capacity to meet the need. Since launch, NYC Well has received over 276,000 inbound calls, texts, or chats, 105,840 of which were received during July through October 2017.
- The Maternal Depression Learning Collaborative aims to screen all pregnant women and new mothers for pregnancy-related depression in participating hospitals and clinics. NYC Health + Hospitals (H+H) 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. All 11 H+H hospitals and Gouverneur Hospital started offering screenings and connecting women to appropriate care. During the reporting period, 5,155 prenatal and postpartum screenings were conducted by participating hospitals.

- The Peer Support Training program, which equips individuals with lived experience in mental health to take on workforce positions, launched its second year of training. Two hundred peer specialists are expected to graduate from mental health, substance use, and family/youth peer advocate programs by the end of Fiscal 2018, bringing the total to more than 400 graduates since Fiscal 2017.
- During the reporting period, the Department of Youth and Community Development (DYCD) served 928 individuals in its Runaway and Homeless Youth system. Participants received 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 in the first four months of Fiscal 2018 under *Partner with Communities* include:

- The NYC Mental Health Service Corps program successfully placed 121 clinicians and physicians in primary care practices, mental health clinics, and substance use disorder programs in high-need communities throughout the City.
- Connections to Care (C2C), a \$30 million initiative that launched in Fiscal 2017, brings mental health resources to community-based organizations (CBOs) that already provide a range of social services to New Yorkers. CBOs and their mental health provider partners have trained over 1,000 staff to date, reaching the five year goal of serving over 9,000 individuals in just 18 months.

## 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 Mental Health Innovation Lab was established in Fiscal 2017 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. During the reporting period, the lab continued to advance its 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

- The Mental Health Council was established by Executive Order and is comprised of more than 20 City agencies from every sector of government, charged with ensuring the success of ThriveNYC by looking at policy and programming through a mental health lens. The Mental Health Council has identified and engaged in activities aligned with cross agency objectives such as addressing substance misuse, community inclusion, and the promotion of workplace mental health best practices, including facilitating interagency efforts around Mental Health First Aid and the dissemination of mental health resources and information for City employees and their families.
- 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.

SELECTED PERFORMANCE INDICATORS	Actual		4-month Actual		Target	
	FY16	FY17	FY17	FY18	FY18	FY19
<b>Change the Culture</b>						
Individuals trained in Mental Health First Aid (DOHMH)	4,771	21,796	3,813	11,020	72,000	72,000
<b>Act Early</b>						
Individuals (staff and parents) who receive mental health consultation in early care and education programs (DOHMH)	NA	1,584	108	1,629	1,457	1,457
Schools served by the school Mental Health Consultant Program (DOE)	206	930	738	899	950	950
Eligible families residing in DHS shelters who have been successfully visited by the Newborn Home Visiting Program (DOHMH)	448	1,252	466	697	1,100	1,100
<b>Close Treatment Gaps</b>						
Naloxone kits distributed from DOHMH to Opioid Overdose Prevention Programs (DOHMH)	10,110	30,671	6,325	31,296	48,500	48,500
NYC Well: Direct callers/texters/chatters (non-service providers) who report that they are accessing mental health care for the first time (DOHMH) (%)	NA	16%	NA	14%	*	*
NYC Well: Inbound calls, texts, and chats answered within 30 seconds or less (DOHMH) (%)	NA	88%	84%	87%	90%	90%
Runaway and homeless youth served (DYCD)	1,835	2,408	608	928	2,600	2,600
<b>Partner with Communities</b>						
Mental Health Service Corps members placed in primary care practices, mental health clinics, and substance use disorder programs (DOHMH)	NA	128	126	121	130	130
Staff trained through Connections to Care (DOHMH, Mayor's Office for Economic Opportunity)	99	848	699	109	241	241

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Individuals (staff and parents) who received mental health consultation in early care and education programs (DOHMH)' replaces 'Staff (teachers, assistants, and school leaders) participation in training opportunities in Social-Emotional Learning training.' The new indicator reports the total, unduplicated number served. The program started providing mental health consultations on October 1, 2016, and therefore, the four-month Fiscal 2017 data reflects one month of data.
- The indicator 'Schools served by the school Mental Health Consultant Program (DOE)' replaces 'School Mental Health Consultants hired (DOE).' The new indicator reports the total, unduplicated number of schools served.
- Naloxone kit distribution is funded through combined ThriveNYC and other mayoral funds, including those from HealingNYC.

- The indicator 'NYC Well: Direct callers/texters/chatters (non-service providers) who report that they are accessing mental health care for the first time (DOHMH) (%)' replaces 'NYC Well: Inbound call/text/chat volume.' The new indicator is an outcome that demonstrates the impact of the program. NYC Well launched on October 24, 2016, only seven days in the four-month Fiscal 2017 period.
- The indicator 'Mental Health Service Corps members placed in primary care practices, mental health clinics, and substance use disorder programs (DOHMH)' replaces 'Mental Health Service Corps members hired (DOHMH).' The new indicator reports on placements rather than hires because placement reflects actual services provided to communities.
- As planned, Connections to Care (C2C) providers trained a large number of staff in early Fiscal 2017 during the first year of the program. As expected, starting in the second year, training has been focused on staff that are new to the C2C project, and therefore, the number of staff trained was lower than the previous year. Providers are on track to meet or exceed staff training targets for Fiscal 2018.

## 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](https://thrivenyc.cityofnewyork.us/wp-content/uploads/2017/02/Thrive_Year_End_Updated-1.pdf)



## PARTNER AGENCIES & OFFICES



Mayor's  
Office of  
Capital Project  
Development

Mayor's Office  
of Workforce  
Development

New York  
City Housing  
Development  
Corporation

# HOUSING NEW YORK

Since Housing New York (HNY) launched in 2014, the City has financed the creation or preservation of affordable homes for more than 80,000 households across New York City. This puts the City on track to secure more affordable housing in the first four years of the Administration than in any comparable period since 1978. During this time, the City tripled the share of affordable housing for households earning less than \$25,000 and doubled funding for housing construction and preservation.

In November 2017 Mayor de Blasio announced Housing New York 2.0, an expanded affordable housing plan to create and preserve 300,000 affordable homes for New Yorkers by 2024, up from the previous goal of 200,000 homes announced in 2014. Building on progress made over the last several years, the Department of Housing Preservation and Development (HPD) has created a suite of new programs and policies to target underused sites, employ new technologies, preserve the affordability of neighborhoods experiencing rapidly rising rents, creatively serve seniors and expand opportunities for affordable homeownership.

Through October 2017 and following the highest overall affordable housing production in a fiscal year since 1989, HPD and the New York City Housing Development Corporation (HDC) have financed a total of 80,660 affordable homes. 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 nearly 12,000, 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 for senior households.

The City has increased its efforts to ensure that City-sponsored affordable housing reaches the neediest New Yorkers. After a successful first year, HPD and the Department of Consumer Affairs' Office of Financial Empowerment renewed the Ready to Rent program that provides financial counseling to help New Yorkers demonstrate qualifications for affordable housing. Since Spring 2017 Ready to Rent connected more than 170 New Yorkers, the majority of whom were earning less than \$20,000 annually, with free, housing-focused one-on-one financial counseling.

The City is leveraging its investments to create economic opportunity. HPD continues to support Minority- and Women-Owned Business Enterprises (M/WBEs) across the City through the M/WBE Build Up program. Under the program, developers receiving \$2 million or more in City contributions are required to set and meet M/WBE spending 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 depend on the collaboration and 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, the Department of Small Business Services (SBS), the Mayor's Office of Workforce Development and the Mayor's Office of Capital Project Development.

Unless otherwise noted, the accomplishments below occurred between June 2017 and October 2017.

## **FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS**

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

*Accomplishments include:*

In August 2017 HPD announced the issuance of the Brownsville Request for Proposals (RFP), for three sites in Brownsville, Brooklyn. The development framework for these sites responds to key priorities and goals identified by the community during the [Brownsville Planning process](#) and published in the [Brownsville Plan](#) in June 2017. These priorities include the need for performance venues, rehearsal and visual arts studios, or exhibition space in the community; opportunities for small businesses and entrepreneurship training; and investment in healthy lifestyles.

In August 2017 HPD and The New York Public Library (NYPL) released an RFP to create a high-quality, sustainable, and mixed-use affordable housing development at 4790 Broadway in Manhattan. The site will include a new public library, 100 percent affordable housing and a brand new Universal Pre-Kindergarten facility to be operated by the New York City Department of Education. This announcement comes after months of community engagement and neighborhood planning exercises to gather community input through the [Inwood Affordable Housing and Library Planning Process](#).

In August 2017 HPD released a Request for Expressions of Interest to transform the historic Greenpoint Hospital in Brooklyn site into a new affordable housing development. The development will offer between 300 and 600 new affordable apartments, community spaces and a new building for an existing homeless shelter on the site.

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

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

*Accomplishments include:*

The City has continued to demonstrate its commitment to affordable homeownership, creating new programs and modernizing existing programs as part of Housing New York 2.0. To date, the City has created or preserved 11,167 homeownership opportunities; more than 55 percent of these homes serve very low or low-income households. 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. These programs are critical resources for neighborhoods continuing to struggle in the aftermath of the foreclosure crisis.

Since the beginning of Fiscal 2018, the City has preserved five Mitchell-Lama developments consisting of nearly 2,000 units, with long-term requirements for locked-in preservation. As part of this program, a Mitchell-Lama coop in the Rockaways received \$55 million in Hurricane Sandy resiliency funds to help manage future storms.

In October 2017 Mayor Bill de Blasio announced a new Mitchell-Lama Reinvestment Program to protect the long-term affordability of the approximately 100 remaining City-supervised Mitchell-Lama developments. With an initial investment of \$250 million, the City aims to prevent loss of these affordable homes and apartments by leveraging an array of financing tools to restructure existing debt, provide long-term tax benefits and fund critical capital repairs.

As part of the New York City Community Land Initiative, in July 2017 HPD awarded a \$1.65 million grant to Interboro Community Land Trust (CLT), Cooper Square CLT and East Harlem/El Barrio CLT to create and expand CLTs through Enterprise's new Community Land Trusts Capacity Building Initiative. 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, is a promising housing model that empowers residents and neighborhoods. The New York City Community Land Initiative will also administer a Learning Exchange for nine other organizations interested in learning about CLTs.

## 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. The City 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 in all five boroughs.

INCOME BAND DEFINITIONS			
Income Band	Percentage Of Area Median Income	Monthly Rent Required To Prevent Rent Burden	Annual Income Range (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:*

In August 2017 HPD announced the first five faith-based nonprofits to participate in the New York Land Opportunity Program (NYLOP). NYLOP is a first-of-its-kind program designed to help mission-driven organizations find partners to develop affordable or supportive housing on underutilized land. NYLOP will provide free assistance, including access to lawyers and architects and help with issuing requests for proposals, so that the five groups can identify and select experienced developers as joint-venture partners.

In October 2017 the City announced the designation of the City-owned Dinsmore-Chestnut site in East New York, Brooklyn, to a joint venture between MHANY Management, the Urban Builders Collaborative and the Cypress Hills Local Development Corporation (CHLDC). The development proposal, named Chestnut Commons, includes the creation of 274 affordable apartments that will be affordable to formerly homeless, extremely low-, very low- and low-income households. 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.

## PROMOTING HOMELESS, SENIOR, SUPPORTIVE AND ACCESSIBLE HOUSING

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

*Accomplishments include:*

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

Through Fiscal 2018 the City has created or preserved 6,621 apartments for homeless New Yorkers. The majority of HPD-sponsored affordable housing, both new construction and preservation, has required set-asides for homeless New Yorkers. Through the Our Space program, HPD provides additional capital subsidy to create a reserve to fund units affordable to homeless households without the use of rental assistance.

As part of Housing New York 2.0, Mayor Bill de Blasio announced Seniors First, a slate of new affordable housing programs to increase the amount of senior housing across the City. In total, the City is doubling its commitment to senior housing to serve 30,000 households by 2026. As part of Seniors First, the City will invest \$150 million to make homes accessible to seniors and people with disabilities, build new 100-percent affordable developments on underused NYCHA and public and private sites and preserve aging senior housing built as part of HUD's 202 program.

## 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 to meet HNY's ambitious goals.

*Accomplishments include:*

Mayor de Blasio announced Neighborhood Pillars, a program to provide financing to non-profits and other mission-driven organizations to purchase older rent-regulated buildings to keep them affordable and keep current tenants in place. The program will use a \$275 million fund to secure an additional 1,000 affordable homes each year in fast-changing neighborhoods where aggressive speculators threaten traditional rent-regulated apartment buildings.

		Actual		4-Month Actual		Target		Cumulative	
		FY16	FY17	FY17	FY18	FY18	FY19	HNY(1/1/14 -10/31/2017)	Target 2026
<b>HOUSING UNITS STARTED</b>									
<b>Total starts (new and preservation)</b>		23,610	24,293	2,776	3,009	22,500	24,000	80,660	300,000
<b>New construction starts</b>		6,297	7,705	603	365	8,600	9,600	25,707	120,000
<b>Preservation starts</b>		17,313	16,588	2,173	2,644	13,900	14,400	54,953	180,000
<b>Total starts (new construction and preservation) by income band</b>	Extremely low income units	3,844	4,014	878	326	*	*	11,975	31,500
	Very low income units	3,014	6,437	663	799	*	*	14,037	43,500
	Low income units	9,519	9,945	1,072	1,622	*	*	39,219	166,500
	Moderate income units	1,890	1,517	35	175	*	*	5,236	30,000
	Middle income units	5,256	2,261	114	43	*	*	9,763	28,500
	Other units (includes units for building superintendents)	87	119	14	44	*	*	430	*
<b>Total starts (new construction and preservation) by bedroom distribution</b>	Studio units	2,729	4,279	783	394	*	*	11,821	*
	1 Bedroom units	9,553	8,325	860	1,492	*	*	28,164	*
	2 Bedroom units	8,801	8,359	858	763	*	*	27,746	*
	3 Bedroom units	2,111	3,025	187	279	*	*	8,419	*
	4+ Bedroom units	336	287	80	41	*	*	1,230	*
	Unclassified units <sup>1</sup>	80	18	8	40	*	*	3,280	*
<b>Total units started for special needs populations</b>	Units started for homeless individuals or families	1,907	2,571	644	120	1,950	2,160	6,653	15,000
	Units started for senior individuals or families	1,365	929	69	268	1,200	2,500	4,887	30,000

	Actual		4-Month Actual		Target		Cumulative	
	FY16	FY17	FY17	FY18	FY18	FY19	HNY(1/1/14-10/31/2017)	Target 2026
<b>HOUSING UNITS COMPLETED</b>								
<b>Total completions (new and preservation)</b>	11,783	16,575	2,026	3,886	*	*	37,899	*
<b>New construction completions</b>	676	3,936	749	1,341	*	*	6,174	*
<b>Preservation completions</b>	11,107	12,639	1,277	2,545	*	*	31,725	*
<b>Total completions (new construction and preservation) by income band</b>	Extremely low income units	967	2,783	559	397	*	4,948	*
	Very low income units	1,148	2,346	295	630	*	5,196	*
	Low income units	3,793	9,222	1,046	2,614	*	18,545	*
	Moderate income units	931	1,270	27	175	*	2,606	*
	Middle income units	4,892	876	90	23	*	6,397	*
	Other units (includes units for building superintendents)	52	78	9	47	*	207	*
<b>Total completions (new construction and preservation) by bedroom distribution</b>	Studio units	371	2,318	377	466	*	3,978	*
	1 Bedroom units	5,017	5,292	734	1,916	*	13,885	*
	2 Bedroom units	4,960	5,208	647	1,120	*	13,226	*
	3 Bedroom units	1,090	1,660	86	316	*	3,861	*
	4+ Bedroom units	193	198	17	66	*	619	*
	Unclassified units <sup>1</sup>	152	1,899	165	2	*	2,330	*
<b>Total units completed for special needs populations</b>	Units completed for homeless individuals or families	301	760	136	122	*	1,378	*
	Units completed for senior individuals or families	247	458	295	251	*	1,851	*

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As part of its routine updates and data clean-up efforts, HPD revised previously reported housing data for Fiscal 2016 housing units started and completed, and Fiscal 2017 housing units started and completed. The 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 updated Fiscal 2018 targets for 'Total starts,' 'Preservation starts,' 'Units started for homeless individuals or families,' and 'Units started for senior individuals or families.' Cumulative Housing New York targets have also been shifted to Calendar 2026, from 2024, and updated to reflect new goals set forth in Housing New York 2.0.

## ADDITIONAL RESOURCES

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

- Housing New York: A Five-Borough, Ten-Year Plan:  
<http://www.nyc.gov/html/housing/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>
- Housing New York 2.0  
<http://www1.nyc.gov/assets/hpd/downloads/pdf/about/hny-2.pdf>

## PARTNER AGENCIES & OFFICES

	DCAS
	DCP
	DDC
	DEP
	DOB
	DOITT
	DOT
	DPR
	DSNY
	HPD
	NYC H + H
	NYCEDC
	NYCEM
	NYCHA
<b>Mayor's Office of Housing Recovery Operations</b>	
<b>Mayor's Office of Recovery and Resiliency</b>	

# HURRICANE SANDY RECOVERY

Hurricane Sandy was unlike any storm in the 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, 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 the first four months of Fiscal 2018, the City reached a number of significant milestones in its housing, infrastructure and economic recovery efforts. Most significant is the hastened pace of Build It Back construction where the City has worked aggressively to complete the recovery effort. 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.

Build It Back is moving toward completion of the City's Hurricane Sandy housing recovery efforts. New innovations such as the Modular Construction Program, which includes approximately 100 homes in Staten Island and Queens, have dramatically sped up the completion of homes and expanded contractor capacity. Through October 2017, the program served 99 percent of approximately 8,300 homeowners through either a reimbursement check, construction start, or acquisition. The vast majority of these homeowners (nearly 90 percent), have received their full benefit, including construction, reimbursement, or acquisition of their home. For construction projects, the City completed 94 percent of City-managed construction projects, and completed 84 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. Through October 2017, Build It Back had started construction on 5,068 homes, of which 4,288 have been completed. In addition, Build It Back has distributed over \$132 million in reimbursement checks to over 6,000 families and its construction partner HPD has also accelerated relief to multifamily households, benefiting more than 19,500 households in 142 developments through repair, resiliency, and reimbursement services, as well as 258 low-income households through rental assistance.

Performance Indicators	Actual				4-month Actual		Cumulative as of 10/31/17	Cumulative percent complete as of 10/31/17
	FY14	FY15	FY16	FY17	FY17	FY18		
Number of Homeowners Who Selected Benefit Options	2,237	5,236	1,029	160	24	20	8,307*	100%
Design Starts in Build it Back Household	534	2,382	2,796	134	62	14	5,098*	99%
Total Construction Starts in Build it Back Households	93	1,304	1,721	1,715	754	169	5,068	99%
Construction Completions of Build it Back Households	15	757	1,303	1,948	356	1,067	4,288	84%
Reimbursement Checks Issued to Build it Back Households	316	3,611	1,966	141	432	56	6,090	100%
Homeowners Served	369	3,951	2,642	1,005	325	253	8,221	99%

\* 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 2018, Build It Back continued to make progress on its most complex and challenging projects. Projects involving multiple families in Sheepshead Bay Courts and Coney Island have started construction with the elevation and rebuilding of attached homes and the investment of additional funding for infrastructure improvements.

## PARTNERSHIP WITH DEPARTMENT OF DESIGN AND CONSTRUCTION ON MODULAR CONSTRUCTION PROGRAM

Build It Back began a Modular Construction Program in 2017. The first homes were delivered and set on their new foundations in Staten Island during the first four months of Fiscal 2018.

## BUILD IT BACK - ACQUISITION AND BUYOUT

The New York City Acquisition and Buyout with Resettlement Incentives program was expanded in 2017 for homeowners facing the most difficult and time-intensive construction projects. 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. The program provides up to \$150,000 in financial incentives to enable applicants who have sold their primary residence to the program to purchase a replacement primary residence. A total of 126 homes are expected to be purchased through the overall City acquisition and buy-out programs. Through October 2017, 80 have been acquired.

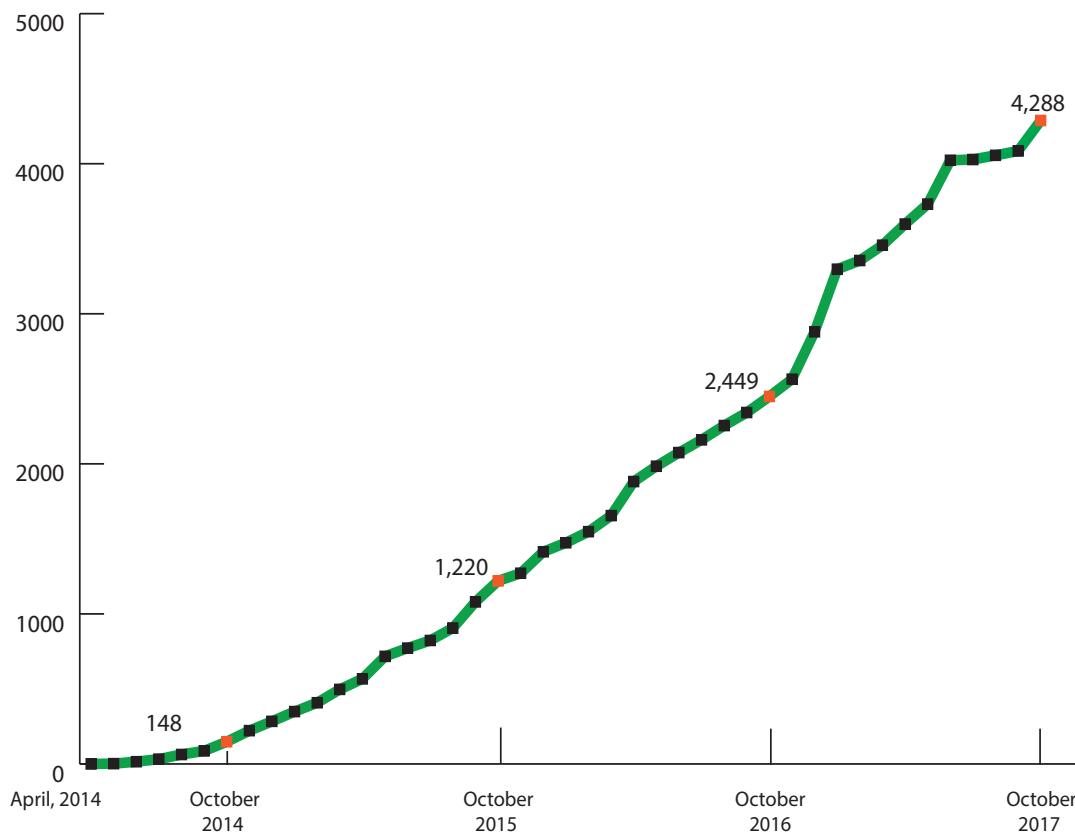
## INFRASTRUCTURE AND CRITICAL SERVICES RECOVERY

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 2018 from the City's comprehensive citywide resiliency program include the following:

- The NYC Department of Environmental Protection (DEP) commenced design on six new projects, including critical system resiliency measures at Newtown Creek, Red Hook, Port Richmond, Owls Head, Tallman Island, and Wards Island Wastewater Treatment Plants as part of DEP's \$406 million NYC Wastewater Resiliency Program. DEP engaged with the design firms and is coordinating with operating bureau representatives, to ensure that impacts to plant and facility operations are minimized during extreme weather events.

- The New York City Housing Authority (NYCHA) is completing over \$86 million of design work that will address the Sandy damaged developments as part of the \$3 billion NYCHA Office of Recovery and Resilience portfolio. Currently, over \$1.09 billion of construction projects are underway.
- The Department of Transportation (DOT) reached over 51 percent completion of the rehabilitation to the Battery Park/West Street underpasses in Lower Manhattan and reached 80 percent completion on the Carroll Street and Ninth Street Bridges in Brooklyn; and the 145th Street and Madison Avenue Bridges, both Harlem River bridges. Street resurfacing projects also advanced during the first four months of Fiscal 2018, with \$11 million in resurfacing construction completed and another \$58 million reaching the procurement phase of four Hurricane Sandy recovery projects in Staten Island and Queens.
- The Department of Parks and Recreation (DPR) completed design on approximately \$4.7 million of resiliency-related projects and completed construction on another \$500,000 of resiliency-related projects across the City. DPR also committed an additional \$145 million for resilient park projects in the Rockaways.

**Build it Back Construction Completion Progress**  
April 2014 - October 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.

Between July 1st and October 31st 2017, the Department of Small Business Services (SBS) disbursed \$138,000 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 352 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. During July 1st to October 31st, the SBS BusinessPREP program provided risk assessments to more than 50 Sandy-impacted businesses in all five boroughs and close to \$60,000 in grants to 20 businesses. New York Economic Development Corporation’s RISE : NYC program continued its deployment of 11 innovative technology systems at small businesses affected by Hurricane Sandy. The resiliency solutions include energy technologies, building systems and resilient telecommunication networks. Geosyntec Consultants, one of the technology providers, completed resiliency audits at 15 business sites and began design of active floodproofing systems at select sites. NYC Daylighting, Inc. continued its installation of natural daylighting systems at businesses in the Rockaways. Other resiliency technology providers have been working to register small businesses to participate in the program and conducting environmental review.

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 Section 3 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-three percent of all trades workers working on Build It Back are from Sandy-impacted neighborhoods. Build It Back and Sandy Recovery Workforce1 have provided jobs for over 1,600 Sandy-impacted New Yorkers including over 1,100 working on Build It Back. Approximately 150 Sandy-impacted residents are working as apprentices after pre-apprenticeship training provided through Sandy Recovery Workforce1, preparing them for union construction careers as roofers, metal lathers, painters, laborers, plumbers, electricians, and carpenters.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## 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/onencyc/index.html>
- One City, Rebuilding Together  
[http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/sandy\\_041714.pdf](http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/sandy_041714.pdf)

- 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/>



## Collaborating to Deliver Results

# VISION ZERO

## PARTNER AGENCIES & OFFICES



DCAS

DOHMH

DOT

NYPD

TLC

| Mayor's Office

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. Progress on each of these initiatives is updated in the annual Vision Zero reports. The City's investment in Vision Zero, now funded with \$1.6 billion through 2021, has ensured resources will be available to continue an accelerated pace of redesign and reconstruction of New York City streets.

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). Representatives from the District Attorneys' offices, the Metropolitan Transportation Authority (MTA) and the Business Integrity Commission (BIC) also attend Task Force meetings as part of the City's collaborative effort 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.

During the first four months of Fiscal 2018, overall citywide traffic fatalities rose 10.3 percent, from 78 to 86. Fatalities among bicyclists, motor vehicle operators, motorcyclists and motor vehicle passengers increased while pedestrian fatalities decreased. However, when comparing annual data, total traffic fatalities in Calendar 2017 continued on a downward trend. At 214, overall fatalities were seven percent lower compared to Calendar 2016, and 28 percent lower than in 2013. Notably, pedestrian fatalities fell 32 percent in 2017 compared to Calendar 2016, and 45 percent compared to 2013. Furthermore, substantive progress can be seen at specific locations that have undergone comprehensive redesign under Vision Zero. On Queens Boulevard, a Vision Zero Great Street formerly nicknamed the "Boulevard of Death," there have been no fatalities since Calendar 2014 compared to eight traffic deaths (six were

Traffic Fatalities	Actual			4-MONTH ACTUAL		PMMR FY17-FY18 % Change
	FY15	FY16	FY17	FY17	FY18	
Total Fatalities	285	236	211	78	86	10.3%
Pedestrians	143	132	132	54	38	-29.6%
Bicyclists	16	20	16	6	9	50.0%
Motorcyclists	28	25	20	7	19	171.4%
Motor Vehicle Operators	29	34	21	5	11	120.0%
Passengers	33	25	22	6	9	50.0%

Source: NYPD

pedestrians) as recently as Calendar 2013. In 1997 a total of 22 people were killed (18 were pedestrians) on Queens Boulevard.

## 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 32 street improvement projects at high crash locations, constructed 197 speed humps, activated 255 leading pedestrian signals, installed new pedestrian signals at 17 intersections, installed 32.7 bike lane miles and implemented safety signal retiming on 10 priority corridors.

During July to October 2017 DOT advanced work on all four Great Streets projects:

- Queens Boulevard: Work on Phase 3 of the operational project, which began in June 2017 and covers the 1.3-mile portion of the street between Eliot Avenue and Yellowstone Boulevard in Rego Park, continued through the reporting period and is scheduled for completion before the end of Fiscal 2018. The implementation of this phase includes new protected bike lanes, more crosswalks and expanded medians. Outreach and design for the fourth phase of the operational redesign, which covers the one-mile portion of the street between Yellowstone Boulevard and Union Turnpike in Forest Hills, was also completed. The City continued the design process for the capital project, currently funded from Roosevelt Avenue to Yellowstone Boulevard, and completed bus feasibility studies along this segment of the corridor in July 2017.
- Grand Concourse: Phase 2 of reconstruction, from East 166th to East 171st Streets, was finished in October 2017. During the reporting period, DOT prepared for the December 2017 start of Phase 3 of the capital project, from East 171st to East 175th Street, and continued design and scoping for Phase 4 (East 175th Street to East Fordham Road) and Phase 5 (East Fordham Road to East 198th Street).
- Atlantic Avenue: Phase 1 (Georgia Avenue to Logan Street) construction was authorized at the end of September 2017 and work on design for Phase 2 (Logan Street to Rockaway Boulevard) is advancing.
- 4th Avenue: Phases 1 and 2 have been combined and the new consolidated project is in the redesign process. The design includes protected bike lanes and pedestrian refuge islands along the corridor between 8th and 64th Streets.

## 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. During the four-month Fiscal 2018 reporting period, NYPD issued 47,443 speeding summonses and 15,102 failure-to-yield to pedestrian summonses, increases of eight percent and 18 percent, respectively, from the same period in Fiscal 2017. NYPD also issued 571 violations to drivers who struck a pedestrian or cyclist who had the legal right of way, and made eight arrests for these violations. Furthermore, NYPD purchased 20 additional LIDAR speed detection guns—bringing the total number of LIDAR guns in service to 525—to help enforce against speeding violations. During the reporting period 193 officers were LIDAR-trained, increasing the total number of trained officers to approximately 2,830.

TLC's enforcement officers also focused on these same high-priority violations among TLC-licensed vehicles. During July to October 2017 TLC officers issued 70 percent more summonses for failure-to-yield the right of way to a pedestrian and 47 percent more summonses for speeding than in the comparable Fiscal 2017 four-month period.

TLC continued to work in cooperation with NYPD to combat unlicensed and unsafe van operation throughout the City, conducting 112 enforcement operations. TLC also conducted five surge operations from July to October with a significant officer presence and TLC Mobile Command Post vehicle in Brooklyn, Queens and Lower Manhattan. During

these operations, an average of 40 uniformed TLC officers patrol commuter van corridors, targeting specific van routes to proactively deter unlicensed activity. TLC also seizes the vehicles of repeat offenders for unlicensed operation pending forfeiture. Officers engage with TLC-licensed drivers, the public and local NYPD precincts, reinforcing the agency's mission to ensure safe for-hire transportation service.

## 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. From July to October 2017 Street Teams connected with tens of thousands of New Yorkers, and the NYPD issued 11,613 moving and 20,342 parking summonses and made 111 arrests for traffic-related violations through these efforts.

Vision Zero also delivers safe-driving messaging and training to specific populations of drivers, such as for-hire vehicle drivers, City employee drivers and MTA bus operators. At the City level, DCAS has reinforced the safety message to City employees with over 4,500 City drivers trained in defensive driving during the reporting period, bringing the total number of employees who have completed the day-long safety training to nearly 38,000 since the beginning of Vision Zero. In Fiscal 2018 DCAS added a second day of training that focuses 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 2,300 bus operators with updated safe-driving instruction during the July to October 2017 period.

In July TLC reached a milestone, holding its 500th Vision Zero driver outreach meeting. These meetings are held at licensed for-hire vehicle base and taxi garages throughout the City. TLC staff highlight important safety information, such as road designs like protected bike lanes, high-risk driving behavior that can lead to crashes, and the crucial role that professional drivers play in promoting a culture of safe driving. As of October 2017 TLC had held 510 driver outreach meetings.

From July to October 2017 over 11,000 drivers completed TLC's pre-licensure driver training course. Almost 82,000 drivers have taken this course since 2014. This training requirement includes a specialized Vision Zero curriculum developed for for-hire drivers.

TLC honored 420 drivers and 25 businesses for their safety records at the Fourth Annual Safety Honor Roll ceremony in October 2017; 138 drivers were repeat honorees. Safety Honor Roll drivers had no crashes involving an injury or fatality, no moving violations and no TLC rule violations for at least four 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.

In 2016 NYC DOT and NYPD conducted an analysis of crash trends and found that the earlier onset of darkness in the fall and winter is correlated with a 40 percent increase in severe injury and fatal crashes involving pedestrians in the early evening hours compared to crashes during those same hours outside the fall and winter. In addition, there were twice as many fatal and severe injury crashes involving driver turns during these hours. In response, the Vision Zero Task Force developed a multi-agency seasonal enforcement and education approach last year. Based on the encouraging results during the 2016 campaign, the dusk and darkness campaign was repeated in 2017. NYPD focused additional enforcement resources on the most hazardous violations, including speeding and failure-to-yield to pedestrians, with precincts increasing their on-street presence around sunset hours. In November, following the launch of the dusk and darkness campaign on October 26th, the Department conducted citywide pedestrian safety and speeding initiatives which resulted in 493 failure to yield to pedestrian summonses, 318 Vision Zero summonses and 1,281 speeding summonses. From October 27th through December 31st, 2017, 33 people lost their lives in crashes while walking, biking or driving compared to an average of 46 during the same two month period in the three previous years (2014-2016).

## FLEETS

In partnership with the U. S. Department of Transportation's Volpe Center, in 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, automatic headlights and side guards be placed in all applicable vehicles. During Fiscal 2018 DCAS developed an internal Safety Checklist for new vehicle procurements to ensure that contracts are meeting the SFTP standards. DCAS has also continued to invite vehicle manufacturers and vehicle safety vendors to citywide fleet meetings to present and discuss new technologies.

In Calendar 2014 non-emergency City fleet vehicles were involved in eight fatalities. In the three years since, through October 31, 2017, the non-emergency fleet has been involved in three fatalities. The City has also achieved reductions in collisions and injuries per mile.

In November 2017 DCAS hosted its fourth forum on vehicle safety for both private and public fleets. Over 300 participants attended, including leading fleet safety advocates; federal, State and City agencies; non-profits; and universities. At the event, the Safe Driving Trainers from five City agencies—the departments of Sanitation, Parks, Environmental Protection, NYPD as well as DCAS—were recognized. DCAS also partnered at the event with Together for Safer Roads (TSR), a coalition of private sector companies, who launched a [Global Entrepreneur Program](#) to promote safe driving technology and innovation.

Through the end of October 2017 DCAS had installed over 1,350 truck side-guards, with new units being delivered with sideguards or retrofits being completed daily. This is the largest program of its type in North America.

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 2018 TLC will begin providing instructional warnings to drivers at risk of violating the rules.

## 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 July 2017 the City released [Safer Cycling: Bicycle Ridership and Safety in New York City](#). This report provides insights about cycling across the five boroughs and provides a detailed and data-driven road map to make cycling even safer.

On November 1, 2017 Vision Zero's Data Working Group, with the Department of Design and Construction's Town+Gown initiative, convened external researchers for the second time to promote collaborations and encourage studies that address priority items on the Vision Zero research agenda. At the event, external researchers shared methods and findings of studies on determining average road segment speeds, understanding commercial cyclist injuries, and more. 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.

SELECTED PERFORMANCE INDICATORS	Actual			4-month Actual		Target			End date
	FY15	FY16	FY17	FY17	FY18	FY18	FY19	Cumulative	
LIDAR guns (advanced speed detection equipment)	214	90	24	0	20	*	*	625	6/30/18
Vision Zero-related moving summonses issued	577,353	629,153	686,447	212,225	223,494	*	*	*	Ongoing
- NYPD	570,715	620,216	675,949	209,827	219,421	*	*	*	Ongoing
- TLC	6,638	8,937	10,498	2,398	4,073	*	*	*	Ongoing
Speed boards deployed	100	60	58	23	39	56	*	*	12/31/17
Speed humps installed	382	395	365	172	197	250	250	*	Ongoing
Senior centers partnering with DOT to increase feedback on street safety improvements	100	120	125	30	48	100	*	*	12/31/17
Bike lane miles installed	51	54	83	46	33	50	50	*	Ongoing
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	208	648	939	304	255	300	300	*	Ongoing
Intersections with accessible pedestrian signals installed	18	52	116	27	17	75	75	*	Ongoing
City employees trained in defensive driving citywide	15,266	7,929	7,876	2,305	4,526	8,000	8,500	*	Ongoing

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Calendar year fatality data is based on data as of January 8, 2018.

## ADDITIONAL RESOURCES

For additional information go to:

- Vision Zero Website:  
[www.nyc.gov/visionzero](http://www.nyc.gov/visionzero)
- Vision Zero View:  
<http://www.nyc.gov/html/visionzero/pages/maps-and-data/maps-and-data.shtml>
- 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>
- Environment and Health Data Portal:  
<http://www.nyc.gov/health/tracking>
- Safe Fleet Transition Plan Report:  
[http://www.nyc.gov/html/dcasa/html/fleet/VOLPE\\_Recommendations\\_for\\_Safe\\_Fleet\\_Transition\\_Plan\\_SFTP.pdf](http://www.nyc.gov/html/dcasa/html/fleet/VOLPE_Recommendations_for_Safe_Fleet_Transition_Plan_SFTP.pdf)

- Safer Cycling: Bicycle Ridership and Safety in New York City:  
<http://www.nyc.gov/html/dot/downloads/pdf/bike-safety-study-fullreport2017.pdf>
- Global Entrepreneur Program  
<http://www.togetherforsaferroads.org/programs/safer-road-tech/>
- TLC Vision Zero Website:  
[http://www.nyc.gov/html/tlc/html/industry/vision\\_zero\\_tlc.shtml](http://www.nyc.gov/html/tlc/html/industry/vision_zero_tlc.shtml)

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	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 works closely with the Mayor's Office for Economic Opportunity (NYC Opportunity), who 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.

## NATIONAL LEADERSHIP

YMI's work has been mirrored by President Barack Obama's national initiative, My Brother's Keeper. YMI has been on the advisory board of the MBK National Equity Intelligence Platform since its inception in 2016, which seeks to establish national standards and build capacity among municipalities and local leaders as they relate to tracking outcomes for BYMOC. As a part of the advisory board, YMI has contributed recommendations based on performance monitoring practices in NYC, and was invited to present at the MBK Alliance Regional Summit in Long Beach, California in July 2017. At the Summit, YMI presented on the development of the NYC Men Teach initiative, highlighting the way data was used to identify disparities and shape the design and target outcomes of NYC Men Teach.

This past October, the NYC Men Teach team presented at the inaugural National Black Male Educators Convening in Philadelphia hosted by The Fellowship: Black Male Educators for Social Justice. The conference focused on advancing policy solutions to make the teaching force more representative of the students it is serving, and to recruit more men of color to join the teaching force. At the Convening, NYC Men Teach presented on its model, the origins of the program, its equity focus and best practices that have been developed throughout the process.

## IDENTIFYING SERVICE & SYSTEM NEEDS

YMI and NYC Opportunity work collaboratively with City agency partners to identify service and systems needs, and to design and implement promising, evidence-based human service programming:

- 9x9 is a pilot program launched by YMI and the Department of Education (DOE) designed to provide a pathway to high school for over-age and under-credited middle school students, who are at least two years off-track relative to expected age and credit accumulation towards earning a diploma. In the 2015-2016 school year, more than 7,000 DOE middle schools students were over-age for the grade, a trend that disproportionately impacts BYMOC. 9x9 launched in August 2017 in DOE District 9 in the South Bronx. The program provides 8th grade students with access to academic and social supports and matching services to facilitate transition and integration into age-appropriate Transfer

High Schools. The program also seeks to actively engage families and promote interagency coordination to support the students where necessary. Additionally, the program provides academic support to over-age 6th and 7th grade students to accelerate their progress toward academic proficiency.

## MANAGING PERFORMANCE

YMI and NYC Opportunity work collaboratively with City agency partners to conduct rigorous performance measurement and continuous quality improvement of innovative program models and systems change initiatives:

- 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 bridge model enhancements in Fiscal 2016 in alignment with the City's Career Pathways effort and as part of an evaluation overseen by NYC Opportunity. During Fiscal 2017, NYC Opportunity's contracted evaluation firm conducted a qualitative assessment to identify best practices for implementing bridge programming and inform a quantitative impact assessment of the program. This first phase of the evaluation documented promising practices but also showed that the standard sites already had strong bridge components in place and thus there was not a large enough difference in implemented approaches between Bridge and standard YAL sites to test for impact. Based on these findings, in October 2017 NYC Opportunity redesigned the second phase of evaluation to assess program impact by comparing outcomes for youth served by all YAL sites combined, compared to similar participants in standard Adult Basic Education programs. Combined results will be used to inform future policy and program decisions.
- NYC Men Teach, operated in partnership with YMI, City University of New York and DOE, seeks to put an additional 1,000 men of color on course to become NYC public school teachers by December 2018. During the reporting period YMI led a 3-month program review process designed to develop strategies to enhance recruitment, hiring and retention practices, and to improve overall program efficiency. The process resulted in adjustments to existing recruitment strategies and the allocation of new resources intended to enhance retention supports for participants that have already entered the classroom.

## 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 literacy intervention and school capacity-building initiative established in New York City in 2014, was expanded in September 2017 to a total of 70 schools funded by YMI and the New York Community Trust. Of these, 22 schools funded by YMI—which include low-performing schools in high-need communities as well as schools with renewal, focus, and priority designations—entered their third year of programming. As part of the New York Community Trust grant, Reading Rescue will undergo an evaluation conducted by Metis Associates through Fiscal 2018, in partnership with the DOE Research and Policy Support Group to be completed in 2019.
- Cornerstone Mentoring is a Department of Youth and Community Development (DYCD)-administered group mentoring program that targets school-aged youth residing in or near New York City Housing Authority developments. After several years targeting middle school students, YMI expanded the program in Fiscal 2017 to include mentoring services for high school students. In August 2017, DYCD launched a selection process to select two new mentoring sites and expand existing mentoring services at three additional sites, which will bring the total number of program sites to 49. In addition, sites are receiving technical assistance to support improved mentor recruitment. NYC Opportunity is currently evaluating the program's expansion to assess implementation and identify best practices for mentoring high school youth, with expected release in early 2018.
- In August 2017, YMI supported the implementation of new and enhanced peer-to-peer mentoring programs at 11 DOE Expanded Success Initiative (ESI) schools, following the award of planning and development grants in Fiscal 2017. Programs will serve a minimum of 40 students per school. In addition, participating ESI schools are partnering with College Summit to expand post-secondary access services designed to improve college readiness, increase graduation rates and increase early FAFSA submission rates.

SELECTED PERFORMANCE INDICATORS	Actual			Target		Q1 Actual	
	FY15	FY16	FY17	FY17	FY18	FY17	FY18
<b>GOAL: ENSURING ALL CHILDREN READ AT GRADE LEVEL BY 3RD GRADE</b>							
<b>Reading Rescue (DOE) – Launched 11/2015</b>							
Number of participating schools	NA	30	58	45	70	30	70
Number of students	NA	387	555	707	600	44	612
Number of tutors	NA	230	345	357	450	37	455
Number of students who reached grade level	NA	65	212	389	300	NA	NA
Average literacy gain of program completers	NA	0.78	1.28	0.80	0.90	NA	NA
<b>GOAL: ENSURING ALL YOUTH COMPLETE POST-SECONDARY EDUCATION OR TRAINING</b>							
<b>Young Adult Literacy Program (DYCD/Public Libraries) – Launched 7/2008, YMI Expansion 10/2011</b>							
Program participants	759	725	785	*	*	229	197
Percent of participants who gained one or more grade levels in literacy	39%	69%	61%	55%	55%	59%	54%
Percent of participants who gained one or more grade levels in numeracy	37%	66%	61%	55%	55%	53%	48%
<b>NYC Men Teach (DOE/CUNY) – Launched in 01/2016</b>							
Participants enrolled in academic training to become teachers (CUNY)	NA	104	655	325	200	205	542
Full-time hires (DOE)	NA	*	646	765	750	544	404
<b>Cornerstone Mentoring (DYCD) - Launched in 01/2012, high school mentoring expansion 03/2016</b>							
Program participants - grades 5-8	303	296	348	348	384	NA	NA
Program participants - grades 9-12	NA (grade 9 captured above)	99	317	396	408	NA	NA
Mentors for grades 5-8	81	73	54	87	96	NA	NA
Mentors for grades 9-12	NA (grade 9 captured above)	21	44	99	102	NA	NA
Total mentoring hours	27,671	17,524	17,034	12,982	28,512	NA	NA
<b>GOAL: ENSURING ALL YOUTH OUT OF SCHOOL ARE EMPLOYED</b>							
<b>CUNY Fatherhood Academy (CUNY) - Launched 3/2012 through 7/2015, Relaunched in 1/2016 (Program ceased operation temporarily in Fiscal 2015 and did not report outcomes)</b>							
New enrollees	NA	103	193	280	250	0	51
Percent of participants who received job placements	NA	13%	33%	30%	30%	17%	16%
Percent of HSE Prep participants who earned a HSE diploma	NA	7%	32%	30%	30%	2%	29%
Percent of HSE Prep participants who enrolled into post-secondary education or industry-based training	NA	0%	30%	10%	10%	1%	45%
Percent of College Prep participants who enrolled into post-secondary education or industry-based training	NA	0%	43%	20%	20%	2%	10%
<b>Jobs-Plus (HRA/ New York City Housing Authority/ Department of Consumer Affairs-Office of Financial Empowerment) – Launched 10/2009, YMI Expansion began 3/2013</b>							
Clients served	4,962	5,144	4,395	*	*	1,349	*
Full-time and part-time hires	1,377	1,418	1,420	1,632	1,823	464	391
Retained in job at 3 months	617	848	910	1,060	1,185	259	216

SELECTED PERFORMANCE INDICATORS	Actual			Target		Q1 Actual	
	FY15	FY16	FY17	FY17	FY18	FY17	FY18
<b>Justice Community (DOP) – Launched 1/2012</b>							
New enrollees	236	215	210	*	*	79	62
Percent of participants placed in employment	20%	28%	16%	50%	50%	13%	9%
<b>NYC Justice Corps (CUNY) – Launched 9/2008, YMI Expansion in 2012</b>							
New enrollees	247	108	184	160	160	97	74
Completed community benefit project	154	77	123	*	88	0	0
Placed in jobs or education	58	92	141	64	64	24	34
<b>Young Adult Internship Program (YAIP) (DYCD) – Launched 11/2007, YMI Expansion 8/2011</b>							
Program participants	1,857	1,803	1,744	1,750	1,585	576	556
Percent of participants who completed internship	82%	82%	84%	75%	75%	84%	75%
Percent of participants placed in employment or education	52%	54%	54%	70%	70%	NA	NA
<b>GOAL: ENSURING ALL YOUTH REMAIN SAFE FROM VIOLENT CRIME AND RECEIVE SECOND CHANCES</b>							
<b>AIM (DOP) – Launched 7/2012</b>							
New enrollees	67	52	47	50	50	18	5
Participants who completed community service project	29	27	16	*	*	4	0
Participants who completed program	43	36	27	*	*	4	10

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Cornerstone Mentoring: Fiscal 2018 Q1 data has been excluded as the program is transitioning to a new agency-wide reporting, registration, data collection, and monitoring system. To facilitate this transition, DYCD extended enrollment deadlines to November 30, 2017 and will report enrollment and participation data beginning in the second quarter of Fiscal 2018. Due to the timing of contract renewals no sites were active during the first quarter of Fiscal 2017. All sites resumed regular programming as of November 2016.
- CUNY Fatherhood Academy: Improved performance from Fiscal 2016 to Fiscal 2017 is due to partial operations in Fiscal 2016 followed by a full year of operations in Fiscal 2017. Performance in the first quarter of Fiscal 2017 is low due to the timing of implementation and low early enrollment.
- Jobs Plus: The figure for ‘Full-time and Part-time hires’ in Fiscal 2017 has been revised from 1,350 to 1,420 to reflect most accurate figures available after additional data cleaning. The figure for ‘Retained in job at 3 months’ in Fiscal 2017 has been revised from 770 to 910 to reflect most accurate figures available after additional data cleaning. Data for the first quarter of Fiscal 2018 has been excluded as HRA is transitioning to a new data system that will launch in early 2018, following the termination of their data system provider contract at the end of Fiscal 2017. In the interim, Jobs-Plus vendors are using a temporary tracking system with a lower reporting capability, resulting in an estimated 30 percent of client activities not yet being recorded. HRA expects backdated data input for the first quarter of Fiscal 2018 to be completed by the end of Fiscal 2018.
- Justice Scholars: This program was discontinued at the close of calendar year 2016 and has been removed from the indicator table.
- NYC Justice Corps: Data for ‘Placed in jobs or education’ in Fiscal 2017 has been revised from 142 to 141 to reflect most accurate figures available as verification processes have a lag.
- NYC Men Teach (DOE): The metric ‘Full-time hires (DOE)’ is calculated based on the date when teachers enter the classroom, not the date of hire. Fiscal 2017 annual and quarterly data for the metric ‘Full-time hires (DOE)’ have been revised to reflect the most accurate figures available.

- Reading Rescue: The figure for 'Number of students' in Fiscal 2017 has been revised from 142 to 555 to reflect the most accurate figures available after additional data cleaning. Fiscal 2017 Q1 performance for Number of Students and Number of Tutors reflects delayed and staggered rollout, as compared to Fiscal 2018 Q1. The indicator '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. The indicator 'Number of students who complete the program' has been changed to 'Number of students who reached grade level' to align with program terminology and better articulate what is measured. Metric calculation is unchanged. The figure for 'Number of students who reached grade level' in Fiscal 2017 has been revised from 170 to 212 to reflect most accurate figures available after additional data cleaning. For the first quarters of Fiscal 2017 and Fiscal 2018, this is listed as NA as the number will not be calculated until the end of any given school year.
- 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](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](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://www1.nyc.gov/assets/ymi/pdf/reports/ymi-evaluation-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
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	HRA
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Mayor's Office  
for Economic  
Opportunity

Mayor's Office  
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Justice

Mayor's Office  
to Combat  
Domestic  
Violence

Mayor's Office  
of Operations

The Mayor's Action Plan for Neighborhood Safety (MAP), an initiative led by the Mayor's Office of Criminal Justice (MOCJ), is a groundbreaking approach to neighborhood public safety and crime reduction. The MAP model moves beyond enforcement to address factors underlying public safety—investing in People through economic and social supports, investing in Places to promote vibrant, well-maintained neighborhoods, and investing in Networks to strengthen trust and collaboration between public housing residents and the government. Since 2014, MAP has focused on 15 of the 326 New York City Housing Authority (NYCHA) developments across the five boroughs in neighborhoods that have faced public safety challenges as a result of persistent violent crime. Through MAP, neighborhood residents, government agencies, nonprofit partners and police officers work together to produce enduring reductions in crime.

In the first three years of MAP, MOCJ has made significant investments—including resources for security-focused infrastructure upgrades, as well as programs aimed at increasing employment opportunities and social supports, promoting vibrant public spaces and building trust between residents and government. The innovative, bi-annual NeighborhoodStat meetings have served as a platform for stakeholders in the housing developments and surrounding neighborhoods and City agency partners to work together to enhance public safety.

From July 2017 through October 2017, the City continued to see significant crime reductions in MAP developments with 3.8 percent fewer index crimes, 6.3 percent fewer violent crimes, and 44 percent fewer shootings as compared to the same period in 2016. MAP developments are outpacing crime reductions in other NYCHA developments. Since the inception of MAP in 2014, total index crime is down 14 percent, violent crime is down 14 percent, and shootings are down 24 percent. In comparison, other NYCHA developments have seen a two percent decrease in index crime, along with a two percent increase in violent crime and a 35 percent reduction in shootings.

In year four of MAP, the initiative will concentrate on increasing employment and opportunities for disconnected youth, creating more vibrant public spaces by engaging the surrounding MAP neighborhoods in promising new approaches to prevent crime through design, and working with community based partners to implement the local expansion of NeighborhoodStat at each of the 15 developments.

# PEOPLE

## SUMMER YOUTH EMPLOYMENT FOR ALL MAP YOUTH

A crucial component of MAP's strategy is connecting youth to employment opportunities that provide valuable skills and job readiness. MOCJ successfully advocated for the expansion of the Summer Youth Employment Program (SYEP), and during the summer of 2017 the City guaranteed summer jobs to all youth ages 14-24 living in MAP developments. In order to promote this opportunity to as many eligible youth as possible, MAP coordinated an "All In" campaign with agency partners. The campaign included outreach and technical assistance to increase recruitment and enrollment. As a result of partners' committed efforts, 2,826 MAP young people were enrolled in SYEP in the summer of 2017 (Fiscal 2018), over 1,000 more youth than the previous summer. Overall, MAP developments had a 56 percent increase in enrollment over summer 2016 (Fiscal 2017), with the Castle Hill and St. Nicholas developments leading the way with 109 percent and 90 percent increases, respectively. In summer 2018, SYEP will again be offered to all 14-24 year olds living in MAP developments.

## NEXT STEPS PROVIDES MENTORING TO MORE MAP YOUTH

MAP works with the Department of Probation (DOP) to fund Next STEPS, a mentoring program that diverts disconnected or gang-affiliated youth from violent activity and encourages them to reengage with education, work and community. Utilizing a curriculum based on cognitive behavioral therapy, community non-profit partners employ credible messengers to engage youth in transformative mentoring. Through MAP's support, Next STEPS was able to expand its presence at all 15 MAP sites. Since the program's inception in Fiscal 2016, Next STEPS has served over 700 new participants and has had over 400 graduates. In addition, MOCJ, NYCHA, DOP and the Center for Employment Opportunities are building the "next step" for Next STEPS participants. This new component, which will launch in Fiscal 2018, will provide supported job opportunities for Next STEPS graduates ready to pursue employment.

# PLACES

## NEIGHBORHOOD ACTIVATION OFFERS DESIGN SOLUTIONS TO PUBLIC SAFETY

In Fiscal 2016, MOCJ, in partnership with the Police Department and the Department of Design and Construction (DDC), launched a Neighborhood Activation Study to enhance safety and vibrancy through public space design and programming. The study brought together neighborhood residents and government to re-imagine and activate the built environment to reduce crime. Studio Gang, an architecture and urbanism firm, conducted a six-month intensive study that engaged over 65 community organizations and 21 City agencies. The study employed specialists in mental health, criminal justice and economic development, and reviewed evidence-based research, City plans and reports. Through this process MAP collected detailed design recommendations from stakeholders, including enhanced lighting, public art and community programming and infrastructure solutions such as CitiBike stations and LinkNYC wifi terminals. These solutions will help transform local precincts and public properties into transparent and inviting spaces that support productive encounters between police officers and residents as well as provide access to economic, employment and recreational opportunities for residents. These recommendations are incorporated into multi-step plans for investment in specific sites in the Brownsville and Morrisania neighborhoods. The Neighborhood Activation Study will release a report of findings with policy and program recommendations in 2018.

## CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED) TRAINING FOR ALL MAP STAKEHOLDER TEAMS

As Neighborhood Activation demonstrates, strategic design can create safer, more equitable, vibrant and healthy spaces. MAP is sponsoring training for residents, Police Department neighborhood coordination officers and NYCHA property management in Crime Prevention through Environmental Design strategies. CPTED is designed to build neighborhood capacity to identify environmental and human impediments to safety and teach local stakeholders how to address unsafe conditions related to physical space. The training will be part of the local NeighborhoodStat process and the

methodology will be used to identify and implement projects that address public safety at each development, including targeted community projects and longer-term initiatives.

## **SUMMER PLAY FOR CHILDREN AND TEENS**

Safe, engaging opportunities for play are a critical part of any healthy neighborhood. Through MAP, the Police Athletic League (PAL) provides year-round recreational, cultural, social and educational activities for young people in high crime neighborhoods with limited recreational facilities. In addition to year-round youth sports leagues and teen centers, PAL hosted 15 Playstreets—supervised areas on streets, parking lots and public spaces—that afford elementary school aged children safe supervised play, often with police officers, simultaneously improving their relationships with, and perceptions of, the police and other supervising staff. Additionally, MAP supported Kids in Motion, a similar program run by the Department of Parks and Recreation in City parks. Kids in Motion had 52,301 visits at parks near the MAP sites in summer 2017 (Fiscal 2018).

In order to reach older teens most at risk for violence, MOCJ started a pilot program called Vibrant Interactions By Engagement (VIBE) that enables community based organizations to offer paid cultural training and internship programs for youth aged 14-24 that culminate in a public exhibit, performance or place-making event. In summer 2017, eight VIBE programs supported 303 participants from MAP neighborhoods to create murals, hold community painting events, participate in civic engagement and youth empowerment workshops, get film production training and put on public performances.

## **NETWORKS**

### **NEIGHBORHOODSTAT LAUNCHES PHASE II EXPANSION**

NeighborhoodStat serves as the operational and organizational centerpiece of MAP. It is a community-based problem-solving process grounded in a series of regular sessions that engage residents and MAP partners in sharing, analyzing and using data to identify public safety priorities and implement solutions. NeighborhoodStat is designed to operate at two critical levels of engagement and action: the borough level and the local level.

Borough NeighborhoodStat, held semi-annually at One Police Plaza, convenes staff of 10 City agencies as well as NYCHA Resident Association leaders. Each session generates key collaboration and coordination tasks that will help address public safety and its underlying causes. MOCJ tracks and monitors all tasks. During the reporting period MAP conducted its fourth cycle of borough-wide NeighborhoodStat meetings. Eighty-one percent of tasks (141 out of 175) from the spring cycle were completed throughout the summer and fall, a 98 percent increase from the previous fall 2016 cycle, reflecting improved collective efficacy.

During summer 2017, MOCJ began planning the second phase of NeighborhoodStat. At the local level the NeighborhoodStat process will serve as an opportunity for stakeholders to establish neighborhood priorities, leverage Citywide best practices, and address resident concerns at the development level. Under the facilitation of MAP Engagement Coordinators, City agency and local community-based organization representatives will join 15 residents to form Stakeholder Teams at each development. Launching in early spring 2018, these teams will meet monthly to share data, identify public safety concerns, create action plans and implement collaborative solutions. The Engagement Coordinators will be instrumental in leading stakeholders through the process of identifying systemic issues at the development and facilitating action plans to address those issues. The Engagement Coordinator will also attend the borough-level NeighborhoodStat meetings at One Police Plaza to raise challenges, obstacles and opportunities identified at individual developments with appropriate City agency partners. Local NeighborhoodStat is currently in the startup phase with extensive planning being done by both MOCJ and the Center for Court Innovation, the implementation partner on the project.

## EVALUATION

John Jay College of Criminal Justice is leading a two-year evaluation of MAP and its component parts. The evaluation will attempt to capture the MAP process, its outputs and impact, with the aim of understanding what components of MAP worked best, why and how. The evaluation began in the summer of 2017, with a final report due in 2019.

CRIME STATISTICS IN THE 15 DEVELOPMENTS				
Number of Incidents	Actual	4-month Actual		Change
	FY17	FY17	FY18	
Total Index Crime	756	292	281	-3.8%
Violent Crime	544	208	195	-6.3%
Shootings	26	9	5	-44.4%
<i>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.</i>				

Agency/Office	Indicator Name	Actual	4-month Actual		Target
		FY17	FY17	FY18	FY18
<b>Improved Infrastructure / Environmental Design</b>					
NYCHA	Temporary light fixtures placed	55	184	25	15
	Permanent lights installed (# fixtures)	3,479	1,603	310	600
	Layered access projects completed (repairing and adding additional security to development entry and access points) (# bldgs.)	28	22	See table below	30
	Cameras installed (closed circuit television) (# cameras)	226	0	200	39
	Non-construction scaffolding and shedding removed (linear feet)	1,138	223	712	3,896
<b>Community Engagement &amp; Programming</b>					
DPR	Kids in Motion participants across MAP sites	58,002	58,002	52,301	65,000
	Shape-Up participants across MAP sites	3,299	731	4,251	3,000
DYCD	MAP Summer Youth Employment (SYEP) participants	1,816	1,816	2,826	850
NYC Opportunity	NYCHA youth enrolled in Work Progress Program (WPP)	348	71	16*	NA
DOP	Participants enrolled in the Next STEPS youth mentorship program**	243	279	89	240
	Participants who positively exited Next STEPS program**	147	52	48	144
OCDV	Healthy Relationship Academy workshops held	180	30	37	100
	Community outreach events	417	139	150	480
HRA	Appointments to connect individuals to HRA services	1,798	695	895	2,000
	Individuals connected to HRA services	1,111	425	542	1,000
	Percentage of clients seeking SNAP and Emergency Assistance benefits enrollment who are successfully enrolled in those benefits	41.4%	53%	24%	30%
DFTA	Grandparent support participation	336	117	234	325
	Seniors engaged at public events	10,508	1,983	3,055	6,500
	Program intakes	70	34	51	150
<i>*Enrollment in first quarter of Fiscal 2018 (July through September 2017)    ** Includes residents who reside near MAP developments.</i>					

<b>Development Name</b>	<b>Layered Access Control (LAC) Scope of work</b>	<b>July - Oct. 2017 (FY18) % completed</b>
BOULEVARD	Total Doors = 36 doors in 18 buildings (30 new entrance doors and 6 new exit doors).	57%
BROWNSVILLE	Total Doors = 92 doors in 27 Buildings (30 new front doors, 16 retrofit front doors, 15 new exit doors, 31 retrofit exit doors).	100%
BUSHWICK	Total Doors = 16 doors (8 new entrance doors and 8 new exit doors).	5%
BUTLER	Total Doors = 18 doors in 6 buildings (15 new entrance doors, 6 new exit doors).	100%
CASTLE HILL	Total Doors = 43 doors in 14 buildings (15 new entrance doors and 28 new exit doors)	90%
INGERSOLL	Total Doors = 53 doors in 20 buildings (8 new entrance doors, 37 retrofit entrance doors, 2 new exit doors, and 6 retrofit exit doors).	33%
PATTERSON	Total Doors = 50 doors in 15 buildings (25 new entrance doors and 25 new exit doors).	21%
POLO GROUNDS TOWERS	Total Doors = 26 doors in 4 buildings (retrofit 14 entrance doors, 12 new exit doors)	85%
QUEENSBRIDGE NORTH & SOUTH	47 New intercoms and door hardware	10%
WAGNER	Total Doors = 44 doors at 22 buildings (22 entry retrofits, 14 new exit doors, 8 exit retrofits)	100%
RED HOOK	Being planned by Office Of Recovery & Resiliency (ORR), formerly Sandy Group	NA
SAINT NICHOLAS	Total Doors = 28 doors in 13 buildings (7 new entrance doors, 7 retrofit entrance doors, 4 new exit doors, and 10 retrofit exit doors).	95%
STAPLETON	Total Doors = 41 doors in 6 buildings (12 retrofitted entrance doors and 29 retrofitted exit doors).	8%
TOMPKINS	Total Doors = 24 doors in 8 buildings (12 new entrance doors and 12 new exit doors).	45%
VAN DYKE I & II	Total Doors = 46 doors in 23 buildings (32 new entrance doors and 14 new exit doors).	22%

## PARTICIPATING NYCHA DEVELOPMENTS

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



## **NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS**

- The Fiscal 2017 value for NYCHA ‘Temporary Light Fixtures Placed’ was revised from 30 to 55. The Fiscal 2017 value for NYCHA ‘Permanent Lights Installed’ was revised from 4,264 to 3,479 to remove data from outside the reporting period that had been erroneously included.
- The Fiscal 2017 value for NYCHA ‘Cameras Installed’ was revised from 196 to 226.
- The Fiscal 2017 value for NYCHA ‘Non-construction scaffolding and shedding removed’ was revised from 19,478 linear feet to 1,138 linear feet to remove non-MAP sites that had been erroneously included.
- The Fiscal 2018 target for DPR ‘Kids in Motion participants across MAP sites’ was revised upward to reflect a plan to offer a new eight-week spring session at some MAP sites.
- The Fiscal 2017 value for DPR ‘Shape-Up participants across MAP sites’ was revised from 3,511 to 3,299 after a review of the data.
- The Fiscal 2017 value for NYC Opportunity ‘Youth enrolled in Work Progress Program (WPP)’ was revised from 254 to 348 with updated information.
- The Fiscal 2017 value for DOP ‘Participants enrolled in the Next STEPS youth mentorship program’ was revised from 172 to 243 to include participants both in and around MAP developments.
- The Fiscal 2017 value for DOP ‘Next STEPS Completions’ was revised from 105 to 147 to include participants both in and around MAP developments.
- The Fiscal 2017 values for HRA were all revised to include data from the first week of Fiscal 2017, which was erroneously not included.
- The Fiscal 2017 value for DFTA ‘Grandparent Support Participation’ and ‘Program Intakes’ were revised from 417 to 336 and from 90 to 70, respectively, to remove residents outside the MAP developments that were erroneously included.
- The Fiscal 2017 values for DFTA ‘Grandparent support participation’ and ‘Program intakes’ were revised downward to capture only MAP residents who are kinship caregivers .

## PARTNER AGENCIES & OFFICES



Mayor's Office  
of Criminal  
Justice

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

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) led by the Mayor's Office of Criminal Justice (MOCJ). In December 2014, 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 eight percent from Fiscal 2014 to the end of Fiscal 2017.

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 its first 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.

The Task Force continues to work closely with the Department of Health and Mental Hygiene (DOHMH), the 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 the first four months of Fiscal 2018 include:

- The Enhanced Pre-Arraignment Screening Unit (PASU) provides enhanced health screening at arraignments in Manhattan Criminal Court 24 hours a day, seven days a week. At PASU, Correctional Health Services (CHS) providers, including nurse practitioners and other health professionals, conduct an initial health screening of all individuals in custody before their 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 from jail. Since its inception in 2015, PASU has conducted 53,808 screenings for physical health needs (14,001 of which were conducted in the first four months of Fiscal 2018), including 13,068 screenings for behavioral health needs. Further, by providing patients with timely access to healthcare, CHS reduced unnecessary

hospital runs by approximately 24 percent since the start of the initiative. In addition, CHS staff shared over 2,369 clinical summaries with legal defense groups to assist in their client advocacy.

- The Supervised Release program provides pretrial supervision and voluntary social service referrals as an alternative to bail for 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 5,760 supervised release slots, including 1,509 slots in the first four months of Fiscal 2018. Since the program's inception, on average 92 percent of clients have made all of their court dates and 94 percent have avoided any felony re-arrest. Expanded funding for the program, announced in July 2017, is specifically aimed at reducing the number of people with behavioral health needs who enter City jails. This new investment is funding:
  - An additional 300 people (a 10 percent increase) 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 are certified as mentors; and
  - Increased court and program staff to support effective supervision and engagement with approximately 3,300 individuals who are projected to participate in Supervised Release over the next year.

During Fiscal 2018 the Task Force will continue to focus 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 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 the City, with an additional 1,120 officers trained in the first four months of Fiscal 2018. 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.

Opening two new diversion 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.

## CUTTING CASE PROCESSING TIMES

Shortening case processing times was one of the 24 strategies developed by the 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 nearly twice as long as those without a mental health designation.

Beginning in April 2015, the City in partnership with the state courts convened every part of the criminal justice system through an effort called Justice Reboot to identify the causes of case delays and implement lasting, systemic solutions. When Justice Reboot began, 1,427 cases with detained defendants had been pending for more than one year. As of October 2017, a total of 1,389 (97 percent) of those cases have now been resolved. Since the start of the initiative, MOCJ, the State Office of Court Administration, the five District Attorneys, and the defense bar have been meeting

every other month 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. 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. From June 1, 2015 to October 31, 2017, a total of 541 staff (407 correctional and 134 health staff) have been trained; 75 were trained during the first four months of Fiscal 2018. In the first four months of Fiscal 2018, use of force decreased by seven percent in the mental health observation units across the facilities where staff have been trained in CIT.

In addition, DOC has instituted Mental Health First Aid for new recruits and in-service officers to train them in the basic identification of behavioral health symptoms. From August 1, 2014 to October 31, 2017, 2,828 DOC officers have been trained. Due to the initial success of the training, DOC 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 Task Force, MOCJ and DOHMH have developed Justice-Involved Supportive Housing, 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. 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, 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) to engage the individuals, assess them for a probable mental illness or substance use disorder, and offer this supportive housing option. A total of 112 people received housing and support services through this initiative from December 1, 2015 through October 31, 2017. MOCJ and DOHMH are conducting an evaluation to measure the impact of the program on recidivism, homelessness, and health.

PERFORMANCE INDICATORS	Actual		4-month Actual		Target		Cumulative
	FY16	FY17	FY17	FY18	FY18	FY19	Actual
NYPD officers who completed crisis intervention training <sup>1</sup>	3,947	1,863	671	1,120	*	*	6,946
Participants enrolled in supervised release slots <sup>2</sup>	911	3,324	1,014	1,509	*	*	5,760
Screens conducted by H + H in the Pre-Arraignment Screening Unit <sup>3</sup>	7,554	31,222	2,211	14,001	*	*	53,808
Individuals placed in DOHMH permanent supportive housing slots	65	43	20	4	*	*	112

<sup>1</sup>Includes 61 officers trained in Fiscal 2015. <sup>2</sup>Includes 16 participants enrolled in Fiscal 2015. <sup>3</sup>Includes 1,031 screens conducted in Fiscal 2015.

# NOTEWORTHY CHANGES, ADDITIONS AND DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

- Mayor's Office of Criminal Justice (2017). Smaller, safer, fairer: A roadmap to closing Rikers Island.  
<https://www1.nyc.gov/assets/criminaljustice/downloads/pdfs/Smaller-Safer-Fairer.pdf>
- Aidala, A., McAllister, W., Yomogida, M., & Schubert, V. (2014). Frequent Users Service Enhancement Initiative: New York City FUSE II Evaluation Report.  
[http://www.csh.org/wp-content/uploads/2014/01/FUSE-Eval-Report-Final\\_Linked.pdf](http://www.csh.org/wp-content/uploads/2014/01/FUSE-Eval-Report-Final_Linked.pdf)
- Behavioral Health and Criminal Justice Website  
<http://www1.nyc.gov/site/criminaljustice/work/bhtf.page>
- Mayor's Task Force on Behavioral Health and the Criminal Justice System's Action Plan, December 2014  
<http://www1.nyc.gov/assets/criminaljustice/downloads/pdf/annual-report-complete.pdf>
- Mayor's Task Force on Behavioral Health and the Criminal Justice System, First Status Report, July 2015  
[http://www1.nyc.gov/assets/criminaljustice/downloads/pdfs/BHTF\\_StatusReport.pdf](http://www1.nyc.gov/assets/criminaljustice/downloads/pdfs/BHTF_StatusReport.pdf)
- The Council of State Governments Justice Center (2012). Improving Outcomes for People with Mental illness Involved with New York City Criminal Court and Correction Systems.  
[http://www.nyc.gov/html/doc/downloads/pdf/press/FINAL\\_NYC\\_Report\\_12\\_22\\_2012.pdf](http://www.nyc.gov/html/doc/downloads/pdf/press/FINAL_NYC_Report_12_22_2012.pdf)

## Collaborating to Deliver Results

## PARTNER AGENCIES & OFFICES

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

Mayor's Office  
of Economic  
Opportunity

Center for Youth  
Employment

Mayor's Office  
of Media and  
Entertainment

Mayor's Office  
of Operations

# 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 development system and policy framework so that agencies can more effectively help workers gain skills and progress in their careers.

As New York City's economy continues to expand, the Career Pathways framework 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 4.45 million in October 2017 and workers experienced an average increase in wages of 3.6 percent between October 2016 and October 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. WKDEV has continued its work of shifting the workforce system to a menu of services that emphasize education, employment skills, advancement and wage-growth potential. Highlights of Career Pathways' accomplishments during the first four months of Fiscal 2018 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.

Feedback Loop	INDUSTRY PARTNERSHIPS				
	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

All five industry partnerships continue to advance the agendas set by their respective employer councils and boards. Through the first four months of Fiscal 2018, the NYC Food and Beverage Hospitality Council completed the first two cohorts of training for Stage NYC with the help of the SBS' Workforce Development Division. The program 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 to help address the shortage of skilled back-of-the-house talent in full-service restaurants. A detailed evaluation of the successes and challenges of the first two cohorts—conducted through the end of 2018—will lead to improvements in the program going forward.

The Industrial/Manufacturing Partnership has initiated the design phase of ApprenticeNYC, a new employer-training partnership model that allows New Yorkers to get the hands-on experience they need while placing them in a career-ladder profession. The NYC Tech Talent Pipeline (TTP) and New York Alliance for Careers in Healthcare (NYACH) are in the planning phase with their employer councils to expand ApprenticeNYC with additional sector-specific models later in calendar year 2018.

In the reporting period, NYACH's first cohort of the Bilingual Medical Assistant Program at LaGuardia Community College completed training. The program, one of NYACH's bridge programs, is an intensive, 11-month model informed and designed by NYACH and features integrated contextualized English for Speakers of Other Languages (ESOL) and an updated occupational training curriculum with work-based learning tailored to foreign born New Yorkers. The program ended in November 2017 with over 90 percent of enrollees completing all components of the program and passing their medical assistant certification exams. As the hiring process kicks off, graduates have been equipped with the skills needed to succeed in today's healthcare delivery system and meet the high demand of employers for trained workers with multilingual abilities.

As part of the *New York Works, Creating Good Jobs* plan, the NYC Tech Talent Pipeline (TTP) has responded to feedback from industry and college presidents and launched an initiative to double the number of tech graduates from The City University of New York (CUNY) by 2022. Through the CUNY 2x Tech initiative, TTP and collaborators have established the Tech-in-Residence Corps, a municipal-industry-academic partnership designed to bring qualified industry professionals into the classroom to teach emerging tech skills beginning in the second half of Fiscal 2018. Through Fiscal 2018, TTP will also influence better student advising through dedicated tech academic advisors, who will help students navigate tech careers and the courses needed to pursue them and career advising workshops on CUNY campuses. Finally, the CUNY 2x Tech initiative will further enhance tech instruction through support for new faculty lines aligned to industry needs. These efforts are expected to impact 7,500 students by 2022 and double the number of tech bachelor's degree recipients to 2,000 annually.

During the reporting period the Construction Industry Partnership focused on developing an employer-defined common set of core skills needed for workers seeking entry into the sector. This will contribute to fundamental elements of an aligned system that is accessible to all New Yorkers with clear entry points into career pathways in construction.

SBS is in the process of re-envisioning the Retail Industry Partnership to ensure alignment with current and anticipated industry trends. SBS continues to search for an Executive Director for the industry partnership and expects to have one in place by the end of calendar year 2018.

In Fiscal 2017 an estimated \$60 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. This work will continue through Fiscal 2018.

In Fiscal 2018 the NYC Center for Youth Employment (CYE) continues to build upon its progress towards expanding, improving and connecting youth employment and career exploration services in New York City, promoting greater alignment and collaboration across the youth workforce system to enhance agency and provider support of youth and young adults city-wide. A project of the Mayor's Fund to Advance New York City, CYE supported the Department of Youth and Community Development (DYCD) during summer 2017 by helping to serve record numbers of young New Yorkers through the Summer Youth Employment Program in its vulnerable youth (3,170) and Ladders for Leaders (1,855) program options.

CYE also supported the Department of Education (DOE) in its efforts to significantly increase student participation in CareerCLUE, a blended work/learning summer experience across DOE Community Schools and Career and Technical Education programs. This summer 150 young adults participated in CareerCLUE, earning a stipend and elective credit. In collaboration with DOE and DYCD, CYE aims to significantly grow CareerCLUE in summer 2018, serving as many as 500 students.

In Fall 2017 CYE launched the New York City Performance Partnership Pilot (NYCP3) in partnership with the NYC Children's Cabinet, DYCD and the Administration for Children's Services (ACS). NYCP3 seeks to address the specific needs of young parents who are also out-of-school and out-of-work, offering family-friendly support to help them achieve their employment and education goals—including, but not limited to, high school equivalency preparation, occupational skills training, and child care. Through this new initiative, DYCD and ACS are on track to serve 50 young parents and their children.

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 Fall 2017 ASAP enrolled 18,630 total students and will reach 21,419 students in academic year 2017-18 including 10,625 new students. The program is on target to meet the full expansion enrollment goal of 25,000 students by academic year 2018-2019.

The redesign of Bronx Community College (BCC) into an ASAP college is underway. During July to October 2017 the redesign steering committee met on a biweekly basis with various administrative units, staff and faculty from across the college to ensure BCC meets their academic year 2017-2018 enrollment target (3,472 students). ASAP expansion at BCC has resulted in broad system improvements. For example, BCC will acquire new course scheduling software that allows the college to develop and implement student-centered course schedules, which in turn allows ASAP to continue expanding its block course scheduling component and BCC to use its available instructional space as effectively as possible. During the reporting period, BCC ASAP was selected as the Associate Level Examples of Excelencia, one of only 19 selected finalists and only one of 6 in the specific "Associate" category. *Excelencia in Education* is known for recognizing programs that use evidence-based practices to serve Latino students in higher education at a national level.

The Human Resources Administration (HRA) and CareerAdvance, CareerCompass, and YouthPathways providers have worked closely together through the early stages of implementation of major changes to service delivery. So far, clients have reacted positively to changes, which include new approaches to engagement, enhanced assessments, and co-created client service plans.

## 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 2018 Best for NYC will deepen business services, with a focus on the operational improvements that yield bottom-line growth as well as higher quality jobs and career pathways for their current and future workforce. In the PMMR period, Best for NYC partners received philanthropic support to pilot a business coaching model that will serve at least 20 businesses in the Bronx and yield learnings that can be replicated. 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.

## INCREASING SYSTEM AND POLICY COORDINATION

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

HireNYC enables the City to use its investments to connect more New Yorkers to good jobs and help local businesses find skilled workers by requiring 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 NYC 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. Hurricane Sandy-impacted residents found work with Build It Back, the Sandy Recovery resident-rebuilding effort, and Workforce1 clients found work through HireNYC EDC projects. HireNYC continues to explore new opportunities to connect with community groups, colleges and neighborhoods to connect more New Yorkers to quality jobs.

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.

During the reporting period, WKDEV and Operations continued engagement with agencies. WKDEV and Operations requested and received pilot data from DYCD, New York City Housing Authority, Department of Parks of Recreation, HRA, and SBS based on analysis conducted during Fiscal 2017 and began developing dashboard prototypes to present the data collected through Common Metrics.

Operations continued to work 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

## PERFORMANCE INDICATORS

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

Indicator	Actual	4-month Actual		Notes
	FY17	FY17	FY18	
<b>Career Pathways Framework Alignment</b>				
Programs that refer participants to trainings developed with the City's industry partnerships (%)	NA	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	15	9	15	
Workforce program data systems assessed for Common Metrics alignment (%)	69%	69%	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	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.
<b>Client Engagement and Outcomes</b>				
Individuals enrolled in industry-based training	21,331	NA	NA	This indicator covers programs, administered by nine agencies, that provide participants with occupational skills training and is reported on a full fiscal year basis
Individuals obtaining industry-based training credentials	520	NA	NA	This data is reported on a full fiscal year basis.
Individuals connected to employment	57,127	NA	NA	This indicator provides a count of clients who are connected to unsubsidized jobs and is reported on a full fiscal year basis.
Number of jobs, internships or mentorships provided by CYE	91,070	NA	NA	The goal is to provide 100,000 jobs, internships or mentorships annually, by 2020. This indicator is reported on a full fiscal year basis.
Cumulative number of employers that provide jobs, internships or mentorships through CYE	637	602	637	

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

- Bronx Community College ASAP Examples of Excelencia announcement and more information can be found at: <http://www.edexcelencia.org/examples-of-excelencia/2017>
- Career Pathways: Progress Update, December 2015: <http://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>
- Career Pathways Learning Lab White Paper, July 2015: [http://www.nyc.gov/html/ohcd/downloads/pdf/nyc\\_career\\_pathways\\_learning\\_lab\\_summary\\_July2015.pdf](http://www.nyc.gov/html/ohcd/downloads/pdf/nyc_career_pathways_learning_lab_summary_July2015.pdf)

- The New York City Bridge Bank:  
[www.nyc.gov/bridge](http://www.nyc.gov/bridge)
- HireNYC:  
<http://www1.nyc.gov/site/careerpathways/strategy/hireNYC.page>
- Best for NYC:  
<http://bestfor.nyc/>
- NYC Center for Youth Employment:  
<https://cye.cityofnewyork.us/>
- NYC Center for Employment – Employer Best Practices Playbook:  
<https://cye.cityofnewyork.us/employerplaybook/>

# SMALL BUSINESS FIRST

## PARTNER AGENCIES & OFFICES

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

Mayor's Office  
of Data Analytics

Mayor's Office  
of Immigrant  
Affairs

Mayor's Office  
of Operations

Mayor's Office  
of Technology  
and Innovation

New York City is a City of small businesses. There are more than 230,000 small businesses located in the City, 98 percent of which are characterized as small (fewer than 125 employees). 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.

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 (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 made strides towards helping government become more effective and efficient. The Small Business Support Center located in Jamaica, Queens continues to offer business owners in-person support from multiple agencies in one location. Between July and October 2017, the Center provided more than 5,250 services to small business owners. Over the same time period, the Compliance Advisor team—launched in April 2016 to provide on-site consultations to help business owners avoid common violations—served more than 700 small businesses across the five boroughs. More than 2,000 inspectors across the city improved the speed and clarity of their communications with business owners by utilizing electronic handheld devices. In addition, City staff fulfilled requests for immediate interpretation services in 67 languages.

As part of SB1, the City is on track to significantly expand support for small businesses. The [NYC Business Portal](#) is the City's comprehensive online business portal, where business owners can track information regarding licenses, permits, and violations in a central location. The NYC Business Portal also provides entrepreneurs with tools to start and grow their businesses in New York City. Since its release in March 2017, the City has been collecting feedback from the business community to improve the NYC Business Portal's functionality and design. Based on this feedback, the December 2017 release allowed users to:

- Create and update multiple profiles for their businesses.
- View and save additional business data and transactions with the City to their business profiles in one central location, including licenses and complaints.
- Receive on-screen alerts when a summons is due or a license or permit must be renewed.

The City has also made the site more user-friendly. After December, development will continue to enhance the NYC Business Portal's functionality and design to assist as many small business owners as possible.

Progress made on the SB1 initiative is detailed below, and unless otherwise noted, the accomplishments listed occurred in the first four months of Fiscal 2018.

## 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, including online and print media, as well as distribution at multiple physical locations including City sites and community organizations. Providing better information in a variety of ways is critical to ensuring that all small business owners 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:

- Between July and October 2017, the current NYC Business Portal received approximately 450,000 visits. There were an average of 112,500 visits and 87,500 unique visitors each month. The City also updated content on licenses, permits, and certifications, and improved the [Step by Step](#) and [Incentives Estimator](#) tools (commitment 1).
- Provided more than 5,250 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. The Center provided nearly twice as many services to business owners during this reporting period as the same period last year, due to the expansion of SBS services through the integration of the NYC Business Solutions Center, addition of new DCA licensing categories, and the launch of a local marketing campaign (commitment 4).
- Served more than 700 businesses through the SBS Client Manager team. These staff members provide one-on-one assistance to business owners to help them navigate government processes. From July to October 2017, the Client Manager team served more than three times as many businesses as they did during the same period last year, driven in part by the addition of services targeting operating businesses (commitment 5).
- Confirmed more than 2,000 agency inspectors citywide are using handheld devices to facilitate inspection results more quickly and with increased clarity (commitment 6).
- Maintained 18 guides to interagency processes, including updating information on the requirements to open a business in numerous industries and a business owner's rights and responsibilities for the sidewalk adjacent to his or her business. During the reporting period, these online guides were visited more than 20,000 times (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. For example, 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:

- Compliance Advisors completed on-site consultations for more than 700 small businesses and identified more than \$9 million in potential fines that can be avoided through business owner action (commitment 9).
- Reached nearly 90 business owners through four door-to-door outreach efforts and events (commitment 10).

- Held citywide standardized customer service training courses to train more than 550 public-facing, non-inspectorial City staff members in customer service techniques and skills during the first quarter of Fiscal 2018 (commitment 11).
- Supported the successful rollout of hearings for DCA summonses in outer boroughs. Business owners who receive a summons from DCA in Queens can now choose to have that summons heard at the OATH Hearing Center in Queens, saving the business owner a trip to Lower Manhattan (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 processes 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. Additionally, the program promotes coordination among agencies and streamlining of agency processes to ensure faster and more efficient services.

Accomplishments include:

- Identified nearly 80 opportunities for rule modifications that would have a substantive, beneficial impact on small businesses, as part of the broader review of all existing City rules coordinated by Operations. SBS and Operations are tracking these modifications as they are submitted by agencies through the City Administrative Procedures Act (CAPA) process. So far, 15 modifications have been made to the Rules of the City of New York (commitment 16).
- Drafted legislation to implement changes to fire alarm and fire protection plan processes. The goal of these changes is to streamline areas of overlap or complexity between the Department of Buildings (DOB) and the Fire Department (commitment 18).
- Added standardized objections to the list used by DOB plan examiners citywide to further improve the efficiency of the plan examination process, bringing total standardized objections to nearly 140 (commitment 23).

## ENSURE EQUAL ACCESS FOR ALL BUSINESS OWNERS

SB1 seeks to provide information and services to all small business owners throughout the 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:

- Reached more than 70 business owners at five multiagency events held in Brooklyn, the Bronx, Queens, and Staten Island (commitment 27).
- DCA's Office of Financial Empowerment (OFE) continued the implementation of cross-agency referral tools. This included (commitment #28):
  - Incorporating the OFE online appointment-booking system into the NYC Business Solutions Center referral protocol, so staff can help business owners make financial counseling appointments online.
  - Conducting quarterly trainings for financial counselors on business-specific topics.
  - Creating posters and flyers tailored to business customers, to advertise financial counseling.
- Held 'Writing in Plain Language' training courses to train more than 70 City staff in plain language communication skills (commitment 29).
- Regulatory agencies fulfilled requests for interpretation in 67 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	Actual	4-month Actual		Notes
	FY17	FY17	FY18	
<b>Increase Customer Satisfaction</b>				
Business Customer Service Surveys received from business owners who interacted with the City	1,008	179	503	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' (%)	73%	73%	76%	Revised survey launched in September 2016.
Agency staff trained in customer service	973	83	554	The value 554 reflects activity from July through September 2017. As of September 2017, approximately one third of all public-facing, non-inspector staff members have received training.
<b>Provide Clear Information with Coordinated Services and Support</b>				
Visits to the online business portal	995,300	273,900	450,000	
Average monthly unique visitors to the online business portal	64,033	53,375	87,575	
Accounts created on the online business portal	3,532	NA	3,346	Account creation feature was added in March 2017.
Transactions initiated through the online business portal	NA	NA	NA	A method is being developed to track this information. Reporting will begin once tracking is available.
Services provided at the One-Stop Business Center	11,569	2,634	5,256	
<b>Help Businesses Understand and Comply with City Regulations</b>				
Businesses assisted by Compliance Advisors and Client Managers	3,508	728	1,424	
Time to open a business, by business type	NA	NA	NA	SBS is testing a method for measuring time spent by business owners completing specific process components that are managed by the City. Through the current fiscal year, SBS will collect baseline measures of these process components, and will report when data is available.
Time to complete specific interagency processes	NA	NA	NA	Work has begun to consolidate and improve identified processes, and to measure the impact to business owners.
<b>Ensure Equal Access for All Business Owners</b>				
Community groups trained to assist local businesses	23	13	0	
Educational events for business owners	281	19	94	

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

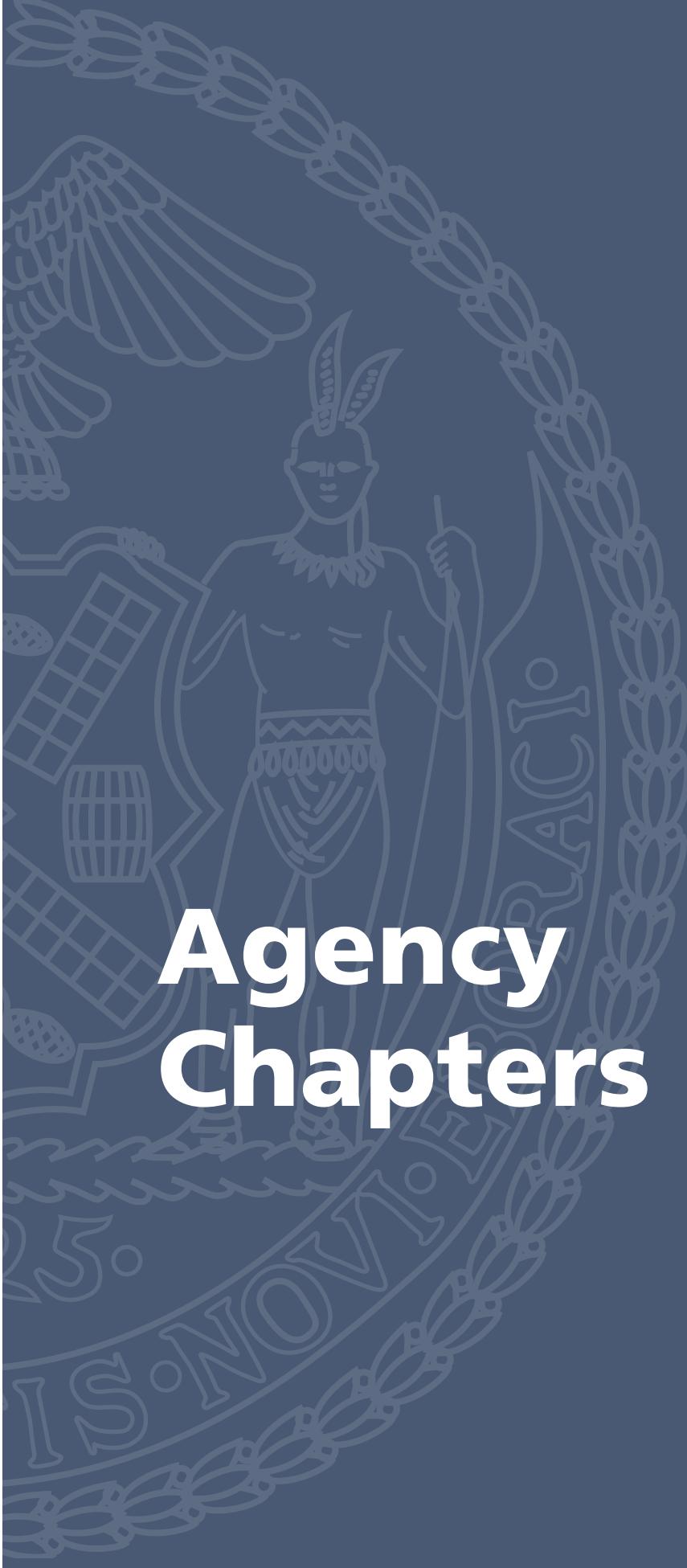
- The indicator 'Average monthly unique visitors to the online business portal' has been added to reflect the impact of the NYC Business Portal by showing the number of individual users who access the site each month.

## 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/>

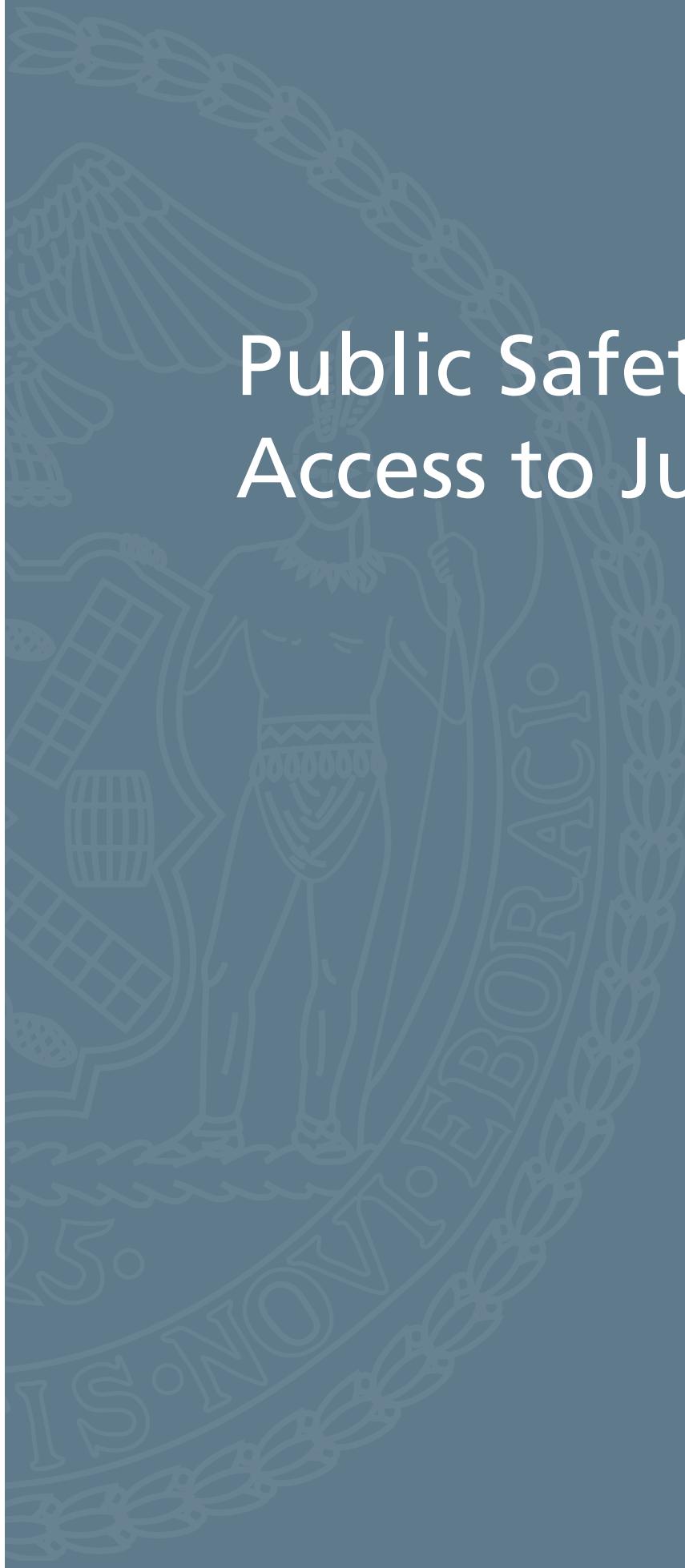




# Agency Chapters



# Public Safety and Access to Justice



# Public Safety and Access to Justice

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	Fire Department	p 65		Department of Investigation	p 97
	New York City Emergency Management	p 71		City Commission on Human Rights	p 101
	Department of Correction	p 75		Office of Administrative Trials and Hearings	p 105
	Department of Probation	p 83		Business Integrity Commission	p 109
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# 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 nearly a quarter century, 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 half-century lows, while NYPD has managed a more than 95 percent decrease in stop-and-frisk encounters with the public and declines of approximately 27 percent in arrests and 37 percent in criminal summonses in the past five years. With Neighborhood Policing NYPD is taking the next step, 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. As of January 31, 2018 Neighborhood Policing was established in 56 of 77 precincts and all of the Housing Bureau police service areas.

NYPD is also communicating with neighborhoods through social media, with more than 160 separate social media channels and a vigorous online presence, including precinct-based Twitter and Facebook accounts. The precinct Facebook accounts establish two-way communication with community members, who can use this platform to bring problems to the attention of police officers working in local sectors, as well as receive real-time updates about their neighborhoods. NYPD also maintains citywide accounts on Facebook, Twitter, Instagram, YouTube and Snapchat and offers a fully accessible, mobile-responsive website, [www.nyc.gov/nypd](http://www.nyc.gov/nypd), where residents can find their precinct, sectors, neighborhood coordination officers and local safety meetings. With Neighborhood Policing, supported by a strong social media presence, NYPD seeks to police with New York's communities not just for them.

## OUR SERVICES AND GOALS

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

- Goal 1a Reduce the incidence of crime.
- Goal 1b Prevent terrorist attacks.
- Goal 1c Respond to police emergencies quickly.

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

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

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

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

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

- Goal 4a Improve police/community relations.

## HOW WE PERFORMED

- Based on FBI total index crime statistics for cities that have reported data for the first six months of Calendar 2017, the most recent data available, New York City remains the safest large city with the lowest rate of crime per capita among the 10 largest U.S. cities.
- During the first four months of Fiscal 2018 murder decreased 17 percent compared to the same period of Fiscal 2017.
- Overall major felony crime decreased five percent in the first four months of Fiscal 2018 compared to the same period of Fiscal 2017. Major felony crime in public housing decreased seven percent. Major felony crime in the transit system decreased five percent. Major felony crime in public schools also decreased five percent.
- During the reporting period NYPD issuance of moving violation summonses decreased by less than one percent, while summonses issued for hazardous violations increased by almost one percent.
- In the first four months of Fiscal 2018 traffic fatalities involving bicyclists/pedestrians decreased 22 percent and traffic fatalities involving motorists/passengers increased 117 percent compared to the same period of Fiscal 2017. In Calendar 2017 the City had its fourth straight year of declines in total traffic fatalities.

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

Goal 1a Reduce the incidence of crime.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Major felony crime	103,872	105,614	98,991	↓	↓	35,822	34,126
★ – Murder and non-negligent manslaughter	348	341	300	↓	↓	126	104
★ – Forcible rape	1,064	1,164	1,109	↓	↓	419	402
★ – Robbery	16,428	16,670	14,759	↓	↓	5,478	4,898
★ – Felonious assault	19,544	20,877	20,651	↓	↓	7,651	7,224
★ – Burglary	15,828	14,463	12,454	↓	↓	4,460	4,225
★ – Grand larceny	43,112	45,164	43,787	↓	↓	15,234	15,027
★ – Grand larceny auto	7,548	6,935	5,931	↓	↓	2,454	2,246
★ Major felony crime in housing developments	4,858	5,205	5,084	↓	↓	1,864	1,739
★ Major felony crime in transit system	2,283	2,520	2,475	↓	↓	828	785
Crime related to domestic violence - Murder	61	53	55	*	*	22	15
– Rape	481	526	504	*	*	189	161
– Felonious assault	7,771	7,986	8,082	*	*	2,862	2,630
★ School safety - Major felony crime	614	532	504	↓	↓	133	126
– Murder	0	0	0	*	*	0	1
– Rape	6	2	4	*	*	2	5
– Robbery	55	66	60	*	*	13	8
– Felonious assault	176	148	140	*	*	32	33
– Burglary	51	33	37	*	*	16	25
– Grand larceny	325	279	263	*	*	69	53
– Grand larceny auto	1	4	0	*	*	0	1
School safety - Other criminal categories	2,286	2,219	2,007	*	*	372	489
– Other incidents	3,975	4,092	4,361	*	*	839	1,117
Gang motivated incidents	328	349	350	*	*	165	146
Gun arrests	4,776	5,194	5,081	*	*	1,780	1,864
Major felony crime arrests	41,599	43,516	41,869	*	*	14,828	14,418
Narcotics arrests	61,007	56,320	50,902	*	*	17,643	16,535
Juvenile arrests for major felonies	2,671	2,495	2,198	*	*	689	750
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

**Goal 1b**

Prevent terrorist attacks.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Counterterrorism training (hrs) - Uniformed members	216,556	210,582	182,331	*	*	75,117	30,261
– Non-members	26,152	48,607	49,477	*	*	20,004	12,107
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 1c**

Respond to police emergencies quickly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
End-to-end average response time to all crimes in progress (minutes:seconds)	10:58	10:35	10:06	*	*	10:32	10:15
End-to-end average response time to critical crimes in progress (minutes:seconds)	7:29	7:09	6:49	*	*	7:00	6:49
End-to-end average response time to serious crimes in progress (minutes:seconds)	9:38	9:24	8:50	*	*	9:12	8:56
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	16:17	17:21	17:58	*	*	18:27	19:52
★ Average response time to all crimes in progress (dispatch and travel time only) (minutes)	9.3	9.1	8.0	↓	↓	8.4	8.2
Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	5.9	5.5	4.9	*	*	5.1	4.9
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	8.2	8.1	6.8	*	*	7.2	7.0
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	13.9	14.5	15.2	*	*	15.8	17.1
Crime in progress calls	275,032	261,992	255,489	*	*	92,972	95,266
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Traffic fatalities (motorist/passengers)	90	84	63	↓	↓	18	39
★ Traffic fatalities (bicyclists/pedestrians)	159	152	148	↓	↓	60	47
Driving while intoxicated (DWI) related fatalities	31	35	26	*	*	10	10
DWI arrests	8,155	7,577	7,171	*	*	2,367	2,206
Total moving violation summonses (000)	1,005	1,032	1,062	*	*	337	336
– Summons for hazardous violations	832,975	879,790	923,513	*	*	291,994	294,180
– Summons for prohibited use of cellular phones	125,787	125,241	130,934	*	*	41,820	45,671
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Quality-of-life summonses	331,832	323,980	279,117	*	*	107,039	78,841
– Unreasonable noise summonses	8,249	5,487	4,325	*	*	1,696	630
– Graffiti summonses	11	7	3	*	*	1	0
Graffiti arrests	2,687	2,123	1,750	*	*	502	650
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	8,489	8,243	8,167	*	*	2,738	2,743
– Exceptionally good	7	0	9	*	*	2	0
– Acceptable	8,416	8,142	7,992	*	*	2,669	2,704
– Below standard	66	101	166	*	*	67	39
Total civilian complaints against members of the service	4,165	4,711	4,215	*	*	1,335	1,555
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Cases commenced against the City in state and federal court	3,549	2,933	2,115	*	*	748	624
Payout (\$000)	\$202,654	\$228,454	\$259,423	*	*	\$61,525	\$46,623
Collisions involving City vehicles (per 100,000 miles)	3.2	3.9	4.6	*	*	3.7	4.5
Workplace injuries reported (uniform and civilian)	7,564	7,249	6,626	*	*	2,282	2,347
Violations admitted to or upheld at the Environmental Control Board (%)	66%	68%	60%	*	*	64%	59%
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	273,575	238,382	288,561	*	*	104,095	101,492
CORE facility rating	88	94	92	*	*	NA	NA
Calls answered in 30 seconds (%)	99%	99%	99%	*	*	99%	99%
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

Performance Indicators			Actual			Target		4-Month Actual	
			FY15	FY16	FY17	FY18	FY19	FY17	FY18
Response to 311 Service Requests (SRs)			93	88	87	*	*	87	91
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)			91	86	84	*	*	80	88
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)			95	90	87	*	*	85	90
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)			96	93	92	*	*	91	93
Percent meeting time to close – Commercial Noise (0.3 days)			90	84	83	*	*	81	84
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)									
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18 <sup>1</sup>	FY19 <sup>1</sup>
Expenditures (\$000,000) <sup>2</sup>	\$5,151.6	\$5,328.7	\$5,584.0	\$5,571.6	\$5,755.2	\$5,579.7	\$1,863.5	\$1,932.5
Revenues (\$000,000)	\$103.9	\$102.4	\$99.4	\$100.1	\$100.1	\$99.7	\$32.3	\$30.8
Personnel (uniformed)	34,618	35,990	36,254	35,914	35,918	35,941	36,369	36,573
Personnel (civilian)	16,233	15,939	16,722	18,039	18,078	17,836	16,187	16,969
Overtime paid (\$000,000)	\$716.1	\$694.6	\$709.0	\$621.7	\$629.7	\$631.8	\$237.3	\$239.4
Capital commitments (\$000,000)	\$141.1	\$191.1	\$204.5	\$489.5	\$766.8	\$639.7	\$60.0	\$33.5

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$5,011.4	\$5,062.5	
001 - Operations	\$3,331.0	\$3,378.8	All
002 - Executive Management	\$489.4	\$482.7	All
003 - School Safety	\$279.6	\$282.3	1a, 1b, 1c, 4a
004 - Administration - Personnel	\$263.9	\$262.6	All
006 - Criminal Justice	\$57.5	\$60.0	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	\$150.3	\$152.1	1a, 2a, 3a, 4a
008 - Transit Police	\$239.2	\$243.9	1a, 1b, 1c, 3a, 4a
009 - Housing Police	\$200.5	\$200.1	1a, 1c, 3a, 4a
Other Than Personal Services - Total	\$572.6	\$692.7	
100 - Operations	\$94.8	\$133.8	All
200 - Executive Management	\$86.6	\$156.3	All
300 - School Safety	\$4.8	\$4.9	1a, 1b, 1c, 4a
400 - Administration	\$376.2	\$384.2	All
600 - Criminal Justice	\$0.1	\$2.5	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	\$10.2	\$11.0	1a, 2a, 3a, 4a
Agency Total	\$5,584.0	\$5,755.2	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup> Includes all funds.

<sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## 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](http://www.nyc.gov/nypd).



## WHAT WE DO

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, and contributes to the City's homeland security efforts. The Department responds to more than 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 the number of serious fires, 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 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, where more than 46,000 applicants took the exam—including a record 60 percent of applicants identifying as people of color and/or women.

## OUR SERVICES AND GOALS

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

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

### SERVICE 2 Respond to medical emergencies.

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2018 the number of structural fires increased one percent and the number of non-structural fires decreased eight percent compared to the same period of Fiscal 2017.
- Completed fire prevention inspections, performed by FDNY civilian inspectors who visit sites to ensure compliance with the City's Fire Code, decreased 10 percent during the reporting period. At the same time firefighters and fire officers carried out five percent more risk-based inspections and 11 percent fewer mandatory inspections.
- Investigations by fire marshals into the causes and origins of fires and other fire-related offenses decreased 16 percent during the reporting period and arson fire investigations decreased nine percent.
- FDNY fire safety education presentations increased seven percent during the reporting period.
- During the reporting period end-to-end average response time to structural fires called into 911, representing 55 percent of all structural fire incidents, was 16 seconds faster. The average response time for the FDNY dispatch and travel time to all structural fire incidents increased two seconds.
- Serious fires per 1,000 structural fires decreased 18 percent during the reporting period. Serious fires reaching second alarm or higher increased slightly from six percent to seven percent.
- Civilian fire fatalities increased from five to 16 deaths during the reporting period. In Calendar 2018 FDNY and NYC Emergency Management began working with the American Red Cross and the Mayor's Community Assistance Unit to develop a series of fire preparedness events throughout the year, starting in the Bronx. The events will include a combination of resource fairs and training sessions held throughout the year, where residents can receive information about fire safety awareness, emergency preparedness and careers with FDNY, as well as training sessions on "compression-only" bystander CPR and sign-ups for smoke alarm installations. FDNY is also utilizing its Facebook, Twitter and Instagram platforms to release videos in 16 languages that instruct the public with the lifesaving message "Close the Door" to your home or apartment when leaving the scene of a fire. Closing the door isolates and prevents the rapid spread of fire, smoke and heat and, therefore, may save lives.
- During the reporting period firefighter burns increased 27 percent, while firefighter injuries other than burns decreased three percent.
- End-to-end combined average response time to life-threatening medical emergencies by ambulances and fire companies was four seconds faster during the reporting period. FDNY responded to approximately one percent more life-threatening medical incidents during the period.
- During the reporting period the percentage of all cardiac arrest patients successfully resuscitated increased from 18 percent to 28 percent. The percentage of cardiac arrest victims with arrests due to heart disease who were resuscitated after a bystander witnessed the arrest decreased from 48 percent to 43 percent. At the same time FDNY responded to an 11 percent decrease in reported cardiac arrest incidents.

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

Goal 1a Reduce the risk associated with fire incidents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Structural fires	27,189	26,922	26,075	↓	↓	8,040	8,156
Structural fires per 100,000 people	330	327	316	*	*	98	99
★ Non-structural fires	17,022	15,044	15,696	↓	↓	4,414	4,046
Completed inspections performed by civilian fire prevention personnel	195,223	206,959	225,025	187,000	197,000	75,031	67,598
Violation orders issued	43,542	44,376	56,001	*	*	19,426	20,336
Violation orders corrected	37,390	38,109	50,245	*	*	16,433	19,416
Violation orders corrected (%)	86%	86%	90%	*	*	85%	95%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Summons issued	7,975	6,404	9,336	*	*	3,106	2,793
★ Hazard complaints resolved within one day (%)	79%	85%	87%	85%	85%	78%	89%
Completed risk-based inspections performed by uniformed personnel	43,537	41,671	43,619	*	*	15,246	15,994
Completed mandatory inspections performed by uniformed personnel	47,282	55,856	60,795	*	*	19,840	17,722
Investigations	7,679	7,664	7,837	*	*	2,706	2,277
Arson fires	1,719	1,605	1,653	*	*	533	487
Fire safety education presentations	9,497	9,876	9,295	*	*	2,676	2,863
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

### Goal 1b

Promptly respond to fires and other emergencies.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
End-to-end average response time to structural fires (minutes:seconds)	4:51	4:55	4:55	*	*	4:55	4:39
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:11	4:11	4:13	4:14	4:14	4:13	4:15
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:50	4:52	4:56	*	*	4:54	4:57
Total fire company runs	1,138,509	1,175,114	1,164,940	*	*	396,795	386,598
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

### Goal 1c

Minimize damage to persons and property.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Serious fires per 1,000 structural fires	93	88	86	↓	↓	88	72
★ Serious fires reaching second alarm or higher (%)	8%	8%	8%	↓	↓	6%	7%
★ Civilian fire fatalities	55	64	43	↓	↓	5	16
Civilian fire fatalities per 100,000 people	0.7	0.8	0.5	*	*	0.1	0.2
★ Firefighter burns	215	218	203	↓	↓	62	79
★ Firefighter injuries	8,926	9,416	9,643	↓	↓	3,550	3,448
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## SERVICE 2 Respond to medical emergencies.

### Goal 2a

Promptly respond to medical emergencies.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	8:18	8:17	8:09	*	*	8:01	7:57
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	9:13	9:09	8:56	*	*	8:52	8:41
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	7:11	7:20	7:27	*	*	7:28	7:25
★ Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	6:05	6:05	5:52	6:00	6:00	5:48	5:43
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	7:04	7:03	6:46	6:58	6:55	6:45	6:34
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:27	4:32	4:35	4:38	4:38	4:30	4:37
Life-threatening medical emergency incidents	526,904	570,594	563,594	*	*	189,956	191,059
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Segment one incidents (cardiac arrest and choking)	29,719	33,096	32,261	*	*	11,052	9,835
★ Cardiac arrest patients revived (%)	26%	24%	22%	↑	↑	18%	28%
★ – Witnessed cardiac arrest patients revived (%)	45%	46%	47%	↑	↑	48%	43%
Peak number of ambulances in service per day	405	426	457	*	*	NA	477
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

# AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Apparatus collision rate (per 10,000 runs)	4.2	3.9	4.0	*	*	4.3	3.8
Ambulance collision rate (per 10,000 runs)	7.7	9.3	8.8	*	*	8.6	8.4
Firefighter injury rate (per 10,000 runs)	78.4	80.1	82.8	*	*	NA	89.2
Fire workplace injuries reported (uniform and civilian)	7,850	8,113	8,406	*	*	3,217	2,807
EMS workplace injuries reported	1,651	1,601	1,532	*	*	497	528
Average annual cost of an engine company (\$000,000)	\$6.8	\$7.1	\$7.2	*	*	NA	NA
Average annual cost of a ladder company (\$000,000)	\$8.6	\$8.8	\$8.9	*	*	NA	NA
Average annual cost of an ambulance (\$000,000)	\$2.1	\$2.1	\$2.2	*	*	NA	NA
Average time from inspection request until inspection (days) - Fire alarm inspections	32	45	60	*	*	60	56
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	*	*	5	5
Violations admitted to or upheld at the Environmental Control Board (%)	93%	93%	92%	*	*	93%	93%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Completed requests for interpretation	4,501	5,484	5,098	*	*	NA	NA
Letters responded to in 14 days (%)	92%	97%	97%	*	*	98%	91%
E-mails responded to in 14 days (%)	37%	54%	48%	*	*	69%	60%
Average wait time to speak with a customer service agent (minutes)	11:22	13:53	17:32	*	*	NA	NA
CORE facility rating	91	98	100	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↗↘ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18	FY18
Expenditures (\$000,000) <sup>2</sup>	\$1,893.7	\$1,974.5	\$2,037.7	\$2,040.7	\$2,090.1	\$2,014.0	\$717.2	\$735.7
Revenues (\$000,000)	\$95.4	\$98.4	\$104.3	\$96.9	\$100.2	\$100.0	\$39.0	\$40.4
Personnel (uniformed)	10,777	10,945	11,090	10,914	10,914	10,946	10,800	10,963
Personnel (civilian)	5,524	5,900	6,373	6,207	6,281	6,270	6,022	6,394
Overtime paid (\$000,000)	\$337.0	\$338.7	\$333.2	\$284.7	\$288.1	\$253.1	\$114.0	\$115.2
Capital commitments (\$000,000)	\$70.6	\$133.5	\$122.7	\$256.7	\$379.5	\$235.7	\$12.4	\$42.2

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,805.5	\$1,820.8	
001 -Executive Administrative	\$104.9	\$123.0	All
002 -Fire Extinguishment & Emergency Response	\$1,355.4	\$1,354.1	All
003 -Fire Investigation	\$22.8	\$20.9	1a
004 -Fire Prevention	\$43.6	\$40.7	1a, 1c
009 -Emergency Medical Service	\$278.8	\$282.0	2a
Other Than Personal Services - Total	\$232.1	\$269.3	
005 -Executive Administrative	\$168.4	\$190.3	All
006 -Fire Extinguishment & Emergency Response	\$31.2	\$42.7	All
007 -Fire Investigation	\$0.1	\$0.2	1a
008 -Fire Prevention	\$1.4	\$2.5	1a, 1c
010 -Emergency Medical Service	\$30.9	\$33.6	2a
Agency Total	\$2,037.7	\$2,090.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Includes all funds.

<sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

- FDNY on Facebook:  
<https://www.facebook.com/FDNY/>
- FDNY on Twitter:  
<https://twitter.com/FDNY>
- Citywide and by borough monthly statistics:  
<http://www1.nyc.gov/site/fdny/about/resources/data-and-analytics/citywide-statistics.page>

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

# NEW YORK CITY EMERGENCY MANAGEMENT

**Joseph Esposito, Commissioner**



## WHAT WE DO

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

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

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

- Goal 1a Efficiently coordinate emergency response and recovery.
  - Goal 1b Ensure that training, drills and exercises are conducted regularly.
- 

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2018 NYCEM was actively involved with 1,217 incidents that necessitated interagency coordination, a nine percent decrease compared to the first four months of Fiscal 2017. NYCEM also activated the City's Emergency Operations Center (EOC) three times from July to October 2017 for incidents involving a heat event, and to support activities related to Hurricane Jose and Hurricane Maria. The activation for Hurricane Maria also included the deployment of approximately 260 City staff to Puerto Rico during the reporting period and the opening of a Service Center at the Julia de Burgos Latino Cultural Center on October 19, 2017.
- NYCEM held three full-scale and functional exercises and 10 tabletop exercises and simulations in the first four months of Fiscal 2018, a 32 percent decrease in the number of held in the same period in Fiscal 2017 due in large part to the agency's focus on Hurricane Maria. NYCEM also participated in 16 drills conducted by other agencies or organizations, a 33 percent increase compared to the first four months of Fiscal 2017.
- NYCEM offered emergency management and preparedness education sessions to 40,975 New Yorkers through Ready New York presentations, educational fairs and preparedness in the workplace presentations during the first four months of Fiscal 2018. This represents a 36 percent increase in presentations compared to the same period of Fiscal 2017.
- During the reporting period Ready New York webpage views decreased 45 percent, as NYCEM distributed 520,248 Ready New York printed guides, a 36 percent increase from last year.
- Although no new Community Emergency Response Teams (CERT) were trained during the reporting period, CERT volunteer hours increased 13 percent during the period.
- Subscribers to Notify NYC, CorpNet, Advance Warning System and the Citizen Corps Newsletter increased by 34 percent to 621,038.

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

Goal 1a Efficiently coordinate emergency response and recovery.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Incidents	4,091	4,267	3,924	*	*	1,334	1,217
– Field responses	938	1,019	825	*	*	289	240
– Incidents monitored from Watch Command	3,153	3,248	3,099	*	*	1,044	977
Interagency meetings held during field responses	291	277	198	*	*	74	65
★ Emergency Operations Center activations	7	6	15	*	*	4	3
★ Critical Indicator      "NA" Not Available  Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Full-scale and functional exercises/drills	4	11	18	14	14	9	3
★ Tabletop exercises and simulations	19	27	20	31	31	10	10
Participation in drills coordinated by other agencies or organizations	44	53	41	*	*	12	16
★ Participants at instructor-led emergency management training sessions	2,783	3,430	2,626	2,500	2,500	910	958
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Total participants at emergency preparedness education sessions	74,571	103,648	92,863	75,000	75,000	30,165	40,975
Ready New York webpage views	15,443	81,570	42,674	*	*	19,640	10,860
Subscribers to Corpnet System	1,610	1,545	1,490	*	*	1,547	1,530
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Community Emergency Response Team (CERT) volunteer hours	16,299	17,430	17,779	*	*	6,232	7,045
CERT members trained	264	168	172	*	*	47	0
Total participants at CERT emergency preparedness seminars	NA	NA	587	*	*	369	129
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

### Goal 2c

Collect and disseminate timely information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Notify NYC messages issued	1,390	1,505	1,986	*	*	607	450
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	8:00	6:00	6:44	7:00	7:00	6:00	8:15
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter	310,072	415,203	559,928	*	*	464,262	621,038
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	97%	99%	100%	*	*	100%	100%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$35.0	\$35.7	\$47.4	\$59.1	\$72.8	\$48.7	\$14.5	\$25.3
Personnel	153	163	170	191	217	190	161	174
Overtime paid (\$000)	\$462	\$444	\$463	\$161	\$574	\$178	\$172	\$311

<sup>1</sup>February 2018 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$14.4	\$26.3	All
002 - Other Than Personal Services	\$33.0	\$46.5	All
Agency Total	\$47.4	\$72.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.  
<sup>2</sup>Includes all funds.  
<sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

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

# DEPARTMENT OF CORRECTION

Cynthia Brann, 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 9,200 individuals.

## FOCUS ON EQUITY

DOC is committed to enhancing all facets of its role in providing care, custody, and control for inmates. Utilizing a multi-pronged approach to improve staff, inmate, and public safety, the Department is working to reduce violence, create targeted management approaches for the diverse populations in its care and offer opportunities that promote positive reentry outcomes. Guided by its 14-Point Anti-Violence Reform Agenda, as well as ongoing work with the Nunez Federal Monitor, the Department has implemented substantive reforms informed by, and contributing to, correctional best practice. These reforms include significant reduction in the use of punitive segregation and development of holistic approaches to behavior management; improved staff to inmate ratios; enhanced staff training in Mental Health First Aid, Safe Crisis Management, and de-escalation; and expansion of inmate programming designed to reduce idleness and promote skills development towards post-release success. As a result, the first four months of Fiscal 2018 have shown a considerable decrease in inmate-on-inmate violence, which represented a challenge for the Department in recent years. This reduction in violence contributes to improved facility safety and ensures that individuals in custody have greater access to opportunities that promote beneficial long-term outcomes. The Department will work to refine, expand, and sustain those policies and programs that have demonstrated a positive impact for staff and inmates.

## 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

- DOC is committed to ensuring the safety and security of its facilities. While inmate on inmate violence has presented a challenge in recent years, the first four months of Fiscal 2018 showed improvement in this area. Violent inmate on inmate incidents (monthly rate per 1,000 ADP) declined by 6.4 percent compared to the same period last year. This includes a 41.3 percent decrease in stabbings and slashings and an 11 percent decrease in inmate fights. Staff training in de-escalation and conflict resolution and efforts to mediate conflicts have played a major role. Additionally, inmate programs to address problematic behavior including counseling, anger management, and community meetings have fostered healthier relationships.
- The Department also increased searches by 21 percent, deterring possession and use of weapons. DOC continues to prioritize the elimination of contraband from its facilities, enhancing search tactics through the addition of new surveillance cameras, improved technology and heightened front gate procedures. A 6.8 percent decrease in weapons recovered indicates a reduction in the smuggling of contraband into facilities. However, the detection of small blades and other hard-to-find weapons remains a challenge and can best be accomplished through body scanners, which remain prohibited for non-medical use by New York State law. The Department continued to refine housing strategies for targeted populations. In order to address safety challenges related to young adult co-location, the Department now houses only those young adults with lower risk classifications, interested in programming or in alternative housing for infractions in the George Motchan Detention Center (GMDC). Additionally, collaboration of uniformed, programming and clinical staff in specialized units, focusing on problematic individuals who account for a high percentage of departmental violence, has yielded positive results. Alongside this reduction in violence, there was a 21.1 percent decrease in serious injuries to inmates as a result of inmate on inmate incidents.
- These departmental improvements have also contributed to a 4.4 percent decline in the number of assaults on staff, with a 2.9 percent decrease in inmate assaults on uniformed staff and a 20 percent decrease in inmate assaults on civilian staff. Increased staffing levels in program areas have significantly reduced assaults on civilian staff, while better staff to inmate ratios department-wide have improved safety overall. Additionally, enhanced training in topics such as Mental Health First Aid, de-escalation, and crisis management has equipped staff with tools to better respond to maladaptive behavior, improving staff-inmate interaction. There were two more cases of serious injuries to staff as a result of inmate assaults compared to last year, accounting for a 21.1 percent increase. Recognizing the importance of providing quality medical treatment to staff and mitigate risk of injury due to assaults, the Department opened Officer Treatment Areas in the majority of its jails in September, affording officers safe, secure environments for treatment.
- Through ongoing work with the Nunez Federal Monitor, the Department has continued its efforts to minimize unnecessary and excessive use of force by providing extensive training to staff and updating its policies to better align with best practice. Staff trainings in behavioral interventions, de-escalation and response protocols aim to ensure that use of force is only applied when necessary, assure that the most appropriate means are used to resolve situations, minimize use of force that involves physical encounters, and, when force is warranted, ensure that the least restrictive means possible are used to achieve compliance. While overall uses of force remained stable, there was an increase in uses of force resulting in injury. The Department is addressing this issue through its new use of force policy, which became effective at the end of this reporting period, on September 27, 2017. The majority of the Department's active duty staff have now received Special Tactics and Responsible Techniques (START) training, which consists of one day training on the new Use of Force policy, and three days of interactive Defensive Tactics training. START training reinforces the continuum of force options and the necessity of proportional responses to inmate resistance. Throughout the life of the Consent Judgment, the Department has focused on two types of force: (1) use of chemical agents and (2) control holds and soft hand techniques. Through revisions to the Use of Force and Chemical Agents policies, and new and revised training curricula, the Department has reinforced that at times, control holds or soft hand techniques may be more appropriate to the type and level of resistance than the use of chemical agents. As such, the Department saw a 28 percent decrease in uses of force involving chemical agents. Working with the Nunez Federal Monitor, the Department has prioritized reductions in uses of force involving adolescents and young adults. As a result, there was a 49 percent decrease in uses of force involving adolescents. GMDC, which houses approximately 50 percent of DOC's young adults, experienced a 61 percent reduction in uses of force.
- During this period, the number of health clinic visits decreased by 5.7 percent. While this decrease is in part attributed to the decreasing in-custody population, it has also coincided with an increased production in connections to medical

and mental health services. DOC and Health + Hospitals (H + H) established the Consolidated List Initiative in August 2017, enabling patients to schedule appointments with multiple specialists during one visit. This has driven down the number of clinic visits, decreased waiting times, and improved operational efficiency. The Department has also continued to enhance its preventive services. As a part of the ThriveNYC initiative, in collaboration with the Department of Health and Mental Hygiene, DOC has been training officers as well as inmates in Mental Health First Aid. The training helps participants grow their knowledge of mental illnesses, learn how to identify resources for those in need, increase their likelihood to help individuals in distress, and show increased mental wellness themselves.

- On-time court delivery remained stable at 98.2 percent, exceeding the Department's target of 95 percent. DOC continued practices such as surveillance and monitoring of on-trial inmates, ongoing communication between the Transportation Division and facility managers, and high frequencies of bus departures to maintain this level of timely court transportation.
- The Department continues to strengthen programming to improve reentry outcomes. As such, the average daily number of participants in vocational skills training increased by 39.1 percent. Through the Workforce Development unit of the Division of Youthful Offender Programming, adolescents and young adults earned 380 industry-recognized certifications such as Occupational Safety and Health Administration (OSHA), Food Handler, and CPR, and 371 certificates for completion of introductory training in courses such as Plumbing, Culinary Arts, and Digital Literacy. Since August 2016, youth programming has been coupled with reentry services offered by Friends of Island Academy, facilitating in-custody engagement and connection to post-release services. DOC's Adult Programming Division rolled out its Specialized Model for Adult Reentry and Training (SMART) initiative in Fall 2017, offering pre- and post-release programming and services in work readiness, behavioral interventions, housing, and job placement, as well as targeted services for women and veterans. Individuals participating in SMART also have access to industry-recognized certifications in OSHA, Flagging, and CPR, as well as hands-on classes such as electrical and plumbing. The I-CAN program continues to provide comprehensive reentry services including job readiness, hard-skills training, and post-release employment assistance.
- As idleness reduction plays a significant role in minimizing violence, the Department is committed to offering five hours of programming for all inmates by the end of Calendar 2018. Thus far, 90 percent of all youthful offender houses and 89 percent of adult General Population units have achieved this goal. In Fiscal 2018, there has been a 10.9 percent increase in I-CAN enrollments and 51.4 percent increase in I-CAN workshops. New workshops introduced recently include Building Relationships, Community Violence, and 24-7 Dads. There was a 10 percent reduction in average daily attendance in school programs, alongside a 30.5 percent decrease in the average daily population of adolescents. In addition to high school education offered through the Department of Education, inmates are also offered college coursework through Manhattan College and St. John's University. DOC's institution of an incentive system for young adults and adolescents has strongly encouraged program participation for these two groups.

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

### Goal 1a

Ensure the security and safety of inmates in DOC custody.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Admissions	67,672	63,758	58,226	*	*	19,944	18,459
Average daily population	10,240	9,790	9,500	*	*	9,744	9,180
Average daily population - adolescent inmates	216	187	167	*	*	197	137
Inmates in Security Risk Group (% ADP)	11.8%	13.3%	14.7%	*	*	14.4%	14.9%
Fight/assault infractions	9,424	11,240	12,650	*	*	4,518	3,997
Jail-based arrests of inmates	795	1,538	1,126	*	*	480	345
Searches	255,776	237,757	246,822	*	*	78,010	93,979
Weapons recovered	2,240	3,396	3,976	*	*	1,507	1,405
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	37.8	47.8	55.2	⬇	⬇	58.3	54.6
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	2.5	2.5	2.7	⬇	⬇	2.9	2.3
★ Inmate assault on staff (monthly rate per 1,000 ADP)	8.6	7.9	8.4	⬇	⬇	8.8	8.9
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.35	0.20	0.24	⬇	⬇	0.38	0.46
★ Escapes	0	0	0	⬇	⬇	0	1
★ Non-natural deaths of inmates in custody	2	2	0	⬇	⬇	0	0
★ Critical Indicator      "NA" Not Available      ⬆⬇ Directional Target      * None							

### Goal 1b

Ensure that use of force is authorized and appropriate.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Incidents of use of force - total	4,409	4,756	4,673	*	*	1,621	1,631
Incidents of use of force - adolescent inmates	378	594	531	*	*	282	143
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	1.14	0.68	0.75	⬇	⬇	0.77	1.55
Department use of force incidents with minor injury (rate per 1,000 ADP)	15.59	15.39	14.70	*	*	14.88	16.89
Department use of force incidents with no injury (rate per 1,000 ADP)	19.14	24.41	25.52	*	*	25.94	25.98
Incidents and allegations of use of force	4,822	5,269	5,070	*	*	1,752	1,786
★ Critical Indicator      "NA" Not Available      ⬆⬇ Directional Target      * None							

### Goal 1c

Provide inmates with timely access to health services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Inmates with a mental health diagnosis (% ADP)	41%	42%	42%	*	*	42%	NA
Inmates with a serious mental health diagnosis (% ADP)	11.1%	11.0%	10.3%	*	*	11.0%	11.8%
Inmate health clinic visits	81,873	78,499	79,844	*	*	27,345	25,782
★ – Average clinic waiting time (minutes)	34	28	22	⬇	⬇	25	21
★ Critical Indicator      "NA" Not Available      ⬆⬇ Directional Target      * None							

**Goal 1d**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Jail-cells unavailable (short-term repair) (%)	2.3%	2.3%	2.6%	1.0%	1.0%	2.1%	3.8%
★ Population as percent of capacity (%)	80%	80%	81%	96%	96%	82%	79%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 1e**

Ensure timely transport of inmates to courts throughout the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ On-trial inmates delivered to court on-time (%)	90.9%	84.0%	98.4%	95.0%	95.0%	98.3%	98.2%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

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

**Goal 2a**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ I-CAN Enrollments	2,321	4,278	7,569	*	*	2,106	2,335
I-CAN Workshops	2,065	6,505	12,002	*	*	3,238	4,902
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 2b**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Average daily number of inmates in vocational skills training programs	256	226	419	*	*	261	416
Average daily attendance in school programs	330	256	203	*	*	230	207
★ Inmates participating in skills-building activities/discharge planning (%)	10.5%	8.7%	14.0%	10.0%	10.0%	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

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

**Goal 3a**

Provide timely notifications to crime victims.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Victim Identification Notification Everyday (VINE) system registrations	15,159	15,440	17,288	*	*	5,475	5,772
VINE confirmed notifications	19,330	21,993	25,250	*	*	7,964	8,661
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Collisions involving City vehicles	103	107	116	*	*	31	45
Workplace injuries reported	2,417	2,222	3,435	*	*	1,045	1,194
Accidents involving inmates	44	43	35	*	*	19	11
★ Critical Indicator	"NA" Not Available	UpDown Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Letters responded to in 14 days (%)	99.4%	99.3%	100.0%	*	*	100.0%	100.0%
E-mails responded to in 14 days (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
★ Critical Indicator	"NA" Not Available	UpDown Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18	FY19
Expenditures (\$000,000) <sup>2</sup>	\$1,162.1	\$1,307.6	\$1,368.6	\$1,444.5	\$1,449.7	\$1,404.5	\$469.3	\$479.7
Revenues (\$000,000)	\$20.8	\$22.9	\$22.7	\$20.5	\$20.5	\$20.5	\$7.0	\$7.1
Personnel (uniformed)	8,756	9,832	10,862	10,420	10,427	9,967	9,477	10,495
Personnel (civilian)	1,491	1,676	1,830	2,243	2,264	2,281	1,680	1,849
Overtime paid (\$000,000)	\$196.3	\$275.2	\$266.4	\$171.4	\$171.4	\$157.2	\$90.8	\$74.7
Capital commitments (\$000,000)	\$153.6	\$81.5	\$60.6	\$1,411.3	\$1,739.5	\$233.4	\$13.3	\$4.2
<sup>1</sup> February 2018 Financial Plan		<sup>2</sup> Expenditures include all funds		"NA" - Not Available				

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,182.7	\$1,260.3	
001 - Administration	\$107.7	\$104.5	All
002 - Operations	\$1,075.0	\$1,155.8	All
Other Than Personal Services - Total	\$185.9	\$189.4	
003 - Operations	\$172.1	\$171.7	All
004 - Administration	\$13.9	\$17.7	All
Agency Total	\$1,368.6	\$1,449.7	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.		<sup>2</sup> Includes all funds.	
			<sup>3</sup> Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2017 figures for the indicators 'Department use of force incidents with serious injury (rate per 1,000 ADP)', 'Department use of force incidents with minor injury (rate per 1,000 ADP)' and 'Department use of force incidents with no injury (rate per 1,000 ADP)' have been revised to reflect current data.
- Following an internal audit, adjustments were made to Fiscal 2017 figures for the indicator 'Average daily number of inmates in vocational skills training programs.' The initial numbers overstated participation in vocational training as they were based on total participation in I-CAN hard skills as opposed to average daily participation.

## ADDITIONAL RESOURCES

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

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



# 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

- The Department completed 4,454 pre-sentence investigations (PSIs) for adults, an eight percent decrease from the first four months of Fiscal 2017. Reports for felony convictions accounted for 78 percent of the PSI workload, a three percent increase. The adult PSI on-time completion rate was 97 percent during the reporting period, a year-to-year increase of 22 percentage points. Increased emphasis on investigations workflow at DOP's performance management system meetings contributed to the improvement. There were 604 juvenile Investigation and Reports (I&Rs) completed, a four percent increase from Fiscal 2017. The juvenile I&R on-time rate was 85 percent, compared to 87 percent in Fiscal 2017.
- All youth arrested between the ages of seven and fifteen who fall under Family Court jurisdiction are processed post-arrest by DOP. The Department processed 1,239 juvenile intakes in Fiscal 2018, a one percent increase from the number of youths referred to probation post-arrest in Fiscal 2017. 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 eligibility rate increased six percentage points to 29 percent, driven primarily by review, analysis and follow-up at the Department's performance management system meetings.
- During the reporting period probation officers completed 7,032 initial risk / need assessments for adults entering probation supervision, an increase of five percent. There were 814 initial assessments for juveniles, a five percent decrease. 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 3.0 percent, while the juvenile rate decreased from 4.5 percent to 4.4 percent. When viewed as a percentage of all NYPD arrests, the adult rearrest rate decreased three tenths of a percentage point and the juvenile rate was unchanged. The Department continues to analyze and respond to citywide arrest trends.
- The average monthly violation rate for adults on probation was unchanged, at 1.0 percent. Probation violation proceedings ending in revocation for adults declined by three percentage points to 50 percent. The violation rate for juveniles increased two tenths of a percentage point to 3.4 percent, while the revocation rate decreased nine percentage points to 31 percent as judges increasingly utilized an expanded continuum of alternatives such as intensive supervision, programming, and behavioral health services.
- There were 34 new enrollments of juveniles in alternative-to-placement (ATP) programs, a 29 percent decrease from Fiscal 2017. There were 539 new enrollments in DOP-managed programs, a 14 percent decline. These reductions were driven by DOP's overall supervision population trends and individual needs as determined by risk assessments and IAPs. Service areas in these DOP-guided programs include mentoring, education, employment, and life skills.
- There were 1,504 targeted behavioral health intervention contacts to individuals on probation citywide during the first four months of Fiscal 2018, an increase of over 100 percent from the previous fiscal year. The growth in contacts was driven by further refinements in the behavioral health screening and referral process.
- Early completions represented 10 percent of all adult probation supervision case closings, compared to 12 percent during Fiscal 2017. The approval rate for early completion applications declined five percentage points to 67 percent. The Department continues to prioritize identifying qualified candidates for early discharge based on compliance with the terms of probation and working towards goals set in individual action plans.
- The rate of adults successfully completing their probation terms during the reporting period was unchanged at 68 percent, while the rate for juveniles increased eight percentage points to 72 percent.
- The Department's Intelligence Unit (Intel) completed 787 enforcement actions, a decrease of 18 percent. The decline was based on reduced incidence of missed court appearances and probation office visits that required field enforcement. Intel enforcement actions include NYPD domestic incident report notice follow-up, gang-related investigations, bench warrant enforcement, failure-to-report home visits, and transporting offenders to and from other jurisdictions.

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

### Goal 1a

Produce timely and accurate pre-sentence investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Adult investigation reports completed - total	15,546	15,421	14,987	*	*	4,838	4,454
Adult investigation reports - on time completion (%)	NA	NA	88.0%	*	*	75.0%	97.0%
Juvenile investigation reports completed	2,003	2,019	1,927	*	*	580	604
Juvenile investigation reports - on time completion (%)	86.0%	81.0%	87.0%	*	*	87.0%	85.0%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

### Goal 1b

Identify youth appropriate for diversion from formal juvenile court proceedings via adjustment services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Juvenile supervision - Intake cases received	5,366	4,640	3,856	*	*	1,227	1,239
★ Juvenile delinquency cases eligible for adjustment (%)	31.0%	28.4%	25.0%	30.0%	30.0%	23.0%	29.0%
– low-risk (%)	38.0%	40.0%	36.0%	*	*	32.0%	37.0%
– medium-risk (%)	13.0%	14.0%	14.0%	*	*	9.0%	16.0%
– high-risk (%)	6.0%	7.0%	11.0%	*	*	4.0%	5.0%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Adult supervision cases - end of period	21,831	21,153	20,404	*	*	20,787	20,244
Juvenile supervision cases - end of period	1,430	1,347	1,023	*	*	1,159	991
Adult initial risk assessments completed	NA	7,648	21,313	*	*	6,732	7,032
Juvenile initial risk assessments completed	NA	1,117	1,413	*	*	855	814
★ Adult probationer rearrest rate (monthly average) (%)	3.1%	3.4%	3.1%	3.0%	3.0%	3.4%	3.0%
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	3.1%	3.3%	3.3%	2.6%	2.6%	3.6%	3.3%
★ Juvenile probationer rearrest rate (monthly average) (%)	3.9%	4.8%	4.4%	3.5%	3.5%	4.5%	4.4%
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.3%	0.3%	*	*	0.3%	0.3%
★ Average monthly violation rate for adult probationers (%)	0.8%	0.9%	1.0%	*	*	1.0%	1.0%
★ Average monthly violation rate for juvenile probationers (%)	2.7%	3.0%	3.5%	3.0%	3.0%	3.2%	3.4%
Probation violation proceedings ending in revocation for adult probationers (%)	47%	54%	51%	*	*	53%	50%
Probation violation proceedings ending in revocation for juvenile probationers (%)	NA	NA	41%	*	*	40%	31%
Revocation of juveniles not resulting in placement (%)	NA	36.0%	29.0%	*	*	32.0%	52.0%
Revocation of juveniles resulting in placement (%)	NA	64.0%	71.0%	*	*	68.0%	48.0%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Adult supervision- new individual action plans (IAPs) created for eligible clients (%)	NA	100.0%	100.0%	*	*	100.0%	100.0%
Juvenile supervision - new Individual action plans (IAPs) created for eligible clients (%)	NA	100.0%	100.0%	*	*	100.0%	100.0%
New enrollments in alternative-to-placement (ATP) programs	160	134	100	*	*	48	34
New enrollments in DOP-managed programs	NA	1,432	1,476	*	*	627	539
Adult probationer early completion rate (%)	12%	10%	12%	*	*	12%	10%
Adult probationer early completion approval rate (%)	81.0%	75.0%	75.0%	*	*	72.0%	67.0%
★ Successful completion rate for adult probationers (%)	66%	68%	69%	↑	↑	68%	68%
★ Successful completion rate for juvenile probationers (%)	NA	NA	64%	↑	↑	64%	72%
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

**Goal 2c**

Maximize accountability with probation compliance through field visits and enforcement actions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Intel enforcement events	NA	1,525	2,548	*	*	956	787
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	15,859	9,425	11,870	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18	FY19
Expenditures (\$000,000) <sup>2</sup>	\$89.9	\$89.0	\$94.5	\$103.4	\$108.9	\$101.4	\$43.5	\$43.9
Revenues (\$000)	\$339	\$420	\$460	\$302	\$452	\$452	\$142	\$174
Personnel	945	936	973	1,059	1,120	1,058	927	1,010
Overtime paid (\$000)	\$504	\$563	\$1,239	\$534	\$534	\$534	\$225	\$492

<sup>1</sup>February 2018 Financial Plan<sup>2</sup>Expenditures include all funds

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$65.8	\$73.7	
001 - Executive Management	\$8.3	\$9.4	All
002 - Probation Services	\$57.5	\$64.3	All
Other Than Personal Services - Total	\$28.7	\$35.2	
003 - Executive Management	\$28.6	\$35.0	All
004 - Probation Services	\$0.1	\$0.1	All
Agency Total	\$94.5	\$108.9	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Includes all funds.

<sup>3</sup>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/probation](http://www.nyc.gov/probation).



# CIVILIAN COMPLAINT REVIEW BOARD

Frederick Davie, 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, courtesy 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 and 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

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

- Goal 1a Improve the quality and timeliness of investigations.
  - Goal 1b Increase the use of mediation to resolve complaints.
  - Goal 1c Improve the quality and timeliness of prosecutions.
- 

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2018 the public filed 17 percent more complaints than in the same period of Fiscal 2017. The average age of the open docket increased four percent and the average time to complete a full investigation increased 32 percent to 185 days.
- During the reporting period the percentage of all cases that were fully investigated was unchanged at 34 percent. The percentage of allegations closed with findings on the merits (allegations fully investigated and closed as substantiated, exonerated or unfounded) fell two percentage points to 42 percent of fully investigated cases. The average time to close substantiated complaints increased 24 percent to 194 days.
- During the reporting period the number of cases successfully mediated increased 23 percent to 74 cases, while the average time to mediate a case increased five percent to 103 days.
- During the reporting period CCRB's administrative prosecution unit closed a total of 39 cases, including 23 trials and 14 pleas.

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

Goal 1a Improve the quality and timeliness of investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total civilian complaints against uniformed members of the New York City Police Department	4,165	4,711	4,215	*	*	1,335	1,555
Average age of open docket (days)	106	74	80	*	*	81	84
★ Average time to complete a full investigation (days)	283	162	153	120	120	140	185
★ Full investigations as a percentage of total cases closed (%)	39%	38%	34%	40%	40%	34%	34%
Cases closed	5,347	4,970	4,031	*	*	1,365	1,374
★ Closed allegations with findings on the merits (%)	41%	46%	43%	55%	55%	44%	42%
★ Average time to complete a substantiated investigation (days)	329	178	168	140	140	157	194
★ Substantiated cases in which the statute of limitations expired (%)	1%	0%	0%	0%	0%	1%	0%
★ Officers disciplined (excluding pending and filed cases) (%)	87%	82%	78%	*	*	84%	66%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Cases with mutual agreement to mediate	394	444	373	*	*	147	186
Officers who accepted mediation (%)	84%	87%	96%	*	*	87%	94%
Civilians who accepted mediation (%)	48%	45%	45%	*	*	44%	43%
Cases successfully mediated	183	222	187	*	*	60	74
★ Average mediation case completion time (days)	170	93	99	120	120	98	103
★ Mediation satisfaction rate (%)	90%	88%	88%	94%	94%	88%	91%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**Goal 1c**

Improve the quality and timeliness of prosecutions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Administrative prosecution cases closed	200	210	163	*	*	86	39
– Cases closed by trial	89	137	87	*	*	43	23
– Cases closed by plea	57	60	63	*	*	40	14
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Outreach presentations conducted	328	732	694	*	*	301	253
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**AGENCY CUSTOMER SERVICE**

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	591	695	744	*	*	NA	NA
Letters responded to in 14 days (%)	84%	88%	80%	*	*	78%	83%
E-mails responded to in 14 days (%)	98%	100%	100%	*	*	100%	75%
CORE facility rating	98	100	98	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**AGENCY RESOURCES**

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$12.7	\$14.1	\$15.2	\$16.0	\$16.0	\$16.7	\$4.9	\$5.4
Personnel	146	164	173	194	194	194	169	171
Overtime paid (\$000)	\$387	\$360	\$330	\$0	\$225	\$0	\$98	\$109

<sup>1</sup>February 2018 Financial Plan<sup>2</sup>Expenditures include all funds

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$11.7	\$12.5	All
002 - Other Than Personal Services	\$3.5	\$3.6	All
Agency Total	\$15.2	\$16.0	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.   <sup>2</sup>Includes all funds.   <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Frederick Davie was named Acting Chair in December 2017.

## ADDITIONAL RESOURCES

For additional information go to:

- Monthly statistics:  
<http://www1.nyc.gov/site/ccrb/policy/monthly-statistical-reports.page>
- 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](http://www.nyc.gov/ccrb).

# LAW DEPARTMENT

Zachary W. Carter, Corporation Counsel



## WHAT WE DO

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

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

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

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

### **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

- During the first four months of Fiscal 2018 the payout for judgments and claims brought against the City in state and federal court decreased by 13 percent compared to the same period of Fiscal 2017. This decrease is attributable to the fact that payouts in Fiscal 2017 were unusually high as a result of the settlements of several large and longstanding legal matters against the City.
- Total cases commenced against the City decreased four percent during the reporting period. This is attributable to the lack of severe weather conditions in the past 18 months.
- Cases pending in state court decreased four percent which was due to a more proactive litigation stance as additional agency staff were hired. Due to additional attorneys hired in Fiscal 2016 and Fiscal 2017 and an intensified management effort focused on efficiency, affirmative motion practice increased 22 percent.
- Pending cases defended by the Special Federal Litigation Division declined by seven percent, with new filings decreased by approximately 25 percent. Correspondingly, dismissals and discontinuances in federal court decreased 33 percent during the reporting period. During the first four months of Fiscal 2018 dismissals and discontinuances were 22 percent of actions commenced in federal court, compared with 26 percent of federal actions commenced during the first four months of Fiscal 2017. This decrease is attributable, in part, to additional resources that were allocated to a more proactive litigation stance, decreasing the number of cases commenced since Fiscal 2016 and resulting in more trials with most concluding in the City's favor.
- The Department's juvenile conviction rate increased four percentage points compared to the same period in Fiscal 2017, returning to the rate reported in Fiscal 2016.
- During the first four months of Fiscal 2018, 24 of 30 juveniles in diversion programs received no new juvenile delinquency referrals within a year, compared to 16 of 23 juveniles in the same period of Fiscal 2017.
- The Department referred two percent more crime victims to community-based services.
- Filing of enforcement referrals within 60 days increased by nearly four percent during this reporting period due, in part, to a decrease in referrals received by the Law Department.
- Families entitled to a support order that received a support order increased two percentage points compared to Fiscal 2017.

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

#### Goal 1a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Total citywide payout for judgments and claims (\$000)	\$608,500	\$655,873	\$722,046	↓	↓	\$135,836	\$117,808
★ Total cases commenced against the City	9,922	9,507	8,141	*	*	2,755	2,646
– Cases commenced against the City in state court	8,112	8,009	7,132	7,600	7,600	2,400	2,360
– Cases commenced against the City in federal court	1,810	1,498	1,009	1,200	1,200	355	286
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**Goal 1b**

Reduce the City's caseload in state court.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Cases pending in state court	20,059	21,452	20,667	22,700	22,700	21,925	20,991
- Cases pending on trial calendar	2,255	2,425	2,441	2,700	2,700	2,589	2,506
Affirmative motions to dismiss or for summary judgment	1,561	1,516	1,648	*	*	475	581
★ Win rate on affirmative motions (%)	74%	75%	76%	78%	78%	70%	71%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 1c**

Reduce the City's caseload in federal court.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Cases pending in federal court	1,652	1,649	1,363	1,400	1,400	1,553	1,307
Dismissals and discontinuances	228	243	280	*	*	92	62
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Referred cases filed for prosecution (%)	54%	54%	50%	55%	55%	46%	42%
Juvenile conviction rate (%)	75%	76%	75%	75%	75%	72%	76%
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	84%	81%	81%	75%	75%	70%	80%
Crime victims referred for community-based services (%)	50%	53%	46%	40%	40%	46%	48%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Filing of enforcement referrals within 60 days of referral (%)	94%	95%	96%	85%	85%	91%	95%
★ Families entitled to a support order that get a support order (%)	68%	71%	70%	65%	65%	67%	69%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators			Actual		Target		4-Month Actual		
			FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience						*	*	NA	NA
Completed requests for interpretation			762	1,002	875	*	*	NA	NA
Letters responded to in 14 days (%)			100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)			100%	100%	100%	*	*	100%	100%
★ Critical Indicator		"NA" Not Available	⇅ Directional Target		* None				

## AGENCY RESOURCES

Resource Indicators		Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
		FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>		\$175.6	\$194.4	\$218.8	\$209.8	\$222.8	\$199.9	\$73.6	\$82.0
Revenues (\$000,000)		\$26.8	\$42.7	\$28.5	\$21.7	\$22.7	\$21.7	\$10.9	\$8.3
Personnel		1,551	1,591	1,760	1,770	1,770	1,767	1,581	1,724
Overtime paid (\$000)		\$1,354	\$1,372	\$1,363	\$1	\$1	\$1	\$371	\$216

<sup>1</sup>February 2018 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$129.3	\$140.9	All
002 - Other Than Personal Services	\$89.5	\$81.9	All
Agency Total	\$218.8	\$222.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.    <sup>2</sup>Includes all funds.    <sup>3</sup>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](http://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 has 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 during the first four months of Fiscal 2018 is DOI's issuance of a report on the findings of an investigation where two defendants were charged with more than \$500,000 in fraud involving a City-funded not-for-profit that served seniors in Manhattan. Both defendants were sentenced to prison terms for their roles in the scheme that included stealing funds intended to provide services to seniors, including providing meals, and using the funds to pay for personal expenses, including a mortgage on a home and payments for a luxury sedan. At the time of defendants' arrest DOI issued a report on the vulnerabilities and breakdowns in the Department for the Aging's (DFTA) oversight of fiscal practices at not-for-profit organizations, and recommended specific ways to improve fraud detection at the agency. DFTA agreed to implement all of the recommended reforms. 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 New Yorkers 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

- During the first four months of Fiscal 2018 complaints remained stable compared to the same period of Fiscal 2017. A factor attributed to this is an ongoing radio campaign that began in early 2016 that drives home the serious impact of corruption and encourages the public to report possible crime to the Department.
- During the reporting period the number of written policy and procedure recommendations to City agencies increased by 43 percent. Continuing its probe of agency operations, DOI issued multiple recommendations to cure operational vulnerabilities and ward off future losses identified by DOI investigations.
- Corruption prevention and whistleblower lectures increased by 12 percent. Remaining sensitive to potential corrupt activity and the stemming of its corrosive effects, the Department continues to conduct lectures where investigations reveal that vulnerabilities would be best addressed by the agency. The citywide e-learning module currently delivers a majority of DOI's anti-corruption education online. Attendees using that module have increased almost six-fold during the reporting period.
- The percentage of vendor name checks completed within 30 days of companies seeking to do business with the City rose by one percentage point during the reporting period.
- The completion of complex investigations during the first four months of Fiscal 2018 that required a more extensive approach, along with an increase in the number of cases closed overall, led to a 17 percent increase in the average time to complete an investigation.
- The Department's proactive and comprehensive approach to conducting its investigations, and the focus of agency resources on numerous ongoing investigations during the period, including those where public reports were issued, resulted in fewer cases for referral. The number of referrals for civil and administrative action, criminal prosecution and arrests decreased by 27 percent, three percent and 18 percent, respectively.
- During the reporting period there was a 26 percent increase in financial recoveries to the City resulting from cases investigated by the Department. Revenues collected from previously closed cases decreased slightly compared to the same period last fiscal year.
- The average time to complete a background investigation from date of receipt increased by 38 percent, and the percent of background investigations closed within 12 months decreased by 17 percentage points, due to an increase in the number of completed investigations, including the Department's initiative to focus on the closure of its backlog of investigations over 12 months old, coupled with continuing staff shortages within the Background Unit.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Complaints	11,445	11,616	12,128	*	*	4,210	4,207
★ Written policy and procedure recommendations to City agencies	370	700	498	300	300	138	197
Written policy and procedure recommendations accepted by City agencies (%)	74%	85%	70%	75%	75%	NA	NA
★ Corruption prevention and whistleblower lectures conducted	378	408	477	400	400	129	145
Corruption prevention lecture e-learning attendees	1,797	15,298	18,561	*	*	1,986	11,131
Integrity monitoring agreements	16	16	18	*	*	17	18
Vendor name checks completed within 30 days (%)	99%	95%	98%	95%	95%	96%	97%
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

**Goal 1b**

Improve the impact and effectiveness of investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average time to complete an investigation (days)	193	145	152	180	180	141	165
★ Referrals for civil and administrative action	1,327	849	990	*	*	324	236
★ Referrals for criminal prosecution	601	745	894	*	*	245	237
★ Arrests resulting from DOI investigations	499	551	765	*	*	169	139
★ Financial recoveries to the City ordered/agreed (\$000)	\$10,603	\$3,004	\$4,069	↑	↑	\$1,537	\$1,942
★ Financial recoveries to the City collected (\$000)	\$6,034	\$5,095	\$2,588	↑	↑	\$1,101	\$1,072
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average time to complete a background investigation (from date of receipt) (days)	275	351	522	300	300	388	537
★ Background investigations closed within 12 months (from date of receipt) (%)	65%	60%	40%	60%	60%	53%	36%
★ Time to notify agencies of prospective childcare, home care and family care workers with criminal records after receipt from State Division of Criminal Justice Services and FBI (days)	1	1	1	2	2	1	1
Time to notify agencies of arrest notifications for current childcare, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	1	1	1	*	*	1	1
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

**AGENCY CUSTOMER SERVICE**

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	24	26	23	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Average wait time to speak with a customer service agent (minutes)	3	3	3	*	*	NA	NA
CORE facility rating	98	98	100	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$35.0	\$38.4	\$45.3	\$43.9	\$56.0	\$41.2	\$23.0	\$21.9
Revenues (\$000,000)	\$3.4	\$3.2	\$3.2	\$3.8	\$3.8	\$3.8	\$0.3	\$0.4
Personnel	264	321	353	399	417	397	349	367
Overtime paid (\$000)	\$410	\$754	\$1,047	\$110	\$425	\$110	\$398	\$291

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$28.1	\$31.8	
001 - Personal Services	\$24.4	\$25.4	All
003 - Inspector General	\$3.7	\$6.3	All
Other Than Personal Services - Total	\$17.2	\$24.2	
002 - Other Than Personal Services	\$16.0	\$22.8	All
004 - Inspector General	\$1.2	\$1.4	All
Agency Total	\$45.3	\$56.0	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Includes all funds.

<sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised the four-month Fiscal 2017 values for 'complaints,' 'referrals for criminal prosecution,' 'arrests resulting from DOI investigations,' and 'written policy and procedure recommendations to City agencies' to reflect updated data.
- During the reporting period the Department re-named 'VENDEX checks completed within 30 days (%)' to 'Vendor name checks completed within 30 days (%)' due to the transition to a new system for tracking vendor data.

## ADDITIONAL RESOURCES

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

# CITY COMMISSION ON HUMAN RIGHTS

Carmelyn P. Malalis, Commissioner/Chair



## WHAT WE DO

The New York City Commission on Human Rights (the Commission, or CCHR) is the agency charged with enforcing the New York City Human Rights Law (NYCHRL), which is one of the most comprehensive anti-discrimination laws in the country. It includes protections in public accommodations, housing, and employment based on race, religion/creed, color, age, national origin, alienage or citizenship status, gender, gender identity and expression, sexual orientation, pregnancy, disability, and marital or partnership status. Additional protections are included in employment based on arrest or conviction record; status as a victim of domestic violence, stalking and sex offenses; caregiver status; unemployment status; and credit history. More protections are afforded in housing based on lawful occupation, lawful source of income, and the presence of children, domestic violence, stalking and sex offenses. The Commission is empowered to investigate and prosecute NYCHRL violations, including those that raise systemic violations. The Commission 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

Three 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. CCHR 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, CCHR increased the investigations and complaints it initiated through testing and other investigative means. CCHR also added staff to 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. CCHR 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 the ongoing challenges in the national sociopolitical climate, the Commission has focused its efforts on reaching City communities potentially most affected, which included CCHR's survey to capture information on incidents of hate and bias experienced by Arab, Jewish, Muslim, Sikh, and South Asian communities in New York City. CRB has significantly expanded and deepened its investment in these communities by appointing lead advisors with the expertise and cultural competence to provide dedicated outreach and education services. CCHR continued to invest additional resources in enforcement by adding staff to LEB, which enabled it to establish units specializing in intake and early intervention as well as source of income. During this period, CCHR's Communications and Marketing team executed successful media outreach efforts (including the creation of new outreach materials and citywide ad campaigns) across various media platforms, including digital and mobile, citywide, ethnic and community radio and newspapers, and public transportation and neighborhood storefront ads. The main areas and protected categories of media outreach focus were disability, sexual orientation and gender identity, source-of-income discrimination in housing, the new salary history ban in employment and the CCHR survey project.

## 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 the first four months of Fiscal 2018, 214 new complaints were filed with LEB. At the end of this reporting period, LEB's total caseload of filed complaints under investigation was 1,679.
- LEB continued to conduct in-depth investigations to identify pattern and practice violations and evaluate respondents' full compliance with the NYCHRL. This process lengthens investigation time, as illustrated by the increase in the average age of the caseload to 514 days in the first four months of Fiscal 2018, from 375 days in the same period of Fiscal 2017.
- In order to work towards maintaining a sustainable caseload while also conducting in-depth investigations, LEB successfully increased case closures to 238 cases the first four months of Fiscal 2018, continuing last year's significant increase in case closures. This year closures are up by 40 percent over 170 in the same time period of Fiscal 2017.
- To that same end, LEB continued the use of a provision in the NYCHRL authorizing the Commission to dismiss complaints when prosecution of the complaint will not serve the public interest. During the first four months of Fiscal 2018, LEB was able to preserve resources by identifying cases in which probable cause is unlikely and closing those cases with a dismissal that preserves the complainant's right to bring their claim in another forum (see NYCHRL § 8-502(b)).
- These strategies helped maintain a sustainable caseload, allowing LEB to do deeper and broader investigations in meritorious cases, with greater impact. For example, LEB referred four times as many cases to the Office of Administrative Trials and Hearings (OATH) in the first four months of Fiscal 2018 than in the same time period of the previous year, and tripled the percentage of cases in which a probable cause determination was issued. The average value of cash settlement went up significantly, to \$34,951. In addition, the average civil penalty remained high, at \$49,500, which is an important factor in deterring violations of the NYCHRL.
- LEB also continued to dedicate resources towards strategic enforcement. In the first four months of Fiscal 2018, LEB performed 110 tests in housing, 21 tests in public accommodations, and 70 tests in employment. The areas of discrimination tested include source of income, race, and presence of children in housing; criminal record, gender and race in employment; and gender identity and race in public accommodations. In the first four months of Fiscal 2018, LEB opened 130 Commission-initiated investigations and filed five Commission-initiated complaints alleging pattern or practice violations.
- In the first four months of Fiscal 2018, CRB offered New Yorkers 924 conferences, workshops and training sessions, fairly consistent with the 964 provided in the same period of Fiscal 2017, and the target of 1,000, although four percent less than it provided in the earlier period.
- The number of school-based training sessions offered in the first four months of Fiscal 2018 increased by 125 percent, to 45 from 20 a year earlier. This change reflects CRB's increased focus on human rights education and outreach to New York City youth, its investment of resources in a new division of Education, Restorative Justice, and Development, and its continued overhaul of the Commission's school-based peer mediation program.
- CRB staff also provided 6,127 individuals with technical assistance, which entails answering specific questions on discrimination in housing, employment, and public accommodations, completing preliminary intakes of potential claims and making referrals to the Commission's LEB and/or other resources. Because of CRB's newly-expanded approach to human rights outreach and education, its technical assistance indicator does not comprehensively reflect all of CRB's work. For example, during the first four months of Fiscal 2018, CRB also offered 15,571 units of service to New Yorkers, a 26 percent increase from 12,328 in the comparable period of Fiscal 2017. During the first four months of Fiscal 2018, CRB offered 91,484 units of public outreach to New Yorkers, an 18 percent increase from 77,276 in the same period of the previous year.

## SERVICE 1 Enforce the NYC Human Rights Law.

### Goal 1a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Cases successfully mediated	0	0	0	*	*	0	0
Pre-complaint resolutions	165	200	310	*	*	91	38
★ Cases filed	697	908	806	*	*	291	214
★ Cases closed	608	336	536	*	*	170	238
– Cases closed (%) - no probable cause determination	43%	5%	7%	*	*	6%	2%
★ – Cases closed (%) - probable cause determination	15%	6%	4%	*	*	2%	6%
– Cases closed (%) - administrative cause	20%	62%	65%	*	*	67%	73%
★ – Cases closed (%) - settlement	22%	27%	24%	23%	23%	25%	19%
Cases referred to the Office of Administrative Trials and Hearings	89	21	21	*	*	4	16
★ Average value of cash settlement for complainant (\$)	\$10,755	\$34,775	\$20,680	*	*	\$18,960	\$34,951
Modifications for accessibility for people with disabilities	155	191	307	*	*	87	40
★ Average age of complaint caseload (days)	250	340	468	300	300	375	514
Caseload	667	1,318	1,643	474	474	1,457	1,679
Cases pending by age - less than one year	505	837	728	414	414	818	635
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Conferences, workshops and training sessions	1,394	2,397	2,947	1,000	1,000	964	924
Community-based technical assistance	56,016	37,896	32,607	40,000	40,000	16,545	6,127
School-based training sessions conducted	326	79	173	250	250	20	45
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Letters responded to in 14 days (%)	100.0%	98.0%	86.7%	*	*	91.2%	93.5%
E-mails responded to in 14 days (%)	100.0%	100.0%	97.3%	*	*	99.7%	96.3%
Completed customer requests for interpretation	1,126	1,671	1,425	*	*	388	577
Average wait time to speak with a customer service agent (minutes)	10	11	9	*	*	5	5
CORE customer experience rating (0-100)	98	100	98	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$5.8	\$8.8	\$10.4	\$14.8	\$14.9	\$14.1	\$3.4	\$4.5
Personnel	66	89	108	161	161	161	103	118
Overtime paid (\$000)	\$9	\$7	\$5	\$11	\$11	\$11	\$2	\$1

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$7.8	\$11.1	
001 - Personal Services	\$3.0	\$5.6	All
003 - Community Development	\$4.8	\$5.5	All
Other Than Personal Services - Total	\$2.6	\$3.8	
002 - Other Than Personal Services	\$0.7	\$1.8	All
004 - Community Development	\$1.9	\$2.0	All
Agency Total	\$10.4	\$14.9	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.     <sup>2</sup>Includes all funds.     <sup>3</sup>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/cchr](http://www.nyc.gov/cchr).



# OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

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

## WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is the City's central, independent administrative law court. OATH has two divisions: the OATH Trials Division and the OATH Hearings Division. The OATH Trials Division adjudicates a wide range of issues that can be referred by any City agency, board or commission, and in limited circumstances, by members of the public. 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 Buildings, Sanitation, Environmental Protection, Consumer Affairs, or 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.

OATH has 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 Hearings Division 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 how to find legal resources and City records.

Additionally, the Criminal Justice Reform Act (CJRA) went into effect at the beginning of Fiscal 2018. This law gives the Police Department, the Department of Parks and Recreation and other enforcement agencies the option of filing certain low-level quality-of-life summonses at OATH rather than in NYC Criminal Court. CJRA summonses filed at OATH can be admitted and paid or fought online, and the charge will not carry with it the same 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

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

- Goal 1a Hear cases promptly and issue timely and fair decisions at the OATH Trials Division.
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### SERVICE 2 Adjudicate alleged violations of the City's local administrative laws.

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

## HOW WE PERFORMED

- In the first four months of Fiscal 2018, the number of cases filed at the OATH Trials Division was 992, which represents a 14 percent increase in the number of cases filed when compared to the same period in the previous year. The increase can be attributed to more cases being filed by the Loft Board and the Department of Consumer Affairs (DCA), which began filing cases at the Trials Division in the middle of Fiscal 2017 for cases involving the City's Paid Sick Leave Law as well as regulatory cases for DCA-licensed industries such as secondhand car dealers and towing companies, among others.
- In the first four months of Fiscal 2018, the OATH Hearings Division had over 30,000 more summonses filed with it than during the same timeframe of Fiscal 2017. This increase in caseload can mainly be attributed to the City's Criminal Justice Reform Act, which went into effect in June 2017 and has led to more summonses being filed at OATH by NYPD and the Department of Parks and Recreation rather than those summonses being filed in a criminal summons court.
- OATH launched its redesigned website at the beginning of Fiscal 2018. This new website allows respondents to contact the OATH Help Center and Clerk's Office directly by e-mail using new online forms. This new functionality has made OATH more accessible for people who need help understanding the hearing process and their rights as respondents, or need help making requests for documents or rescheduling hearings. Due to the increase in e-mails received, there was a slight decrease in OATH's efficacy in responding to them. In the first four months of Fiscal 2018, OATH responded to 95 percent of e-mails received within 14 days, whereas it responded within 14 days to 100 percent of e-mails received in the comparable period of Fiscal 2017.

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

#### Goal 1a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
OATH Trials Division cases with decisions issued within 45 business days (%)	93%	93%	93%	*	*	90%	88%
★ OATH Trials Division facts and conclusions adopted by agencies (%)	99%	99%	99%	96%	96%	100%	99%
OATH Trials Division settlement rate (%)	57%	57%	59%	55%	55%	59%	56%
Cases filed at the OATH Trials Division (total)	2,754	2,553	2,661	*	*	871	992
Cases closed at the OATH Trials Division (total)	2,724	2,560	2,668	*	*	829	871
★ Cases processed per ALJ (total)	188.0	188.6	189.6	↑	↑	59.2	67.5
Average time for the OATH Trials Division to issue decisions after records closed (business days)	7.5	5.4	5.2	15.0	15.0	5.3	5.5

★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total summonses received from the issuing agencies at the OATH Hearings Division	759,520	826,690	844,299	*	*	292,734	322,859
Total hearings at the OATH Hearings Division	281,704	271,920	298,571	*	*	95,833	103,157
★ Total number of pre-hearing activities at the OATH Hearings Division	250,911	298,819	313,665	*	*	104,020	98,709
★ Total summonses processed at the OATH Hearings Division	476,986	612,124	633,596	*	*	215,526	218,348
★ Summonses with decision rendered at the OATH Hearings Division	206,867	195,290	207,723	*	*	69,063	75,913
★ Average time from OATH Hearings Division hearing assignment to decision rendered (days)	4	4	7	*	*	6	8
OATH hearings by mail (% of total remote hearings)	31.2%	24.4%	32.3%	*	*	31.6%	22.4%
OATH hearings by phone (% of total remote hearings)	13.8%	16.7%	15.5%	*	*	15.7%	19.9%
OATH one-click hearings (% of total remote hearings)	55.0%	58.9%	52.2%	*	*	52.7%	58.4%
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed customer requests for interpretation	9,419	10,185	11,842	*	*	3,761	5,910
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	95.1%
CORE customer experience rating (0-100)	94	98	97	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18	FY18
Expenditures (\$000,000) <sup>2</sup>	\$34.4	\$36.3	\$39.0	\$48.9	\$47.4	\$48.9	\$14.5	\$17.9
Revenues (\$000,000)	\$141.3	\$155.2	\$147.5	\$127.0	\$143.2	\$139.0	\$50.9	\$52.9
Personnel	362	360	380	501	502	501	343	387
Overtime paid (\$000)	\$42	\$50	\$51	\$179	\$179	\$50	\$18	\$19

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$29.8	\$34.3	All
002 - Other Than Personal Services	\$9.2	\$13.1	All
Agency Total	\$39.0	\$47.4	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.   <sup>2</sup>Includes all funds.   <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- OATH removed two MMR indicators from critical indicator status and replaced them with two other active indicators. The newly critical indicators are 'OATH Trials Division facts and conclusions adopted by agencies (%)' and 'Cases processed per ALJ (total)'. They replace 'Average time for the OATH Trials Division to issue decisions after records closed (business days)' and 'Average adjournment time at the OATH Trials Division (business days)', which was removed, as it is not consistent with the outcomes sought by the OATH Trials Division.

## 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](http://www.nyc.gov/oath).

# BUSINESS INTEGRITY COMMISSION

Daniel D. Brownell, Commissioner/Chair



## WHAT WE DO

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

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

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

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

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

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

## HOW WE PERFORMED

- Due to prior enforcement efforts targeting unlicensed carters, the number of violations issued in this area decreased significantly. There was a 53 percent decrease in the number of violations BIC issued to unlicensed carters in the first four months of Fiscal 2018 compared to the first four months of Fiscal 2017.
- For the of the first four months of Fiscal 2018, BIC reduced the average time to approve a waste hauling application by 45 percent compared to the same period in Fiscal 2017. The average age of a pending waste hauling application dropped by 42 percent between these periods.
- In the first four months of Fiscal 2018, the number of violations issued to public wholesale market businesses remained low and was consistent with the first four months of Fiscal 2017. This was due to stricter compliance with BIC rules and regulations in this industry.
- The average time to approve a public wholesale market application decreased by 28 percent in the first four months of Fiscal 2018 compared to the first four months of Fiscal 2017. Between the same two periods, the average age of a pending public wholesale market application decreased by 25 percent at BIC.

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

#### Goal 1a

Ensure that all businesses in the commercial waste hauling industry abide by the law.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Violations issued to private waste haulers	1,166	892	640	*	*	265	104
★ Violations issued to legally operating private waste haulers	827	709	343	*	*	115	34
★ Violations issued to illegally operating private waste haulers	339	183	297	*	*	150	70
★ Total waste hauling applications denied (%)	4.2%	4.4%	4.4%	*	*	4.4%	4.4%
Waste hauling complaints received	513	449	351	*	*	150	125
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	91.5%	98.0%	100.0%	*	*	100.0%	96.0%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

#### Goal 1b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average time to approve waste hauling applications (days) - New and Renewal	234	235	240	↓	↓	232	128
★ Average time to approve waste hauling applications (days) - New	235	154	136	↓	↓	150	123
★ Average time to approve waste hauling applications (days) - Renewal	234	254	274	↓	↓	258	129
★ Average age of pending waste hauling applications (days)	208	214	220	180	180	228	133
★ Waste hauling applications pending	762	600	359	300	300	494	400
Waste hauling applications approved - New and Renewal	737	994	876	*	*	244	303
Waste hauling applications approved - New	166	187	216	*	*	59	72
Waste hauling applications approved - Renewal	571	807	660	*	*	185	231
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Violations issued at public wholesale markets	45	97	64	*	*	24	22
Violations admitted to or upheld at the Environmental Control Board (%)	99.4%	98.3%	100.0%	*	*	100.0%	100.0%
★ Public wholesale market applications denied (%)	2.5%	2.5%	2.5%	*	*	2.5%	2.5%
★ Public wholesale market applications pending - New and Renewal	65	107	16	25	25	65	6
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

### Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average time to approve public wholesale market applications (days)	382	309	270	200	200	299	216
Average age of pending public wholesale market applications (days)	324	215	227	*	*	220	166
Public wholesale market applications approved	49	62	121	*	*	54	13
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	26	93	24	*	*	NA	NA
Average wait time to speak with a customer service agent (minutes)	3:42	3:02	2:98	*	*	NA	NA
CORE customer experience rating of facilities (0-100)	93	100	100	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$8.1	\$8.1	\$9.6	\$8.7	\$9.0	\$8.6	\$4.2	\$4.1
Revenues (\$000,000)	\$6.6	\$6.9	\$4.8	\$5.6	\$6.6	\$5.1	\$1.4	\$2.1
Personnel	72	77	78	88	89	88	81	80
Overtime paid (\$000)	\$48	\$57	\$67	\$24	\$42	\$24	\$21	\$32

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$5.9	\$6.0	All
002 - Other Than Personal Services	\$3.6	\$3.0	All
Agency Total	\$9.6	\$9.0	

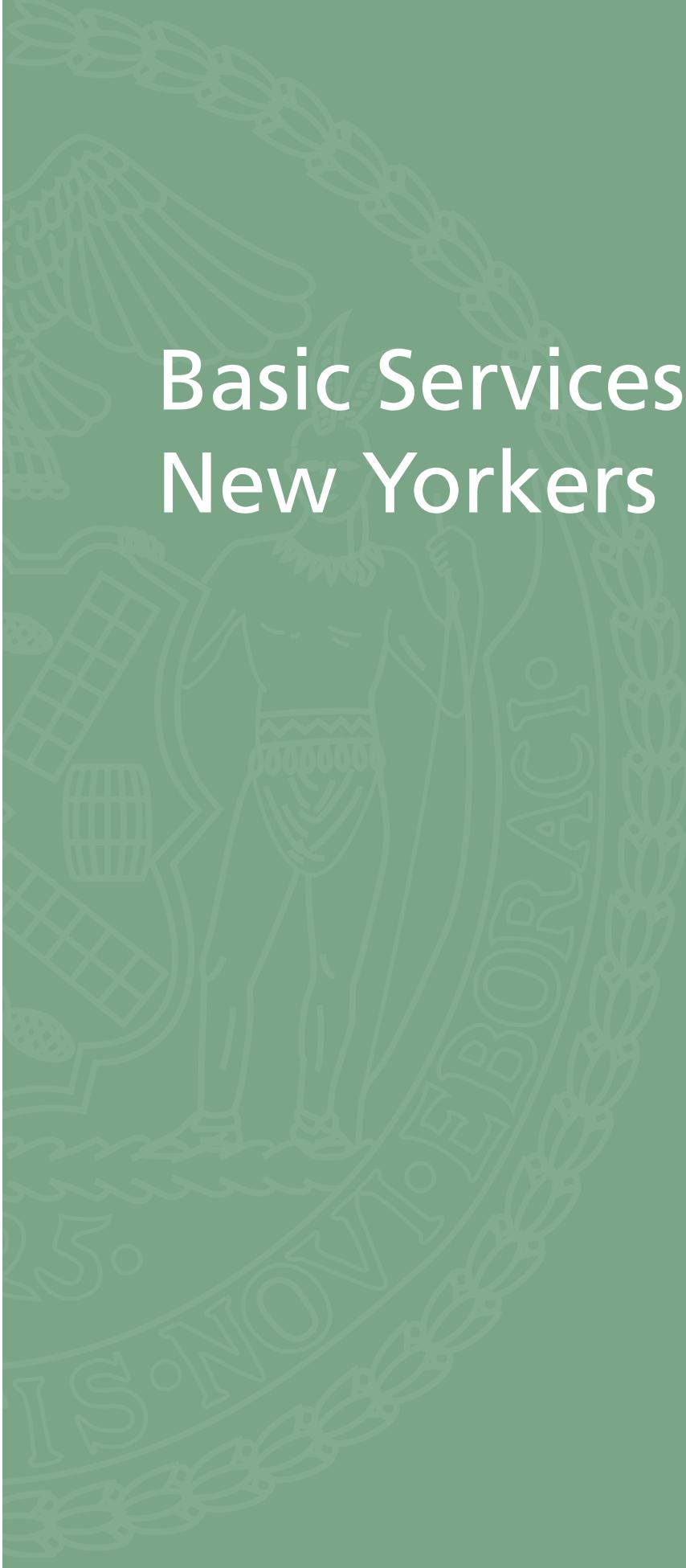
<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.    <sup>2</sup>Includes all funds.    <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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



# Basic Services for All New Yorkers

# Basic Services for All New Yorkers

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	Department of Parks & Recreation	p 121		311 Customer Service Center	p 139
	Department of Cultural Affairs	p 129		Taxi and Limousine Commission	p 143

# 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. As part of this plan, the opening of the Hamilton Avenue Marine Transfer Station in 2017 redirected approximately 200 DSNY trucks per day from private land-based transfer stations, including the diversion of 100 trucks per day from North Brooklyn alone. 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

- During the first four months of Fiscal 2018 DSNY achieved a citywide street cleanliness rating of 94.5 percent, a slight decrease from the 96.1 percent rating during the same period last year. The sidewalk cleanliness rating was stable during the period. In Calendar 2017 DSNY reached a 95.9 percent street cleanliness rating citywide, the highest score in over 40 calendar years.
- During the reporting period the number of vacant lot cleaning requests increased four percent. At the same time DSNY cleaned 1,101 lots citywide, on pace to meet the annual target.
- The Department provides regularly scheduled 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 9.5, during the first four months of Fiscal 2018. The percentage of trucks dumped on shift decreased from 47.5 percent to 42.3 percent during the period.
- 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 rigid plastic recycling citywide, the curbside and containerized recycling diversion rate increased from 16.8 percent during the first four months of Fiscal 2017 to 17.2 percent during the same period of Fiscal 2018. The recycling tons per truck decreased from 5.6 to 5.5 during the reporting period.

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

Goal 1a Increase street and sidewalk cleanliness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Streets rated acceptably clean (%)	92.7%	95.0%	95.9%	92.0%	92.0%	96.1%	94.5%
Streets rated filthy (%)	0.4%	0.2%	0.1%	*	*	0.1%	0.2%
★ Sidewalks rated acceptably clean (%)	95.5%	96.5%	97.3%	97.0%	97.0%	96.7%	96.6%
Sidewalks rated filthy (%)	0.4%	0.3%	0.1%	*	*	0.2%	0.2%
Violations issued for dirty sidewalks	49,828	64,693	65,272	*	*	27,342	21,626
Violations issued for illegal posting	11,601	8,209	10,892	*	*	2,964	2,183
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Vacant lot cleaning requests	2,367	2,779	2,730	2,500	2,500	1,440	1,493
★ Lots cleaned citywide	3,206	3,638	3,399	3,200	3,200	1,217	1,101
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## SERVICE 2 Collect and dispose of refuse.

Goal 2a Improve efficiency of refuse handling.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Tons of refuse disposed (000)	3,176.9	3,196.2	3,213.4	3,150.0	3,150.0	1,081.2	1,085.7
★ Refuse tons per truck-shift	9.5	9.7	9.6	10.7	10.7	9.7	9.5
★ Trucks dumped on shift (%)	44.6%	45.8%	43.7%	45.6%	45.6%	47.5%	42.3%
Tons per day disposed	10,554	10,583	10,676	*	*	10,600	10,644
Average outage rate for all collection trucks (%)	20%	19%	19%	*	*	19%	18%
Missed refuse collections (%)	0.0%	0.4%	0.1%	*	*	0.1%	0.2%
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

## SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Curbside and containerized recycling diversion rate (%)	16.0%	16.9%	17.4%	21.0%	23.0%	16.8%	17.2%
★ Curbside and containerized recycled tons (000)	575.4	613.8	644.3	764.4	848.6	207.9	213.0
Total annual recycling diversion rate (%)	17.8%	18.9%	20.5%	*	*	NA	NA
Recycled tons per day	2,197	2,373	2,565	2,270	2,270	NA	NA
Annual tons recycled total (000)	685	740	800	*	*	NA	NA
★ Recycling tons per truck-shift	5.2	5.6	5.6	6.2	6.2	5.6	5.5
Missed recycling collections (%)	0.0%	0.1%	0.1%	*	*	0.0%	0.2%
Recycling trucks dumped on shift (%)	25.8%	26.5%	25.5%	*	*	26.7%	24.7%
Recycling summonses issued	107,428	118,407	100,629	*	*	34,764	26,953
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Snowfall (total inches)	47.5	31.8	30.5	*	*	0.0	0.0
Salt used (tons)	522,841	302,229	391,719	*	*	0	0
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Cases commenced against the City in state and federal court	651	747	432	*	*	163	161
Payout (\$000)	\$25,500	\$42,999	\$50,040	*	*	\$10,489	\$24,267
Private transfer station permits	59	61	57	*	*	57	57
Private transfer station inspections performed	5,998	4,570	5,758	*	*	1,790	1,874
Total Environmental Control Board violations issued	402,251	458,050	456,373	*	*	163,760	132,779
Violations admitted to or upheld at the Environmental Control Board (%)	88%	89%	86%	*	*	85%	86%
Refuse collection cost per ton (\$)	\$282	\$291	NA	*	*	NA	NA
Refuse cost per ton (fully loaded) (\$)	\$449	\$462	NA	*	*	NA	NA
Disposal cost per ton (\$)	\$167	\$171	NA	*	*	NA	NA
Recycling cost per ton (fully loaded) (\$)	\$684	\$670	NA	*	*	NA	NA
Recycling collection cost per ton (\$)	\$640	\$629	NA	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$11	\$12	\$14	*	*	\$12	\$23
Removal cost per inch of snow (\$000)	\$2,444	\$3,283	\$3,157	*	*	NA	NA
Collisions involving City vehicles	2,616	2,625	2,463	*	*	712	616
Workplace injuries reported (uniform and civilian)	1,266	1,304	1,329	*	*	429	442
★ Critical Indicator      "NA" Not Available      ⇧↓ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	17	16	15	*	*	NA	NA
Letters responded to in 14 days (%)	58%	73%	66%	*	*	61%	44%
E-mails responded to in 14 days (%)	64%	75%	73%	*	*	72%	68%
★ Critical Indicator      "NA" Not Available      ⇧↓ Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	96	95	95	*	*	95	93
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to close – Dirty Conditions - Illegal Posterling (7 days)	79	92	91	*	*	94	97
★ Critical Indicator      "NA" Not Available      ⇧↓ Directional Target      * None							

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$1,477.4	\$1,500.7	\$1,601.3	\$1,679.4	\$1,690.1	\$1,714.0	\$672.1	\$858.9
Revenues (\$000,000)	\$17.5	\$19.0	\$34.0	\$23.8	\$29.4	\$20.3	\$9.3	\$12.0
Personnel (uniformed)	7,381	7,465	7,544	7,517	7,543	7,634	7,739	7,759
Personnel (civilian)	2,150	2,299	2,445	2,669	2,684	2,721	2,262	2,407
Overtime paid (\$000,000)	\$131.3	\$101.0	\$132.5	\$105.0	\$108.6	\$107.2	\$23.9	\$33.7
Capital commitments (\$000,000)	\$273.6	\$176.4	\$258.3	\$345.8	\$402.3	\$424.3	\$152.8	\$62.4

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$956.2	\$983.0	
101 - Executive Administrative	\$82.9	\$70.2	All
102 - Cleaning and Collection	\$699.9	\$736.5	1a, 1b, 2a, 3a
103 - Waste Disposal	\$21.3	\$33.5	2a, 3a
104 - Building Management	\$24.6	\$25.5	NA
105 - Bureau of Motor Equipment	\$69.6	\$69.4	All
107 - Snow Budget - Personal Services	\$57.9	\$47.9	4a
Other Than Personal Services - Total	\$645.1	\$707.0	
106 - Executive and Administrative	\$97.7	\$103.7	All
109 - Cleaning and Collection	\$34.5	\$41.6	1a, 1b, 2a, 3a
110 - Waste Disposal	\$439.2	\$495.9	2a, 3a
111 - Building Management	\$4.1	\$5.2	NA
112 - Motor Equipment	\$29.5	\$24.4	All
113 - Snow Budget	\$40.0	\$36.2	4a
Agency Total	\$1,601.3	\$1,690.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.  
<sup>2</sup>Includes all funds.  
<sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

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

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

# DEPARTMENT OF PARKS & RECREATION

Mitchell J. Silver, Commissioner



## WHAT WE DO

The Department of Parks and Recreation (DPR) plans, maintains and cares for a more than 30,000-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. In August 2016 Parks announced \$150 million in major improvements at five large parks under the 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 21<sup>st</sup> 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

- Based on the results of the Department's internal inspection program, the percent of parks rated acceptable for overall condition and for cleanliness was two percentage points higher than during the same Fiscal 2017 period. Large park ratings for overall condition and cleanliness, which increased by seven and six percentage points respectively, were bolstered by a new initiative to more effectively allocate and monitor maintenance staff during peak season. The percent of parks rated acceptable for play equipment and safety surface met or exceeded the 95 percent targets.
- During the first quarter of Fiscal 2018 crimes against persons decreased from 245 to 241. Crimes against properties rose from 250 to 270.
- Park Enforcement Patrol officers issued 10,209 summonses, an increase of over 50 percent. Most of this increase can be attributed to higher parking violation issuance, which grew by over 2,500.
- The Department made greater progress toward the annual tree pruning goal, with 40 percent of the goal achieved compared to 32 percent during the same period last year.
- DPR received over 4,000 more forestry related public service requests. Higher service request volume was driven in part by a 73 percent increase in requests related to the Trees and Sidewalks Program, which helps homeowners repair severe sidewalk damage caused by the root growth of street trees, after the program was [highlighted by the Mayor](#).
- Comparatively warmer weather extended the active "leaf-on" season. As DPR does not generally transplant trees until they go dormant, the extended season resulted in fewer tree plantings compared to the same Fiscal 2017 period.
- Average time to close emergency service requests increased by seven days, from 19 to 26 days. This increase is, in large part, a result of the Department's new tree risk management approach that prioritizes work to remedy the most hazardous tree conditions first, regardless of service request category.
- DPR completed 38 capital projects, with 79 percent completed on time or early and 87 percent within budget. During this period the reconstruction of three [Community Parks Initiative](#) sites was completed, all ahead of schedule. Saratoga Ballfields and Thomas Boyland Park in Brooklyn each received brand new play equipment, interactive spray showers, adult fitness equipment, new basketball courts and synthetic turf play fields. Sol Lain Playground in Manhattan received new play equipment, a spray shower, basketball court, multi-purpose play area and new park furniture and lighting.
- Recreation center memberships decreased compared to the same Fiscal 2017 period. Attendance also declined, falling by nearly seven percent, due primarily to fewer non-member visitors. Capital project construction also affected attendance at several recreation centers. However, citywide attendance for senior, adult and youth membership categories all increased.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Parks rated acceptable for overall condition (%)	86%	85%	86%	85%	85%	83%	85%
– Overall condition of small parks and playgrounds (%)	85%	83%	85%	*	*	83%	85%
– Overall condition of large parks (%)	78%	79%	79%	*	*	72%	79%
– Overall condition of greenstreets (%)	97%	97%	97%	*	*	96%	96%
★ Parks rated acceptable for cleanliness (%)	92%	92%	92%	90%	90%	90%	92%
– Cleanliness of small parks and playgrounds (%)	91%	91%	92%	*	*	90%	92%
– Cleanliness of large parks (%)	86%	88%	85%	*	*	80%	86%
– Cleanliness of greenstreets (%)	99%	99%	99%	*	*	99%	99%
★ Play equipment rated acceptable (%)	92%	95%	97%	95%	95%	95%	96%
★ Safety surfaces rated acceptable (%)	95%	95%	94%	95%	95%	92%	95%
★ Comfort stations in service (in season only) (%)	97%	95%	94%	95%	95%	97%	95%
★ Spray showers in service (in season only) (%)	94%	92%	93%	95%	95%	93%	95%
★ Drinking fountains in service (in season only) (%)	94%	96%	96%	95%	95%	96%	96%
★ Recreation centers rated acceptable for cleanliness (%)	100%	100%	99%	95%	95%	NA	NA
★ Recreation centers rated acceptable for overall condition (%)	83%	89%	83%	85%	85%	NA	NA
Monuments receiving annual maintenance (%)	63%	69%	65%	*	*	27%	25%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

Goal 1b Provide an overall quality park experience.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Major felonies reported on Parks' properties (excludes Central Park) - Crimes against persons	488	612	670	↓	↓	245	241
★ – Crimes against properties	465	469	547	↓	↓	250	270
Summons issued	15,323	21,176	20,907	*	*	6,722	10,209
Violations admitted to or upheld at the Environmental Control Board (%)	87.2%	85.9%	81.5%	*	*	82.9%	78.9%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Street trees pruned - Block program	97,888	87,359	70,443	65,000	65,000	20,903	25,716
– Annual pruning goal completed (%)	140%	92%	108%	*	*	32%	40%
– Street trees pruned as a percent of pruning eligible trees	20%	18%	14%	*	*	NA	NA
Trees removed	15,964	16,505	15,749	*	*	5,928	3,477
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 2b**

Resolve tree-related emergencies promptly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Total public service requests received - Forestry	85,214	90,217	74,247	*	*	32,493	36,986
- Tree emergencies	17,835	20,462	21,155	*	*	9,991	10,459
★ Average time to close - Tree emergency service requests (days)	17.1	22.7	37.2	↓	↓	19.0	26.0
- Down trees	15.3	16.2	28.5	*	*	13.0	21.0
- Hanging tree limbs	18.8	30.3	45.3	*	*	19.0	31.0
- Down tree limbs	17.3	22.5	38.5	*	*	21.0	22.0
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**Goal 2c**

Increase the number of trees in New York City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Trees planted	NA	62,086	50,018	↑	↑	9,295	6,862
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Capital projects completed	84	97	104	100	*	28	38
★ Capital projects completed on time or early (%)	90%	86%	85%	80%	80%	82%	79%
Capital projects completed within budget (%)	86%	88%	87%	85%	85%	89%	87%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**Goal 3b**

Ensure an adequate supply of parkland to meet future needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ New Yorkers living within walking distance of a park (%)	79.4%	81.0%	81.5%	↑	↑	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Total recreation center memberships	159,431	162,062	161,514	↑	↑	161,338	155,696
★ Total recreation center attendance	3,422,683	3,575,088	3,402,621	↑	↑	1,089,664	1,019,370
★ Attendance at outdoor Olympic and intermediate pools (pool season)	1,790,628	1,759,235	1,492,451	*	*	NA	NA
Attendance at historic house museums	825,541	746,304	831,294	*	*	438,007	416,844
Attendance at skating rinks	548,677	564,696	581,842	*	*	NA	NA
Total attendance at non-recreation center programs	1,076,194	934,404	1,240,492	*	*	713,018	689,685
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

### Goal 4b

Increase volunteer activity at City programs and events.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Parks with an affiliated volunteer group (%)	NA	29%	27%	*	*	27%	21%
Volunteer turnout	40,932	44,212	50,378	*	*	18,418	19,400
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Cases commenced against the City in state and federal court	292	349	315	*	*	109	107
Payout (\$000)	\$12,690	\$13,079	\$16,104	*	*	\$5,960	\$9,209
Collisions involving City vehicles	540	550	556	*	*	180	225
Workplace injuries reported	396	374	321	*	*	135	162
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
E-mails routed and responded to in 14 days (%)	52%	60%	77%	60%	60%	71%	67%
Letters routed and responded to in 14 days (%)	43%	47%	74%	60%	60%	70%	64%
Completed customer requests for interpretation	81	122	110	*	*	NA	NA
CORE customer experience rating (0-100)	93	91	91	85	85	NA	NA
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

Performance Indicators			Actual		Target		4-Month Actual		
			FY15	FY16	FY17	FY18	FY19	FY17	FY18
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Damaged Tree - Branch or Limb Has Fallen Down (8 days)		83%	94%	97%	95%	95%	96%	96%	
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)		69%	72%	70%	90%	90%	48%	77%	
Percent meeting time to first action - New Tree Request - For One Address (180 days)		99%	90%	91%	90%	90%	93%	94%	
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)		57%	48%	35%	95%	95%	45%	52%	
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Side-walks Program (30 days)		64%	71%	60%	85%	85%	60%	48%	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18	FY19 <sup>1</sup>
Expenditures (\$000,000) <sup>2</sup>	\$496.3	\$476.1	\$532.6	\$531.8	\$564.5	\$501.9	\$215.0	\$221.1
Revenues (\$000,000)	\$67.8	\$71.8	\$70.0	\$70.5	\$76.0	\$74.1	\$27.0	\$26.6
Personnel (Total FT and FTE)	6,870	6,942	7,124	7,668	7,861	7,453	7,140	6,869
Full-time personnel	3,862	4,043	4,124	4,275	4,401	4,321	4,196	4,126
Full-time equivalent (FTE) personnel	3,008	2,899	3,000	3,393	3,460	3,132	2,944	2,743
- Parks Opportunity Program (POP) participants <sup>3</sup>	1,605	1,529	1,608	1,343	1,433	1,524	1,521	1,426
Overtime paid (\$000,000)	\$15.4	\$19.2	\$21.1	\$12.8	\$13.5	\$13.3	\$7.4	\$8.8
Capital commitments (\$000,000)	\$645.7	\$359.1	\$586.0	\$1,647.4	\$2,116.9	\$1,069.3	\$99.5	\$99.3

<sup>1</sup>February 2018 Budget Level      <sup>2</sup>Expenditures include all funds      <sup>3</sup>The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.    "NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$396.8	\$401.3	
001 - Executive Management and Administrative Services	\$8.3	\$8.6	All
002 - Maintenance and Operations	\$316.9	\$319.4	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	\$45.6	\$48.0	2c, 3a, 3b
004 - Recreation Services	\$26.0	\$25.3	4a, 4b
Other Than Personal Services - Total	\$135.8	\$163.3	
006 - Maintenance and Operations	\$106.7	\$132.8	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	\$22.7	\$25.9	All
009 - Recreation Services	\$1.5	\$1.7	4a, 4b
010 - Design and Engineering	\$4.9	\$2.8	2c, 3a, 3b
Agency Total	\$532.6	\$564.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.      <sup>2</sup>Includes all funds.      <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DPR will no longer report data for two indicators related to street tree removal: 'Street trees removed (in response to service request)' and 'Removed within 30 days of service request (%).' In Fiscal 2017 the Department began piloting a new risk based approach to tree management. This shift in practice, from a request-based approach to one that actively identifies risk and prioritizes tree work for the most hazardous conditions, did not align with current street tree performance indicators. In Fiscal 2019 DPR expects to introduce indicators that will better capture the Department's work to efficiently and proactively mitigate risk on streets, in parks and in our urban forests.
- A Fiscal 2019 target for 'Capital projects completed' will be provided in the Fiscal 2018 Mayor's Management Report.

## 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>
- Trees and Sidewalks Repair Program:  
<http://www1.nyc.gov/nyc-resources/service/2651/trees-and-sidewalks-repair-program>  
<http://www1.nyc.gov/office-of-the-mayor/news/502-17/mayor-de-blasio-highlights-nyc-parks-trees-sidewalks-repair-program#/0>

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



# DEPARTMENT OF CULTURAL AFFAIRS

Tom Finkelpearl, Commissioner



## WHAT WE DO

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

## FOCUS ON EQUITY

DCLA strives to distribute public funds and other resources equitably to cultural organizations across New York City's five boroughs. Through its Cultural Development Fund (CDF), the agency utilizes a democratic peer panel review process to promote 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 cultural plan that provides a roadmap to a more sustainable, inclusive and equitable cultural sector. As an extension of DCLA's equity work, and fueled by the feedback during CreateNYC's planning phase, in Fiscal 2018 DCLA is investing more public funds in underserved, low-income neighborhoods; is piloting a professional development program with CUNY for mid-level cultural workers; and is developing new initiatives that focus on language and disability access. Additionally, beginning in Fiscal 2019, DCLA's grant applications will more explicitly ask applicants to describe their own efforts to create more diverse organizations and audiences.

## OUR SERVICES AND GOALS

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

- Goal 1a Process grant payments promptly.
  - Goal 1b Strengthen the infrastructure of cultural facilities by funding capital improvements.
  - Goal 1c Expand resources for arts programs and public schools by increasing the supply and use of donated materials.
- 

### 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

- DCLA did not issue any initial grant payments through the Cultural Development Fund until early November. This delay in processing was due to the time required to put a number of the CreateNYC cultural plan actions into effect within the Fiscal 2018 grant cycle.
- Operating support payments to the City's Cultural Institutions Group within the 5-day performance standard dropped from 100 percent to 67 percent. This delay in processing was due to an anomalous situation of multiple staff absences in one month, which in a small agency can have a significant impact on operations. The short-term situation was resolved and the agency has consistently met its 5-day performance standard since then.
- Materials for the Arts (MFTA) saw an increase in the number of donors to the warehouse. Highlights from the donations during this period include: nine tons of high quality office furniture valued at \$143,000 donated to the FDNY and 13 pallets of paper donated by the Metropolitan Museum of Art. MFTA transactions through warehouse visits or by direct item pick up remained relatively unchanged at 2,085.

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

#### Goal 1a

Process grant payments promptly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	100%	100%	67%
★ Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	11	4	6	7	7	6	NA
★ Average days to issue final CDF payments	4	4	4	5	5	NA	NA
Program organizations awarded CDF payments	883	889	933	*	*	902	941
Total financial support provided to qualifying organizations (\$000,000)	\$152.6	\$152.7	\$170.9	*	*	NA	NA
★ Critical Indicator      "NA" Not Available       Directional Target      * None							

#### Goal 1b

Strengthen the infrastructure of cultural facilities by funding capital improvements.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Capital projects authorized to proceed	41	48	67	*	*	NA	NA
★ Capital projects initiated (%)	85%	96%	99%	66%	66%	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	2,105	2,117	2,165	*	*	1,197	1,232
★ MFTA transactions	6,021	6,376	6,356	5,300	5,300	2,075	2,085
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total visitors to the Cultural Institutions Group (000)	21,609	23,236	22,785	*	*	NA	NA
– Visitors using free admission and/or tickets (%)	26%	31%	27%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
E-mails responded to in 14 days (%)	92%	95%	89%	88%	88%	86%	80%
Letters responded to in 14 days (%)	100%	100%	100%	90%	90%	NA	100%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18	FY19
Expenditures (\$000,000) <sup>2</sup>	\$163.7	\$163.1	\$182.6	\$188.8	\$194.0	\$143.8	\$99.6	\$85.0
Personnel	62	67	65	76	71	70	66	62
Overtime paid (\$000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital commitments (\$000,000)	\$153.9	\$113.9	\$147.6	\$371.5	\$905.8	\$37.1	\$11.2	\$6.6

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$4.9	\$4.9	
001 - Office of the Commissioner	\$4.9	\$4.9	All
Other Than Personal Services - Total	\$177.7	\$189.1	
002 - Office of the Commissioner	\$1.9	\$2.2	All
003 - Cultural Programs	\$58.8	\$67.4	1a, 1b
004 - Metropolitan Museum of Art	\$25.4	\$25.1	1a, 1b
005 - New York Botanical Garden	\$7.2	\$7.3	1a, 1b
006 - American Museum of Natural History	\$16.5	\$15.8	1a, 1b
007 - The Wildlife Conservation Society	\$14.2	\$15.8	1a, 1b

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
008 - Brooklyn Museum	\$7.9	\$8.1	1a, 1b
009 - Brooklyn Children's Museum	\$2.0	\$2.0	1a, 1b
010 - Brooklyn Botanical Garden	\$4.8	\$4.5	1a, 1b
011 - Queens Botanical Garden	\$3.5	\$3.9	1a, 1b
012 - New York Hall of Science	\$2.0	\$1.9	1a, 1b
013 - Staten Island Institute of Arts and Sciences	\$1.0	\$1.0	1a, 1b
014 - Staten Island Zoological Society	\$1.6	\$1.5	1a, 1b
015 - Staten Island Historical Society	\$0.8	\$0.7	1a, 1b
016 - Museum of the City of New York	\$1.7	\$1.8	1a, 1b
017 - Wave Hill	\$1.3	\$1.3	1a, 1b
019 - Brooklyn Academy of Music	\$2.8	\$2.7	1a, 1b
020 - Snug Harbor Cultural Center	\$3.2	\$2.8	1a, 1b
021 - Studio Museum in Harlem	\$0.9	\$0.9	1a, 1b
022 - Other Cultural Institutions	\$18.9	\$21.2	1a, 1b
024 - New York Shakespeare Festival	\$1.1	\$1.1	1a, 1b
Agency Total	\$182.6	\$194.0	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.   <sup>2</sup>Includes all funds.   <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

- CreateNYC:  
<http://createnyc.org/en/home/>

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

# DEPARTMENT OF CONSUMER AFFAIRS

Lorelei Salas, Commissioner



## WHAT WE DO

The Department of Consumer Affairs (DCA) 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 Investigate complaints in a timely manner to ensure employers' compliance with the Paid Sick Leave Law.

## HOW WE PERFORMED

- DCA processed 61 percent of consumer complaints within 28 days compared to 52 percent during the same four-month period last year; all complaints continued to be processed within 90 days. The median time to resolve a complaint improved by four days to 24 days, in line with numbers seen beginning in the second half of Fiscal 2017.
- In the first four months of Fiscal 2018 the amount of consumer restitution awarded increased to \$1.7 million from \$589,000 a year ago. This increase is primarily due to the resumption of hearings of consumer docketed cases at the Office of Administrative Trials and Hearings (OATH), bringing consumer restitution numbers up to their pre-OATH transition levels.
- The number of summonses issued rose by 11 percent from 4,807 to 5,351, mainly attributable to DCA's more robust enforcement efforts related to the illegal sale of tobacco products.
- Largely due to a significant year-over-year increase in the number of summonses issued where a fine was assessed within 120 days, the percent of summonses paid as well as the percent not fully paid rose to 60 percent and 21 percent, respectively. As with consumer restitution, the increase in the number of fines assessed within 120 days reflects the resumption of hearings at OATH. In the prior year's reporting period, the only summonses which had a fine assessed within 120 days of issuance were summonses where the respondent settled outside the OATH adjudication process.
- Due to both an increase in staff turnover and legislative changes which affected certain licensing categories, average customer wait time at the Licensing Centers rose by five minutes to 10 minutes but remained better than the target. Overall customer volume was down compared to the same Fiscal 2017 period, when DCA experienced a one-time spike in applications for the lottery for General Vendors.
- DCA's Office of Labor Policy and Standards' (OLPS) continuing shift toward a strategic, targeted enforcement model for Paid Sick Leave (PSL) and other enforcement cases in Fiscal 2018 includes a focus on resolving older cases in order to initiate proactive, agency-directed investigations against industries and businesses with pervasive labor standards violations. This enforcement strategy allowed the office to increase the number of complaints investigated from 72 to 124. Prioritization on closing the oldest cases drove the average turnaround time for completing investigations up, with average resolution times increasing from 125 to 243 days.

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## SERVICE 1 Protect and advocate for consumers.

### Goal 1a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total docketed complaints	3,702	3,650	3,049	*	*	1,051	1,055
Resolved consumer complaints	3,495	3,691	2,860	*	*	1,021	994
Complaints processed within 0-28 days (%)	51%	51%	56%	50%	50%	52%	61%
– Within 0-50 days (%)	83%	85%	88%	85%	85%	88%	93%
– Within 0-90 days (%)	100%	100%	99%	100%	100%	100%	100%
★ Median complaint processing time (days)	27	28	27	28	28	28	24
Consumer restitution awarded (\$000)	\$6,189	\$3,472	\$2,291	*	*	\$589	\$1,695
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	62%	64%	67%	62%	62%	65%	65%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**Goal 1b**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total inspections	65,506	76,996	75,951	*	*	25,311	23,653
Total summonses issued	11,923	14,291	15,971	*	*	4,807	5,351
★ Licensing Law compliance rate (%)	95%	95%	95%	93%	93%	96%	95%
Consumer Protection Law - refund and receipt compliance rate (%)	91%	91%	89%	85%	85%	91%	90%
Weights and Measures Law compliance rate - gasoline pumps (%)	99%	100%	99%	98%	98%	100%	99%
Weights and Measures Law compliance rate - fuel trucks (%)	70%	68%	71%	72%	72%	70%	78%
★ Inspected stores complying with NY State regulations regarding the sale of tobacco to minors (%)	92%	93%	89%	90%	90%	89%	87%
★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None							

**Goal 1c**

Negotiate settlements and promptly collect fines.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total settlements (\$000)	\$7,542	\$8,324	\$6,530	*	*	\$2,015	\$1,984
★ Summonses where fine was assessed and fully paid within 120 days (%)	NA	NA	55%	⇧	⇧	46%	60%
Summonses where fine was assessed but not fully paid within 120 days (%)	NA	NA	13%	*	*	8%	21%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Basic license application - Average processing time (days)	2	2	3	4	4	3	4
License applications received online (%)	20%	18%	23%	*	*	22%	21%
★ Licensing Centers wait time (minutes)	13	8	8	15	15	5	10
★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None							

**Goal 2b**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Businesses educated through direct outreach	19,449	13,450	13,305	*	*	NA	NA
★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None							

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

Goal 3a

Help residents with low incomes achieve financial stability.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Clients served by Office of Financial Empowerment financial counseling programs	10,479	10,290	9,412	*	*	3,799	3,503
– Percent achieving measurable success (%)	34.0%	40.0%	39.9%	*	*	NA	NA
Total debt reduced by clients (\$000) (cumulative)	\$33,088	\$43,125	\$52,967	*	*	\$46,167	\$54,136
Total savings accumulated (\$) (cumulative)	\$3,596,836	\$4,094,324	\$4,326,485	*	*	\$4,142,088	\$4,581,522
Tax returns filed through citywide Tax Credit Campaign	153,365	162,583	112,946	*	*	NA	NA

★ Critical Indicator

"NA" Not Available

↔ Directional Target

\* None

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

Goal 4a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Paid Sick Leave (PSL) complaints received	583	335	315	*	*	96	109
PSL complaints investigated	NA	NA	252	*	*	72	124
★ Average time to resolve PSL complaint investigations (days)	NA	NA	182	↓	↓	125	243
Employees awarded restitution	97	13,675	3,552	*	*	740	2,401
Total amount of employee restitution awarded (\$)	\$54,961	\$2,123,391	\$1,584,137	*	*	\$384,254	\$622,846
Total amount of PSL fines (\$)	\$50,050	\$1,201,468	\$502,168	*	*	\$167,689	\$162,611

★ Critical Indicator

"NA" Not Available

↔ Directional Target

\* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Average customer in-person wait time (minutes)	13	9	9	17	17	NA	NA
Completed customer requests for interpretation	3,377	3,861	3,695	*	*	NA	NA
CORE customer experience rating (0-100)	95	98	99	87	87	NA	NA

★ Critical Indicator

"NA" Not Available

↔ Directional Target

\* None

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	83%	93%	98%	85%	85%	98%	98%
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	84%	91%	97%	85%	85%	96%	98%
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	82%	92%	98%	85%	85%	98%	96%
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	82%	93%	98%	85%	85%	97%	97%
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	65%	78%	84%	85%	85%	87%	32%

★ Critical Indicator

"NA" Not Available

↔ Directional Target

\* None

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$37.4	\$36.2	\$36.1	\$41.6	\$41.6	\$40.9	\$12.1	\$15.4
Revenues (\$000,000)	\$32.9	\$32.0	\$32.7	\$28.0	\$28.3	\$27.3	\$7.5	\$9.3
Personnel	367	360	391	439	439	439	355	393
Overtime paid (\$000)	\$197	\$285	\$267	\$57	\$120	\$57	\$46	\$10

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$23.1	\$26.5	
001 - Administration	\$8.0	\$8.7	All
002 - Licensing and Enforcement	\$15.0	\$16.1	1b, 1c, 2a, 2b, 4a
004 - Adjudication	\$0.1	\$1.7	1a, 1c, 4a
Other Than Personal Services - Total	\$13.0	\$15.1	
003 - Other than Personal Services	\$13.0	\$15.1	All
Agency Total	\$36.1	\$41.6	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.   <sup>2</sup>Includes all funds.   <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department added the word "consumer" to the indicator 'Restitution awarded (\$000)' to distinguish between restitution obtained on behalf of consumers from restitution obtained on behalf of workers through the Office of Labor Policy and Standards (OLPS).
- To be consistent with the naming conventions on its forms, DCA is now using the term "summons" throughout the Mayor's Management Report when referring to the actual document that is issued to a business when at least one violation of the law is found.
- The Department replaced the indicator 'Number of fines collected within 45 days of assessment (%)' as the 45-day timetable is no longer appropriate. Given the completed transfer of adjudicatory responsibilities from DCA to the Office of Administrative Hearings, businesses now have different timetables to contest a hearing decision. The new metric reports on the number of summonses where a fine was assessed and fully paid within 120 days as a percent of the total number of summonses issued 120 days prior to a particular month. DCA has also added a metric on the percent of summonses where the fine was not fully paid within the 120 days. (NOTE: Not all summonses carry a fine). The 120-day period is related to the typical length of time allowed to plead, settle, or contest a summons and appeal a hearing decision.
- The indicator 'Basic license applications issued' was corrected to 'Basic license applications approved.'

- Previously reported data for the metric ‘Businesses educated through direct outreach’ has been revised to exclude businesses that had been counted when routine patrol inspections also included some type of outreach. This was not the intent of the indicator. On average, the corrected numbers are approximately 2,500 lower.
- DCA replaced the indicators that reported on the number of Paid Sick Leave (PSL) complaints closed and the average time to resolve these complaints with metrics that report on the number of PSL complaints investigated and the average time to resolve PSL complaint investigations. The new metrics reflect the Department’s complaint resolution process.
- The Department also renamed the indicator ‘Employees receiving restitution’ to ‘Employees awarded restitution’ to clarify that the data reports on restitution that is awarded but not necessarily made to an employee as a result of a settlement agreement or trial at OATH. Any restitution awarded may be either the result of a complaint investigation or a proactive investigation by OLPS. The same clarification was made to the companion metric ‘Total amount of employee restitution (000).’

## ADDITIONAL RESOURCES

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

- Office of Labor Policy and Standards  
<https://www1.nyc.gov/site/dca/about/office-of-labor-policy-standards.page>
- Paid Sick Leave Law:  
<http://www.nyc.gov/html/dca/html/law/PaidSickLeave.shtml>

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

# 311 CUSTOMER SERVICE CENTER

**Joseph Morrisroe, Executive Director**



## WHAT WE DO

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

## FOCUS ON EQUITY

311 is committed to serving the public interest of all New York City residents, business owners and visitors by providing equitable service delivery to all its customers. 311 provides access to government resources while maintaining the highest possible level of quality service for all. Ongoing enhancement efforts have strengthened the focus on availability and customer experience through a diverse range of access points to ensure fair delivery and quality service. 311 continues to promote ease of access and transparency in making government services more available to non-English speakers by providing service in more than 180 languages.

## OUR SERVICES AND GOALS

### SERVICE 1 Provide public access to City government.

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2018, 311 received more than 12 million inquiries via phone, 311 Online, mobile app and text, an increase of three percent compared to the first four months of Fiscal 2017. 311 has also continued to increase its social media presence on Twitter and Facebook, with a combined following of more than 294,000 people.
- During the reporting period the average wait time was 14 seconds, a decrease of two seconds. 311 answered 88 percent of calls within 30 seconds during the first four months of Fiscal 2018.
- The results of the most recent 311 Customer Satisfaction Survey, which was conducted and published during the reporting period by CFI Group Inc., evaluated the experiences of 796 callers who contacted 311. The Fiscal 2018 total composite score of 83 represents a five-point improvement from the 2008 baseline measure.

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### SERVICE 1 Provide public access to City government.

Goal 1a

Increase public access to non-emergency government services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ 311 calls (000)	21,079	18,799	20,540	*	*	6,199	5,964
★ 311 Online site visits (000)	9,656	13,018	17,246	↑	↑	5,449	5,919
311 mobile app contacts (000)	705	1,010	1,365	*	*	357	519
311-NYC (text) contacts (000)	175	156	144	*	*	42	54
Calls handled in languages other than English (%)	2.5%	3.0%	2.7%	*	*	3.0%	2.8%
★ Average wait time (tier 1 calls) (minutes:seconds)	0:23	0:16	0:18	0:30	0:30	0:16	0:14
★ Calls answered in 30 seconds (%)	84%	89%	85%	80%	80%	85%	88%
Call takers time occupied (%)	77%	74%	73%	*	*	74%	70%
Calls resolved at 311 without transfer to agency for resolution (%)	94%	93%	94%	*	*	93%	93%
Complaints about 311 per million calls	26.0	32.0	30.0	*	*	33.0	46.0
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	531,194	556,576	545,132	*	*	185,281	168,769
E-mails responded to in 14 days (%)	100%	100%	96%	*	*	100%	100%
Customer satisfaction index	84	85	84	*	*	84	83
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18 <sup>1</sup>	FY19 <sup>1</sup>
Expenditures (\$000,000) <sup>2</sup>	\$44.1	\$43.8	\$44.2	\$44.2	\$43.8	\$43.3	\$20.4	\$17.1
Personnel	337	358	347	405	405	405	355	372
Overtime paid (\$000)	\$224	\$176	\$238	\$239	\$239	\$239	\$69	\$54

<sup>1</sup>February 2018 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available  
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

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**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

- TLC added almost 900 additional wheelchair accessible vehicles to the City's taxi fleet, an increase of 75 percent compared to the same four-month period last year. New technology was installed in medallion and Boro Taxis in advance of the official launch of citywide assessable dispatch service in January 2018. During the transition to citywide service, median wait times in Manhattan remained steady at 14 minutes.
- TLC conducted a total of 43,943 safety and emissions inspections, a net increase of three percent. For-hire vehicle (FHV) inspections were up 18 percent, which reflects continued growth of the industry. With more vehicles visiting TLC's inspection facility, the average time to conduct safety and emissions inspections has been trending upward across all vehicle types, rising above the 1-hour target by 15 and 22 minutes for FHVs and Boro Taxis, respectively. However, the percentage of vehicles that failed initial inspection continued to decrease in each sector.
- As one of the leading agencies in the City's Vision Zero initiative, TLC enforcement officers continued to focus on hazardous moving violations, resulting in a 20 percent increase in the overall number of patrol summonses issued to drivers.
- In July 2017 TLC provided eight days of training on new car stop tactics and defensive techniques aimed at improving officer safety. The additional training decreased the number of officers available to work field operations in each shift, and while TLC was able to maintain enforcement levels targeting illegal operators, there was a decrease in patrol summonses for illegal street hails by for-hire vehicles. With the graduation of a new cadet class in the second half of Fiscal 2018, enforcement is expected to return to previous levels by the end of the fiscal year.
- TLC continued improving customer service to licensees, whose increasing familiarity with submitting documents online to the TLC Upload Portal has helped reduce the average time to issue a new driver license from the point of initial application to seven weeks, down from two months at the end of Fiscal 2017. This includes the time needed for applicants to complete all requirements, such as education, fingerprinting and drug testing. With more efficient back office processing, TLC also improved the average agency processing time to under 10 days, down from 12 days during the same period last year.
- Despite a 17 percent increase in complaints from the public, a large number of complaints were not eligible for prosecution because the passenger could not provide information needed to identify the driver and vehicle, or the complaint was outside of TLC's jurisdiction.

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

Goal 1a

Increase access to for-hire transportation service.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Active medallion taxis that are accessible	572	876	1,860	*	*	1,202	2,100
Active Boro Taxis that are accessible	1,240	1,393	1,485	*	*	1,417	1,486
Accessible dispatch median wait time in Manhattan (hours:minutes)	0:19	0:18	0:15	*	*	0:15	0:14
Accessible dispatch trips fulfilled as a percent of requested trips (%)	88.8%	89.4%	91.2%	*	*	90.1%	85.0%
Active medallion vehicles with hearing induction loops	668	1,410	2,205	*	*	1,662	2,395

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

**Goal 1b**

Ensure that all licensed vehicles meet safety and emissions standards.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Medallion safety and emissions inspections conducted	51,769	50,894	49,830	*	*	16,687	16,118
★ Medallion safety and emissions failure rate - Initial inspection (%)	30.9%	28.2%	28.1%	35.0%	35.0%	28.1%	26.3%
– Re-inspection (%)	7.4%	6.5%	6.6%	*	*	6.8%	7.9%
Medallion safety and emissions inspections completed on schedule (%)	95.5%	95.6%	94.0%	*	*	94.7%	93.3%
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	47,176	49,949	69,390	*	*	19,824	23,491
★ FHV safety and emissions failure rate - Initial inspection (%)	36.2%	33.2%	30.3%	35.0%	35.0%	30.2%	26.8%
– Re-Inspection (%)	13.6%	12.5%	10.1%	*	*	11.3%	8.1%
FHV safety and emissions inspections completed on schedule (%)	99.8%	100.0%	96.9%	*	*	96.7%	100.0%
Boro Taxi safety and emissions inspections conducted	20,024	20,676	17,002	*	*	6,091	4,334
★ Boro Taxi safety and emissions failure rate - Initial inspection (%)	51.1%	49.1%	45.9%	45.0%	45.0%	48.6%	43.2%
– Re-inspection (%)	12.8%	12.4%	10.4%	*	*	12.4%	11.4%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 1c**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Patrol summonses issued to drivers	33,714	39,833	34,725	*	*	9,845	11,806
Patrol summonses issued to owners/agents/bases	27,958	22,257	23,829	*	*	7,333	6,357
★ Patrol summonses issued for illegal street hails (drivers and vehicle owners)	10,803	8,549	12,813	*	*	4,762	1,936
★ Patrol summonses issued for unlicensed activity (drivers and vehicle owners)	12,497	10,380	7,955	*	*	2,293	2,430
Administrative summonses issued to drivers	13,492	10,478	9,595	*	*	3,309	2,314
Administrative summonses issued to owners/agents/bases	13,120	15,146	16,603	*	*	5,564	8,880
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	91.5%	90.9%	94.5%	*	*	94.4%	93.7%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 1d**

Provide excellent customer service to licensees.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average wait time at Long Island City licensing facility (hours: minutes)	0:16	0:25	0:19	0:25	0:25	0:23	0:12
TLC driver licenses issued	91,485	97,401	95,337	*	*	29,627	29,667
– New licenses issued	34,981	29,870	35,764	*	*	9,259	11,634
Average time to issue a new driver license from initial application (calendar days)	NA	63.1	59.1	*	*	59.8	48.7
– Average agency processing time	NA	19.9	11.8	*	*	12.1	9.3
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:50	0:48	0:58	1:00	1:00	1:01	1:02
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	0:57	0:49	1:09	1:00	1:00	1:14	1:15
★ Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	0:55	0:51	1:11	1:00	1:00	1:15	1:22
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## Goal 1e

Promote excellent customer service to passengers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
TLC driver complaints received	19,257	23,927	22,918	*	*	7,332	8,586
– Complaints that were eligible for prosecution	7,921	10,227	9,847	*	*	3,444	3,347
★ Average time to close a consumer complaint (calendar days): TLC driver	NA	34.7	24.6	50.0	50.0	31.8	NA
★ Critical Indicator      "NA" Not Available  Directional Target      * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Medallion vehicles	13,587	13,587	13,587	*	*	13,587	13,587
For-hire vehicles	65,016	78,814	99,928	*	*	84,097	105,434
– Boro Taxis	7,077	7,237	6,313	*	*	6,879	5,984
★ Critical Indicator      "NA" Not Available  Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
E-mails responded to in 14 days (%)	99%	98%	99%	85%	85%	99%	100%
Letters responded to in 14 days (%)	99%	NA	88%	90%	90%	86%	94%
Average call wait time (minutes:seconds)	NA	NA	18:55	*	*	22:49	11:18
Completed customer requests for interpretation	5,336	6,880	7,247	*	*	NA	NA
CORE customer experience rating (1-100)	88	98	97	85	85	NA	NA
★ Critical Indicator      "NA" Not Available  Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	61%	88%	94%	90%	90%	96%	99%
Percent meeting time to first action - Lost Property (7 days)	86%	72%	72%	90%	90%	81%	100%
Percent meeting time to first action - Miscellaneous Comments (14 days)	98%	84%	96%	60%	60%	89%	100%
Percent meeting time to first action - Request for Information (14 days)	98%	83%	94%	60%	60%	84%	100%
Percent meeting time to first action - Taxi Complaint (14 days)	61%	86%	94%	90%	90%	97%	98%
★ Critical Indicator      "NA" Not Available  Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$52.4	\$47.9	\$45.8	\$57.5	\$57.5	\$61.0	\$17.3	\$17.7
Revenues (\$000,000)	\$95.5	\$84.7	\$100.7	\$55.7	\$72.7	\$164.4	\$32.0	\$28.1
Personnel	609	590	585	742	742	742	612	560
Overtime paid (\$000)	\$1,369	\$1,086	\$1,079	\$1,230	\$1,230	\$1,230	\$279	\$331

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$35.0	\$37.4	All
002 - Other Than Personal Services	\$10.8	\$20.0	All
Agency Total	\$45.8	\$57.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Includes all funds.

<sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- TLC transitioned to a new vendor to provide citywide accessible dispatch service and discovered an automatic calculation of the previous vendor's data for Manhattan was not correct. Previously reported data for 'Accessible dispatch trips fulfilled as a percent of requested trips (%)' and 'Accessible dispatch median wait time in Manhattan (hours:minutes)' have been recalculated and replaced. Corrected numbers for fulfillment rates are slightly higher than what was previously reported while the adjusted median wait times are four to six minutes longer than what was previously reported, but the trend of annual improvement holds true.
- TLC revised the Fiscal 2018 target for the indicator 'FHV safety and emissions failure rate - Initial inspection (%)' to 35% from 45% to reflect improvements in the failure rates.
- The word "receive" in the indicator 'Average time to receive a new driver license from initial application (calendar days)' was replaced with "issue" to clarify what is being reported.
- Four-month Fiscal 2018 data for 'Average time to close a consumer complaint' is not available. TLC is currently reevaluating the indicator's calculation methodology and expects to resume reporting for the fiscal year Mayor's Management Report.

## ADDITIONAL RESOURCES

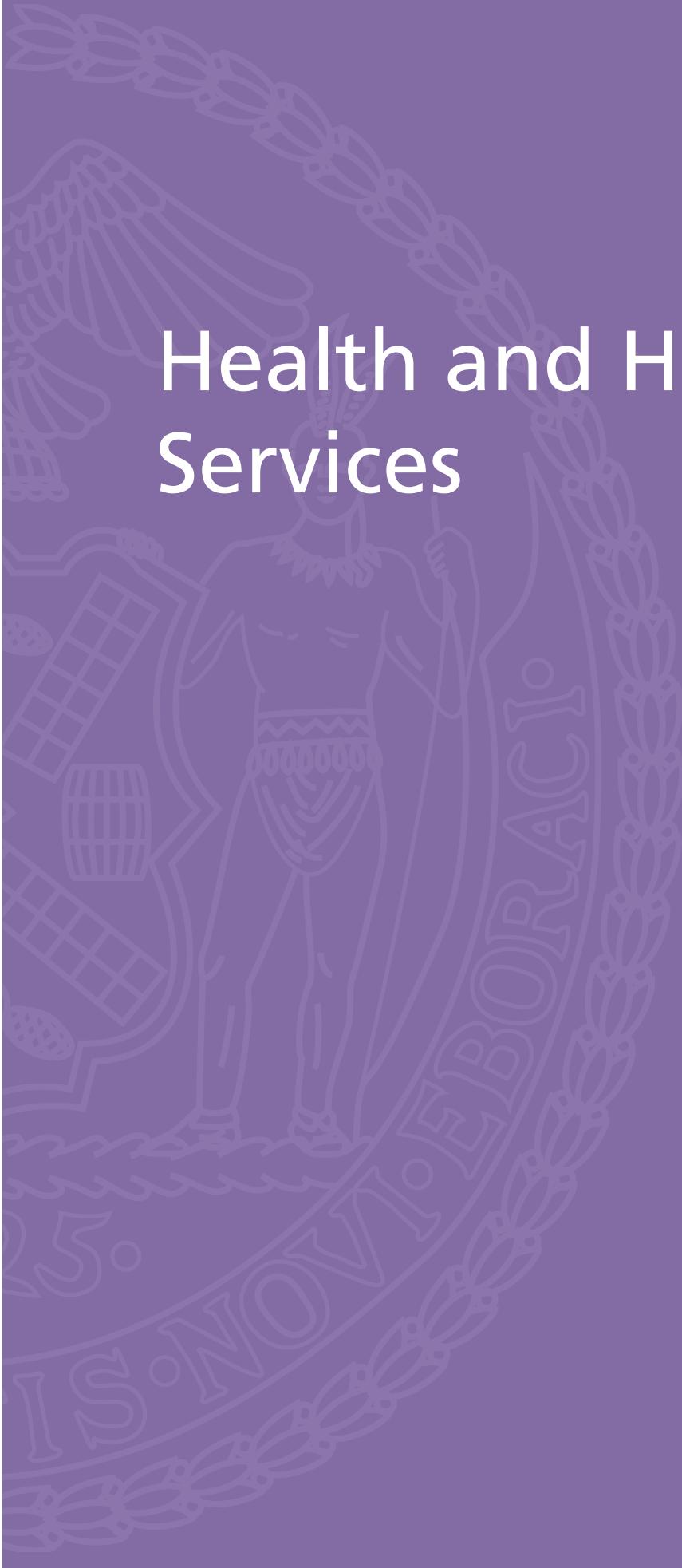
For additional information go to:

- 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](http://www.nyc.gov/html/tlc/html/technology/aggregated_data.shtml)

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





# Health and Human Services

# Health and Human Services

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# DEPARTMENT OF HEALTH AND MENTAL HYGIENE

**Dr. Mary T. Bassett, Commissioner**



## WHAT WE DO

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and well-being of all New Yorkers. The Department 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 toward 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

- The number of reported primary and secondary syphilis cases decreased to 590 in the first quarter of Fiscal 2018 compared to 684 in the first quarter of Fiscal 2017. This decline may be due, in part, to delays in reporting and classifying syphilis cases, as well as to true decreases in syphilis transmission. The Department provides syphilis testing and treatment in the NYC Sexual Health Clinics, monitors reports of syphilis and works to prevent ongoing syphilis transmission by notifying, testing and treating the partners of individuals diagnosed with syphilis.
- The NYC Condom Availability Program distributes condoms to more than 3,500 venues including Neighborhood Health Action Centers and traditional and non-traditional community sites citywide. The number of male condoms distributed during the first four months of Fiscal 2018 declined by 30 percent compared to the same period last year. Condom demand was lower than in recent years during the July-October 2017 period, while more condoms were distributed during the July-October 2016 reporting period as part of the Zika prevention initiative. The Department promotes safer sex through targeted condom distribution, outreach at community events and health fairs, condom education at the Sexual Health Clinics and social marketing and media campaigns. The Department expects annual condom distribution levels to remain consistent with prior years moving forward.
- There was a 23 percent increase in tuberculosis (TB) cases in the first four months of Calendar 2017 compared to the same period in Calendar 2016. The Department has observed increases in multidrug-resistant TB, with 14 cases in Calendar 2017. The Department continues to monitor surveillance data and provide case management to all TB patients and their contacts in New York City. Case management services ensure that providers follow TB care standards and that patients remain in care and adhere to treatment. The Department also screens and treats individuals at high risk for TB disease progression.
- The HPV vaccine series completion percentage continues to improve. In October 2016, the Advisory Committee on Immunization Practices' (ACIP) changed the recommendation for completing the HPV series from three to two doses if the series was initiated prior to age 15 and the two doses were spaced by at least five months. As a result, many patients can now complete the HPV vaccination series with only two doses.
- The number of children found to have elevated blood lead levels declined by nearly 15 percent during the first four months of Fiscal 2018 compared to the same time period last year. The improvement is attributed to multiple factors, including continued reduction of lead paint hazards in housing and primary prevention efforts.
- DOHMH conducted 6,557 day care site inspections during the first four months of Fiscal 2018, compared to 7,108 inspections during the same period in Fiscal 2017. This decrease can be attributed to improved performance by child care providers, resulting in fewer inspection cycles, as well as a slight decrease in the number of home-based child care providers. As of October 2017, the percentage of group child care programs that do not require a compliance inspection increased to 63 percent from 56.6 percent due to better compliance among programs.
- The number of initial pest control inspections increased by 29 percent due to revised requirements under the Neighborhood Rat Reduction Plan, which was launched in July 2017 in three neighborhoods in Manhattan, Brooklyn and the Bronx. The Department performs additional indexing inspections in these targeted areas.
- The rate of compliance inspections found to be rat free increased by five percentage points. The improvement can be attributed to the Rat Reservoir program's emphasis on case management of properties with the most severe problems. Highly trained inspectors work directly with property owners and staff to help them comply with rodent abatement orders. The Department also performs repeat rounds of inspections in problematic areas and offers free Rat Academy training to communities.
- The number of individuals in the Assisted Outpatient Treatment (AOT) program increased by 8.7 percent. Additionally, there was an increase in AOT referrals from the NY State Psychiatric Centers as well as City and State correctional facilities.
- The number of calls to NYC Well increased significantly during the first four months of Fiscal 2018 compared to the same period last year. Increased outreach, including an advertising campaign for NYC Well, began in October 2016. The program's capacity also increased to include chat and text message contacts.

- Average response time for birth certificate requests increased by 15 percent from 1.6 days in the first four months of Fiscal 2017 to 1.9 days for the first four months of Fiscal 2018. Processing times remained within target levels. During the first four months of Fiscal 2018, staff and resources were dedicated to the launch of a new system for registering births and deaths, which impacted processing times for birth certificate orders.
- Compared to the same period in Fiscal 2017, the number of summonses issued increased by 77 percent and the percentage of violations upheld declined by six percentage points during the first four months of Fiscal 2018. The increase in summonses issued is related in part to more cooling tower summonses issued in September and October of 2017 to address non-compliance.

## SERVICE 1 Detect and control infectious diseases.

### Goal 1a

Reduce new cases of HIV and other sexually transmitted diseases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ New HIV diagnoses (CY Preliminary)	2,718	2,493	2,279	↓	↓	584	569
★ Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)	87.7%	86.2%	90.1%	93.0%	94.0%	90.0%	95.2%
★ Syphilis cases	1,315	1,804	1,808	↓	↓	684	590
Male condoms distributed (000)	36,604	35,666	35,220	37,828	37,828	12,644	8,838
★ Critical Indicator      "NA" Not Available      ↗↖ Directional Target      * None							

### Goal 1b

Prevent the spread of other infectious diseases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ New tuberculosis cases (CY)	585	575	565	↓	↓	159	195
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	64.2%	65.5%	65.4%	68.0%	68.0%	NA	NA
★ Children aged 19-35 months with up-to-date immunizations (%)	73.0%	74.7%	75.1%	76.0%	77.0%	74.6%	74.7%
★ Children in the public schools who are in compliance with required immunizations (%)	99.0%	98.8%	98.8%	99.0%	99.0%	92.4%	93.6%
★ HPV vaccine series completion (%)	38.5%	44.2%	56.6%	60.0%	64.0%	52.2%	58.5%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Adults who smoke (%) (CY)	13.9%	14.3%	13.1%	12.8%	12.6%	NA	NA
Adults who are obese (%) (CY)	24.7%	24.1%	23.6%	23.5%	23.3%	NA	NA
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	22.5%	23.7%	22.7%	21.8%	20.9%	NA	NA
★ Critical Indicator      "NA" Not Available      ↗↖ Directional Target      * None							

**Goal 2b**

Improve preventive health care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Adult New Yorkers without health insurance (%) (CY)	13.8%	12.6%	10.9%	10.0%	9.5%	NA	NA
Adult patients with controlled blood pressure (%) (CY)	66.8%	67.2%	67.1%	70.0%	70.0%	NA	NA
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	69.9%	69.9%	68.5%	71.4%	71.4%	NA	NA
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	231.6	NA	NA	↓	↓	NA	NA
★ Infant mortality rate (per 1,000 live births) (CY)	4.2	4.3	4.1	4.2	4.2	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ 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	818	784	708	↓	↓	297	253
Day care initial site inspections	21,800	22,032	21,478	*	*	7,108	6,557
★ Child care inspections that do not require a compliance inspection (%)	65.9%	62.0%	57.4%	↑	↑	56.6%	63.1%
★ Critical Indicator      "NA" Not Available      ▲▼ Directional Target      * None							

**Goal 3b**

Reduce the threat of foodborne illness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Restaurants inspected (%)	99.9%	99.8%	87.5%	100.0%	100.0%	43.1%	41.2%
★ Restaurants scoring an 'A' grade (%)	93.0%	92.7%	93.3%	↑	↑	92.2%	93.4%
★ Critical Indicator      "NA" Not Available      ▲▼ Directional Target      * None							

**Goal 3c**

Reduce animal-related risks to human health.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Initial pest control inspections (000)	97	98	146	*	*	42	55
Initial inspections with active rat signs (ARS) (%)	10.7%	13.9%	12.2%	*	*	11.9%	12.1%
★ Compliance inspections found to be rat free (%)	46.8%	47.8%	49.1%	↑	↑	47.5%	52.4%
Dogs licensed (000)	83.0	85.0	84.6	105.0	105.0	86.5	87.6
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Buprenorphine patients (CY)	13,150	13,293	13,612	16,022	16,022	9,265	9,412
★ Deaths from unintentional drug overdose (CY)	793	939	1,374	↓	↓	NA	NA
★ Critical Indicator      "NA" Not Available      ▲▼ Directional Target      * None							

### Goal 4b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Individuals in the assisted outpatient mental health treatment program	2,176	2,236	2,368	*	*	1,667	1,812
Units of supportive housing available to persons with serious mental illness (000)	5.7	6.0	6.2	7.0	7.5	6.0	6.2
New children receiving services from the Early Intervention Program (000)	14.3	14.4	14.0	*	*	4.7	4.7
Calls to NYC Well (000)	92.0	97.5	170.4	*	*	49.7	105.8
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average response time for birth certificates by mail/online (days)	1.3	1.8	1.6	3.0	3.0	1.6	1.9
★ Average response time for death certificates by mail/online (days)	1.7	2.0	1.5	3.0	3.0	1.7	1.8
★ Critical Indicator      "NA" Not Available      ▲▼ Directional Target      * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Workplace injuries reported	104	104	116	*	*	43	31
Collisions involving City vehicles	29	28	28	*	*	11	12
All summonses issued	64,625	59,067	57,780	*	*	22,349	39,533
Violations admitted to or upheld at ECB (%)	70.9%	70.0%	75.2%	*	*	73.6%	67.2%
★ Critical Indicator      "NA" Not Available      ▲▼ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators		Actual			Target		4-Month Actual	
Customer Experience		FY15	FY16	FY17	FY18	FY19	FY17	FY18
Completed requests for interpretation		12,475	14,986	18,486	*	*	NA	NA
Letters responded to in 14 days (%)		36%	60%	44%	50%	50%	22%	58%
E-mails responded to in 14 days (%)		58%	72%	73%	75%	75%	52%	81%
Average wait time to speak with a customer service agent (minutes)		8	1	1	10	10	NA	NA
CORE facility rating		92	81	96	85	85	NA	NA
Calls answered in 30 seconds (%)		82%	78%	73%	80%	80%	75%	74%
★ Critical Indicator		"NA" Not Available	↔ Directional Target	* None				

Performance Indicators		Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)		FY15	FY16	FY17	FY18	FY19	FY17	FY18
Percent meeting time to first action - Rodent (14 days)		73%	73%	75%	73%	73%	74%	77%
Percent meeting time to first action - Food Establishment (14 days)		97%	92%	95%	90%	90%	96%	94%
Percent meeting time to first action - Food Poisoning (3 days)		84%	94%	98%	90%	90%	96%	99%
Percent meeting time to first action - Indoor Air Quality (14 days)		99%	99%	98%	95%	95%	99%	99%
Percent meeting time to first action - Smoking Complaint (14 days)		86%	81%	92%	75%	75%	82%	83%
★ Critical Indicator		"NA" Not Available	↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$1,495.5	\$1,450.7	\$1,622.4	\$1,612.1	\$1,676.8	\$1,611.8	\$884.3	\$934.7
Revenues (\$000,000)	\$31.6	\$60.0	\$31.0	\$31.4	\$30.4	\$30.4	\$10.0	\$10.1
Personnel	5,691	5,858	6,577	6,606	6,926	6,644	6,008	6,581
Overtime paid (\$000,000)	\$11.0	\$11.8	\$10.9	\$6.5	\$8.7	\$6.2	\$3.8	\$3.2
Capital commitments (\$000,000)	\$49.9	\$23.9	\$21.4	\$163.3	\$168.9	\$161.6	\$5.6	\$3.1
Human services contract budget (\$000,000)	\$725.2	\$626.3	\$651.5	\$696.5	\$666.3	\$697.7	\$182.7	\$202.3

<sup>1</sup>February 2018 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$451.9	\$486.9	
101 - Health Administration	\$55.9	\$55.4	All
102 - Disease Control	\$92.3	\$102.8	1a, 1b
103 - Family and Child Health and Health Services	\$117.2	\$120.5	1b, 2b
104 - Environmental Health Services	\$57.8	\$59.3	2b, 3a, 3b, 3c
105 - Early Intervention	\$15.2	\$17.1	4b
106 - Office of Chief Medical Examiner	\$53.1	\$59.5	Refer to table in OCME chapter
107 - Prevention and Primary Care	\$13.5	\$14.7	2a, 2b
108 - Mental Hygiene Management Services	\$30.5	\$40.2	4a, 4b
109 - Epidemiology	\$16.4	\$17.6	2a, 2b, 5a
Other Than Personal Services - Total	\$1,170.5	\$1,189.9	
111 - Health Administration	\$126.2	\$116.0	All
112 - Disease Control	\$209.8	\$204.1	1a, 1b
113 - Family and Child Health and Health Services	\$64.6	\$59.2	1b, 2b
114 - Environmental Health Services	\$40.3	\$38.4	2b, 3a, 3b, 3c
115 - Early Intervention	\$245.8	\$201.8	4b
116 - Office of Chief Medical Examiner	\$18.8	\$25.8	Refer to table in OCME chapter
117 - Prevention and Primary Care	\$60.8	\$52.8	2a, 2b
118 - Mental Hygiene Management Services	\$49.1	\$73.9	4a, 4b
119 - Epidemiology	\$5.3	\$5.3	2a, 2b, 5a
120 - Mental Health Services	\$243.7	\$288.8	4b
121 - Developmental Disability	\$14.7	\$15.8	NA
122 - Chemical Dependency and Health Promotion	\$91.3	\$108.1	4a
Agency Total	\$1,622.4	\$1,676.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Includes all funds.

<sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DOHMH revised the Fiscal 2018 target for the indicator 'Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)' to be more ambitious.
- The previously published Fiscal 2017 figure for the indicator 'Units of supportive housing available to persons with serious mental illness (000)' has been corrected. The Fiscal 2018 target for this indicator was revised according to the corrected Fiscal 2017 total.
- The Department revised the Fiscal 2017 figure for the indicator 'Syphilis cases' to reflect current data.
- The indicator 'New buprenorphine patients' has been replaced with 'Buprenorphine patients' to include the full scope of this program.
- Recent figures for the indicator 'Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)' are currently unavailable due to a data system transition. The Department is conducting analyses to determine how best to measure trends in asthma emergency department visits. Calendar 2016 figures will be available in the Fiscal 2018 Mayor's Management Report.
- DOHMH revised the 4-month Fiscal 2017 figure for 'Letters responded to in 14 days (%).'

## ADDITIONAL RESOURCES

For additional information go to:

- Data & statistics:

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

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

# 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 in certain cases when 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 both the retrieval and processing of deceased bodies, as well as assistance with and body preparation for City burial.

### FOCUS ON EQUITY

To best serve all New Yorkers—regardless of economic status—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. 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

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

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

**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

- During the first four months of Fiscal 2018 the median time to complete autopsy reports decreased by 30.5 percent to 41 days.
- During the reporting period the median time to process cremation requests increased to approximately 243 minutes due to a larger than normal case volume over the summer.
- The OCME Department of Forensic Biology continues its work on remains of victims of the September 11, 2001 terrorist attacks. In early Fiscal 2018 it scientifically identified the remains of the 1,641st decedent from the attack. The identification of this victim, whose name was withheld at the family's request, was performed using new technologies developed in-house and launched in Calendar 2017. OCME has also re-associated many remains to previously identified victims during the first four months of Fiscal 2018, and continues its efforts to identify all the 2,753 victims of the disaster. To date OCME has identified 14,467 remains recovered from a disaster or mass fatality event.
- The median time to complete DNA property crime cases from evidence submission to report increased to 164 days during the first four months of Fiscal 2018 due to an increase in case submissions and OCME's mandate, in partnership with enforcement agencies, to prioritize crimes against people and gun crimes over property crimes.
- The OCME Forensic Toxicology Laboratory is responsible for testing biological samples for illicit drugs and intoxicants and therapeutic drugs. Over the past two years, the lab has eliminated a backlog of more than 800 cases and has significantly reduced its median turnaround time for completion of toxicology casework to 18 days at the end of the first four months of Fiscal 2018, from 22 days in the same period of Fiscal 2017 and from 108 days in the comparable period of Fiscal 2016. Over 98 percent of all OCME toxicology cases are now completed within 30 days or less, twice as fast as the national standard.
- During the reporting period, with support from the five District Attorneys' Offices and the Police Department, the OCME Forensic Toxicology Laboratory was approved to test all intoxicant specimens for drug or alcohol impaired driving collected in New York City, and has nonetheless reduced its average turnaround time for this type of case to 16 days for the first four months of Fiscal 2018, from 19 days for the same period of Fiscal 2017.

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

#### Goal 1a

Respond promptly to scenes of reportable fatalities and conduct related investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.9	2.4	1.9	1.7	1.7	2.0	1.7
Deaths reported	27,984	27,674	28,940	*	*	9,316	9,471
Cases where Chief Medical Examiner takes jurisdiction	7,136	7,375	7,704	*	*	2,642	2,468
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

#### Goal 1b

Perform autopsies and examinations necessary to issue timely death certificates.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Median time to complete autopsy reports (days)	77.0	69.0	57.0	60.0	60.0	59.0	41.0
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 1c**

Provide timely investigation for all cremation requests.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Median time to process cremation requests (minutes)	184.5	174.7	183.9	180.0	180.0	132.3	243.3
★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None							

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## SERVICE 2 Provide mortuary services to the City.

**Goal 2a**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Number of decedents' remains transported and stored by OCME	10,721	10,108	10,330	*	*	3,449	3,533
Median time to remove decedents from scene (non-hospital) after investigation (minutes)	49.3	56.7	61.9	*	*	60.1	60.7
★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None							

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

**Goal 3a**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Remains recovered following a disaster or mass fatality incident (cumulative)	21,916	21,916	21,916	*	*	21,916	21,916
★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None							

**Goal 3b**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Remains identified following a disaster (cumulative)	14,202	14,308	14,370	*	*	14,332	14,467
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Median days to complete analysis of a DNA case	92.0	45.0	53.0	30.0	30.0	44.0	66.0
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	62.0	39.0	44.0	30.0	30.0	38.5	39.0
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	50.0	36.0	36.0	30.0	30.0	31.0	41.0
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	188.0	57.0	63.0	30.0	30.0	54.0	164.0
DNA matches with profiles in database	6,008	7,758	8,719	*	*	3,039	2,919
★ Median time to complete toxicology cases (days)	31.0	56.0	22.0	30.0	30.0	22.0	18.0
Median time to complete toxicology DUI (driving under the influence) cases (days)	30.0	43.0	17.0	30.0	30.0	19.0	16.0
Median time to complete toxicology sexual assault cases (days)	43.0	84.0	23.0	30.0	30.0	24.0	17.0
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed customer requests for interpretation	304	664	1,091	*	*	297	335
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18	FY19
Expenditures (\$000,000) <sup>2</sup>	\$66.5	\$68.6	\$71.9	\$73.1	\$85.3	\$78.4	\$24.9	\$27.6
Revenues (\$000)	\$41	\$36	\$76	\$100	\$100	\$100	\$17	\$1
Personnel	569	566	591	690	742	735	599	603
Overtime paid (\$000,000)	\$4.5	\$5.1	\$5.5	\$2.9	\$3.2	\$2.9	\$1.7	\$1.7

<sup>1</sup>February 2018 Financial Plan

<sup>2</sup>Expenditures include all funds "NA" - Not Available

The figures shown in the table above are subtotals of the Department of Health and Mental Hygiene totals that appear in the DOHMH chapter of this Report

## 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 FY17 <sup>2</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>4</sup>
106 - Office of Chief Medical Examiner (Personal Services)	\$53.1	\$59.5	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	\$18.8	\$25.8	All
Agency Total <sup>1</sup>	\$71.9	\$85.3	

<sup>1</sup>OCME is contained within the Department of Health and Mental Hygiene and appropriations are made through that agency.   <sup>2</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.   <sup>3</sup>Includes all funds.   <sup>4</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- OCME has revised the targets for Fiscal 2018 and Fiscal 2019 for 'Median time to complete toxicology cases', 'Median time to complete toxicology DUI cases' and 'Median time to complete toxicology sexual assault cases' to update them to 30 days, the same targets for the other median time indicators under this goal, and to reflect anticipated increased workload for the OCME Forensic Toxicology Laboratory due to recent assignment to OCME of responsibility to test all intoxicant specimens collected, for drug or alcohol impaired driving, citywide.

## ADDITIONAL RESOURCES

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



# NYC HEALTH + HOSPITALS

Dr. Mitchell Katz, 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 system includes MetroPlus (a managed care plan), an Accountable Care Organization, a Certified Home Health Agency and Correctional Health Services. NYC Health + Hospitals is the City's single largest provider of care to Medicaid patients, mental health patients, and the uninsured, serving more than 1.1 million New Yorkers throughout the five boroughs.

## 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 expanding access to physical and mental health services by establishing new ambulatory sites in high-need neighborhoods, expanding services provided, integrating mental and physical health services, and expanding telehealth to leverage specialist capacity.

Access to comprehensive, high quality services for lesbian, gay, bisexual, transgender, and queer (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. NYC Health + Hospitals is undertaking cost savings and revenue enhancement activities including implementing Epic electronic medical record and revenue cycle systems, launching an enterprise resource planning software system, and expanding supply chain initiatives.

## OUR SERVICES AND GOALS

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**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

- Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days improved, declining from 7.3 percent to 6.8 percent from the first four months of Fiscal 2017 to Fiscal 2018. To reduce readmissions, NYC Health + Hospitals is focusing on integrating behavioral healthcare services in primary care settings and engaging patients through peer counseling and other community based supports. Improved access to mental health and substance use ambulatory clinics have contributed to improved engagement in treatment resulting in lower re-hospitalization rates.
- Emergency room revisits for pediatric asthma patients increased from 3.0 percent to 3.1 percent during the first four months of Fiscal 2018, and was within the target of 3.2 percent. To reduce revisits, OneCity Health (NYC Health + Hospitals and its partners in a Performing Provider System) assigns community health workers to visit patients' homes to reinforce strategies to help patients and their families maintain control over asthma. These visits identify and address asthma triggers in the home, including offering new pillow cases, special cleaning supplies and professional pest control services as needed.
- During the reporting period, the number of days to third next available new appointment improved for both adult and pediatric visits. For adult visits availability improved from 24.0 to 16.2 days, and for pediatric visits, from 9.0 to 7.3 days. NYC Health + Hospitals is working to reduce patient wait times from a wide number of directions including expanding hours of operation, adding staff, and working with MetroPlus to better manage provider panels for new patients.
- NYC Health + Hospitals provided healthcare services to 631,870 unique patients in the first four months of Fiscal 2018, a decrease of 2.0 percent from same period in Fiscal 2017. By comparison, unique patients declined 3.0 percent from Fiscal 2017 and Fiscal 2016 indicating the downward trend may be flattening.
- The number of uninsured patients served by NYC Health + Hospitals declined by 16,546 from the first four months of Fiscal 2017 to the same period Fiscal 2018. During the same period, MetroPlus Essential Plan enrollment grew by 8,286. The Essential Plan is a free or low cost State insurance plan that was made available beginning in January 2016 for low income individuals that do not qualify for Medicaid or Child Health Plus and meet the Plan's immigration status requirements.
- MetroPlus enrollees for all plans increased from 503,432 to 504,498, a gain of 0.2 percent during the first four months of Fiscal 2018. To encourage healthy actions and improve disenrollment rates, MetroPlus has implemented the MetroPlus Rewards Program, a loyalty program that rewards members with points that can be redeemed for prizes. In only a few months of full operation, over 20,000 MetroPlus members have registered for the program, and 95 percent of those contacting the program's call center reported being satisfied with the program.
- General care average length of stay increased from 5.3 to 5.5 days from the first four months of Fiscal 2017 to the same period Fiscal 2018. Potentially avoidable and other low acuity hospital admissions at NYC Health + Hospitals and hospitals citywide are increasingly treated in more appropriate ambulatory settings resulting in an overall sicker inpatient hospital population with a greater average inpatient acuity and length of stay.
- 'Net days of revenue for accounts receivable' improved from 52.6 days to 42.3 days between the first four months of Fiscal 2017 and the same period Fiscal 2018. NYC Health + Hospitals has implemented several revenue collections initiatives and is commencing a two-year revenue cycle optimization program to achieve further gains.
- NYC Health + Hospitals exceeded its goal of 80 percent for outpatient satisfaction with a rate of 81.4 percent in the first four months of Fiscal 2018, an increase from the rate of 76.8 percent for the same period in Fiscal 2017. The inpatient satisfaction rate remained at 60 percent. To continue to improve the patient and family experience, NYC Health + Hospitals has completed a redesign of its goals, short- and long-term plans, and targets.

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

### Goal 1a

Expand access to care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Eligible women receiving a mammogram screening (%)	77.8%	76.4%	75.4%	80.0%	80.0%	75.9%	74.3%
★ Emergency room revisits for adult asthma patients (%)	6.1%	6.2%	6.9%	5.0%	5.0%	8.2%	6.3%
★ Emergency room revisits for pediatric asthma patients (%)	3.1%	3.2%	3.6%	3.2%	3.2%	3.0%	3.1%
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days (%)	7.4%	6.8%	7.1%	6.9%	6.9%	7.3%	6.8%
Hospital-acquired Central Line-Associated Bloodstream Infection (CLABSI) rate	0.940	0.900	1.470	1.000	1.000	0.700	1.080
★ HIV patients retained in care (%) (annual)	86.1%	85.7%	83.5%	85.0%	85.0%	NA	NA
Calendar days to third next available new appointment - adult medicine	26.0	23.0	18.6	14.0	14.0	24.0	16.2
Calendar days to third next available new appointment - pediatric medicine	6.5	5.0	5.1	5.0	5.0	9.0	7.3
Patient Cycle Time - Adult Medicine (minutes)	NA	88	79	60	60	78	83
Patient Cycle Time - Pediatrics (minutes)	NA	70	70	60	60	68	77
Patient Cycle Time - Women's Health (minutes)	NA	76	88	60	60	69	91
★ Critical Indicator      "NA" Not Available       Directional Target      * None							

### Goal 1b

Increase the number of patients served.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Number of unique patients	1,172,405	1,168,663	1,133,984	↑	↑	644,481	631,870
★ MetroPlus membership	472,251	501,134	503,044	↑	↑	503,432	504,498
★ Uninsured patients served	421,647	425,089	414,738	↓	↓	207,503	190,957
★ Prenatal patients retained in care through delivery (%)	87.1%	87.0%	86.1%	90.0%	90.0%	86.8%	89.5%
★ Critical Indicator      "NA" Not Available       Directional Target      * None							

### Goal 1c

Maximize quality of care and patient satisfaction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ General care average length of stay (days)	5.1	5.2	5.4	4.9	4.9	5.3	5.5
★ Net days of revenue for accounts receivable	57.2	51.1	45.8	42.0	42.0	52.6	42.3
Inpatient satisfaction rate (%)	63.0%	62.0%	61.0%	65.0%	65.0%	60.0%	60.0%
Outpatient satisfaction rate (%)	77.6%	77.8%	81.3%	80.0%	80.0%	76.8%	81.4%
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health and dental)	769,459	674,825	637,966	*	*	212,780	167,347
Patients with a substance abuse diagnosis in a jail-based substance abuse program (%)	10.0%	10.0%	9.0%	*	*	9.0%	13.0%
★ Critical Indicator      "NA" Not Available       Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	4-Month Actual		
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$6,874.7	\$7,571.5	\$7,536.0	\$7,222.1	\$7,222.1	\$7,427.0	\$2,146.1	\$2,181.0
Revenues (\$000,000)	\$7,417.7	\$8,046.3	\$8,139.0	\$7,472.2	\$7,472.2	\$7,673.0	\$1,913.9	\$1,699.0
Personnel	38,748	39,443	37,575	37,575	37,575	37,575	39,277	37,119
Overtime paid (\$000,000)	\$143.5	\$144.7	\$141.7	\$153.6	\$153.6	\$153.6	\$53.1	\$43.3
Capital commitments (\$000,000)	\$106.6	\$203.5	\$202.1	\$789.8	\$1,204.8	\$896.6	\$100.7	\$48.0

<sup>1</sup>Expense, Revenue, Overtime Plans are consistent with HHC November 2017 Plan; Personnel and Capital with NYC February 2018 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available

## 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 FY17 <sup>2</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>3</sup> (\$000,000)	Applicable MMR Goals <sup>4</sup>
001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$783.4	\$608.9	All

<sup>1</sup>These figures are limited to the City's contribution and planned contribution respectively.      <sup>2</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.      <sup>3</sup>Includes all funds.      <sup>4</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2017 data for the indicator 'Hospital-acquired Central Line-Associated Bloodstream Infection rate (CLABSI)' reflects a change in methodology and reporting in 2017 requested by the Centers for Disease Control and Prevention's (CDC) National Healthcare Safety Network (NHSN).
- The Fiscal 2018 target for the indicator 'Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days (%)' was revised to a more ambitious level to reflect the recent trend in performance.
- The Fiscal 2018 target for the indicator 'Net days of revenue for accounts receivable' was revised to a more ambitious level and reflects the median time for NYC nonprofit acute care hospitals as of 2015.
- The Epic medical records system rollout schedule requires site specific temporary interruptions in the availability of certain indicators. North Central Bronx, Metropolitan, Coney Island, Woodhull, Elmhurst and Queens Hospitals are not included in Fiscal 2017 four month actual Third Next Available Appointment and Patient Cycle Time indicators.
- Stanley Brezenoff served as Interim President/Chief Executive Officer during the reporting period.
- The 4-month Fiscal 2017 figure for the indicator 'MetroPlus membership' was revised to reflect corrected information.

## 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](http://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), the Supplemental Nutritional Assistance Program (SNAP), Medicaid, and Child Support Services. HRA also provides homelessness prevention and rental assistance, educational, vocational and employment services, assistance for persons with disabilities, services for immigrants, civil legal aid and disaster relief. For the most vulnerable, it provides HIV/AIDS Services, Adult Protective Services, Home Care and programs for survivors of domestic violence.

## FOCUS ON EQUITY

HRA promotes equity for New Yorkers through its commitment to services that fight poverty and income inequality, prevent homelessness and promote employment. HRA increases economic security by facilitating access to benefits, employment and educational programs. New initiatives include 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 new rental assistance programs for homeless families and adults all in partnership with the Department of Homeless Services (DHS). In conjunction with the Mayor's Office of Immigrant Affairs (MOIA), HRA administers the New York City Municipal Identification program (IDNYC).

## 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

- The cash assistance (CA) 12-month unduplicated number of persons—the true measure of the total number of clients served in a year—declined by 1.9 percent between October of Fiscal 2017 and October of Fiscal 2018. The unduplicated number of persons receiving recurring cash assistance has been stable at approximately 490,000 since Fiscal 2014 and remains lower than the average of 500,000 for years prior to 2014. The annual unduplicated number of persons receiving assistance is affected by policy changes that reduced punitive negative actions that previously produced a “churning” cycle of application, rejection from the caseload and then re-application for assistance. Of those clients receiving cash assistance in the month of October 2017, the number of individuals receiving both recurring assistance and one-time emergency assistance declined compared to October 2016. The reduction in unnecessary punitive actions resulted in fewer cases in sanction status (a grant reduction for non-compliance with administrative requirements) in October 2017 compared to October 2016; while those in the sanction process increased slightly due to additional clients initiating the revamped conference/conciliation process since the elimination in New York State law of durational sanctions (sanctions that lasted for a prescribed amount of time).
- In October 2017, there were 56,400 fewer persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits compared to the same period in the prior year. The decline was in both the CA and non-CA related SNAP populations, with the number who also receive Supplemental Security Income remaining relatively stable.
- As of October 2017, 1.81 million New York City residents were enrolled in Medicaid administered by HRA, and another approximately 1.502 million were enrolled in Medicaid through the New York State (NYS) Health Care Exchange (the Exchange). As a result of the on-going State transition to the takeover of Medicaid administration, the number enrolled in HRA-administered Medicaid was 10.1 percent lower than in the previous year, while the number of clients enrolled in the Exchange during this same period was 12.9 percent higher.
- HRA helped 12,300 clients obtain jobs during the first four months of Fiscal 2018, 20.6 percent fewer than during the same period in Fiscal 2017. This is due to the continuing phase-in period of HRA’s new employment services contracts, which began in April 2017. As providers transition to performance based payments at the end of the current fiscal year, it is expected that job placements will increase. The new contracts emphasize individual client assessments, access to education and training, literacy programs and client choice, including internships, community service, and subsidized transitional employment to provide clients with a career pathway. The percentage of family cases engaged in education and training increased by 0.3 percentage points and the percent of Safety Net Assistance (SNA) cases in education and training increased by 1.9 percentage points.
- In October 2017, there were 33,238 clients participating in HRA’s Wellness, Comprehensive Assessment, Rehabilitation and Employment (WeCARE) services, which assist cash assistance clients with barriers to employment. The number of WeCARE program participants decreased by 24.1 percent between October 2016 and October 2017. 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. HRA has been implementing new processes for clients with disabilities to address the final settlement agreement and to assess the backlog. The current WeCARE caseload is closer to the 35,313 clients participating prior to the settlement as of October 2014. WeCARE also helps clients with disabilities apply for federal disability benefits. During the first four months of Fiscal 2018, the number of federal disability awards increased by 10.8 percent compared to the same period in Fiscal 2017.
- The percent of child support cases with orders of support increased by 2.2 percentage points, exceeding the 80 percent target set by the federal government. The number of child support cases with active orders declined marginally, a result of required case closings per federal regulations, while those receiving current payments remained stable at 59 percent.
- HRA provides homelessness prevention assistance to families and individuals with housing emergencies and to those seeking shelter. HRA provides access to emergency rental arrears payments, ongoing rental assistance at Job Centers, Housing Courts, DHS shelter intake, and HomeBase locations. Of those who received homelessness prevention services at DHS’s Prevention Assistance and Temporary Housing (PATH) family intake unit during the first four months of Fiscal 2018, 12.3 percent were successfully diverted from entering shelter on the day they received the service. The HomeBase program includes a range of services to prevent homelessness, including personalized plans to overcome an immediate housing crisis and achieve housing stability and access to community-based resources such as job training, child care,

and anti-eviction legal services. As of October 2017, 94.0 percent of families with children, 96.6 percent of adult family households, and 95.5 percent of single adults who received HomeBase prevention services remained in their communities and avoided shelter entry within the 12 months following the service.

- The City's expansion of funding by more than ten-fold for legal services for low-income tenants facing eviction, displacement and harassment as well as the universal access to counsel, contributed to a 28.4 percent increase in Housing Court legal assistance for low-income households facing eviction and homelessness.
- HRA assists domestic violence (DV) survivors with services in the community or with placement in emergency HRA DV shelters. During the first four months of Fiscal 2018, the percent of PATH-eligible families entering DV shelters was 30.7 percent, a 5.5 percentage point decline from the previous period, although consistent with the full fiscal year. At the same time the average number of families served per day in emergency shelter declined from 840 to 801. At the end of Fiscal 2017, a cohort of families who had been allowed to stay in DV shelter past the NYS-mandated 180-day limit pending permanent housing placement moved out of shelters. This led to a large number of vacancies in early Fiscal 2018 which began to fill over the course of the reporting period.
- The number of referrals received by Adult Protective Services (APS) increased by 9.9 percent and the number of APS undercare cases increased by 6.9 percent over the same period in the prior year, continuing the trend seen in recent fiscal years.
- There were 34,123 clients served by the HIV/AIDS Services Administration (HASA) in October 2017, a 4.6 percent increase over the number served in October 2016. This increase was primarily due to the implementation of a new law in Fiscal 2017 that allows HRA to provide HASA benefits to income-eligible asymptomatic individuals and families. During the first four months of Fiscal 2018, processing time increases in HASA were due to caseload growth resulting from the new eligibility criteria. HRA increased staffing in this area to handle the larger caseload and the increased administrative workload.
- During the first four months of Fiscal 2018, HRA generated \$91.85 million in Medicaid recoveries and cost avoidance related to fraud, waste or abuse, 27.8 percent more than the amount collected or costs avoided in the same period in Fiscal 2017. In addition, HRA generated \$72.30 million in cash assistance recoveries and cost avoidance, 18.9 percent more than the amount collected in the same period in Fiscal 2017, and \$10.3 million in SNAP recoveries and cost avoidance, 22.8 percent more than during the same period in the previous year. These increases were due to growing reliance on data-driven caseload assignment and prioritization processes in HRA's revenue operations, continued focus on provider investigations, and cost avoidance from determinations for ineligible applicants.
- The number of fair hearing requests remained consistent in the first four months of Fiscal 2018 compared to the same period in Fiscal 2017. Under reforms implemented beginning in Fiscal 2014, there has been a 40 percent reduction in the average monthly number of fair hearing requests since the start of the Administration. Of the hearings that were held and determinations made during the reporting period, 12.1 percent resulted in HRA's decisions being upheld, an increase of 2.7 percentage points from the prior fiscal year. It is anticipated that the reforms, along with reductions in unnecessary punitive actions, will continue to improve the rate of HRA decisions that are upheld.
- There was a decline in the percentage of calls answered in 30 seconds or less and letters responded to within 14 days of 35.4 and 10.0 percent, respectively. The decline in calls answered in 30 seconds or less was due to an increase of nearly 300,000 calls during the first four months of Fiscal 2018 compared to the same period in Fiscal 2017. The decline in letters responded to within 14 days is indicative of the declining use of post office mail. In one of the reporting months HRA received only two letters, one of which was not responded to within 14 days, lowering the average for the four-month period.

## SERVICE 1 Improve access to assistance that provides economic stability to support the basic needs of all eligible children and adults.

### Goal 1a

Provide access to cash assistance benefits for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Cash assistance unduplicated number of persons (12-month)(000)	591.1	601.8	598.6	*	*	607.5	596.0
★ Cash assistance caseload (point in time)(000)	192.4	196.1	194.5	*	*	197.6	195.8
Cash assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	484.6	492.9	491.9	*	*	497.6	492.3
Cash assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	106.4	108.9	106.7	*	*	109.9	103.7
★ Persons receiving cash assistance (000)	360.0	369.5	364.2	*	*	374.9	368.4
Persons receiving recurring assistance (000)	351.7	361.4	356.9	*	*	364.9	360.9
Persons receiving emergency assistance (000)	8.3	8.2	7.4	*	*	10.0	7.5
Cash assistance applications (000)	348.5	330.6	333.8	*	*	118.1	116.7
Cash assistance application acceptance rate (%)	50.9%	51.2%	52.6%	*	*	51.2%	51.2%
Cash assistance cases in sanction process (%)	4.8%	4.0%	4.7%	*	*	4.2%	5.0%
Cash assistance cases in sanction status (%)	3.5%	1.2%	0.2%	*	*	0.4%	0.2%
★ Cash assistance application timeliness rate (%)	94.4%	97.5%	97.9%	96.0%	96.0%	96.3%	95.1%
★ Critical Indicator      "NA" Not Available  Directional Target      * None							

### Goal 1b

Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,706.7	1,693.2	1,676.3	*	*	1,692.8	1,636.4
- Cash assistance persons receiving SNAP benefits (000)	402.1	409.3	401.2	*	*	409.3	399.3
- Non-cash assistance persons receiving SNAP benefits (000)	1,039.0	1,020.7	1,012.3	*	*	1,020.6	975.5
- SSI persons receiving SNAP benefits (000)	265.6	263.1	262.8	*	*	262.9	261.6
Total SNAP households (000)	955.4	951.4	948.6	*	*	951.2	930.2
- Cash assistance households receiving SNAP benefits (000)	195.5	198.9	196.3	*	*	198.1	195.0
- Non-cash assistance households receiving SNAP benefits (000)	515.6	510.4	510.1	*	*	511.2	493.7
- SSI households receiving SNAP benefits (000)	244.2	242.1	242.2	*	*	241.9	241.4
Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)	4.01%	2.88%	NA	6.00%	6.00%	4.24%	NA
★ SNAP application timeliness rate (%)	81.4%	93.9%	88.4%	90.6%	90.6%	89.9%	85.6%
SNAP applications filed electronically (%)	71.5%	73.4%	75.6%	*	*	73.8%	78.5%
★ Critical Indicator      "NA" Not Available  Directional Target      * None							

### Goal 1c

Provide access to Medicaid public health insurance coverage for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Medicaid enrollees administered by HRA (000)	2,371.7	2,085.7	1,869.5	*	*	2,012.6	1,810.2
- Medicaid-only enrollees administered by HRA (000)	1,608.1	1,321.2	1,109.9	*	*	1,243.3	1,055.4
★ Application timeliness rate for Medicaid administered by HRA (%)	96.5%	92.1%	95.6%	99.4%	99.4%	96.7%	96.1%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Clients whom HRA helped obtain employment (000)	46.6	47.0	44.8	↑	↑	15.5	12.3
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	73.9%	73.3%	73.1%	80.0%	80.0%	73.3%	73.8%
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	64.2%	63.5%	63.4%	*	*	63.6%	63.1%
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	20.7%	25.5%	27.0%	↑	↑	25.0%	26.9%
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	25.5%	27.4%	26.3%	↑	↑	25.8%	26.1%
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	34.1%	33.4%	27.3%	34.0%	34.0%	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total WeCARE cases	46,510	49,637	38,016	*	*	43,763	33,238
★ Number of WeCARE federal disability awards	3,141	3,227	3,613	*	*	1,112	1,232
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

### Goal 2c

Provide access to child support services for eligible parents and their children.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total new child support orders obtained	20,351	19,579	18,645	*	*	6,716	5,209
Total child support cases with active orders (end of period)	283,114	282,451	282,013	*	*	280,575	278,467
★ Child support cases with orders of support (%)	73.2%	76.7%	79.4%	80.0%	80.0%	79.0%	81.2%
Child support collected (\$000,000)	\$748.3	\$762.1	\$780.9	\$782.9	\$784.4	\$254.6	\$244.6
★ Support cases with active orders receiving current payments (%)	59.1%	59.7%	59.7%	↑	↑	59.4%	59.3%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Clients successfully diverted at PATH from entering a homeless shelter (%)	NA	NA	13.4%	*	*	13.2%	12.3%
★ Adults receiving preventive services who did not enter the shelter system (%)	93.5%	90.6%	92.6%	85.0%	85.0%	91.4%	95.5%
★ Adult families receiving preventive services who did not enter the shelter system (%)	91.5%	90.7%	94.0%	85.0%	85.0%	94.2%	96.6%
★ Families with children receiving preventive services who did not enter the shelter system (%)	94.5%	94.1%	94.2%	85.0%	85.0%	94.7%	94.0%
Rent Assistance Unit Emergency Assistance Requests Approved (%)	74.2%	67.6%	66.7%	*	*	64.5%	71.2%
Requests for Emergency Assistance at the Rental Assistance Unit	65,138	82,306	79,624	*	*	29,216	25,051
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	8,900	11,837	16,702	*	*	5,045	6,477
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	48.6%	30.5%	30.4%	*	*	36.2%	30.7%
Domestic violence non-residential services programs average monthly caseload	NA	NA	1,818	*	*	1,898	1,438
Average number of families served per day in the domestic violence shelter program	786	803	841	*	*	840	801
Number of domestic violence emergency beds (capacity)	2,228	2,282	2,378	*	*	2,378	2,378
★ 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.

### Goal 4a

Ensure that all eligible vulnerable and/or frail children and adults and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Adult Protective Services (APS) assessment cases	3,905	4,041	4,193	*	*	4,162	4,809
★ Individuals referred to an APS field office visited within three working days (%)	94.3%	95.1%	95.0%	85.0%	85.0%	94.7%	95.2%
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	88.8%	94.3%	95.3%	*	*	96.1%	95.1%
★ APS cases eligible for services	6,107	6,847	7,346	*	*	7,135	7,628
Total referrals received for APS	24,203	25,614	27,233	*	*	9,196	10,106
★ Personal care services - average weekly billable hours	43.6	43.6	46.1	*	*	45.3	49.1
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	97.0%	100.0%	100.0%	99.0%	92.0%
★ Average days to initiate home attendant and housekeeper services for all cases	24.6	20.4	20.0	30.0	30.0	20.8	23.6
Cases receiving home care services	122,173	136,367	155,504	*	*	142,949	162,223
New applicants for HIV/AIDS Services Administration (HASA) services	5,033	5,045	6,862	*	*	2,440	2,223
★ Critical Indicator      "NA" Not Available       Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Individuals receiving HASA services	32,110	31,693	33,526	*	*	32,616	34,123
HASA clients receiving housing assistance (%)	84.7%	84.3%	80.6%	*	*	82.5%	81.4%
★ 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	7.6	7.0	6.9	8.0	8.0	6.6	7.2
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	14.2	16.3	16.8	15.5	15.5	16.3	17.8
★ Critical Indicator      "NA" Not Available       Directional Target      * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	\$186.26	\$162.38	\$187.39	↑	↑	\$71.88	\$91.85
Cash assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	\$182.7	\$171.0	\$191.4	*	*	\$60.8	\$72.3
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	\$30.0	\$28.5	\$29.3	*	*	\$8.3	\$10.2
Fair hearings requested	328,469	285,165	247,253	*	*	80,898	81,170
Fair hearings upheld (%)	5.2%	7.9%	9.6%	*	*	9.4%	12.1%
IDNYC - number of applications processed	366,473	545,184	245,610	*	*	110,300	62,432
IDNYC - total number of cards issued	334,794	544,083	238,737	*	*	106,584	61,217
IDNYC application timeliness (%)	95%	99%	99%	*	*	99%	99%
Billed revenue as a percentage of budgeted revenue (%)	74.2%	74.5%	72.0%	*	*	15.0%	14.4%
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
Calls resolved within 48 hours to the customer service call line for vendors (%)	71.0%	82.3%	80.7%	*	*	88.4%	78.6%
Collisions involving City vehicles	43	51	34	*	*	14	22
Workplace injuries reported	170	172	176	*	*	50	49
Applications filed with the United States Citizenship and Immigration Services	1,548	1,415	2,477	*	*	NA	NA
★ Critical Indicator      "NA" Not Available       Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	909,712	989,229	1,264,815	*	*	393,370	451,117
Letters responded to in 14 days (%)	80.5%	86.9%	93.6%	90%	90%	92.8%	82.8%
E-mails responded to in 14 days (%)	93.5%	92.9%	93.2%	90%	90%	91.1%	97.4%
Average customer in-person wait time (minutes)	42.2	34.8	34.1	60.0	60.0	33.9	35.1
CORE facility rating	90	86	86	80	80	NA	NA
Calls answered in 30 seconds (%)	65.8%	79.7%	84.1%	80%	80%	93.4%	58%
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	92.0%	93.0%	93.0%	*	*	NA	NA
★ Critical Indicator      "NA" Not Available       Directional Target      * None							

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$9,771.2	\$9,398.0	\$9,563.4	\$9,899.7	\$2,911.3	\$2,882.7	\$3,634.7	\$3,576.9
Revenues (\$000,000)	\$50.0	\$54.8	\$57.8	\$42.6	\$42.6	\$42.6	\$14.1	\$13.1
Personnel	13,690	13,401	13,336	14,696	14,721	14,722	13,154	13,195
Overtime paid (\$000,000)	\$25.3	\$30.4	\$36.5	\$15.9	\$15.9	\$15.9	\$10.3	\$11.0
Capital commitments (\$000,000)	\$88.6	\$20.0	\$44.7	\$154.5	\$133.3	\$83.3	\$8.6	\$0.6
Human services contract budget (\$000,000)	\$454.2	\$455.8	\$486.8	\$565.8	\$628.9	\$643.1	\$124.6	\$111.9

<sup>1</sup>February 2018 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$797.8	\$847.8	
201 - Administration	\$328.5	\$321.3	All
203 - Public Assistance	\$285.3	\$301.3	1a, 1b, 2a, 2b, 2c, 3a
204 - Medical Assistance	\$72.6	\$103.0	1c, 2b, 4a
205 - Adult Services	\$111.4	\$122.1	1c, 2a, 2b, 2c, 3a, 3b, 4a
Other Than Personal Services - Total	\$8,765.7	\$9,063.5	
101 - Administration	\$262.7	\$280.1	All
103 - Public Assistance	\$2,125.5	\$2,344.9	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	\$5,938.9	\$5,939.7	1c, 2b, 4a
105 - Adult Services	\$338.6	\$374.1	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	\$100.1	\$124.8	All
Agency Total	\$9,563.4	\$9,911.3	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.    <sup>2</sup>Includes all funds.    <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Because of the transfer of the administration of Homelessness Prevention programs, including the HomeBase Program, from the Department of Homeless Services (DHS) to HRA, HRA is adding three homelessness prevention indicators previously reported by DHS to HRA goal 3a: 'Adults receiving preventive services who did not enter the shelter system (%),' 'Adult families receiving preventive services who did not enter the shelter system (%),' and 'Families with children receiving preventive services who did not enter the shelter system (%).'
- HRA revised the Fiscal 2018 target for the indicator 'Child support collected (\$000,000)' to reflect current collections levels.
- Full-year Fiscal 2017 data for the indicator 'Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)' is not available due to a reporting delay and will be reported in the full-year Fiscal 2018 Mayor's Management Report.
- HRA revised previously published Fiscal 2017 data for the indicator 'Serious personal care complaints resolved in 24 hours (%)' to reflect current figures.

## ADDITIONAL RESOURCES

For additional agency performance statistics, please visit:

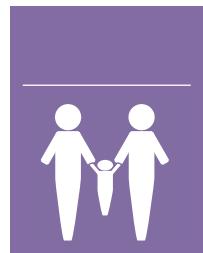
- HRA/DSS Facts (Links to multiple reports updated several times a year):  
<http://www.nyc.gov/html/hra/html/facts/facts.shtml>

For more information on the agency, please visit: [www.nyc.gov/hra](http://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 remain safely 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 Close to Home placement, intensive community-based alternatives for youth and support services for families. In the new Division of Child and Family Well-Being created in September 2017, ACS coordinates and funds programs and vouchers for close to 100,000 children eligible for subsidized child care and 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

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### **SERVICE 1 Protect children from child abuse.**

- Goal 1a Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.
  - Goal 1b Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality preventive services.
  - Goal 1c Provide safe and stable foster care placements for children who cannot remain safely at home.
  - Goal 1d Encourage and support family-based foster care.
  - Goal 1e Reduce time to reunification, kinship guardianship and/or adoption and maintain strong family connections for children.
- 

### **SERVICE 2 Ensure access to quality early child care and education services in all communities.**

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

### **SERVICE 3 Provide custody and care of youth in secure and safe detention and placement facilities while providing casework services.**

- Goal 3a Assure that detention facilities are safe and secure.
- Goal 3b Provide youth in detention and placement with appropriate health and mental health services.
- Goal 3c Provide services to prevent youth from returning to the juvenile justice system.

## HOW WE PERFORMED

- The number of investigations conducted in response to reports of suspected child abuse and/or neglect continued the upward trend that began in Fiscal 2016. During the first four months of Fiscal 2018 the number of investigations rose by six percent from 16,179 to 17,173. Following a large increase in Fiscal 2017, the percent of investigations that were substantiated (meaning that child protective caseworkers identified some credible evidence of alleged child maltreatment) declined from 41.7 percent during the first four months of Fiscal 2017 to 40.2 percent during the same period in Fiscal 2018. While the percent of children in complete investigations with repeat investigations within a year rose 1.7 percentage points from 23.6 to 25.3, the percent of children with repeat substantiated investigations rose 3.2 percentage points from 15.6 during July through October of Fiscal 2017 to 18.8 during the same period in Fiscal 2018. ACS continues to work on reducing the rate of repeat reports and substantiated investigations by better matching of families to services, improving targeted efforts towards enhanced overall assessments, and family engagement through training and coaching of front line staff and with other City agencies serving ACS clients. The average child protective caseload declined from 12.4 in Fiscal 2017 to 10.9 cases per caseworker during the first four months of Fiscal 2018, well below the nationally-recommended standard of 12.
- During July through October of Fiscal 2018, the daily average number of children receiving child welfare preventive services rose 4.5 percent from 22,776 to 23,805, compared to the same period in Fiscal 2017. To ensure that families receive services to meet their needs and improve service utilization, ACS has implemented a new, more targeted and timely referral process. In addition, to address vacancies at provider agencies that limit acceptance of new preventive cases, ACS has made substantial investments to strengthen the capacity of contract providers to retain frontline staff and develop their professional skills.
- The number of children entering foster care continued the upward trend that began in Fiscal 2017 as the number of reports and investigations of suspected maltreatment increased. Compared to the same period in Fiscal 2017, during the first four months of Fiscal 2018 the number of children entering foster care rose by 16.2 percent from 1,335 to 1,551. During the first four months of Fiscal 2018, the total number of children in foster care declined slightly to 8,845 from 8,924 during the same period in Fiscal 2017. The total number of days all children spent in foster care declined from 1,369,898 to 1,365,117.
- The number of children in family foster care, per 100,000 care days, for whom a child protective investigation found some credible evidence that maltreatment by the foster parents may have occurred declined from 6.2 during the first four months of Fiscal 2017 to 5.8 during the same period in Fiscal 2018. ACS is working to further reduce maltreatment in foster 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.
- During the first four months of Fiscal 2018, the percent of children entering foster care who were placed with relatives increased four percentage points from 28.4 percent to 32.2 percent, and the percent of siblings placed in the same foster home rose two percentage points from 91.2 percent to 93.1 percent. ACS is implementing strategies to increase the safe use of kinship placements when appropriate.
- Reflecting a continuing trend, the number of children who achieved permanency through Kinship Guardianship Assistance (KinGap) increased by 16.7 percent during the first four months of Fiscal 2018, rising from 114 to 133. The number of children in care who are eligible for adoption declined 10.3 percent from 945 to 848 and the number of adoptions fell 22.6 percent from 266 to 206. The number of children reunified with their families fell 7.6 percent from 725 to 670. ACS has set permanency targets for all provider agencies. Provider performance against these targets is being closely monitored and intensive technical assistance is being provided. The percent of children who achieved permanency through reunification or KinGAP but later re-entered foster care rose from 6.6 percent to 8.4 percent. To address this ACS is amending provider agency contracts to provide additional funding for discharge supports services focused on preparing families for reunification and preventing re-entry into care.
- EarlyLearn NYC contract enrollment in July through October of Fiscal 2018 was below the target of 31,300. Average EarlyLearn NYC contract enrollment during the first four months of Fiscal 2018 declined by less than one percent from 28,260 to 28,076. This decrease was the result of a two percent decline in average center-based enrollment from 21,080 to 20,699. At the same time average home-based family child care enrollment rose 2.7 percent, from 7,180 to

7,377. Center-based childcare utilization declined from 74.9 to 73.5 percent and family child care utilization increased from 83.5 to 85.8 percent.

- The number of reports of suspected abuse and/or neglect for children in child care during July through October rose 15.9 percent from 214 in Fiscal 2017 to 248 in Fiscal 2018. During this period, the substantiation rate for these reports declined from 16.4 percent to 14.2 percent. ACS continues to educate child care providers about their obligations as mandated reporters.
- The average daily population in juvenile detention has decreased steadily for many years, and declined an additional 24 percent from 129 in the first four months of Fiscal 2017 to 98 during the same period in Fiscal 2018. This reduction was driven by a 16.3 percent decrease in admissions from 735 to 615 and a 28.6 percent decrease in the average length of stay from 28 to 20 days.
- Driven by improvements in programming and decreases in idle-time, the rate of youth on youth assaults and altercations with injury in detention decreased during the first four months of Fiscal 2018 from 0.40 to 0.29 per 100 average daily population. The rate of youth on staff assaults with injuries fell from 0.09 to 0.04 per 100 average daily population. There was also a decrease in the child abuse and/or neglect allegation rate from 0.13 per 100 average daily population in the first four months of Fiscal 2017 to 0.12 during the same period in Fiscal 2018. Additionally, the abscond rate from non-secure detention fell substantially from 0.15 to 0.02 during this period. Re-training for staff on escort techniques was responsible for this improvement.
- As a result of large increases in scheduled searches the weapon and illegal substance recovery rates in detention increased during the first four months of Fiscal 2018. The weapon recovery rate increased from 0.06 per 100 average daily population in Fiscal 2017 to 0.14 in Fiscal 2018 (representing an increase from nine to 17 weapon recoveries), and the illegal substance recovery rose from 0.06 to 0.09 per 100 average daily population (representing an increase from nine to 11 illegal substance recoveries).
- Consistent with the decline in admission to detention, the number of young people entering Close to Home placement during the first four months of Fiscal 2018 declined 30.2 percent from 86 to 60. However, the average number of youth in Close to Home placement fell more modestly from 148 to 143. The small decrease in the Close to Home census was driven by a 63 percent decline in releases to aftercare from 73 to 27, as young people are spending more time in residential care while appropriate individualized need driven services are put in place. It is expected that implementation of the Risk/Needs/Responsivity framework will result in youth needs being addressed in a more timely manner and ultimately in decreased lengths of stay.
- The absent without leave (AWOL) rate for youth in Close to Home placement fell 25 percent from 0.4 per 100 care days during July through October of Fiscal 2017 to 0.3 in Fiscal 2018. There was also a decline in the rate of youth on staff assault with injury per 100 care days during this period from 0.13 to 0.08. The rate of youth on youth assaults and altercations with injury rose from 0.09 to 0.14. It is expected that implementation of the Risk/Needs/Responsivity framework will ensure that youth needs are identified and treated in a more timely manner, thereby resulting in an overall decrease of incidents of aggression while youth are in placement.

## SERVICE 1 Protect children from child abuse.

### Goal 1a

Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Number of State Central Register consolidated investigations	54,926	55,337	59,329	*	*	16,179	17,173
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	98.8%	98.6%	98.2%	100.0%	100.0%	98.9%	98.4%
Substantiation rate	38.7%	36.1%	40.4%	*	*	41.7%	40.2%
Children in complete investigations with repeat investigations within a year (%)	24.4%	23.8%	23.9%	*	*	23.6%	25.3%
★ Children in substantiated investigations with repeat substantiated investigations within a year %(preliminary)	17.2%	16.8%	18.1%	14.0%	14.0%	15.6%	18.8%
★ Average child protective specialist caseload	10.5	10.6	12.4	12.0	12.0	9.9	10.9
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Families entering child welfare preventive services	11,015	10,540	9,240	11,000	11,000	3,336	3,351
Families entering child welfare specialized teen preventive services	1,570	1,463	1,136	*	*	413	400
Children receiving child welfare preventive services (daily average)	24,889	23,545	23,383	*	*	22,776	23,805
Children who received child welfare preventive services during the year (annual total)	47,001	46,207	43,157	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
All children entering foster care (preliminary)	4,233	3,695	4,185	*	*	1,335	1,551
★ Children placed in foster care in their community	36.9%	36.3%	36.6%	38.0%	38.0%	39.2%	33.6%
★ Children in foster care (average)	11,098	9,906	8,921	↓	↓	8,924	8,845
– Children in foster kinship homes	3,636	3,230	2,761	*	*	2,804	2,805
– Children in nonrelative foster boarding homes	6,533	5,829	5,337	*	*	5,314	5,224
– Children in residential care	929	847	823	*	*	806	817
★ Children who re-enter foster care within a year of discharge to family %(preliminary)	9.1%	7.8%	6.2%	6.0%	6.0%	6.6%	8.4%
School Attendance Rate - Children in Foster Care (%)	82.5%	82.5%	82.2%	*	*	83.7%	83.4%
Total days all children spent in foster care	4,710,116	4,379,682	4,062,642	*	*	1,369,898	1,365,117
★ Number of moves in foster care per 1,000 care days	1.5	1.4	1.6	1.4	1.4	1.5	1.7
★ Children maltreated during family foster care placement per 100,000 care days	4.0	5.2	7.6	5.0	5.0	6.2	5.8
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Siblings placed simultaneously in the same foster home %(preliminary)	88.9%	91.4%	93.0%	*	*	91.2%	93.1%
★ Children entering foster care who are placed with relatives %(preliminary)	29.5%	27.4%	30.1%	30.0%	30.0%	28.4%	32.2%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Children discharged to permanency within a year of placement (%)	30.9%	32.0%	34.2%	35.0%	35.0%	NA	NA
★ Children in care 12-23 months discharged to permanency (%)	20.1%	24.4%	24.6%	27.0%	27.0%	NA	NA
★ Children in care 24 or more months discharged to permanency (%)	23.2%	24.9%	24.3%	27.0%	27.0%	NA	NA
Children adopted	1,004	1,052	899	*	*	266	206
Children eligible for adoption (average)	1,092	1,053	904	*	*	945	848
Kinship Guardianship Assistance discharges	275	343	381	*	*	114	133
Children returned to parents (reunifications)	2,506	2,507	2,111	*	*	725	670
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average EarlyLearn contract enrollment	30,079	30,671	30,117	31,300	31,300	28,260	28,076
★ EarlyLearn - Average center-based enrollment	23,077	23,396	22,663	23,800	23,800	21,080	20,699
★ EarlyLearn - Average family child care enrollment	7,002	7,275	7,454	7,500	7,500	7,180	7,377
★ Average EarlyLearn Utilization (%)	81.8%	83.4%	81.9%	85.0%	85.0%	76.6%	76.4%
★ Average EarlyLearn Utilization - Center-based (%)	82.0%	83.1%	80.5%	85.0%	85.0%	74.9%	73.5%
★ Average EarlyLearn Utilization - Family child care (%)	81.4%	84.6%	86.7%	85.0%	85.0%	83.5%	85.8%
Average child care voucher enrollment	66,801	67,527	66,968	*	*	67,648	66,282
★ Average mandated children voucher enrollment	55,000	54,761	53,723	*	*	54,809	52,211
★ Average other eligible children voucher enrollment	11,801	12,659	13,245	*	*	12,839	14,071
★ Average center-based child care voucher enrollment	27,052	27,132	27,864	*	*	27,724	28,121
★ Average family child care voucher enrollment	22,177	24,119	24,786	*	*	24,722	25,455
★ Average informal (home-based) child care voucher enrollment	17,572	15,976	14,318	*	*	15,200	12,706
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	\$8,577	\$8,715	\$9,072	*	*	NA	NA
EarlyLearn - Budget per slot in contract family child care	\$9,347	\$9,522	\$9,537	*	*	NA	NA
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	\$15,598	\$16,754	\$19,755	*	*	NA	NA
Fiscal year spending per child - Center-based child care vouchers	\$8,936	\$9,280	\$9,149	*	*	NA	NA
Fiscal year spending per child - Family child care vouchers	\$7,575	\$7,659	\$8,322	*	*	NA	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	\$4,119	\$4,140	\$4,234	*	*	NA	NA
Abuse and/or neglect reports for children in child care	492	584	621	*	*	214	248
Abuse and/or neglect reports for children in child care that are substantiated (%)	27.6%	15.1%	16.4%	*	*	16.4%	14.2%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Total admissions to detention	2,755	2,528	2,126	↓	↓	735	615
★ Average daily population (ADP), detention	169.9	156.6	119.4	↓	↓	129.2	97.5
Secure detention - ADP	94.7	91.7	69.9	*	*	73.8	58.3
Non-secure detention - ADP	74.4	64.9	49.6	*	*	55.4	39.2
★ Average length of stay, detention (days)	23	21	23	↓	↓	28	20
★ Escapes from secure detention	0	0	0	0	0	0	0
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.05	0.03	0.08	0.05	0.05	0.15	0.02
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.30	0.39	0.38	0.35	0.35	0.40	0.29
★ Youth on staff assault w/injury rate (per 100 total ADP), detention	0.05	0.08	0.11	0.07	0.07	0.09	0.04
★ Weapon recovery rate (average per 100 total ADP), detention	0.08	0.07	0.06	↓	↓	0.06	0.14
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.09	0.07	0.07	↓	↓	0.06	0.09
★ Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP), detention	0.15	0.11	0.14	0.10	0.10	0.13	0.12
Child abuse/neglect allegations cases (internal) reported as substantiated, detention	27.0	17.0	18.0	*	*	4.0	1.0
★ Average daily cost per youth per day, detention (\$)	\$1,065	\$1,431	\$1,684	*	*	NA	NA
Admissions to Close to Home placement	258	238	222	*	*	86	60
★ Number in Close to Home placement	176	151	156	↓	↓	148	143
AWOL rate, Close to Home placement	0.4	0.3	0.3	0.4	0.4	0.4	0.3
Discharges from Close to Home placement (dispositional order complete)	260.0	227.0	182.0	*	*	74.0	62.0
Number of releases from Close to Home placement to aftercare	283	201	194	*	*	73	27
Youth on staff assault with injury rate, Close to home placement	0.05	0.07	0.13	0.07	0.05	0.13	0.08
Youth on youth assault with injury rate, Close to home placement	0.12	0.10	0.13	0.12	0.09	0.09	0.14
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

### Goal 3b

Provide youth in detention and placement with appropriate health and mental health services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ In-care youth who were referred for mental health services, detention (%)	61%	50%	59%	*	*	39%	43%
★ In-Care Youth who received mental health services (%)	50%	46%	46%	*	*	45%	34%
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%
★ General health care cost per youth per day, detention (\$)	\$80	\$121	\$163	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## Goal 3c

Provide services to prevent youth from returning to the juvenile justice system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Youth admitted to detention with previous admission(s) to detention (%)	63.3%	61.0%	64.0%	*	*	NA	NA
★ Number in Close to Home aftercare (average)	122	121	97	*	*	122	89
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Collisions involving City vehicles	46	34	30	*	*	6	14
Workplace injuries reported	184	226	214	*	*	64	65
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	79,347	87,775	94,864	*	*	26,233	35,200
Letters responded to in 14 days (%)	85.4%	97.1%	88.4%	*	*	86.4%	88.4%
E-mails responded to in 14 days (%)	89.7%	97.8%	97.3%	*	*	98.5%	92.7%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$2,826.7	\$2,875.1	\$2,974.1	\$3,129.3	\$3,157.6	\$2,570.4	\$1,625.5	\$1,605.3
Revenues (\$000,000)	\$3.9	\$7.2	\$8.5	\$3.4	\$3.4	\$3.4	\$1.4	\$4.4
Personnel	5,972	6,000	6,362	7,216	7,217	7,032	6,208	6,435
Overtime paid (\$000,000)	\$30.1	\$33.9	\$49.1	\$17.2	\$17.2	\$17.2	\$9.4	\$16.9
Capital commitments (\$000,000)	\$5.8	\$10.2	\$10.0	\$372.1	\$413.2	\$49.4	\$6.5	\$14.4
Human services contract budget (\$000,000)	\$1,647.8	\$1,710.3	\$1,742.9	\$1,858.1	\$1,852.6	\$1,351.3	\$565.2	\$594.1

<sup>1</sup>February 2018 Financial Plan<sup>2</sup>Expenditures include all funds

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$465.0	\$487.9	
001 - Child Welfare	\$319.5	\$343.8	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	\$17.9	\$26.0	2a
005 - Administration	\$93.2	\$77.9	All
007 - Youth and Family Justice	\$34.3	\$40.2	3a, 3b, 3c
Other Than Personal Services - Total	\$2,509.1	\$2,669.7	
002 - Other Than Personal Services	\$78.7	\$80.3	All
004 - Head Start/Day Care	\$1,082.9	\$1,118.6	2a
006 - Child Welfare	\$1,189.3	\$1,307.6	1a, 1b, 1c, 1d, 1e
008 - Youth and Family Justice	\$158.2	\$163.2	3a, 3b, 3c
Agency Total	\$2,974.1	\$3,157.6	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.     <sup>2</sup>Includes all funds.     <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- ACS revised Fiscal 2015 figures for the indicator 'Children entering foster care who are placed with relatives' to reflect corrected data.
- ACS revised Fiscal 2017 figures for the following indicators: 'All children entering foster care (preliminary) Children placed in foster care in their community,' 'Children who re-enter foster care within a year of discharge to family (%) (preliminary),' 'Total days all children spent in foster care,' 'Number of moves in foster care per 1,000 care days,' 'Siblings placed simultaneously in the same foster home %(preliminary),' 'Kinship Guardianship Assistance discharges' and 'Children returned to parents (reunifications).'
- ACS revised Fiscal 2016 and Fiscal 2017 figures for the following indicators: 'Children in foster care (average),' '– Children in foster kinship homes,' '– Children in nonrelative foster boarding homes' and '– Children in residential care.'
- ACS revised annual figures for fiscal years 2015, 2016 and 2017 for the indicator 'Children entering foster care who are placed with relatives %(preliminary).'
- ACS set a more ambitious Fiscal 2018 target for the indicators 'Children in substantiated investigations with repeat substantiated investigations within a year %(preliminary).' ACS set more achievable Fiscal 2018 targets for the indicators 'Youth on staff assault with injury rate, Close to home placement' and 'Youth on youth assault with injury rate, Close to home placement.'

## ADDITIONAL RESOURCES

For additional information go to:

- Statistics:  
<http://www1.nyc.gov/site/acs/about/data-policy.page>
- Monthly flash report:  
<http://www1.nyc.gov/assets/acs/pdf/data-analysis/2016/FlashIndicatorAugust2016.pdf>

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

# DEPARTMENT OF HOMELESS SERVICES

**Steven Banks, Commissioner**  
**Joslyn Carter, Administrator**



## WHAT WE DO

The Department of Homeless Services (DHS) works to prevent homelessness before it occurs, address street homelessness and assist homeless New Yorkers in transitioning from shelter and the street to permanent housing. DHS collaborates with not-for-profit partners to provide temporary shelter and services that homeless New Yorkers need to achieve and maintain housing permanency. In April 2016 Mayor de Blasio announced a major restructuring of homeless services in New York City, followed by the release of a comprehensive plan in February 2017 to turn the tide on homelessness, neighborhood by neighborhood. The plan's guiding principle is community and people first; giving homeless New Yorkers, who come from every community across the five boroughs, the opportunity to be sheltered closer to their support networks and anchors of life in the communities they called home in order to more quickly stabilize their lives.

## 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 and structural factors including domestic violence and a lack of community services for mentally ill and formerly incarcerated persons. 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, with the goal of helping families and individuals return to housing in the community. In partnership with the Human Resources Administration (HRA) and other agencies, DHS clients receive housing supports such as 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 and greater street outreach through HOME-STAT, to engage street homeless individuals and connect them to support services. Management improvements are in progress for shelter safety and operations. "Turning the Tide," a report issued in February 2017, laid out a blueprint for addressing homelessness that includes providing borough-based services and shrinking the footprint of the shelter system by closing 360 facilities, including eliminating the 17-year "cluster" apartment program. Learn more about how DHS is turning the tide on homelessness, neighborhood by neighborhood at [nyc.gov/tide](http://nyc.gov/tide).

## OUR SERVICES AND GOALS

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### SERVICE 1 Provide temporary emergency housing to homeless individuals and families.

- Goal 1a Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.
  - Goal 1b Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run.
- 

### SERVICE 2 Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

- Goal 2a Facilitate exits and minimize clients' length of stay in shelters.
  - Goal 2b Minimize re-entries into the shelter services system.
- 

### SERVICE 3 Help chronically unsheltered homeless individuals find stable, safe living situations.

- Goal 3a Reduce the number of unsheltered homeless individuals.

## HOW WE PERFORMED

- The number of families with children entering the DHS shelter system declined by 15.1 percent and adult family entrants declined by 10.8 percent during the first four months of Fiscal 2018 compared with the same period in the prior year. The number of single adults entering shelter was 7,005, virtually the same as for the prior period, increasing by less than one percent. The decline in family shelter entrants can be attributed in part to a greater than ten-fold increase in funding for legal services to represent tenants in Housing Court and the resulting reduction in evictions, as well as the fewer families returning to shelter from unstable housing placements as more clients sustain housing through participation in new rental assistance programs developed in Fiscal 2015.
- Due to fewer families with children shelter entrants and increased subsidized housing placements since Fiscal 2014, the average number of families with children in shelter per day decreased by 1.8 percent from 12,861 in the first four months of Fiscal 2017 to 12,629 during the Fiscal 2018 period. The average number of single adults in shelters per day increased over the same period, from 13,120 to 14,216. The development of 15,000 new supportive housing units initiated by the administration in Fiscal 2017 is intended to help stem the increase in single adult homelessness, which is also driven by discharges to shelter from other systems, including correctional and mental health facilities.
- During the first four months of Fiscal 2018, 51.0 percent of families with children were placed in shelter according to the youngest school-aged child's school address, a 7.3 percentage point increase compared to the first four months of Fiscal 2017. Borough-based shelter placement is a cornerstone of the "Turning the Tide" strategy to improve outcomes for homeless clients and help homeless families and individuals remain in their home borough. This approach allows homeless New Yorkers to remain in their communities and close to their networks of support, schools, jobs and healthcare.
- DHS implemented a new reporting protocol and system for reporting critical incidents in shelter In Fiscal 2017. DHS is now able to fully capture all critical incidents and ensure that reporting is consistent. These reporting changes included updated procedures, trainings and system enhancements that standardize categories. The automated process resulted in more critical incidents and violent critical incidents being recorded compared to the previous period in which the reporting was manual. In the adult shelter system, the Fiscal 2018 period shows an increase in critical incidents from 2.3 to 5.1 per 1,000 residents, and an increase of 1.5 to 2.2 per 1,000 in violent critical incidents. There was also an increase in critical incidents in the adult family shelter system from 2.0 to 3.8 per 1,000 residents, and an increase in violent critical incidents in the adult family shelter system from 1.3 to 2.0 per 1,000 residents. Some of the increase in the critical incident rate in adult shelters was also impacted by an increase in overdose incidents from the prior year, with a reported 81 overdose incidents in the first four months of Fiscal 2018 compared to 12 in the 2017 period. This is due both to the national opioid crisis and DHS' enhanced overdose preparedness training, distribution of naloxone kits in shelter and training of staff and clients to be overdose first-responders, with all shelters now having staff trained and equipped to administer naloxone. Violent critical incidents in families with children shelters declined from 0.7 to 0.4 per 1,000 in the first four months of the year compared to the previous period.
- Total exits from shelter to permanent housing remained stable for single adults and families with children, with subsidized housing placements increasing for both groups compared to the previous period. Subsidized placements, which are more stable, have reduced the 12-month re-entry rates consistently for all client groups since the introduction of the new rental assistance programs in Fiscal 2015. During the first four months of the Fiscal Year, re-entries into shelter within 12 months of housing placement continued to decline for single adults and adult families. While re-entries remained stable for families with children, this rate has declined by more than half since the implementation of the new rental assistance programs in Fiscal 2015.
- The average length of stay in shelter increased by slightly more than six percent for families with children and for single adults in the first four months of Fiscal 2018 compared to the prior year, reflecting the limited supply of affordable housing for low-income households in New York City. The average length of stay for adult families held steady. The Mayor's commitment to provide 15,000 units of permanent supportive housing as well as the investment in rental assistance programs is aimed at reducing length of stay in shelters.
- The number of HOME-STAT clients placed into permanent housing, transitional housing, and other settings increased by 31.2 percent from 693 clients in the first four months of Fiscal 2017 to 909 clients in the first four months of Fiscal

2018. This is a result of the continued developments of the HOME-STAT model and progress made by outreach staff through sustained engagement with clients living on the street.

- The percentage of emails responded to within 14 days declined by more than 27 percentage points compared to the previous period. This was due to the transition period in which the DHS management structure was reorganized through the integration of DHS and HRA under the umbrella of the Department of Social Services. The percentage of letters responded to within 14 days is unavailable for the period due to data system transition issues during the integration. The DHS Administrator was appointed in Fiscal 2018 and the responsibility for correspondence will be overseen by the Administrator's Office to ensure timely responses.

## SERVICE 1 Provide temporary emergency housing to homeless individuals and families.

### Goal 1a

Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Adult families entering the DHS shelter services system	1,385	1,476	1,583	↓	↓	593	529
★ Families with children entering the DHS shelter services system	12,671	13,311	12,595	↓	↓	5,169	4,386
★ Single adults entering the DHS shelter services system	18,091	19,139	19,800	↓	↓	6,946	7,005
★ Average number of adult families in shelters per day	2,110	2,212	2,461	↓	↓	2,384	2,501
★ Average number of families with children in shelters per day	11,819	12,089	12,818	↓	↓	12,861	12,629
★ Average number of single adults in shelters per day	11,330	12,727	13,626	↓	↓	13,120	14,216
Families with children receiving public assistance (average) (%)	85.4%	81.6%	81.5%	85.0%	85.0%	82.0%	81.6%
Average school attendance rate for children in the DHS shelter services system (%)	83.9%	82.0%	82.7%	*	*	84.0%	84.7%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	52.9%	51.8%	50.4%	85.0%	85.0%	43.7%	51.0%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

### Goal 1b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.01	0.00	0.00	↓	↓	NA	NA
★ Critical incidents in the adult shelter system, per 1,000 residents	NA	NA	2.8	↓	↓	2.3	5.1
Violent critical incidents in the adult shelter system, per 1,000 residents	NA	NA	1.6	*	*	1.5	2.2
★ Critical incidents in the adult family shelter system, per 1,000 residents	NA	NA	2.4	↓	↓	2.0	3.8
Violent critical incidents in the adult family shelter system, per 1,000 residents	NA	NA	1.6	*	*	1.3	2.0
★ Critical incidents in the families with children shelter system, per 1,000 residents	NA	NA	0.9	↓	↓	0.9	0.9
Violent critical incidents in the families with children shelter system, per 1,000 residents	NA	NA	0.6	*	*	0.7	0.4
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$78.80	\$94.57	\$99.46	*	*	NA	NA
Cost per day for shelter facilities - Family facilities (\$) (annual)	\$105.37	\$120.22	\$167.84	*	*	NA	NA
- Adult families	\$97.31	\$110.69	\$138.13	*	*	NA	NA
- Families with children	\$106.49	\$121.40	\$171.21	*	*	NA	NA
Evaluations for human services contracts completed on time, as compared to the goal (%)	99.4%	97.5%	NA	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## SERVICE 2 Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

### Goal 2a

Facilitate exits and minimize clients' length of stay in shelters.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Single adults exiting to permanent housing	8,762	8,521	7,742	9,000	9,000	2,622	2,611
– subsidized	3,085	3,885	3,826	*	*	1,224	1,248
– unsubsidized	5,677	4,636	3,916	*	*	1,398	1,363
Adult families exiting to permanent housing	908	628	570	*	*	215	166
– subsidized	224	310	313	*	*	114	93
– unsubsidized	413	318	257	*	*	101	73
Families with children exiting to permanent housing	8,220	8,294	8,571	*	*	3,020	2,896
– subsidized	4,527	5,365	5,421	*	*	1,928	1,933
– unsubsidized	3,693	2,929	3,150	*	*	1,092	963
★ Average length of stay for single adults in shelter (days)	329	355	383	↓	↓	373	397
★ Average length of stay for adult families in shelter (days)	534	563	550	↓	↓	555	555
★ Average length of stay for families with children in shelter (days)	430	431	414	↓	↓	408	433
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

### Goal 2b

Minimize re-entries into the shelter services system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	21.8%	18.9%	17.1%	20.0%	20.0%	17.9%	17.0%
– subsidized exits (%)	9.4%	8.3%	7.5%	*	*	9.0%	7.5%
★ – unsubsidized exits (%)	26.0%	24.5%	24.9%	↓	↓	24.9%	24.5%
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	14.2%	8.7%	11.5%	12.5%	12.5%	13.8%	8.2%
★ – subsidized exits (%)	1.0%	1.6%	0.6%	↓	↓	0.9%	0.7%
★ – unsubsidized exits (%)	18.3%	11.9%	21.6%	↓	↓	24.1%	15.8%
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	16.5%	10.0%	8.1%	12.5%	12.5%	7.8%	8.0%
★ – subsidized exits (%)	3.0%	1.4%	1.3%	↓	↓	0.9%	1.3%
★ – unsubsidized exits (%)	19.9%	19.9%	20.9%	↓	↓	20.4%	19.9%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## SERVICE 3 Help chronically unsheltered homeless individuals find stable, safe living situations.

### Goal 3a

Reduce the number of unsheltered homeless individuals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ 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	3,182	2,794	3,892	↓	↓	NA	NA
★ HOME-STAT clients placed into permanent housing, transitional housing and other settings	NA	NA	2,146	↑	↑	693	909
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Collisions involving City vehicles	58	60	46	*	*	10	9
Workplace injuries reported	122	147	189	*	*	30	69
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	6,445	8,164	13,357	*	*	NA	NA
Letters responded to in 14 days (%)	70%	65%	NA	*	*	15%	NA
E-mails responded to in 14 days (%)	69%	61%	NA	*	*	50%	23%
Average wait time to speak with a customer service agent (minutes)	15	10	6	*	*	NA	NA
CORE facility rating	95	100	92	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$1,169.8	\$1,400.6	\$1,823.7	\$1,617.2	\$1,823.8	\$1,820.2	\$872.7	\$1,182.8
Personnel	1,977	2,404	2,349	2,484	2,615	2,578	2,478	2,414
Overtime paid (\$000,000)	\$9.4	\$13.6	\$13.8	\$5.5	\$5.5	\$5.5	\$4.0	\$4.6
Capital commitments (\$000,000)	\$20.4	\$11.6	\$28.5	\$136.1	\$94.5	\$161.5	\$2.8	\$8.0
Human services contract budget (\$000,000)	\$941.2	\$1,120.6	\$1,468.1	\$1,284.8	\$1,500.3	\$1,472.1	\$369.7	\$579.9

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
100 - Personal Services	\$155.7	\$158.3	All
200 - Other Than Personal Services	\$1,668.0	\$1,665.5	All
Agency Total	\$1,823.7	\$1,823.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Includes all funds.

<sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Beginning with the Fiscal 2018 Preliminary Mayor's Management Report, indicators for the HomeBase homelessness prevention program are no longer reported in this chapter. These indicators are now reported in goal 3a of the HRA chapter. The affected indicators are: 'Adults receiving preventive services who did not enter the shelter system (%)', 'Adult families receiving preventive services who did not enter the shelter system (%)' and 'Families with children receiving preventive services who did not enter the shelter system (%).'
- Data for the first four months of Fiscal 2018 for the indicator 'Letters responded to in 14 days (%)' is unavailable 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 expects to have a reporting solution that will reflect the reassignment and consolidation of these activities at the start of Fiscal 2019.
- DHS revised previously reported Fiscal 2017 data for the indicators related to single adults, adult families and families with children exiting to permanent housing, including subsidized and unsubsidized exits.

## ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:  
<http://www1.nyc.gov/site/dhs/about/stats-and-reports.page>
- Homeless Outreach Population Estimate (HOPE) count results:  
<https://a071-hope.nyc.gov/hope/statistics.aspx>
- DHS daily report, including census & intake statistics:  
<http://www1.nyc.gov/assets/dhs/downloads/pdf/dailyreport.pdf>
- Turning the Tide on Homelessness in New York City:  
<http://www1.nyc.gov/site/dhs/about/tide.page>

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

# DEPARTMENT FOR THE AGING

Donna M. Corrado, Commissioner



## WHAT WE DO

The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. We envision a City where New Yorkers can age in place with dignity and comfort. Thus far this year, DFTA served 167,084 older New Yorkers through its in-house and contracted programs, and provided 4 million meals (both home delivered and at senior centers). The Department supports a broad range of services, both directly and through over 400 direct service contracts, including competitive grants and Council-directed discretionary funds with community-based organizations.

## FOCUS ON EQUITY

The Department for the Aging (DFTA) aims to connect the full range of older people in the City to 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 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

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### SERVICE 1 Provide health and nutrition opportunities to older New Yorkers.

- Goal 1a Increase utilization of nutrition programs.
  - Goal 1b Increase utilization of senior centers.
- 

### SERVICE 2 Provide supportive services for seniors.

- Goal 2a Increase supportive services to caregivers.
- Goal 2b Increase supportive services to the homebound.

## HOW WE PERFORMED

- During the first four months of Fiscal 2018, 30,077 older New Yorkers participated in activities and received meals at DFTA's 249 senior centers (233 Neighborhood Centers and 16 Innovative Senior Centers) and 26 affiliated sites each day.
- From July to October 2017, the Department served nearly 2.5 million congregate meals (breakfast, lunch, and dinner) and more than 1.5 million home delivered meals. At the same time, 125,232 older New Yorkers participated in activities at DFTA senior centers, an increase of 1.5 percent over last year.
- DFTA continues to support homebound older New Yorkers through its home delivered meal, case management, and home care programs. During the reporting period, more older New Yorkers received more hours of case management, with 24,937 homebound older New Yorkers receiving 179,970 hours of service.
- During the first quarter of Fiscal 2017, intake for home care services was closed due to resource constraints and continued throughout the fiscal year, which reduced the caseload overall. This reduction in caseload led to an 18.8 percent decrease in the number of hours of home care provided in comparison to last year, with 354,454 hours of home care services provided to 2,701 homebound older New Yorkers during this period. In the first quarter of Fiscal 2018, with additional funding, DFTA approved the reopening of home care intake.
- DFTA's caregiver services assist and support New York City caregivers who provide care for an older person, and to grandparents or other older adults caring for children. Caregivers and grandparents seeking services can receive them through DFTA's Alzheimer's and Caregiver Resource Center (ACRC), Grandparents Resource Center (GRC) and borough-based contracted caregiver providers. During the first four months of Fiscal 2018, 4,399 persons received information and/or supportive services through DFTA's in-house and contracted caregiver programs, an increase of 13.5 percent over the prior year.

### SERVICE 1 Provide health and nutrition opportunities to older New Yorkers.

Goal 1a Increase utilization of nutrition programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Total meals served (000)	11,671	12,104	11,719	*	*	3,976	3,964
- Home delivered meals served	4,314,854	4,476,454	4,499,127	4,390,494	4,390,494	1,487,151	1,504,136
- Congregate meals served	7,438,498	7,627,922	7,219,969	*	*	2,488,759	2,459,779
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

Goal 1b Increase utilization of senior centers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Senior center utilization rate (%)	85.0%	85.0%	81.0%	95.0%	95.0%	82.0%	82.0%
Average daily attendance at senior centers	27,812	29,118	29,492	26,342	26,342	29,299	30,077
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## SERVICE 2 Provide supportive services for seniors.

Goal 2a Increase supportive services to caregivers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Persons who received information and/or supportive services through DFTA's in-house and contracted Caregiver programs	11,033	11,342	10,201	*	*	3,875	4,399
★ Critical Indicator      "NA" Not Available      ⇧↗ Directional Target      * None							

Goal 2b Increase supportive services to the homebound.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Hours of home care services provided	906,442	1,102,019	1,207,529	961,500	961,500	436,398	354,454
★ Total recipients of home care services	2,928	3,831	3,087	2,900	2,900	3,063	2,701
Hours of case management services provided	456,838	534,459	537,235	462,112	462,112	169,207	179,970
Total recipients of case management services	28,898	32,737	33,041	*	*	24,697	24,937
★ Critical Indicator      "NA" Not Available      ⇧↗ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	428	892	873	*	*	246	330
Letters responded to in 14 days (%)	77.2%	86.5%	80.2%	*	*	80.0%	84.6%
E-mails responded to in 14 days (%)	75.7%	81.4%	86.0%	*	*	87.0%	68.1%
CORE facility rating	100	96	92	*	*	NA	NA
★ Critical Indicator      "NA" Not Available      ⇧↗ Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Housing Options (14 days)	94%	90%	93%	*	*	90%	93%
Percent meeting time to first action - Home Delivered Meals for Seniors - Missed Delivery (14 days)	100%	100%	100%	*	*	100%	95%
Percent meeting time to first action - Elder Abuse (5 days)	76%	67%	92%	*	*	83%	97%
Percent meeting time to first action - Alzheimers Care Information (14 days)	95%	85%	90%	*	*	86%	79%
Percent meeting time to first action - Senior Center Complaint (14 days)	97%	99%	99%	*	*	99%	95%
★ Critical Indicator      "NA" Not Available      ⇧↗ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$285.2	\$305.4	\$333.5	\$365.7	\$372.5	\$344.1	\$198.8	\$216.4
Revenues (\$000,000)	\$1.1	\$0.3	\$0.5	\$1.0	\$1.0	\$1.0	\$0.3	\$0.0
Personnel	727	731	725	688	687	689	662	683
Overtime paid (\$000)	\$35	\$17	\$14	\$0	\$12	\$0	\$2	\$3
Capital commitments (\$000,000)	\$1.7	\$1.2	\$3.1	\$20.2	\$22.2	\$18.4	\$2.1	\$1.3
Human services contract budget (\$000,000)	\$244.9	\$264.3	\$288.6	\$298.2	\$302.2	\$272.7	\$95.9	\$109.9

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$27.3	\$28.5	
001 - Executive and Administrative Management	\$13.0	\$13.8	All
002 - Community Programs	\$14.3	\$14.7	All
Other Than Personal Services - Total	\$306.2	\$343.9	
003 - Community Programs	\$304.5	\$341.9	All
004 - Executive and Administrative Management	\$1.7	\$2.1	All
Agency Total	\$333.5	\$372.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.     <sup>2</sup>Includes all funds.     <sup>3</sup>Refer to agency goals listed at front of chapter.

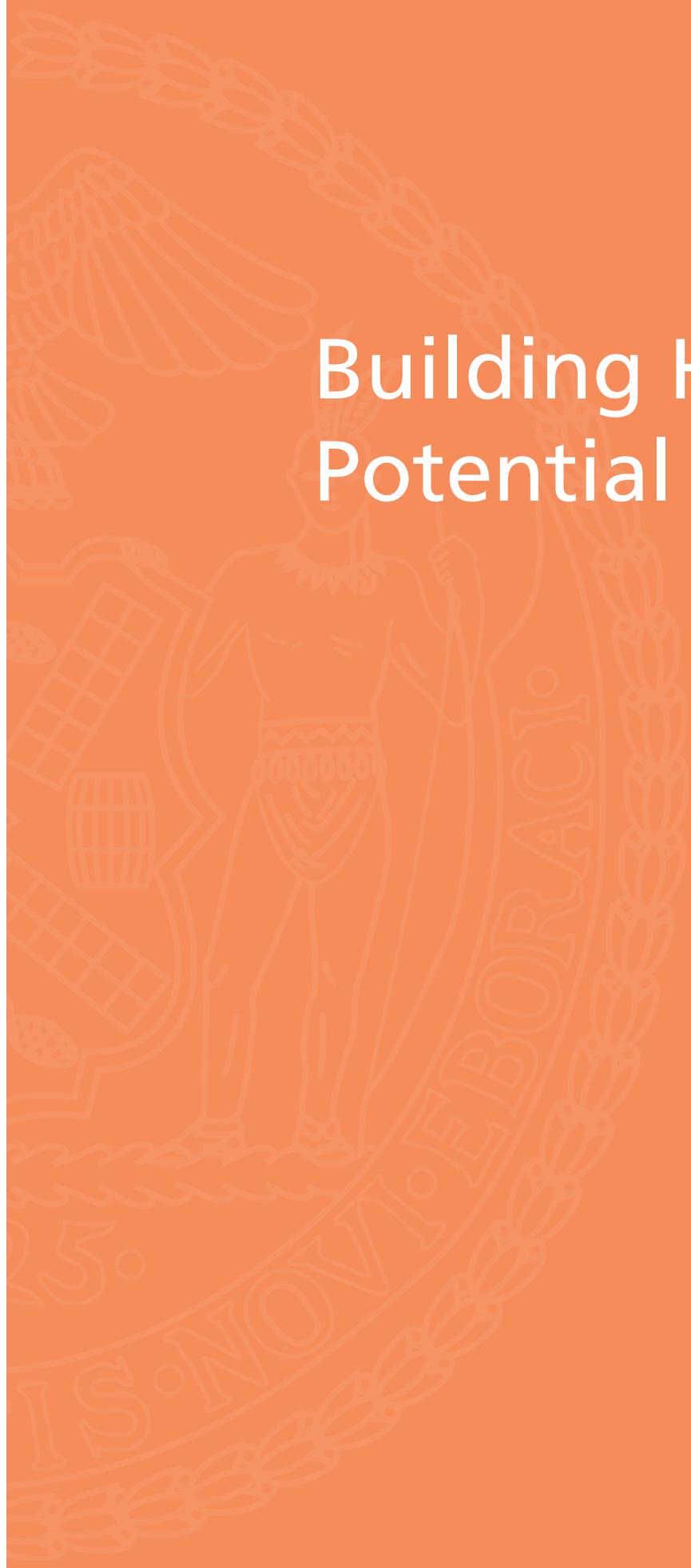
## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

# Building Human Potential



# Building Human Potential

	Department of Education	p 199		City University of New York	p 221
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# 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 the Department's 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

- Graduation rates for the 2016-2017 School Year are now available. The New York City four-year graduation rate is at a record high of 74.3 percent and the dropout rate is at a record low of 7.8 percent. For students with disabilities, the four-year graduation rate improved to 46.7 percent and the dropout rate declined to 13.8 percent.
- During the first four months of Fiscal 2018, indicators of family engagement increased. The number of phone and in-person consultations increased, as did the number of workshops held and attendance at workshops. Most notable is the increase to over 9,000 for the number of school-based workshops, consistent with the Department's priority for schools to engage with families in creative ways. The decline in parent-teacher conference attendance is attributed to the second round of conferences being held in November 2017, after the close of the reporting period.
- During the 2016-2017 School Year, more students graduated ready for college and careers as measured by New York City's College Readiness Index. Among all students in the ninth grade cohort, the percentage of students meeting the standard increased from 37.2 percent to 47.5 percent. The increase was partially driven by changes to City University of New York (CUNY) math remediation requirements and New York State math Regents exams.
- For the 2015-2016 School Year, the percentage of students who graduated from high school and enrolled in a college or other post-secondary program within six months increased two percentage points to 56.7 percent, compared to 54.7 percent for the 2014-2015 School Year. Data for the class of 2017 will be reported in the Preliminary Fiscal 2019 Mayor's Management Report.
- The percentage of all NYC seniors—students in the Class of 2017, who started high school in Fall 2013—who took at least one Advanced Placement (AP) exam during their four years of high school increased to 33.4 percent, a 2.3 percentage point increase from the Class of 2016. In its first full year, AP for All drove the citywide gains in participation and performance, particularly among Black and Hispanic students. The initiative, part of Mayor de Blasio and Chancellor Faríña's Equity and Excellence for All agenda, supported new AP classes at 63 schools in the 2016-17 School Year, including 30 that offered no AP courses in the previous year. Through AP for All, 75 percent of high school students will have access to at least five AP classes by Fall 2018 and all high school students will have access by Fall 2021.
- The Department has a long-established collaborative partnership with the New York City Police Department (NYPD) 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 DOE's Office of Safety and Youth Development works closely with schools to provide a safe, supportive and inclusive environment by investing in and expanding successful school climate programs—including restorative trainings, mental health programs and social emotional supports. Through October 2017 NYPD reported more school safety incidents in "other criminal categories" (increased from 372 to 489), and other incidents increased from 839 to 1,117. The number of felony incidents declined by nearly five percent from 133 to 126.

## SERVICE 1 Educate New York City's children.

Goal 1a Improve academic achievement.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,122.8	1,134.0	1,141.2	*	*	1,142.0	1,140.0
Student Enrollment as of October 31 in full day pre-kindergarten	53,120	68,547	69,510	*	*	NA	NA
★ Average daily attendance (%)	91.7%	91.9%	91.7%	93.7%	93.7%	92.9%	93.7%
– Elementary/middle (%)	93.4%	93.6%	93.3%	95.3%	95.3%	94.9%	95.1%
– High school (%)	87.9%	87.8%	87.9%	89.9%	89.9%	88.9%	89.5%
Students with 90% or better attendance rate (%)	74.5%	75.0%	74.2%	76.2%	76.2%	81.4%	80.6%
★ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	30.4%	38.0%	40.6%	42.6%	42.6%	NA	NA
★ – Math (%)	35.2%	36.4%	37.8%	39.8%	39.8%	NA	NA
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	29.5%	38.3%	34.7%	*	*	NA	NA
– Math (%)	23.3%	24.0%	22.3%	*	*	NA	NA
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	12.2%	18.4%	16.9%	*	*	NA	NA
– Math (%)	9.7%	9.9%	9.7%	*	*	NA	NA
Students in grades 1 to 9 promoted (%)	96.0%	96.3%	96.7%	98.0%	98.0%	NA	NA
Students in the graduating class taking required Regents examinations (%)	77.3%	76.5%	76.9%	77.9%	78.9%	NA	NA
Students passing required Regents examinations (%)	70.1%	69.8%	69.7%	70.7%	71.7%	NA	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	78.4%	79.1%	80.1%	81.1%	82.1%	NA	NA
– Math (%)	78.5%	79.1%	78.1%	79.1%	80.1%	NA	NA
– United States history and government (%)	72.4%	71.4%	71.5%	72.5%	73.5%	NA	NA
– Global history (%)	69.4%	67.9%	67.5%	68.5%	69.5%	NA	NA
– Science (%)	74.8%	74.7%	74.9%	75.9%	76.9%	NA	NA
★ Students in cohort graduating from high school in 4 years (%) (NYSED)	70.5%	73.0%	74.3%	74.1%	74.8%	NA	NA
★ Students in cohort graduating from high school in 6 years (%) (NYSED)	77.7%	NA	NA	↑	↑	NA	NA
★ Students in cohort dropping out from high school in 4 years (%) (NYSED)	9.0%	8.5%	7.8%	6.8%	6.8%	NA	NA
Students in cohort dropping out from high school in 6 years (%) (NYSED)	14.3%	NA	NA	*	*	NA	NA
★ Average class size - Kindergarten	22.9	22.6	22.0	21.0	21.0	22.0	21.9
★ – Grade 1	24.9	24.9	24.5	23.5	23.5	24.6	24.3
★ – Grade 2	25.3	25.2	25.1	24.1	24.1	25.1	24.7
★ – Grade 3	25.6	25.7	25.4	24.4	24.4	25.4	25.2
★ – Grade 4	26.1	26.1	26.1	25.1	25.1	26.1	25.6
★ – Grade 5	26.0	26.3	26.1	25.1	25.1	26.1	26.1
★ – Grade 6	26.4	26.7	26.8	25.8	25.8	26.8	26.7
★ – Grade 7	27.3	27.1	27.0	26.0	26.0	27.0	27.3
★ – Grade 8	27.3	27.4	27.4	26.4	26.4	27.3	27.6
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

**Goal 1b**

Promote parental involvement in education.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Phone calls responded to by parent coordinator or parent engagement designee (000)	5,458	6,060	6,473	5,000	5,000	1,472	1,702
In-person consultations with parents by PC or parent engagement designee (000)	1,450	1,593	1,637	1,400	1,400	407	459
School-based workshops offered to parents (000)	39	41	41	37	37	8	9
Parents attending school-based workshops (000)	976	1,036	1,102	1,037	1,037	282	301
Parents attending Fall and Spring Parent-Teacher Conferences (000)	1,910	1,983	2,021	1,984	1,984	428	344
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**SERVICE 2 Support children with special needs.****Goal 2a**

Improve the ability of English Language Learners to learn English and improve academic progress.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Students enrolled as English Language Learners (000)	150	151	160	*	*	NA	NA
English Language Learners testing out of ELL Programs (%)	18.2%	12.8%	15.6%	16.6%	16.6%	NA	NA
★ English Language Learners testing out of ELL programs within 3 years (%)	61.3%	57.7%	55.5%	56.5%	56.5%	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**Goal 2b**

Improve the ability of students with disabilities to progress academically and socially.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	41.1%	45.3%	46.7%	48.7%	48.7%	NA	NA
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	50.1%	NA	NA	↑	↑	NA	NA
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	15.4%	14.4%	13.8%	12.8%	12.8%	NA	NA
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	24.5%	NA	NA	*	*	NA	NA
Students receiving special education services (preliminary unaudited)	270,722	283,017	292,065	*	*	282,710	288,742
Special education enrollment - School-age	239,619	251,755	260,482	*	*	259,473	265,370
– Public school	200,259	206,839	212,121	*	*	210,620	214,965
– Non-public school	39,360	44,916	48,361	*	*	48,853	50,405
Special education enrollment - Pre-school	31,103	31,262	31,583	*	*	23,237	23,372
– Public school	1,420	2,124	2,524	*	*	1,719	2,020
– Non-public school	29,683	29,138	29,059	*	*	21,518	21,352
Students recommended for special education services	28,995	29,179	29,410	*	*	3,660	4,454
Students no longer in need of special education services	5,726	5,864	7,276	*	*	2,324	2,650
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	16.4%	21.7%	23.6%	24.6%	24.6%	NA	NA
★ – Math (%)	13.5%	14.7%	14.3%	15.3%	15.3%	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Percent of high school cohort taking the SAT at least once in 4 years of high school	59.4%	60.7%	65.9%	80.0%	80.0%	NA	NA
Percent of high school cohort who graduate ready for college and careers	34.6%	37.2%	47.5%	48.1%	48.8%	NA	NA
Percent of high school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months	54.7%	56.7%	NA	58.7%	59.7%	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	28.7%	31.1%	33.4%	36.4%	36.4%	NA	NA
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	15.9%	17.1%	18.1%	21.1%	21.1%	NA	NA
Percent of students who successfully completed approved rigorous courses or assessments	46.0%	47.4%	48.9%	50.9%	50.9%	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Schools that exceed capacity - Elementary schools (%)	65.0%	59.0%	57.0%	*	*	NA	NA
– Middle schools (%)	24.5%	22.0%	22.0%	*	*	NA	NA
– High schools (%)	48.7%	36.0%	36.0%	*	*	NA	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	54.0%	54.0%	53.0%	*	*	NA	NA
– High schools (%)	48.7%	47.0%	46.0%	*	*	NA	NA
Total new seats created	15,210	6,241	8,676	4,484	3,093	0	0
Hazardous building violations total backlog	109	94	88	*	*	96	106
★ School building ratings - Good condition (%)	0.7%	1.1%	1.3%	⇧	⇧	NA	NA
★ – Fair to good condition (%)	49.2%	50.5%	49.6%	⇧	⇧	NA	NA
★ – Fair condition (%)	50.0%	48.3%	49.0%	*	*	NA	NA
★ – Fair to poor condition (%)	0.1%	0.1%	0.0%	⇩	⇩	NA	NA
– Poor condition (%)	0.0%	0.0%	0.1%	*	*	NA	NA
★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ School safety - Seven major felony crimes	614	532	504	↓	↓	133	126
★ – Other criminal categories	2,286	2,219	2,007	↓	↓	372	489
★ – Other incidents	3,975	4,092	4,361	↓	↓	839	1,117
Average lunches served daily	619,718	599,920	584,439	*	*	NA	NA
Average breakfasts served daily	226,572	244,666	268,286	*	*	NA	NA
Average expenditure per student (\$)	\$21,667	\$23,560	NA	*	*	NA	NA
– Elementary school (\$)	\$21,328	\$23,332	NA	*	*	NA	NA
– Middle school (\$)	\$21,022	\$22,718	NA	*	*	NA	NA
– High school (\$)	\$19,206	\$20,685	NA	*	*	NA	NA
– Full-time special education (District 75) (\$)	\$89,887	\$96,607	NA	*	*	NA	NA
Average direct services to schools expenditure per student (\$)	\$18,365	\$19,840	NA	*	*	NA	NA
Teachers	74,922	76,351	77,446	*	*	77,446	78,598
Teachers with 5 or more years teaching experience (%)	71.2%	68.5%	66.9%	*	*	66.9%	66.5%
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Principals with 4 or more years experience as principal (%)	60.0%	59.9%	63.2%	*	*	NA	NA
Teachers absent 11 or more days (%)	14.1%	13.6%	13.0%	*	*	NA	NA
Collisions involving City vehicles	55	52	52	*	*	14	14
Workplace injuries reported	3,120	2,997	3,102	*	*	798	791
Accidents in schools - students	41,235	42,314	40,005	*	*	8,294	10,419
Accidents in schools - public	669	730	725	*	*	167	207
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	49,922	54,626	67,131	*	*	NA	NA
Letters responded to in 14 days (%)	75.1%	72.5%	71.3%	72.3%	72.3%	NA	NA
E-mails responded to in 14 days (%)	64.3%	60.4%	60.1%	61.1%	61.1%	NA	NA
CORE facility rating	94	94	91	90	90	NA	NA
Parents completing the NYC School Survey	459,929	497,331	506,778	*	*	NA	NA
Customers rating service good or better (%) (as applicable)	95%	95%	95%	90%	90%	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$20,999.4	\$22,421.6	\$23,508.0	\$24,328.9	\$24,399.2	\$25,595.6	\$8,916.9	\$9,882.0
Revenues (\$000,000)	\$77.6	\$75.6	\$148.0	\$64.4	\$51.7	\$51.7	\$19.9	\$17.0
Personnel	137,078	141,311	144,740	145,364	145,459	146,659	142,909	145,222
Overtime paid (\$000,000)	\$19.2	\$20.7	\$24.0	\$11.7	\$18.1	\$17.2	\$4.0	\$4.4
Human services contract budget (\$000,000)	\$765.9	\$786.6	\$742.4	\$845.8	\$865.1	\$1,266.1	\$161.8	\$183.2
<sup>1</sup> February 2018 Financial Plan		<sup>2</sup> Expenditures include all funds		"NA" - Not Available				

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$14,565.2	\$15,140.8	
401 - General Ed. Instruction and School Leadership	\$6,107.5	\$6,354.5	1a, 1b, 2a, 2b, 3a, 3b
403 - Special Ed. Instruction and School Leadership	\$1,660.2	\$1,687.4	1a, 1b, 2a, 2b, 3a, 3b
407 - Universal Pre-K	\$432.5	\$428.8	1a, 1b, 2a, 2b
409 - Early Childhood Programs <sup>4</sup>	NA	\$11.6	1a, 1b, 2a, 2b
415 - School Support Organization	\$278.4	\$289.9	1a, 1b, 2b
421 - Citywide Special Ed. Instr. and School Leadership	\$1,007.1	\$1,047.3	1a, 2b
423 - Special Education Instructional Support	\$324.6	\$343.3	1a, 2b
435 - School Facilities	\$221.1	\$196.3	1a, 2b, 4a
439 - School Food Services	\$229.0	\$232.1	1a, 2b
453 - Central Administration	\$191.0	\$208.3	All
461 - Fringe Benefits	\$3,127.3	\$3,253.2	All
481 - Categorical Programs	\$986.4	\$1,088.0	All
Other Than Personal Services - Total	\$8,942.9	\$9,258.4	
402 - General Ed. Instruction and School Leadership	\$819.7	\$856.6	1a, 1b, 2a, 2b, 3a, 3b
404 - Special Ed. Instruction and School Leadership	\$4.5	\$5.3	1a, 1b, 2a, 2b, 3a, 3b
406 - Charter Schools	\$1,674.4	\$1,947.0	All
408 - Universal Pre-K	\$416.9	\$434.6	1a, 1b, 2a, 2b
410 - Early Childhood Programs <sup>4</sup>	NA	\$3.4	1a, 1b, 2a, 2b
416 - School Support Organization	\$28.8	\$36.2	1a, 1b, 2b
422 - Citywide Special Ed. Instr. and School Leadership	\$18.7	\$23.2	1a, 2b
424 - Special Education Instructional Support	\$250.9	\$252.5	1a, 2b
436 - School Facilities	\$964.7	\$930.9	1a, 2b, 4a
438 - Pupil Transportation	\$1,200.5	\$1,164.5	1a, 2b
440 - School Food Services	\$261.6	\$325.9	1a, 2b
442 - School Safety	\$345.3	\$367.8	1a, 2b
444 - Energy and Leases	\$480.6	\$509.9	All
454 - Central Administration	\$163.2	\$157.4	All
470 - Special Education Pre-K Contract Payments	\$706.4	\$841.0	1a, 2b
472 - Charter & Contract Schools and Foster Care Placements	\$807.4	\$707.5	All
474 - NPS and FIT Payments	\$74.8	\$78.4	All
482 - Categorical Programs	\$724.6	\$616.4	All
Agency Total	\$23,508.0	\$24,399.2	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.  
<sup>2</sup>Includes all funds.

<sup>3</sup>Refer to agency goals listed at front of chapter.

<sup>4</sup>This UA originated in Fiscal 2018".

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Data for 2015-16 graduation rates have been corrected to reflect a data revision by the New York State Education Department (NYSED) for students in 5- or 6-year programs. As a result, the citywide graduation rate for 2015-16 is 73.0 percent instead of 72.6 percent as reported in the Fiscal 2017 Mayor's Management Report.
- The Department set more ambitious Fiscal 2018 targets for the following indicators: 'Percent of all students in cohort dropping out from high school in 4 years (NYSED)', 'Percent of students in the graduating class taking required Regents examinations,' 'Percent of students with disabilities in cohort graduating from high school in 4 years (NYSED)', 'Percent of students with disabilities in cohort dropping out from high school in 4 years (NYSED)', 'Percent of high school cohort taking at least 1 AP exam in 4 years of high school,' 'Percent of high school cohort taking the SAT at least once in 4 years of high school,' 'Percent of high school cohort who graduate ready for college and careers,' 'Percent of high school cohort who graduated from high school and enrolled in a college or other postsecondary program within 6 months,' 'Percentage of students who successfully completed approved rigorous courses and assessments,' 'Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%),' 'English Language Learners testing out of ELL Programs (%),' and 'Percent of students who successfully completed approved rigorous courses or assessments.'
- The Department revised Fiscal 2018 targets to more accurately reflect expected performance and trends for the following indicators: 'Students in graduating class with a 65 to 100 passing score on the Regents Examination - Global History (%),' 'Students in graduating class with a 65 to 100 passing score on the Regents Examination - Math (%),' 'Students in graduating class with a 65 to 100 passing score on the Regents Examination - Science (%),' 'Students in graduating class with a 65 to 100 passing score on the Regents Examination - United States history and government (%),' and 'Students passing required Regents examinations (%).' 'English Language Learners testing out of ELL programs within 3 years (%).'
- The Department revised Fiscal 2017 data for the indicator 'Hazardous building violations total backlog' to reflect current figures.

## ADDITIONAL RESOURCES

For additional information, go to:

- Performance data:  
<http://schools.nyc.gov/Accountability>
- School Quality report data:  
<http://schools.nyc.gov/Accountability/tools/report>
- School survey information and results:  
<http://schools.nyc.gov/Accountability/tools/survey>
- School quality review information and reports:  
<http://schools.nyc.gov/Accountability/tools/review>

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

# 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

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**SERVICE 1 Design and construct new schools, additions and capital improvement projects authorized by the Department of Education's Five-Year Capital Plan.**

- Goal 1a Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.
- Goal 1b Achieve cost efficiencies in construction.
- Goal 1c Increase the number of capital improvement projects completed on schedule and within budget.
- Goal 1d Ensure project safety and quality.

## HOW WE PERFORMED

- During the first four months of Fiscal 2018, the percentage of capital improvement projects constructed within budget decreased 4 percentage points to 85 percent. The percentage of projects constructed on-time declined by 6 percentage points to 66 percent.

### SERVICE 1 Design and construct new schools, additions and capital improvement projects authorized by the Department of Education's Five-Year Capital Plan.

**Goal 1a** Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total new seats created	15,210	6,241	8,676	4,484	3,093	0	0
★ New schools and additions constructed	52	29	25	13	9	NA	NA
★ Critical Indicator	"NA" Not Available	ñ↓ Directional Target	* None				

**Goal 1b** Achieve cost efficiencies in construction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Construction bid price for school capacity projects per square foot (\$)	\$771	\$752	\$753	\$700	\$700	NA	NA
Average new school construction cost per square foot - Early childhood (\$)	NA	NA	NA	*	*	NA	NA
- Elementary (\$)	\$631	\$657	\$732	*	*	NA	NA
- Intermediate (\$)	NA	\$573	\$777	*	*	NA	NA
- High school (\$)	\$498	NA	\$817	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	ñ↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	92.9%	93.0%	91.6%	100.0%	100.0%	NA	NA
★ Scheduled new seats constructed on time (%)	100%	96%	100%	100%	100%	NA	NA
★ Capital improvement projects constructed on time or early (%)	72%	86%	72%	80%	80%	72%	66%
★ Capital improvement projects constructed within budget (%)	83%	73%	85%	80%	80%	89%	85%
★ Critical Indicator	"NA" Not Available	ñ↓ Directional Target	* None				

**Goal 1d** Ensure project safety and quality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Ultimate cost of insurance losses as % of construction value (per calendar year)	6.62%	3.47%	NA	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	ñ↓ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Personnel	677	741	796	865	865	865	757	808
Capital commitments (\$000,000)	\$2,884.4	\$2,568.0	\$3,061.7	\$3,275.5	4242.6	\$2,932.9	\$548.8	\$762.6

<sup>1</sup>February 2018 Financial Plan      "NA" - Not Available

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- SCA set new Fiscal 2018 targets for two indicators: 'New schools and additions constructed' and 'Total new seats created'.

## ADDITIONAL RESOURCES

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



# DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

**Bill Chong, Commissioner**



## WHAT WE DO

The Department of Youth and Community Development (DYCD) sponsors a network of community based programs to alleviate the effects of poverty and provide opportunities for New Yorkers and communities. DYCD's diverse range of programs includes services to help low-income individuals and families become more self-sufficient, literacy programs that help adults and adolescents further their education and advance their careers, and programs that assist immigrants. DYCD's afterschool programs, known as COMPASS NYC (Comprehensive After-School System of NYC), offer school-age youth a mix of academic support, sports/recreational activities, and arts and cultural experiences when school is out. As part of the City's broader commitment to providing free afterschool programs to all middle school students, SONYC (School's Out NYC), a component of COMPASS, provides opportunities for more than 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

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**SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

- Goal 1a Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes.
  - Goal 1b Runaway and homeless youth will reunite with their families or live independently.
- 

**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

- Indicators for DYCD's Runaway and Homeless Youth (RHY) programs continue to demonstrate upward trends in several respects. The number of youth served through Transitional Independent Living (TIL) beds rose to 446 at the end of the Fiscal 2018 four-month period, an increase of 15.2 percent from the 387 youth served over the corresponding period a year earlier. This is partly due to the increase in certified residential beds: at the end of the Fiscal 2018 four-month period RHY programs had 525 certified residential beds, 19 percent more beds than the previous year. Several RHY program outcomes remained steady. The percent of youth reunited with family or placed in a suitable environment from TIL facilities was steady at 86 percent, above the target outcome of 85 percent, and the percent of youth reunited with family or placed in a suitable environment from crisis shelters was 74 percent in the first four months of Fiscal 2018, in range of the 75 percent target, compared with 88 percent in the Fiscal 2017 July-October period.
- DYCD's COMPASS programs continue to show positive trajectories. Over 108,700 young people were enrolled in COMPASS programs during the first four months of Fiscal 2018, a 2.3 percent increase over the same period the previous year. Over 85 percent of COMPASS school-year programs met their target enrollment during the FY 2018 four-month period, showing a steady trend in the last few years in the number of programs being able to meet their target. Additionally, the percent of elementary-level, COMPASS school-year programs meeting their target enrollment during the Fiscal 2018 four-month period remained high, as 95 percent of these programs met their target enrollment during this period, well above the 90 percent target for this percentage.
- Participation in DYCD's Summer Youth Employment Program (SYEP) reached a new high of 69,716 in the summer of Fiscal 2018, representing an increase of 16 percent over the previous summer. The growth in enrollment corresponded with a substantial increase in funding, which rose to \$124.9 million in summer 2017 from \$94.3 million in summer 2016. The number of work sites for participants also rose from 10,850 worksites in the summer of 2016 to 12,064 worksites in the summer of 2017, an 11.2 percent increase. Private sector worksites rose to 45 percent in the summer of 2017, a 5 percent increase from the previous year. Additionally, the number of vulnerable youth served in SYEP continues to grow; 3,170 vulnerable youth participated in the summer of 2017, compared to the 3,050 vulnerable youth who participated in the previous year. SYEP provides six weeks of work and community service experience for youth at community-based organizations, government agencies and private sector businesses.
- Due to enhanced funding, participation in DYCD's literacy programs reached a new high of 5,966 for the Fiscal 2018 four-month period, a 36.5 percent increase from the 4,372 participants served during the same time period last year.

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### SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Number of young people involved in DYCD-funded programs	288,767	317,341	324,667	*	*	NA	NA
Comprehensive After School System of NYC (COMPASS NYC) enrollment	112,600	122,792	124,258	110,000	110,000	106,280	108,763
★ COMPASS NYC programs meeting target enrollment (school year) (%)	96%	94%	96%	85%	85%	87%	86%
★ COMPASS NYC programs meeting target enrollment - SONYC/middle school (school year) (%)	95%	91%	95%	85%	85%	85%	83%
★ COMPASS NYC programs meeting target enrollment - elementary (school year) (%)	100%	99%	99%	90%	90%	96%	95%
★ COMPASS NYC programs meeting target enrollment (summer) (%)	92%	80%	81%	90%	90%	81%	78%
Beacon programs' enrollment as a percentage of the minimum annual target (%)	110%	100%	100%	100%	100%	43%	42%
Calls to Youth Connect	47,281	55,538	55,306	60,000	60,000	16,202	17,588
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 1b**

Runaway and homeless youth will reunite with their families or live independently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Youth reunited with family or placed in a suitable environment from crisis shelters (%)	89%	77%	77%	75%	75%	88%	74%
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	92%	89%	88%	85%	85%	87%	86%
Certified residential beds for runaway or homeless youth	337	441	465	*	*	441	525
Runaway and homeless youth served - crisis beds	2,193	2,539	2,340	2,400	2,400	1,102	980
Runaway and homeless youth served - transitional independent living beds	361	519	659	600	600	387	446
★ Utilization rate for crisis beds (%)	99%	96%	92%	90%	90%	93%	89%
★ Utilization rate for transitional independent living beds (%)	96%	91%	93%	90%	90%	89%	85%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Summer Youth Employment Program (SYEP) participants	47,126	54,263	60,113	65,000	70,000	60,113	69,716
Number of Summer Youth Employment Program contracts	98	100	100	*	*	NA	NA
Value of Summer Youth Employment Program contracts (\$000)	\$17,145	\$18,563	\$21,712	*	*	NA	NA
Participants in WIA-funded Out-of-School Youth program	1,800	2,265	2,132	*	*	NA	NA
Participants in WIA-funded In-School Youth program	2,678	2,766	2,980	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Youth who are out-of-school, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training in the 1st quarter after exiting the program (%)	68%	68%	NA	↑	↑	NA	NA
★ Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	82%	85%	NA	↑	↑	NA	NA
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	68%	70%	NA	*	*	NA	NA
Youth who attend a DYCD-funded training or employment program while in school and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	78%	83%	NA	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	67%	64%	64%	60%	60%	33%	24%
Participants in community anti-poverty programs	19,128	19,480	18,928	*	*	NA	NA
★ Critical Indicator      "NA" Not Available            * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Participants in DYCD-funded English literacy programs	4,068	6,003	8,664	10,250	6,600	4,372	5,966
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	52%	54%	59%	55%	55%	NA	NA
★ Critical Indicator      "NA" Not Available            * 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Participants achieving positive outcomes in immigrant services programs (%)	59%	58%	64%	60%	60%	31%	21%
Participants in immigrant services programs	7,058	3,505	3,351	*	*	NA	NA
★ Critical Indicator      "NA" Not Available            * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Contracts terminated	2	13	3	0	0	0	4
★ Agency assessments completed as a percent of total agency contracts (%)	56%	90%	22%	70%	70%	NA	NA
Fiscal audits conducted	290	344	345	345	345	0	0
Expenditure report reviews	21,687	25,433	23,369	*	*	NA	NA
★ Programmatic reviews/contract monitoring	14,622	16,832	17,003	*	*	NA	NA
Agency assessments completed	732	1,356	244	*	*	NA	NA
Contracts funded	3,046	2,502	2,995	*	*	NA	NA
Value of agency contracts (\$000)	\$478,784	\$548,747	\$585,339	*	*	NA	NA
Value of intracity agreements (\$000)	\$9,460	\$6,945	\$6,940	*	*	NA	NA
★ Critical Indicator      "NA" Not Available            * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators			Actual			Target		4-Month Actual	
			FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience						*	*	712	484
Completed customer requests for interpretation			1,986	2,380	1,705	*	*		
Letters responded to in 14 days (%)			100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)			100%	100%	100%	*	*	100%	100%
Calls answered in 30 seconds (%)			47%	48%	43%	*	*	78%	69%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18	FY19 <sup>1</sup>
Expenditures (\$000,000) <sup>2</sup>	\$581.9	\$664.7	\$719.2	\$813.0	\$836.3	\$689.4	\$439.5	\$500.9
Personnel	503	525	526	524	554	531	517	530
Overtime paid (\$000)	\$167	\$111	\$118	\$154	\$154	\$154	\$42	\$23
Human services contract budget (\$000,000)	\$463.2	\$523.2	\$561.1	\$672.1	\$623.5	\$557.0	\$155.4	\$191.0

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$39.9	\$39.9	
002 - Executive and Administrative	\$18.2	\$15.2	All
311 - Program Services	\$21.7	\$24.7	All
Other Than Personal Services - Total	\$679.4	\$796.4	
005 - Community Development	\$71.2	\$79.8	3a, 3b, 3c
312 - Other than Personal Services	\$608.2	\$716.6	All
Agency Total	\$719.2	\$836.3	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Includes all funds.

<sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DYCD obtained additional English literacy program funding for the current fiscal year, and has thus increased its Fiscal 2018 target for English literacy program participants to 10,250, from its previous level of 8,560. However, the agency is not certain it will be able to maintain that level of funding for the ensuing year and has therefore reduced its Fiscal 2019 target for English literacy program participants to 6,600.

## ADDITIONAL RESOURCES

For additional information, go to:

- Reports and Plans: <http://www1.nyc.gov/site/dycd/about/news-and-media/publications.page>

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

# PUBLIC LIBRARIES

**Nicholas A. Gravante, Jr., Chair – Brooklyn Public Library System**

**Evan R. Chesler, Chair – New York Public Library System**

**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 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 or low-income households. The three library systems have promoted equitable access to mobile technology by beginning to lend mobile internet access devices, and have 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 at the library through video conferencing. The libraries have also expanded offerings for literacy programs in shelters and continue to partner with the Department of Homeless Services to better serve the homeless community.

## BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average weekly scheduled hours	45.0	49.3	49.3	49.3	49.3	50.5	49.3
Libraries open seven days per week (%)	3%	8%	8%	8%	8%	8%	8%
★ Libraries open six days per week (%)	65%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	15,205	14,933	14,447	14,400	14,544	4,999	4,959
Reference queries (000)	4,406	4,008	4,106	4,103	4,226	1,024	768
Electronic visits to website (000)	11,391	11,161	10,567	10,675	10,675	3,666	2,676
Computers for public use	1,436	1,633	1,772	2,600	2,600	1,673	1,772
Computer sessions (000)	2,188	2,164	1,920	1,900	1,919	710	641
Wireless sessions	424,463	510,172	554,945	582,692	588,519	198,444	171,455
Program sessions	47,100	60,532	63,246	73,408	75,610	19,780	21,819
★ Program attendance	928,740	991,199	977,147	1,027,346	1,058,166	318,440	358,018
★ Library card holders (000)	1,362	1,523	1,631	1,650	1,700	NA	NA
Active library cards (000)	696	630	646	*	*	645	643
New library card registrations	192,156	126,082	122,670	*	*	47,050	49,243
★ Total library attendance (000)	8,699	8,686	8,382	8,466	8,551	2,982	2,840
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## NEW YORK PUBLIC LIBRARY - BRANCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average weekly scheduled hours	46.6	50.0	50.0	50.0	50.0	50.0	50.0
Libraries open seven days per week (%)	4%	8%	8%	8%	8%	8%	8%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	23,296	22,723	23,778	23,500	23,500	7,706	8,265
Reference queries (000)	9,047	9,141	9,023	8,460	8,460	3,482	3,265
Electronic visits to website (000)	30,852	29,849	28,015	26,000	26,000	NA	8,483
Computers for public use	4,530	4,647	4,660	5,150	5,150	4,647	5,152
Computer sessions (000)	3,287	3,214	3,141	2,800	2,800	1,125	1,100
Wireless sessions	1,644,366	2,650,115	3,045,409	3,000,000	3,000,000	1,018,786	1,190,500
Program sessions	77,823	91,281	108,291	105,000	105,000	32,896	34,020
★ Program attendance	1,443,213	1,713,362	1,983,369	1,900,000	1,900,000	633,327	622,284
★ Library card holders (000)	2,230	2,060	2,031	2,020	2,020	NA	NA
Active library cards (000)	1,320	729	706	*	*	759	864
New library card registrations	483,103	277,641	315,137	*	*	104,667	134,935
★ Total library attendance (000)	14,014	13,867	13,666	12,260	12,260	4,803	4,503
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## NEW YORK PUBLIC LIBRARY - RESEARCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average weekly scheduled hours	46.8	51.3	51.3	53.7	53.7	51.3	53.8
Libraries open seven days per week (%)	25%	25%	25%	25%	25%	25%	25%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
Reference queries (000)	506	514	517	480	480	87	99
★ Program attendance	92,206	100,330	101,554	75,100	75,100	29,850	23,556
★ Total library attendance (000)	3,679	3,744	3,637	4,000	4,000	1,239	1,427
Program sessions	1,953	2,060	2,209	2,200	2,200	806	862
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average weekly scheduled hours	40.2	46.3	44.8	45.6	44.8	45.0	47.0
Libraries open seven days per week (%)	3%	3%	3%	3%	3%	3%	3%
★ Libraries open six days per week (%)	33%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	13,587	13,091	12,784	13,500	13,500	4,536	4,416
Reference queries (000)	2,955	3,443	3,705	4,200	4,900	1,246	1,428
Electronic visits to website (000)	7,854	7,725	7,297	8,500	8,500	2,555	2,558
Computers for public use	1,963	1,967	9,494	12,000	12,100	8,630	9,753
Computer sessions (000)	2,985	3,040	2,957	3,500	3,500	1,042	1,046
Wireless sessions	453,555	477,230	NA	525,000	555,000	NA	184,706
Program sessions	52,396	68,364	80,881	84,000	90,000	24,773	28,534
★ Program attendance	884,622	1,110,842	1,401,497	1,470,000	1,600,000	491,463	524,489
★ Library card holders (000)	972	841	1,400	1,400	1,500	NA	NA
Active library cards (000)	972	841	806	*	*	873	845
New library card registrations	171,677	103,457	101,914	*	*	40,537	39,031
★ Total library attendance (000)	11,287	11,247	11,223	12,360	12,360	3,954	4,159
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$326.3	\$364.3	\$374.7	\$372.7	\$377.7	\$371.8	\$253.9	\$252.9
Personnel	3,705	4,142	4,141	4,311	4,294	4,314	4,130	4,068
Capital commitments (\$000,000)	\$39.9	\$42.4	\$18.5	\$335.2	\$340.5	\$613.4	\$6.2	\$0.9

<sup>1</sup>February 2018 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available

# SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY17 <sup>2</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>3</sup> (\$000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$103.7	\$104.4
New York Public Library - Branch, Agency Total <sup>1</sup>	\$138.0	\$138.7
003 - Lump Sum - Borough of Manhattan (OTPS)	\$26.0	\$26.1
004 - Lump Sum - Borough of the Bronx (OTPS)	\$24.4	\$24.4
005 - Lump Sum - Borough of Staten Island (OTPS)	\$10.2	\$10.2
006 - Systemwide Services (OTPS)	\$76.1	\$76.7
007 - Consultant and Advisory Services (OTPS)	\$1.4	\$1.4
New York Public Library - Research, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$27.8	\$28.0
Queens Public Library, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$105.2	\$106.6

<sup>1</sup>These figures are limited to the City's contribution and planned contribution respectively, to these agencies.

Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal

<sup>3</sup>Includes all funds.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYPL attributes the slight decrease 'Program attendance' for its Branch libraries in the first four months of Fiscal 2018 from the comparable period of Fiscal 2017 primarily to the closure of the Mid-Manhattan Library and temporary relocation of its programs while it undergoes capital renovation. There was also pressure on 'Program attendance' level from the closure of programming space at the New Amsterdam branch due to renovation during this more recent period.
- NYPL attributes the more substantial decrease of 21 percent in 'Program attendance' at NYPL Research libraries in the first four months of Fiscal 2018 from the same period of Fiscal 2017 partly to the relocation of Adult Education classes there, along with temporary closures of programming spaces in two NYPL Research Centers, due to capital renovation during Fiscal 2018.
- NYPL has revised Fiscal 2017 annual values for 'Program sessions' and 'Program attendance' in its Branch library table to reflect updated data.
- NYPL has decreased its target levels for 'Reference queries', 'Computer sessions' and 'Electronic visits to website', and for 'Program attendance' in its Research facilities, to reflect anticipated impact on these indicators of reduced customer accessibility due to the ongoing capital renovation at the Mid-Manhattan Library and other branches and Research areas.
- Brooklyn Public Library has updated its values for 'Program sessions' and 'Program attendance' to correct for overcounting it discovered in the monitoring of its programs and resultant program attendance in its branches.

## ADDITIONAL RESOURCES

For more information on these libraries, please visit:

- Brooklyn Public Library: [www.brooklynpubliclibrary.org](http://www.brooklynpubliclibrary.org).
- New York Public Library: [www.nypl.org](http://www.nypl.org).
- Queens Borough Public Library: [www.queenslibrary.org](http://www.queenslibrary.org).

# CITY UNIVERSITY OF NEW YORK

**James B. Milliken, Chancellor**



## WHAT WE DO

The City University of New York (CUNY) provides higher education to more than 272,000 degree and non-degree seeking students and about 270,000 adult and continuing education students. CUNY consists of 24 institutions: eleven senior colleges, seven community colleges, the William E. Macaulay Honors College, the CUNY Graduate School and University Center, the CUNY Graduate School of Journalism, the CUNY School of Law, the CUNY School of Professional Studies, and the CUNY School of Public Health. In addition, CUNY has newly opened the CUNY School of Medicine as part of City College. CUNY enrolls students in over 1,700 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,500 full-time faculty and 12,500 part-time faculty. In the academic year 2016-2017, CUNY granted an estimated 7,800 graduate and professional degrees, 24,500 baccalaureate degrees, 15,800 associate degrees, 300 certificates and 700 advanced certificates.

## FOCUS ON EQUITY

The City University of New York is of vital importance for the upward mobility of the people of New York City. CUNY offers all levels of training, from certificate programs to doctoral degrees, and an unprecedented number of students currently take advantage of this opportunity to obtain an excellent and affordable education. CUNY serves the diverse people of New York City; over 30 percent of CUNY students were born outside the US mainland, 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.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ CUNY courses offered partly or totally online (%)	5.7%	6.8%	8.0%	8.0%	8.0%	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	42.9%	42.4%	40.8%	*	*	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	53.4%	53.6%	52.8%	*	*	NA	NA
Student/faculty ratio - Overall	17:1	17:1	16:1	*	*	NA	NA
Student/faculty ratio - Community Colleges	21:1	21:1	19:1	*	*	NA	NA
Student/faculty ratio - Senior Colleges	15:1	15:1	15:1	*	*	NA	NA
Number of full-time faculty employed by CUNY community colleges	2,092	2,165	2,182	*	*	NA	NA
Number of associate degrees awarded at community colleges	12,724	13,529	14,108	*	*	NA	NA
Students earning Grade C or better in Freshman Composition Courses (%)	83.8%	84.1%	84.1%	*	*	NA	NA
Students earning Grade C or better in Math Gateway Courses (%)	68.6%	68.4%	67.4%	*	*	NA	NA
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	67.9%	66.3%	66.0%	68.0%	68.0%	NA	NA
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	87.3%	86.8%	86.9%	88.0%	88.0%	NA	NA
★ Three-year systemwide graduation rate (%) - CUNY Accelerated Study in Associate Programs (ASAP) students	57.1%	55.4%	57.6%	50.0%	50.0%	NA	NA
★ Six-year systemwide graduation rate (%) - community college students in STEM disciplines	28.2%	28.7%	30.7%	30.0%	30.0%	NA	NA
★ Six-year systemwide graduation rate (%) - CUNY associate degree students	30.5%	31.8%	32.2%	33.0%	33.0%	NA	NA
★ Six-year systemwide graduation rate (%) - CUNY baccalaureate students	52.7%	53.9%	54.8%	55.0%	55.0%	NA	NA
Students passing the National Council Licensure Examination for Registered Nurse (%)	76.4%	80.1%	86.3%	*	*	NA	NA
★ CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	54.0%	54.8%	54.9%	56.0%	56.0%	NA	NA
CUNY community college graduates from career and technical education programs who are employed within six months of graduation (%)	77.2%	74.4%	77.1%	*	*	NA	NA
CUNY associate degree recipients who continue their education or are working (%)	95.3%	92.3%	94.2%	*	*	NA	NA
High school students participating in college preparation program (College Now)	30,606	31,855	31,445	*	*	NA	NA
Total headcount enrollment	275,132	274,357	272,957	*	*	NA	NA
Total full-time equivalent enrollment (FTEs)	203,996	204,418	204,337	*	*	NA	NA
Total headcount enrollment at CUNY community colleges	99,958	99,045	96,865	*	*	NA	NA
★ Enrollment in STEM disciplines at CUNY community colleges	14,446	14,698	15,053	15,000	15,000	NA	NA
Total students served in CUNY Accelerated Study in Associate Programs (ASAP)	4,352	8,016	15,473	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges	19,322	19,022	18,506	*	*	NA	NA
Enrollment of first-time freshmen in CUNY senior colleges	18,053	18,413	18,397	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	13,790	13,769	13,589	*	*	NA	NA
Annual tuition at CUNY community colleges (full-time NYS resident)	\$4,800	\$4,800	\$4,800	*	*	NA	NA
Annual tuition at CUNY senior colleges (full-time NYS resident)	\$6,330	\$6,330	\$6,530	*	*	NA	NA
Expenditures per student (full-time equivalent) at CUNY community colleges	\$12,058	\$12,443	\$13,611	*	*	NA	NA
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	64.0%	61.9%	60.8%	*	*	NA	NA
Percentage of community college students receiving Tuition Assistance Program (TAP) grants (%)	34.1%	36.4%	35.9%	*	*	NA	NA

★ Critical Indicator

"NA" Not Available

↑↓ Directional Target

\* None

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$955.1	\$1,018.7	\$1,158.5	\$1,153.2	1265.9	\$1,169.6	\$229.2	\$142.3
Revenues (\$000,000)	\$383.0	\$401.1	\$404.8	\$415.3	\$415.3	\$415.3	\$67.0	\$0.0
Personnel	8,749	8,979	9,184	9,899	9,899	10,102	10,220	10,579
Overtime paid (\$000,000)	\$7.6	\$7.3	\$8.0	\$1.6	\$5.7	\$1.6	\$2.2	\$2.4

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)
Personal Services - Total	\$790.9	\$794.8
002 - Community College	\$772.3	\$778.5
004 - Hunter Schools	\$18.6	\$16.3
Other Than Personal Services - Total	\$367.6	\$471.2
001 - Community College	\$366.5	\$434.8
003 - Hunter Schools	\$1.1	\$1.3
012 - Senior College	\$0.0	\$35.0
Agency Total <sup>3</sup>	\$1,158.5	\$1,265.9

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Includes all funds.

<sup>3</sup>These figures are limited to the City's contribution and planned contribution respectively, to CUNY.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information, go to:

- Office of Institutional Research performance management reports:  
<http://cuny.edu/about/administration/offices/ira/ir/data-book/current/accountability.html>

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



# DEPARTMENT OF SMALL BUSINESS SERVICES

**Gregg Bishop, Commissioner**



## WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to start, 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 (M/WBE) Program.

## 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 (WENYC), the agency has committed to providing customized services to 5,000 women entrepreneurs in underserved communities. SBS, in partnership with the Mayor's Office of Operations, is also leading Small Business First, an initiative to improve the City's regulatory environment and consolidate information that small businesses need to start, grow and thrive. The agency has created a guide to assist immigrant entrepreneurs who are planning, launching, or growing a small business, and oversees certification and capacity building services for Minority and Women-owned Business Enterprises (M/WBE), reaching a new high 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 people 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

- 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 (DBS), in Fiscal 2017, which now manages all of the free services that help businesses start faster, operate, and expand in New York City. In the first four months of Fiscal 2018, DBS served 4,029 unique customers and small businesses offering free business services across the five boroughs. In the same period, DBS helped small businesses obtain 201 financing awards that totaled nearly \$19 million, an increase of 41 percent in the number of financial awards and an increase of 60 percent in the value of financing awards compared to the same period of Fiscal 2017. This increase is largely due to the launch of new programs in Fiscal 2018.
- The Energy Cost Savings Program (ECSP) and the Lower Manhattan Energy Program (LMEP) were scheduled to expire at the end of Fiscal 2018 but have been extended until June 2020. In the first four months of Fiscal 2018, ECSP approved 14 projects for businesses with a total of 744 jobs. While the number of approved projects is similar to the prior year, the number of jobs created or retained more than doubled. Additionally, the value of the savings to businesses participating in ECSP in the first four months of Fiscal 2018 more than doubled (to \$386,000), compared to the same period in the prior year. The increase in the number of jobs and savings is due to the size of firms that were approved this fiscal year which have a greater number of employees and energy costs.
- LMEP, measured on a cumulative basis, created \$3.5 million in savings received by 727 active commercial tenants through the first four months of Fiscal 2018, decreases of 13 percent in savings received and 16 percent in active commercial tenants for the same period in Fiscal 2017. The LMEP Program is currently in the phase-out period for the majority of buildings receiving benefits. The decrease in cumulative LMEP benefits reflects buildings coming off-line after completing their respective 12-year benefit schedule, which results in lower cumulative energy savings and tenancy numbers. Additionally, LMEP has a finite number of potentially eligible buildings and the majority have applied and are completing their benefit schedules.
- In the first four months of Fiscal 2018, SBS registered 18,685 new jobseekers through the Workforce1 Career Center system, a slight decrease from the 18,893 registrants in the same period in Fiscal 2017. Overall jobseeker hiring fell to 7,839, compared to 8,253 during this period, a year ago. This five percent decrease is attributed to the system's increased focus on better quality job and training opportunities. Compared with the same period in Fiscal 2017, the Workforce1 Career Center system saw the average wage for those connected to employment increase by 11 percent. Additionally, in the same period, customer training enrollments increased by 14 percent to 978, compared to 861 in the same period a year earlier, as SBS continued to invest in and expand its training programs.
- The Minority and Women-owned Business Enterprises Program certified and recertified 520 M/WBEs during the first four months of Fiscal 2018, following Fiscal 2017 initiatives to achieve the goal of increasing the number of City-certified M/WBE; an increase of 10 percent compared to the same period of Fiscal 2017. The number of certified M/WBEs in the program rose to 5,305 by the end of October, 2017, a 12 percent increase compared to one year earlier.

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### SERVICE 1 Help businesses start, operate and expand in New York City.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Unique customers and businesses served	10,564	14,185	13,973	*	*	4,671	4,029
★ Unique businesses receiving financial awards (facilitated or disbursed)	735	432	593	470	470	NA	NA
★ Financial awards to businesses (facilitated or disbursed)	805	567	658	540	540	143	201
Value of financial awards to businesses (facilitated or disbursed) (\$000)	\$64,799	\$44,983	\$45,701	*	*	\$11,834	\$18,981
★ Businesses opened with assistance from SBS	854	915	867	↑	↑	283	294
Projected number of hires by businesses opened with assistance from SBS	12,037	12,759	10,096	*	*	3,644	2,493
Unique customers served by programs that help navigate government	NA	3,064	2,525	*	*	969	989
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Value of Energy Cost Savings Program savings for businesses (\$000)	\$841	\$878	\$2,003	*	*	\$175	\$386
Jobs created or retained by Energy Cost Savings Program	5,164	1,060	9,753	*	*	368	744
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000)	\$12,433	\$10,028	\$7,905	*	*	\$3,968	\$3,471
Commercial tenants active in Lower Manhattan Energy Program	1,152	1,007	784	*	*	869	727
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Workforce1 systemwide job placements and promotions	26,952	28,455	28,170	25,000	25,000	8,253	7,839
New jobseekers registered through the Workforce1 Career Center system	55,133	55,647	54,816	*	*	18,893	18,685
Walk-in traffic at Workforce1 Centers	266,663	273,753	271,573	*	*	91,647	97,879
★ Customers enrolled in training	NA	3,649	3,464			861	978
Unique customers served	NA	104,715	104,239	*	*	43,291	45,396
★ Businesses awarded funding for employer-based training	NA	57	54	*	*	13	3
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ City block faces receiving supplemental sanitation services through BIDs	3,562	3,600	4,044	3,800	3,800	4,044	4,044
★ Average acceptably clean BID sidewalk ratings (%)	96.1%	96.8%	97.8%	97.0%	97.0%	97.9%	97.1%
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.38	\$1.30	\$1.16	*	*	NA	NA
★ Critical Indicator      "NA" Not Available       Directional Target      * None							

## SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.

Goal 4a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Total Minority and Women-owned Business Enterprises certified	4,115	4,516	5,122	6,200	9,000	4,722	5,305
★ Minority and Women-owned Business Enterprises awarded City contracts	902	1,011	1,131	1,165	1,223	NA	NA
★ – M/WBEs awarded contracts after receiving procurement and capacity building assistance	613	723	824	849	891	NA	NA
★ Annual M/WBE recertification rate	60.4%	53.4%	61.8%	60.0%	60.0%	NA	NA
Newly certified and recertified businesses in M/WBE Program	1,003	1,030	1,675	*	*	473	520
★ Critical Indicator      "NA" Not Available  Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
CORE customer experience rating (0-100)	95	98	96	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	2,351	7,327	6,652	*	*	NA	2,080
★ Critical Indicator      "NA" Not Available  Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18	FY18
Expenditures (\$000,000) <sup>2</sup>	\$273.5	\$282.5	\$260.0	\$216.5	\$327.1	\$172.7	\$137.7	\$141.2
Revenues (\$000,000)	\$55.6	\$54.9	\$0.4	\$0.2	\$0.2	\$0.2	\$0.1	\$0.1
Personnel	257	302	325	373	416	404	283	314
Overtime paid (\$000)	\$34	\$30	\$65	\$0	\$65	\$65	\$19	\$24
Human services contract budget (\$000,000)	\$28.6	\$31.9	\$29.8	\$18.3	\$28.7	\$20.9	\$6.0	\$5.6

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$22.9	\$28.3	
001 - Department of Business	\$15.5	\$17.4	All
004 - Contract Compliance and Bus. Opportunity	\$2.5	\$3.4	1a, 1b, 2a, 4a
010 - Workforce Investment Act	\$4.9	\$7.4	1a, 4a
Other Than Personal Services - Total	\$237.1	\$298.8	
002 - Department of Business	\$63.6	\$90.7	All
005 - Contract Compliance and Bus. Opportunity	\$4.5	\$5.7	1a, 1b, 2a, 4a
006 - Economic Development Corporation	\$77.4	\$101.9	Refer to table in EDC chapter
011 - Workforce Investment Act	\$51.8	\$60.4	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	\$39.8	\$40.1	1b
Agency Total	\$260.0	\$327.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Includes all funds.

<sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Unique customers and businesses served' was added to reflect the merger of the division that managed NYC Business Solutions Center, and the division that operated under the NYC Business Acceleration brand. The new Division of Business Services will manage all of the free services to help business start faster, operate, and expand in New York City. This indicator reflects the number of unique customers and businesses served by DBS, (including those that had been provided under the NYC Business Solutions Center and the NYC Business Acceleration brands), and counts all customers and entities served at least once. Historic data was calculated and included to provide context. The increase in Fiscal 2016 is largely due to the launch of new programs such as the Women Entrepreneurs NYC Initiative and the Worker Cooperative Business Development Initiative.
- The indicator 'New businesses served by NYC Business Solutions' has been retired as NYC Business Solutions has been incorporated into the Division of Business Services. The continuing services are managed through DBS, and represented in the indicator 'Unique customers and businesses served.'
- The indicator 'Number of unique businesses served by NYC Business Acceleration' has been retired as NYC Business Acceleration has been incorporated into the Division of Business Services. The continuing services are managed through DBS, and represented in the indicator 'Unique customers and businesses served.'
- The indicator 'Unique businesses receiving financing awards facilitated by NYC Business Solutions' has been renamed to 'Unique businesses receiving financial awards (facilitated or disbursed)', to reflect the merger of the division that managed the NYC Business Solutions Center, and the division which operated under the NYC Business Acceleration brand. Historic data has not been impacted. Data is reported on an annual basis.
- The indicator 'Financing awards to businesses facilitated by NYC Business Solutions' has been renamed to 'Financial awards to businesses (facilitated or disbursed)', to reflect the merger of the division that managed NYC Business Solutions Center, and the division which operated under the NYC Business Acceleration brand. The value for the Fiscal 2017 four-month actual has been updated to reflect the most recent data available. Other historic data has not been impacted.
- The indicator 'Value of financing awards facilitated by NYC Business Solutions' has been renamed to 'Value of financial awards to businesses (facilitated or disbursed)', to reflect the merger of the division that managed NYC Business

Solutions Center, and the division which operated under the NYC Business Acceleration brand. The value for the Fiscal 2017 four-month actual has been updated to reflect the most recent data available. Other historic data has not been impacted.

- The indicator 'Number of businesses opened by NYC Business Acceleration' has been renamed to 'Businesses opened with assistance from SBS,' to reflect the merger of the division that managed NYC Business Solutions Center, and the division which operated under the NYC Business Acceleration brand. The value for the Fiscal 2017 four-month actual has been updated to reflect the most recent data available. Other historic data has not been impacted.
- The indicator 'Projected number of hires by businesses opened by NYC Business Acceleration' has been renamed to 'Projected number of hires of businesses opened with assistance from SBS' to reflect the merger of the division that managed NYC Business Solutions Center, and the division which operated under the NYC Business Acceleration brand. The value for the Fiscal 2017 four-month actual has been updated to reflect the most recent data available. Other historic data has not been impacted.
- The indicator 'Site consultations by NYC Business Acceleration inspectors' has been replaced by 'Unique customers served by programs that help navigate government,' to reflect the merger of the division that managed NYC Business Solutions Center, and the division which operated under the NYC Business Acceleration brand. This indicator will count the number of unique customers served by DBS Navigating Government services, which includes the work by what were previously known as NYC Business Acceleration Inspectors. Historic data was calculated and included to provide context. The Compliance Advisor program, a significant contributor to this indicator, began in Fiscal 2015.

## ADDITIONAL RESOURCES

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

# DEPARTMENT OF VETERANS' SERVICES

**Dr. Loree Sutton, Commissioner**



## WHAT WE DO

The Department of Veterans' Services (DVS) works with City, State and federal agencies, as well as regional private and not-for-profit partners, to improve the lives of all New York City veterans and their families. DVS works to ensure that homeless veterans have permanent housing and access to the support services needed to find and maintain their homes; expand education and career opportunities for veterans; and provide the human and technological infrastructure for veterans and their families to gain citywide access to benefits, resources and care through the nation's leading coordinated service network. Through the VetsThriveNYC Whole Health Program—the veteran-focused complement to the First Lady's ThriveNYC Mental Health Roadmap—DVS is committed to supporting overall mental wellness, addressing the full impact of war and military service on the mind, body and spirit.

## FOCUS ON EQUITY

DVS strives to connect with New York City veterans regardless of discharge status, including anyone with prior service in the U.S. Armed Forces, including the Reserves and/or National Guard. DVS also serves family members and caregivers, recognizing their essential role with respect to veteran health and wellbeing as well as honoring their service and sacrifice. Marshaling the collective resources of City government and its local partners, DVS works with veterans in need and their families to find affordable housing and access the support services they require to maintain their stability; creates access to programs that foster physical, mental and spiritual wellbeing; provides information about education and career opportunities; and offers one-on-one assistance to navigate benefits and resources.

## OUR SERVICES AND GOALS

### **SERVICE 1 Provide supportive services to veterans and their families.**

Goal 1a Mitigate and prevent homelessness for veterans.

### **SERVICE 2 Assist veterans and their families with accessing eligible resources.**

Goal 2a Ensure veterans have information about and are connected with appropriate resources.

## HOW WE PERFORMED

- During the first four months of Fiscal 2018, 57 homeless veterans found permanent homes through the Veteran Peer Coordinator (VPC) program, an innovative new model for veterans helping fellow veterans navigate the challenging process of finding and securing housing in New York City. The VPC program is DVS' contribution to a network of local, state and federal agencies and nonprofit partners working together to end veteran homelessness.
- DVS provided direct homelessness prevention assistance to 173 veterans during the reporting period. This included a combination of veterans calling and visiting DVS for assistance and proactive aftercare calls to formerly homeless veterans that were housed through the VPC program.
- DVS is dedicated to engaging and informing veterans, their families and the larger community on available resources and opportunities within the areas of benefit eligibility assistance, education, employment and entrepreneurship, as well as community-based approaches to achieve and sustain a robust state of enduring mental, physical and spiritual health. DVS teams maintain a presence in each of the five boroughs with the intent of meeting veterans and their families in their communities. DVS borough outreach specialists provide vetted resources, one-on-one assistance and information about various resources and events for veterans. Additionally, as part of the pioneering ThriveNYC mental health initiative, DVS engages veterans, military caregivers and their families to enhance overall mental wellness. Through this multipronged approach, DVS engaged 2,612 veterans and their families during the first four months of Fiscal 2018. As a result of these interactions, DVS assisted 1,351 veterans and their families with access to resources during the reporting period.

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### SERVICE 1 Provide supportive services to veterans and their families.

Goal 1a

Mitigate and prevent homelessness for veterans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Homeless veterans who received housing through DVS Vet Peer Coordinator program	NA	NA	NA	*	*	NA	57
Veterans receiving homelessness prevention assistance from DVS	NA	NA	NA	*	*	NA	173
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

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### SERVICE 2 Assist veterans and their families with accessing eligible resources.

Goal 2a

Ensure veterans have information about and are connected with appropriate resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Veterans and their families engaged by DVS	NA	NA	NA	*	*	NA	2,612
Veterans and their families given assistance to access resources	NA	NA	NA	*	*	NA	1,351
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	NA	NA	\$2.5	\$4.4	\$4.5	\$4.6	\$0.6	\$1.3
Personnel	NA	NA	32	40	41	41	22	33
Overtime paid (\$000)	NA	NA	\$11	\$0	\$23	\$0	\$1	\$7

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$2.2	\$3.4	All
002 - Other Than Personal Services	\$0.2	\$1.1	All
Agency Total	\$2.5	\$4.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Includes all funds.

<sup>3</sup>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/veterans](http://www.nyc.gov/veterans)





# Infrastructure and Sustainability

# Infrastructure and Sustainability

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# DEPARTMENT OF ENVIRONMENTAL PROTECTION

Vincent Sapienza, 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. In Fiscal 2018 DEP implemented 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

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

- Goal 1a Comply with all federal and State drinking water quality standards.
  - Goal 1b Assure the integrity of the drinking water supply and distribution systems.
- 

### 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

- Due to higher than anticipated attrition, the number of security checks performed by DEP Police was 9.1 percent lower than during the same period last year. A class of new officers has been recruited and will graduate at the end of the fiscal year.
- At 818, overall enforcement activity was almost 12 percent lower. Enforcement activity fluctuates year to year due to a variety of factors including the weather, the number of people using watershed lands for recreation and compliance with the watershed regulations and New York State law.
- Sewer backup complaints dropped by 7.8 percent compared to the same period last year. At the same time, confirmed sewer backups on City infrastructure declined by 21.8 percent. The Department's programmatic activities to systematically inspect and clean targeted areas of the City that have a history of recurring backups have contributed to these decreases.
- The number of water main breaks during the first four months of the fiscal year has remained relatively unchanged for the last three years (89 in Fiscal 2016 and Fiscal 2017 and 90 in the current fiscal year). The July to October reporting period precedes the winter months when the majority of water main breaks occur. Variations in the volume of breaks from year to year are more apparent during these colder months due to the incidence of freeze/thaw cycles.
- The number of broken/inoperative hydrants as a percent of the system improved from 0.48 to 0.36 percent, below the 1.0 percent target.
- The number of catch basins cleaned grew by 26 percent to 13,253. However, the average time to resolve catch basin complaints increased from 5.6 to 8.4 days. At the same time, the backlog of catch basin repairs also rose, from 1.0 to 3.1 percent. These increases are associated with the Department's transition to an accelerated program of inspection, cleaning and repair activities, which will generate a significant benefit in coming years.
- Largely due to an increase in complaints about construction noise, the number of noise complaints received by the Department grew by 10.3 percent from the same period last year. As a result, the average time to close noise complaints increased to 5.2 days from 4.5 days. The average time to close air complaints, which are investigated by the same inspectors, also increased.
- The average time it took the Department to close asbestos complaints rose by approximately a half day to 0.8 of a day as the Department adjusted to new electronic inspection and reporting software. However, the Department expects the average time to close these complaints to return to values similar to prior periods by the end of the fiscal year.

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

Goal 1a

Comply with all federal and State drinking water quality standards.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Samples testing positive for coliform bacteria (%)	0.3%	0.5%	0.3%	*	*	0.8%	0.6%
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%
Acres of land solicited in watershed area	32,865	45,569	34,475	*	*	13,060	7,819
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

Goal 1b

Assure the integrity of the drinking water supply and distribution systems.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Water supply - Critical equipment out of service (%)	1.3%	1.0%	0.9%	*	*	0.9%	0.7%
★ Facility security checks	278,439	293,199	286,589	275,000	275,000	98,528	89,606
Overall enforcement activity	1,206	1,658	1,893	*	*	927	818
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Sewer backup complaints received	11,435	10,469	12,133	*	*	3,666	3,381
Sewer backup complaints resolved - Confirmed (on City infrastructure)	2,846	2,503	2,649	*	*	702	549
- Unconfirmed (not on City infrastructure or unfounded)	8,589	7,960	9,489	*	*	2,968	2,831
★ Sewer backup resolution time (hours)	3.9	3.7	3.8	7.0	7.0	3.6	3.3
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.2%	1.1%	1.2%	*	*	1.0%	1.1%
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.3%	0.3%	0.3%	0.6%	0.6%	0.3%	0.3%
Street cave-in complaints received	4,073	4,174	3,847	*	*	1,680	1,442
Average time to respond to street cave-in complaints and make safe (days)	2.5	4.6	1.9	*	*	2.3	1.9
Water main breaks	563	397	425	*	*	89	90
Water main breaks per 100 miles of main in the last 12 months	8.0	5.7	6.1	*	*	5.7	6.1
★ Average time to restore water to customers after confirming breaks (hours)	5.1	4.2	4.4	6.0	6.0	5.9	6.2
★ Broken and inoperative hydrants (%)	0.50%	0.52%	0.54%	1.00%	1.00%	0.48%	0.36%
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.5	2.9	2.5	7.0	7.0	3.0	2.9
Catch basin complaints received	8,851	8,020	8,943	*	*	2,936	2,687
★ Catch basin backup resolution time (days)	3.1	4.0	5.0	9.0	9.0	5.6	8.4
Catch basins surveyed/inspected (%)	31.4%	31.7%	98.3%	100.0%	100.0%	18.8%	25.1%
Catch basins cleaned	31,086	30,778	52,006	*	*	10,487	13,253
★ Backlog of catch basin repairs (% of system)	0.4%	0.7%	1.8%	1.0%	1.0%	1.0%	3.1%
Leak complaints received	3,622	3,642	3,673	*	*	1,063	1,104
★ Leak resolution time (days) (City infrastructure only)	9.3	10.2	10.0	12.0	12.0	10.6	10.3
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.5%	99.5%	99.8%	100.0%	100.0%	99.9%	100.0%
Harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen (%)	94%	90%	92%	89%	89%	76%	80%
★ WWTPs - Critical equipment out-of-service (% below minimum)	2.5%	2.1%	1.8%	5.0%	5.0%	0.7%	1.4%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

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## SERVICE 4 Bill and collect revenue for water and sewer usage.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Estimated bills (%)	3.2%	3.0%	2.8%	4.0%	4.0%	3.0%	3.0%
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total revenue collected (\$000,000)	\$3,808.9	\$3,852.6	\$3,852.0	\$3,729.8	\$3,769.6	\$1,720.9	\$1,677.0
★ Total revenue as percent of target (%)	105.3%	104.5%	104.3%	100.0%	100.0%	101.9%	101.3%
Accounts receivable - Total balance (\$000,000)	\$1,640	\$1,666	\$1,633	*	*	\$928	\$930
Billed amount collected in 30 days (%)	61.8%	63.1%	60.8%	*	*	62.1%	64.1%
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

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## SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

Goal 5a Investigate complaints in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Air complaints received	8,776	9,858	8,807	*	*	3,188	2,958
★ Average days to close air quality complaints	4.3	4.0	2.5	9.0	9.0	3.4	4.0
Air complaints responded to within seven days (%)	95%	95%	96%	85%	85%	96%	98%
Noise complaints received	53,862	61,784	58,892	*	*	18,668	20,592
★ Average days to close noise complaints	5.9	5.6	4.3	9.0	9.0	4.5	5.2
Noise complaints not requiring access to premises responded to within seven days (%)	97%	97%	98%	85%	85%	98%	98%
Asbestos complaints received	1,674	1,855	1,425	*	*	564	489
★ Average days to close asbestos complaints	0.37	0.34	0.34	1.00	1.00	0.22	0.78
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total violations issued	15,284	14,753	16,149	*	*	5,872	5,046
Violations admitted to or upheld at the Environmental Control Board (%)	90.9%	93.8%	92.8%	*	*	92.8%	90.9%
Collisions involving City vehicles	337	380	413	*	*	136	131
Workplace injuries reported	478	352	359	*	*	119	146
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
E-mails responded to in 14 days (%)	86%	93%	100%	95%	95%	100%	100%
Letters responded to in 14 days (%)	99%	99%	99%	95%	95%	99%	99%
Calls answered in 30 seconds (%)	68%	73%	79%	76%	76%	75%	78%
Average customer in-person wait time (minutes)	6	5	4	5	5	NA	NA
Completed customer requests for interpretation	12,976	13,685	13,783	*	*	NA	NA
Visitors rating customer service at borough centers as good or better (%)	93.0%	95.0%	93.0%	90.0%	90.0%	NA	NA
CORE customer experience rating (0-100)	95	100	97	90	90	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	93%	91%	89%	85%	85%	93%	82%
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	89%	90%	88%	85%	85%	89%	93%
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	85%	85%	86%	85%	85%	87%	84%
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	88%	88%	89%	85%	85%	91%	84%
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	80%	79%	81%	85%	85%	81%	80%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$1,216.1	\$1,267.2	\$1,435.9	\$1,412.8	\$1,505.9	\$1,307.6	\$683.9	\$696.2
Revenues (\$000,000) <sup>3</sup>	\$26.6	\$27.3	\$26.3	\$24.8	\$24.8	\$24.8	\$7.6	\$8.4
Personnel	5,727	5,946	6,011	6,408	6,539	6,507	5,876	5,903
Overtime paid (\$000,000)	\$42.9	\$40.6	\$49.9	\$22.6	\$22.2	\$22.6	\$14.3	\$13.4
Capital commitments (\$000,000)	\$2,102.8	\$1,590.1	\$2,490.6	\$3,393.9	\$3,270.7	\$3,184.6	\$332.1	\$221.2
<sup>1</sup> February 2018 Financial Plan		<sup>2</sup> Expenditures include all funds			<sup>3</sup> "NA" - Not Available			
<sup>3</sup> 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.								

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$549.7	\$540.8	
001 - Executive and Support	\$36.1	\$36.7	All
002 - Environmental Management	\$29.5	\$32.3	5a
003 - Water Supply and Wastewater Collection	\$210.6	\$204.7	1a, 1b, 2a, 3a, 5a
007 - Central Utility	\$76.5	\$79.9	1a, 4a, 4b
008 - Wastewater Treatment	\$197.0	\$187.2	2a, 3a
Other Than Personal Services - Total	\$886.2	\$965.1	
004 - Utility	\$622.2	\$658.2	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	\$206.9	\$240.0	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	\$57.1	\$66.9	All
Agency Total	\$1,435.9	\$1,505.9	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.     <sup>2</sup>Includes all funds.     <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Fiscal 2018 target for 'Total revenue collected (\$000,000)' was corrected to \$3,729.8.
- The Fiscal 2017 data for 'Workplace injuries reported' was revised to 359 from 377.

## ADDITIONAL RESOURCES

- Home Water Assistance Program:  
[http://www.nyc.gov/html/dep/html/customer\\_assistance/home\\_water\\_assistance\\_program.shtml](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](http://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 1,180 miles of the cycling network, including over 95 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

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### SERVICE 1 Maintain the City's transportation infrastructure.

- Goal 1a Manage the City's bridge inventory to achieve a high state of good repair.
  - Goal 1b Maintain a state of good repair for the City's streets, sidewalks and highways.
  - Goal 1c Ensure timely repairs of the City's street lights, traffic signs and signals.
- 

### 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

- DOT repaired 56,000 potholes (arterials and local streets), 1.3 percent fewer than in the same period last year, with repairs on arterials increasing and repairs on local streets decreasing. The average time to close a pothole work order improved to 1.8 days from 2.4 days. DOT resurfaced 623 lane miles, a nine percent decrease but still in line with the higher internal goal set for this year of 1,300 lane miles. By replacing the top layer of asphalt, resurfacing prevents potholes, addresses existing potholes, and frees crews to address locations in need of general roadway repairs.
- DOT inspectors completed almost 20 percent fewer inspections (initial and post-audit), largely attributed to a 25 percent increase in complaints and more street defects requiring immediate corrective action (NICAs) by contractors. These actions require inspectors to re-inspect the site condition within three hours, limiting inspectors' availability to complete new inspections. Compared to the same four months in Fiscal 2017, the percent of street and sidewalk work that passed initial inspections dropped from 78 percent to 68 percent, as did the percent of post-audit inspections of completed work rated satisfactory, which decreased from 81 percent to 70 percent. Inspection ratings declined due to more street defects, hence the increase in NICAs and violations issued.
- Average response time to high priority traffic signal defects improved by 13 minutes, remaining faster than the performance target. At 1.8 days, the average repair time for priority regulatory signs surpassed its target of three business days. The overall average repair time for street lights (both ConEd and DOT) was 14.9 days, almost two days faster than the previous year.
- Citywide traffic fatalities rose from 78 to 86. Traffic fatalities among motorists and passengers increased from 18 to 39 while fatalities among bicyclists and pedestrians decreased from 60 to 47. DOT continued to implement safety improvements throughout the City. In addition to installing 197 speed humps and accessible pedestrian signals at 17 intersections, the Department completed 34 street improvement projects, and installed 255 leading pedestrian intervals and 7.6 miles of protected bike paths. In July 2017 DOT released [Safer Cycling: Bicycle Ridership and Safety in New York City](#), a study analyzing the growth of cycling and of the bicycle network. The study found that various neighborhoods underserved by the bicycle network experience a higher rate of cyclists killed and severely injured. In response to this finding, DOT will continue to implement 50 miles of bike lanes each year, including at least 10 miles of protected bicycle paths. Part of that effort includes creating or enhancing 75 lane miles of bike facilities in Priority Bicycle Districts by 2022.
- The number of roadway safety markings installed declined 40 percent to 15 million linear feet, down from 25.0 last year. This decrease is attributed to several contractors failing to meet their monthly production targets as specified in the contract terms. The limited labor pool for line markings crew chiefs and stripers in the New York City area added to the program challenges. DOT is evaluating contractor performance to replace underperformers with contractors with more reliable growth potential in preparation for the next construction season, which begins in Spring 2018.
- Private ferry ridership surpassed 5.5 million riders, increasing 33 percent from last year. In August 2017 the Astoria route of NYC Ferry began service, connecting the growing residential and business communities of Western Queens and Roosevelt Island to Brooklyn and Manhattan. NYC Ferry service, which launched in May 2017, offers four routes (Astoria along with South Brooklyn, Rockaway, and East River), giving commuters another option to get to and from work each day. The service helps reduce overcrowding on subways and buses, offers reliable transportation to the underserved communities, and expands the use of our waterways as an essential component of the City's transportation network.
- The number of Citi Bike annual memberships activated during the first four months of Fiscal 2017 increased by 55 percent over the same period last year to more than 140,000. Citi Bike trips by all users (annual and short-term) rose 19 percent to over 7.3 million. In Summer 2017 DOT added 142 new stations to the Citi Bike network, expanding the bike share program into Prospect Heights and Crown Heights in Brooklyn, Astoria and Long Island City in Queens, and the Upper West and Upper East Sides up to 130th Street in Manhattan.
- By the end of October the citywide bicycle network had grown to 1,150 lane miles. DOT added almost 33 lane miles to the City's bicycle network during the reporting period, 29 percent behind last year's record pace; the decrease is a result of delays in contractor deployment and late season implementation. However, DOT is still on track to install 50 lane miles by the end of June 2018.

- The percent of calls answered in 30 seconds improved to 69 percent, the highest rate since Fiscal 2014. The average wait time to speak to a customer service representative improved to under two minutes from over nine minutes a year ago. The majority of calls relate to parking permits for people with disabilities. The improvement in performance is directly correlated to the 30 percent reduction in call volume. Enhancements to the e-Permit system (such as allowing staff to process renewal notices in advance, thus reducing repeat callers) resulted in 60 percent fewer calls regarding City disability renewals and application status.

## SERVICE 1 Maintain the City's transportation infrastructure.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Bridges rated - Good or very good (%) (calendar year)	42.1%	41.9%	41.8%	40.7%	40.7%	NA	NA
- Fair (%)	57.9%	58.1%	58.2%	*	*	NA	NA
- Poor (%)	0.0%	0.0%	0.0%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Streets maintained with a pavement rating of - Good (%)	70.0%	68.8%	69.8%	71.0%	71.0%	NA	NA
- Fair (%)	29.3%	30.4%	29.6%	*	*	NA	NA
- Poor (%)	0.7%	0.8%	0.6%	*	*	NA	NA
★ Average time to close a pothole work order where repair was done (calendar days)	5.6	3.2	3.0	5.0	5.0	2.4	1.8
Pothole work orders	60,809	50,085	49,687	*	*	10,950	11,607
Potholes repaired - Arterial highway system	90,289	33,889	30,922	*	*	2,297	2,772
- Local streets	370,204	269,329	229,160	*	*	54,468	53,228
Lane miles resurfaced citywide (in-house)	1,019.7	1,239.4	1,321.2	*	*	685.8	623.0
Average cost per lane mile resurfaced citywide (\$)	\$160,759	\$149,102	\$152,192	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$56.72	\$51.77	\$44.91	*	*	NA	NA
Average vendor cost of asphalt per ton (\$)	\$58.67	\$55.43	\$57.25	*	*	NA	NA
Construction permits issued	471,688	549,495	597,358	*	*	197,143	215,183
Inspections of permitted street work	574,467	708,276	707,330	*	*	255,813	206,184
- Street work rated satisfactory (%)	75%	76%	78%	75%	75%	78%	68%
Post-audit inspections for completed street work	292,453	374,075	375,133	*	*	142,296	126,458
- Completed street work that passed inspection (%)	75%	77%	79%	*	*	81%	70%
Adopt-A-Highway adoption rate (%)	81.5%	80.7%	83.9%	75.0%	75.0%	82.0%	84.3%
Adopted highway miles that receive a service rating of good (%)	94.3%	95.1%	100.0%	*	*	95.4%	99.8%
★ Muni-meters that are operable (%)	99.2%	99.2%	99.1%	98.0%	98.0%	99.2%	99.2%
Total violations issued	34,266	67,065	46,285	*	*	16,690	17,561
Violations admitted to or upheld at the Environmental Control Board (%)	91.0%	92.0%	92.0%	*	*	92.0%	93.0%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 1c**

Ensure timely repairs of the City's street lights, traffic signs and signals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	1:47	1:50	1:47	2:00	2:00	1:51	1:38
★ Average time to repair priority regulatory signs after notification (business days)	1.8	1.8	1.7	3.0	3.0	1.8	1.8
Average time to repair street lights - by DOT (calendar days)	2.3	2.9	3.0	*	*	2.9	2.4
Average time to repair street lights - by ConEd (calendar days)	15.6	14.4	14.3	*	*	13.8	12.5
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Overall traffic crashes	209,729	225,318	228,283	↓	↓	NA	NA
★ Citywide traffic fatalities	249	236	211	↓	↓	78	86
- Bicyclists/pedestrians	159	152	148	*	*	60	47
- Motorists/passengers	90	84	63	*	*	18	39
Collisions involving DOT vehicles	344	370	465	*	*	159	186
★ Speed humps installed	382	395	365	250	250	172	197
★ Roadway safety markings installed (000,000) (linear feet)	45.2	45.2	45.0	50.0	50.0	25.0	15.0
Intersections with accessible pedestrian signals installed	18	52	116	75	75	27	17
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 2b**

Ensure passenger safety on the Staten Island Ferry.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	1.48	0.81	1.54	1.34	1.34	1.16	1.11
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## SERVICE 3 Design and build transportation alternatives.

Goal 3a

Increase mobility and accessibility throughout the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Staten Island Ferry - Trips that are on time (%)	92.1%	92.3%	92.8%	90.0%	90.0%	91.7%	91.9%
- Ridership (000)	21,911	23,067	23,920	*	*	8,653	9,155
- Average cost per passenger per trip (\$)	\$5.87	\$5.87	\$5.16	*	*	NA	NA
Private ferry service - Total ridership (000)	9,830	10,883	11,202	*	*	4,179	5,542
- Number of permanent routes	21	21	23	*	*	21	24
Citi Bike annual membership	73,369	114,779	198,858	*	*	90,699	140,397
- Trips (000)	8,765	12,234	14,981	*	*	6,160	7,327
Bicycle lane miles installed	51.2	53.9	82.9	50.0	50.0	45.9	32.7
Bicycle racks installed	2,408	1,300	2,018	1,500	1,500	NA	NA
★ NYC adults who bike regularly (annual) (calendar year)	778,000	NA	828,000	↑	↑	NA	NA
Select Bus Service ridership (000) (annual)	45,200	65,433	77,902	*	*	NA	NA
- Route miles (cumulative)	65	73	89	*	*	NA	NA
Average travel speed (miles per hour) - Manhattan Central Business District	7.7	7.4	7.1	*	*	NA	NA
Crossing points with pedestrian ramps installed (%)	97.0%	96.8%	97.2%	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Pedestrian volume index	112.7	118.3	113.7	*	*	NA	NA
Pedestrian space installed (square feet)	230,956	353,439	499,025	*	*	NA	NA
Existing newsstands converted to new model (%)	94.0%	95.9%	97.4%	*	*	97.0%	97.5%
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## SERVICE 5 Deliver projects on time.

Goal 5a

Complete capital bridge projects on schedule.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Bridge projects (structural work) substantially completed on schedule (%)	100%	100%	100%	100%	100%	NA	NA
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Cases commenced against the City in state and federal court	2,173	2,209	2,234	*	*	726	715
Payout (\$000)	\$50,636	\$62,940	\$95,495	*	*	\$20,967	\$20,655
Workplace injuries reported	390	371	331	*	*	111	138
★ Critical Indicator      "NA" Not Available      ⬆⬇ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
E-mails responded to in 14 days (%)	95%	98%	97%	95%	95%	99%	99%
Letters responded to in 14 days (%)	95%	98%	97%	95%	95%	97%	94%
Calls answered in 30 seconds (%)	61%	21%	12%	*	*	11%	69%
Average customer in-person wait time (minutes)	3	4	3	*	*	3	3
Completed customer requests for interpretation	1,261	1,415	2,209	*	*	NA	NA
CORE customer experience rating (0-100)	95	98	100	95	95	NA	NA
★ Critical Indicator      "NA" Not Available      ⬆⬇ Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Street Condition - Pothole (30 days)	98%	100%	100%	98%	98%	100%	100%
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	99%	98%	98%	98%	98%	99%	99%
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	73%	74%	75%	80%	80%	77%	78%
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	92%	92%	89%	85%	85%	90%	91%
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	98%	68%	92%	90%	90%	89%	8%
★ Critical Indicator      "NA" Not Available      ⬆⬇ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$885.0	\$910.3	\$957.9	\$968.0	\$1,001.2	\$965.3	\$522.1	\$508.8
Revenues (\$000,000)	\$368.8	\$381.5	\$388.2	\$368.1	\$386.1	\$373.2	\$118.9	\$124.6
Personnel	4,861	5,315	5,502	5,429	5,567	5,413	5,296	5,460
Overtime paid (\$000,000)	\$70.4	\$62.1	\$62.3	\$51.7	\$52.4	\$49.3	\$20.1	\$21.7
Capital commitments (\$000,000)	\$1,360.9	\$1,151.7	\$1,602.9	\$2,946.4	\$2,670.0	\$2,710.2	\$85.9	\$327.2
<sup>1</sup> February 2018 Financial Plan		<sup>2</sup> Expenditures include all funds		"NA" - Not Available				

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$468.9	\$474.0	
001 - Exec. Admin. and Planning Management	\$56.0	\$54.2	All
002 - Highway Operations	\$172.8	\$175.2	1b, 2a, 3a, 4a
003 - Transit Operations	\$61.3	\$60.9	2a, 2b, 3a, 4a
004 - Traffic Operations	\$105.4	\$106.7	1b, 1c, 3a, 4a
006 - Bureau of Bridges	\$73.5	\$77.0	1a, 5a
Other Than Personal Services - Total	\$489.0	\$527.2	
007 - Bureau of Bridges	\$26.0	\$31.8	1a, 5a
011 - Exec. Admin. and Planning Management	\$65.3	\$64.3	All
012 - Highway Operations	\$111.3	\$120.3	1b, 2a, 3a, 4a
013 - Transit Operations	\$37.3	\$42.9	2a, 2b, 3a, 4a
014 - Traffic Operations	\$249.0	\$267.8	1b, 1c, 3a, 4a
Agency Total	\$957.9	\$1,001.2	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Includes all funds.

<sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Data for the three metrics that report on the average cost of asphalt and roadway resurfacing, which was not available when the Fiscal 2017 Mayor's Management Report was published, has been added.
- The term "per trip" was added to the indicator 'Staten Island Ferry – Average cost per passenger (\$).'
- The descriptions for the two private ferry metrics were updated to include the company names of the ferry operators.

## ADDITIONAL RESOURCES

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

- Safer Cycling: Bicycle Ridership and Safety in New York City  
<http://www.nyc.gov/html/dot/downloads/pdf/bike-safety-study-fullreport2017.pdf>

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



# DEPARTMENT OF BUILDINGS

Rick D. Chandler, Commissioner



## WHAT WE DO

The Department of Buildings (DOB) 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

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### SERVICE 1 Facilitate safe and compliant development.

- Goal 1a Improve processing efficiency.
- Goal 1b Promptly review initial construction plans.
- Goal 1c Promptly schedule development inspections.

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

- Goal 2a Promptly address complaints.
- Goal 2b Rigorously enforce building and zoning laws.
- Goal 2c Prevent construction-related fatalities and injuries.

## HOW WE PERFORMED

- In line with the decrease in job filings, the number of completed plan reviews fell by 3.5 percent to 29,397. Average plan review times improved across the board. The average time to complete first plan reviews for new buildings at the Borough Offices decreased by more than a half day to 5.5 days, and for major renovations dipped from 5.6 to 5.4 days. For jobs filed through the Hub, average plan review times for new buildings decreased from 5.6 to 5.1 days, and for major renovations dropped from 6.0 to 4.9 days. Average plan review times for minor renovations at the Borough Offices decreased from 1.5 to 1 day, and remained at 0.1 days for the Hub. As part of its ongoing implementation of [Building One City](#), the agency's action plan, the Department has continued to hire additional plan examiners, contributing to the faster review times. Since the end of Fiscal 2017, another 26 Plan Examiners have been brought on board. DOB also created a supervisory position, Assistant Chief Plan Examiner, to monitor productivity and the quality of plan reviews. In addition to staffing, the agency has created project tools, which provide plan examiners with guidance on focus areas, has standardized objection language and has also tailored mandatory training to address staff's needs.
- The average wait time for a construction inspection fell from 2.7 days to 2.4, while average wait times for plumbing and electrical inspections also decreased, from 4.6 to 2.8 days and 6.1 to 5.3 days, respectively, despite increases in the number of inspection requests. Additional staffing resources and the efficiencies gained from the implementation of the DOB NOW inspections module have contributed to the faster turnaround times.
- The Department received and responded to six percent more Priority B complaints than in the same Fiscal 2017 period. At the same time, the average time to respond to Priority B complaints decreased by more than two-thirds to 18.1 days from 57.5 days a year ago, when DOB had allocated resources to address a backlog of older complaints, driving response times up. The Department expects average response times to B complaints to remain below its 40-day target.
- The Department completed almost 61,000 construction inspections, a 20 percent jump, and issued 26,440 Environmental Control Board violations, 44 percent more than a year ago, largely driven by the rise in completed inspections. Of the violations issued, nearly 78 percent were upheld, down from 84 percent.
- Despite hiring additional enforcement inspectors, as well as continuing to strengthen its education and outreach programs by working with industry professionals to raise awareness about best safety practices, construction accidents causing serious or fatal injuries still occur. Compared to the same four-month period last year, construction-related accidents rose from 244 to 252 and construction-related injuries increased from 246 to 273. Fatalities rose from three to six. Much of this increase was associated with both an increase in construction employment of 6,700 workers and an actively-permitted square footage increase of 3.2 million. In the coming months, DOB, in collaboration with the Department of Small Business Services, will roll out guidelines for training that will seek to improve site safety on construction sites throughout the City.

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## SERVICE 1 Facilitate safe and compliant development.

### Goal 1a

Improve processing efficiency.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Jobs filed	91,933	93,130	92,569	*	*	32,094	30,942
★ Average customer in-person transaction time (minutes)	NA	NA	7	↓	↓	6	5
Average customer in-person wait time (minutes)	NA	NA	27	*	*	33	23
Building permits issued - Initial	104,087	109,277	109,724	*	*	37,877	38,146
Building permits issued - Renewals	44,774	52,244	56,183	*	*	18,404	19,445
Certificates of Occupancy issued	5,289	5,893	6,427	*	*	2,136	1,972
★ Critical Indicator	"NA" Not Available	↓↑ Directional Target	* None				

**Goal 1b**

Promptly review initial construction plans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
First plan reviews completed	84,449	88,542	86,878	*	*	30,449	29,397
★ Average days to complete first plan review (Borough offices) - New buildings	14.9	11.1	5.6	12.0	12.0	6.1	5.5
★ Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	15.2	12.2	5.8	10.0	10.0	5.6	5.4
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	4.1	3.2	1.5	4.0	4.0	1.5	1.0
Average days to complete first plan review (Hub projects) - New buildings	17.9	9.9	4.9	*	*	5.6	5.1
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	16.2	9.0	5.1	*	*	6.0	4.9
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	2.6	2.7	0.1	*	*	0.1	0.1
Jobs professionally certified (%)	58.8%	61.9%	64.1%	*	*	64.3%	64.5%
Jobs professionally certified that were audited (%)	20.6%	20.3%	23.0%	*	*	21.5%	23.5%
Of eligible audited jobs, the percent of audits that resulted in revocation notices (%)	NA	34.3%	42.0%	*	*	32.9%	36.8%
★ Critical Indicator      "NA" Not Available      ⇧↗ Directional Target      * None							

**Goal 1c**

Promptly schedule development inspections.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average wait time for a construction inspection (days)	3.6	3.8	2.7	4.5	4.5	2.7	2.4
★ Average wait time for a plumbing inspection (days)	4.5	3.8	3.4	5.0	5.0	4.6	2.8
★ Average wait time for an electrical inspection (days)	5.2	6.4	6.5	6.0	6.0	6.1	5.3
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Priority A (emergency) complaints received	15,827	17,629	16,591	*	*	5,757	5,974
Priority B (nonemergency) complaints received	63,160	70,661	74,240	*	*	26,656	28,293
Priority A complaints responded to	15,420	16,927	15,981	*	*	5,490	5,786
Priority B complaints responded to	54,688	60,716	72,848	*	*	26,264	27,909
★ Average time to respond to Priority A complaints (days)	0.7	0.8	0.6	1.0	1.0	0.7	0.4
★ Average time to respond to Priority B complaints (days)	38.4	42.8	38.2	40.0	40.0	57.5	18.1
★ Residential illegal conversion complaints where access was obtained (%)	40.5%	38.4%	36.4%	44.0%	44.0%	35.2%	37.7%
- Access obtained and violations were written (%)	37.4%	40.4%	39.8%	*	*	41.3%	40.9%
Work without a permit complaints where access was obtained and violations were written (%)	33.3%	29.5%	29.9%	*	*	28.8%	31.5%
★ Critical Indicator      "NA" Not Available      ⇧↗ Directional Target      * None							

**Goal 2b**

Rigorously enforce building and zoning laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Construction inspections completed	139,323	148,162	156,508	140,000	140,000	50,832	60,970
Construction inspections resulting in violations (%)	18.6%	24.9%	24.6%	*	*	23.2%	24.6%
DOB violations issued	65,215	61,393	89,430	*	*	11,267	21,305
Environmental Control Board violations issued	52,315	55,121	66,399	*	*	18,392	26,440
★ Violations admitted to or upheld at the Environmental Control Board (%)	84.5%	85.2%	81.7%	80.0%	80.0%	83.7%	77.6%
★ Critical Indicator      "NA" Not Available       Directional Target      * None							

**Goal 2c**

Prevent construction-related fatalities and injuries.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Construction-related incidents	736	979	1,170	*	*	398	376
- Construction-related accidents	314	500	611	*	*	244	252
★ Construction-related injuries	324	526	622			246	273
★ Construction-related fatalities	10	11	9			3	6
Incident inspections resulting in violations (%)	70.4%	63.1%	64.3%	*	*	61.8%	64.3%
★ Critical Indicator      "NA" Not Available       Directional Target      * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Collisions involving City vehicles	41	44	98	*	*	21	22
Workplace injuries reported	12	10	21	*	*	7	5
★ Critical Indicator      "NA" Not Available       Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
E-mails responded to in 14 days (%)	51%	60%	63%	57%	57%	68%	49%
Letters responded to in 14 days (%)	69%	30%	60%	57%	57%	55%	40%
Calls answered in 30 seconds (%)	NA	NA	NA	*	*	NA	73%
Completed customer requests for interpretation	66	68	63	*	*	NA	NA
CORE customer experience rating (0-100)	90	91	90	85	85	NA	NA
★ Critical Indicator      "NA" Not Available       Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	48%	57%	92%	50%	50%	86%	100%
Percent meeting time to first action - General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	81%	78%	62%	72%	72%	66%	75%
Percent meeting time to first action - General Construction/Plumbing - Failure to Maintain (60 days)	81%	93%	80%	77%	77%	82%	89%
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	65%	56%	53%	57%	57%	46%	80%
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	63%	85%	93%	77%	77%	93%	98%
★ Critical Indicator      "NA" Not Available  Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18 <sup>1</sup>	FY19 <sup>1</sup>
Expenditures (\$000,000) <sup>2</sup>	\$108.7	\$134.7	\$150.4	\$184.7	\$192.9	\$183.0	\$55.7	\$60.1
Revenues (\$000,000)	\$291.8	\$301.9	\$303.3	\$282.5	\$310.7	\$297.5	\$97.0	\$104.6
Personnel	1,156	1,361	1,551	1,704	1,826	1,905	1,418	1,568
Overtime paid (\$000,000)	\$7.1	\$8.3	\$7.9	\$3.4	\$3.4	\$3.4	\$2.8	\$2.4

<sup>1</sup>February 2018 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$116.1	\$136.9	All
002 - Other Than Personal Services	\$34.2	\$56.0	All
Agency Total	\$150.4	\$192.9	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.    <sup>2</sup>Includes all funds.    <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department resumed data reporting for the indicator 'Calls answered in 30 seconds (%).' The new Interactive Voice Response (IVR) phone system, which replaces the one destroyed during Hurricane Sandy, was expanded to capture customer call data for additional units, and callback functionality was introduced to provide customers with an alternative option during periods of long wait times.

## ADDITIONAL RESOURCES

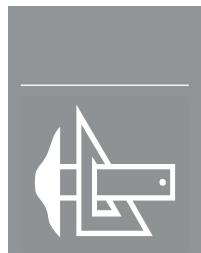
For additional information go to:

- Building One City:  
[http://www1.nyc.gov/assets/buildings/pdf/building\\_one\\_city.pdf](http://www1.nyc.gov/assets/buildings/pdf/building_one_city.pdf)
- 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](http://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/WBEs 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/WBEs. 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.

## HOW WE PERFORMED

- The Department completed 29 design and 32 construction projects during the first four months of Fiscal 2018 and is on track to meet the annual targets of 97 and 103, respectively. Completed construction projects include lighting upgrade at the New York Public Library for the Performing Arts, while ensuring non-interruption of events regularly held at Lincoln Center. DDC also completed work to upgrade the City's sewer and water main infrastructure and to alleviate chronic flooding, adding a total of over 8.9 miles of new and rebuilt sewers and 16.8 miles of new and replacement water mains, as well as reconstructed 12 lane miles of roadway. This work includes reconstruction of Main Street's busy sidewalks in downtown Flushing, which serves as the busiest transportation hub in Queens; reconstruction of streets and implementation of pedestrian spaces in Times Square; and the reconstruction of Grand Concourse service roads between East 166 Street and East 171 Street, a key priority of the Vision Zero initiative.
- On-time performance for active design projects was 86 percent, three percentage points higher than during the comparable Fiscal 2017 period, but remained below the target. At 85 percent, on-time performance for active construction projects was three percentage points above target. For infrastructure work, the percent of sewer reconstruction completed on schedule increased but decreased for roadway, water main and sewer reconstruction largely due to land acquisition difficulties on one project. The Department closely monitors active projects to ensure on-time targets for completed projects are met—88 percent for design and 82 percent for construction.
- To improve reporting of safety at its construction sites and to align with established industry safety metrics, DDC has begun reporting on the number of accidents, injuries and fatalities that occur on or involve DDC-managed construction sites. From July 1st through October 31st, 2017, there were seven accidents, with seven individuals injured and no fatalities. Contractors are required to immediately report all safety incidents to DDC, where established protocols dictate follow up and reporting requirements. A completed construction accident report must be submitted to the agency's Quality Assurance and Construction Safety Unit by project staff within 24 hours of the time of an accident/incident.
- DDC increased the number of post-construction satisfaction surveys sent by more than 100 percent but, despite this effort, the percent of eligible projects for which the Department received completed surveys decreased to 32 percent of the 19 eligible projects from 50 percent of 30 eligible projects a year ago. The percent of respondents that gave an overall rating of satisfied or more than satisfied both with the outcome of the projects and the way they were managed was relatively unchanged at 89 percent.

### SERVICE 1 Design and build quality public buildings and infrastructure.

#### Goal 1a

Complete projects on time and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Design projects completed	179	181	138	97	97	52	29
Total design projects completed early/on time (%)	84%	87%	90%	88%	88%	NA	NA
★ – Completed early/on time: Infrastructure (%)	84%	87%	100%	88%	88%	NA	NA
★ – Completed early/on time: Public buildings (%)	84%	87%	82%	88%	88%	NA	NA
Construction projects completed	125	135	147	103	103	41	32
Total construction projects completed early/on time (%)	84%	87%	87%	82%	82%	NA	NA
★ – Completed early/on time: Infrastructure (%)	88%	87%	90%	82%	82%	NA	NA
★ – Completed early/on time: Public buildings (%)	83%	85%	86%	82%	82%	NA	NA
★ Construction projects completed within budget (%)	NA	NA	83%	↑	↑	92%	87%
Lane miles reconstructed	20.4	16.7	52.0	20.0	20.0	12.1	12.0
– Construction completed on schedule (%)	93%	89%	88%	82%	82%	100%	75%
Sewers constructed (miles)	9.8	11.4	10.6	4.0	4.0	5.1	6.3
– Construction completed on schedule (%)	85%	84%	94%	82%	82%	80%	67%
Sewers reconstructed (miles)	6.1	4.6	12.0	8.0	8.0	4.7	2.6
– Construction completed on schedule (%)	84%	89%	99%	82%	82%	76%	100%
Water mains (new and replaced) (miles)	34.6	34.3	62.5	30.0	30.0	32.5	16.8

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
– Construction completed on schedule (%)	92%	91%	85%	82%	82%	86%	67%
★ Active design projects: Early/on time (%)	88%	84%	83%	88%	88%	83%	86%
★ Active construction projects: Early/on time (%)	84%	90%	88%	82%	82%	88%	85%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

### Goal 1b

Meet quality assurance and site safety standards for all active projects.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Projects audited (%)	100%	100%	100%	95%	95%	46%	57%
Construction-related accidents on DDC-managed construction sites	NA	NA	NA	*	*	NA	7
★ Construction-related injuries on DDC-managed construction sites	NA	NA	NA	↓	↓	NA	7
★ Construction-related fatalities on DDC-managed construction sites*	NA	NA	NA	↓	↓	NA	0
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

### Goal 1c

Improve customer satisfaction ratings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Eligible projects with completed post-construction surveys (%)	28%	56%	53%	*	*	50%	32%
Post-construction satisfaction - Surveys returned	27	54	41	*	*	15	18
★ Respondents rating a completed project as adequate or better (%)	85%	91%	91%	90%	90%	90%	89%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
E-mails responded to in 14 days (%)	95%	86%	90%	90%	90%	85%	99%
Letters responded to in 14 days (%)	94%	88%	86%	90%	90%	79%	98%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$160.3	\$399.3	\$505.6	\$351.8	\$526.2	\$155.9	\$506.7	\$277.2
Revenues (\$000)	\$62	\$49	\$106	\$150	\$150	\$150	\$8	\$3
Personnel	1,254	1,437	1,396	1,459	1,584	1,467	1,416	1,387
Overtime paid (\$000,000)	\$2.2	\$2.7	\$3.0	\$2.1	\$2.1	\$2.1	\$0.9	\$0.8
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$1,439.2	\$1,584.7	\$2,224.5	\$2,248.9	\$1,975.3	*	NA	NA

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$115.6	\$128.3	All
002 - Other Than Personal Services	\$390.0	\$397.9	All
Agency Total	\$505.6	\$526.2	

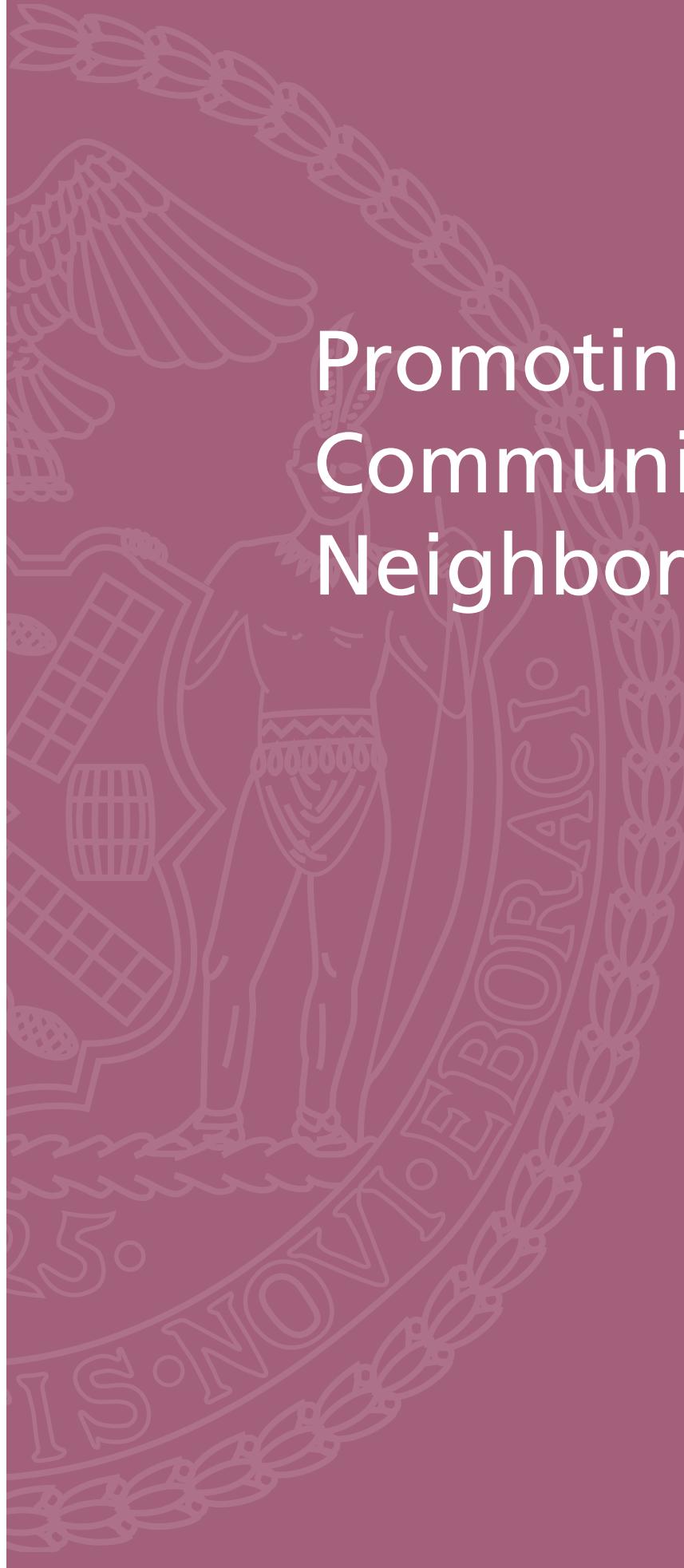
<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.   <sup>2</sup>Includes all funds.   <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department corrected four-month and annual Fiscal 2017 data for the number of design projects completed, from 31 to 52 and from 124 to 138, respectively. For the number of construction projects completed, four-month data was revised from 23 to 41, and annual data from 129 to 147.
- DDC also revised four-month Fiscal 2017 data for 'Lane miles reconstructed,' from 15.6 to 12.1; 'Sewers constructed (miles),' from 6.1 to 5.1; and for 'Water mains (new and replaced) (miles),' from 51.1 to 32.5.
- The Department will no longer report data for the following four indicators: 'Average cost change for all completed consultant design and construction supervision projects (excluding programmatic scope changes) (%)', 'Average cost change for all completed construction projects (excluding programmatic scope changes) (%)', 'Active design projects: Difference between projected and scheduled duration (%)' and 'Active construction projects: Difference between projected and scheduled duration (%).' The data for these metrics were calculated using aggregate values, making data very vulnerable to outliers and misinterpretation. DDC will continue to report data on the percent of active and completed design and construction projects meeting on-time performance expectations and the percent of projects completed within budget, adding a new indicator 'Construction projects completed within budget (%)' to replace 'Projects completed within budget.' The addition of the word "construction" merely clarifies what is being measured; the substantive difference is in the calculation methodology, with DDC now accountable for cost increases resulting from field conditions regardless of the circumstances.
- DDC removed the indicator 'Project inspections with at least one high-risk deviation (%)' and added three new construction safety-related metrics that report on the number of accidents, injuries and fatalities on DDC-managed construction sites.
- Fiscal 2019 targets for the number of design and construction projects are developed after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan and will be provided in the Fiscal 2018 MMR.

## ADDITIONAL RESOURCES

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



# Promoting Viable Communities & Neighborhoods

# Promoting Viable Communities & Neighborhoods

	<b>Department of City Planning</b>	p 263		<b>New York City Housing Authority</b>	p 281
	<b>New York City Economic Development Corporation</b>	p 269		<b>Landmarks Preservation Commission</b>	p 289
	<b>Department of Housing Preservation and Development</b>	p 275			

# 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 and zoning policies and regulations, 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 are: (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 facilitating 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 City's [East Harlem Initiative](#) adopted in November 2017 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 integrate community perspectives on planning and budgeting decisions, DCP works with OMB and all 59 community boards to produce annual Community District Needs Statements and Budget Requests reports. These documents outline top issues, needs and requests for City services and investments, providing useful information for 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 members of the public to be better informed participants in neighborhood planning and land use review processes, which improves planning outcomes.

## OUR SERVICES AND GOALS

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### SERVICE 1 Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.

- Goal 1a Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.
- 

### SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

- Goal 2a Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.
- 

### SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

- Goal 3a Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

## HOW WE PERFORMED

- In total, DCP completed and presented 15 housing, economic development and neighborhood enhancement proposals during the reporting period compared to 10 during the same four-month period a year ago.
- DCP advanced and contributed to interagency collaboration on housing and neighborhood enhancement proposals across all five boroughs. During the reporting period highlights include the certification of the [Jerome Avenue Neighborhood Plan](#) in the Bronx, and public stakeholder meetings for the [Gowanus Neighborhood Planning Study](#) and the [Bushwick Community Plan](#) in Brooklyn.
- To further its objectives of promoting economic development and job growth, DCP advanced a [Self-Storage Text Amendment](#) to impose appropriate restrictions on new self-storage facilities within active industrial areas and protect the future availability of siting opportunities for more job-intensive industrial uses. The amendment was adopted by the City Planning Commission in December.
- DCP presented or publicly released 61 planning information and policy analysis initiatives during the reporting period. Of the 61, 59 are datasets, including release of the updated [City Owned and Leased Property](#) (COLP) dataset in both spreadsheet and interactive map versions. Datasets during the reporting period required slightly fewer updates than in the comparable Fiscal 2017 reporting period where 72 datasets were released.
- Additional planning information presented to the public includes the launch of new online [Community District Profiles](#), which organize a wide variety of data, maps and other content to present an accessible and informative view of the built environment, key socio-economic conditions, community board perspectives and planning activities in each district. This information empowers residents, community board members, planners and other stakeholders to engage in City planning and advocate for their communities.
- In total, 79 percent of the 87 projects that DCP advanced to the land use review process met their respective target timeframes during the July to October 2017 reporting period compared to 76 percent of 71 projects during the same four months a year ago. The baseline target is 70 percent.
- Within project types, performance varied. For zoning actions with CEQR, City projects (non-zoning) and renewals, and South Richmond actions, the percent certified/referred within their respective timeframes improved, but decreased slightly for simple zoning actions.

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### SERVICE 1 Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.

#### Goal 1a

Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Economic development and housing proposals completed and presented to the public	29	42	45	*	*	10	10
Neighborhood enhancement proposals completed and presented to the public	30	14	28	*	*	0	5
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Planning information and policy analysis initiatives presented to the public	212	222	262	*	*	75	61
★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None							

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## SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

### Goal 3a

Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Simple zoning actions certified/referred	95	59	66	*	*	14	21
★ – Certified/referred within 12 months (%)	66%	71%	65%	70%	70%	64%	62%
Zoning actions with CEQR certified/referred	45	57	79	*	*	15	21
★ – Certified/referred within 15 months (%)	62%	42%	56%	70%	70%	53%	62%
City projects (non-zoning) certified/referred	47	50	70	*	*	23	17
★ – Certified/referred within 6 months (%)	70%	96%	93%	70%	70%	87%	94%
Renewals and South Richmond actions certified/referred	68	57	59	*	*	19	28
★ – Certified/referred within 6 months (%)	84%	86%	86%	70%	70%	89%	96%
★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
E-mails responded to in 14 days (%)	90%	85%	83%	85%	85%	98%	24%
Letters responded to in 14 days (%)	64%	72%	71%	50%	50%	90%	38%
Completed customer requests for interpretation	2	6	12	*	*	NA	NA
CORE customer experience rating (0 - 100)	92	100	99	90	90	NA	NA
★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None							

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$24.7	\$31.2	\$36.3	\$49.5	\$47.9	\$45.5	\$16.5	\$20.0
Revenues (\$000,000)	\$1.6	\$3.0	\$2.9	\$2.0	\$2.3	\$2.0	\$0.7	\$1.1
Personnel	274	296	333	384	390	373	298	317
Overtime paid (\$000)	\$47	\$66	\$38	\$32	\$32	\$32	\$14	\$11

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$24.5	\$29.1	
001 - Personal Services	\$22.3	\$26.8	All
003 - Geographic Systems	\$2.1	\$2.3	2a
Other Than Personal Services - Total	\$11.8	\$18.7	
002 - Other Than Personal Services	\$11.7	\$18.4	All
004 - Geographic Systems	\$0.2	\$0.3	2a
Agency Total	\$36.3	\$47.9	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.     <sup>2</sup>Includes all funds.     <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DCP revised four-month Fiscal 2017 data for 'Economic development and housing proposals completed and presented to the public' and 'Neighborhood enhancement proposals completed and presented to the public.'

## 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 Harlem Initiative:  
<http://www1.nyc.gov/site/planning/plans/east-harlem/east-harlem.page>

- Jerome Avenue Neighborhood Plan  
<http://www1.nyc.gov/site/planning/plans/jerome-ave/jerome-ave.page>
- 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>
- City Owned and Leased Property  
<http://www1.nyc.gov/site/planning/data-maps/open-data/dwn-colp.page>
- Community District Profiles  
<https://communityprofiles.planning.nyc.gov/>

For more information on the agency, please visit: [www.nyc.gov/dcp](http://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 shared prosperity across New York City's five boroughs by strengthening neighborhoods and growing good jobs. 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), Build New York City Resource Corporation (Build NYC) and the New York City Neighborhood Capital Corporation (NYCNCC), NYCEDC helps eligible businesses meet financing needs for property acquisition, new equipment, renovation and working capital through low-cost tax-exempt bonds, exemptions and abatements of selected City and State taxes, and New Markets Tax Credits.

## 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.

Through Opportunity M/W/DBE, NYCEDC helps Minority, Women-Owned, and Disadvantaged Business Enterprises (M/W/DBEs) overcome challenges to winning contracts on public projects. The ConstructNYC program connects small-to-mid-sized M/W/DBEs 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

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### 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.

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### 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.

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### 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.

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### SERVICE 4 Leverage City investments to support inclusive economic development.

- Goal 4a Create economic opportunity for New Yorkers through real estate development.

## HOW WE PERFORMED

- NYCEDC closed two real estate transactions in the first four months of Fiscal 2018, helping to unlock nearly \$445 million in new private investment, including the sale of an approximately 8.5-acre parcel in Staten Island's Teleport Campus to the Nicotra Group. The Nicotra Group will construct an approximately 330,000 square foot commercial office building on the site, with 20 percent of the building dedicated to medical office space. The project will create approximately 2,500 permanent jobs, and the Nicotra Group will work with NYCEDC to increase the participation of M/W/DBE firms in the project's development phase and to connect residents with job opportunities through HireNYC.
- Capital expenditures for design and construction projects managed by NYCEDC, with the exception of those related to asset management and funding agreements, exceeded \$17 million for the period of July to October 2017. NYCEDC's progress on the infrastructure and waterfront park at Hunter's Point South has advanced significantly, with completion anticipated for Spring 2018, after which affordable housing initiatives and school construction projects will begin to take shape. Other major infrastructure investments include projects in the Coney West subdistrict adjacent to Keyspan Park in Brooklyn, which broke ground earlier in 2017; in Brooklyn's Sunset Park and in the area proximate to the Lower Concourse section of the Bronx, both of which are advancing in design; and the construction of the West Thames Pedestrian Bridge connecting to Battery Park City from the Financial District in Lower Manhattan. Resiliency improvements for NYC Health + Hospitals projects at Bellevue, Coney Island and Coler Hospitals continue to make progress. Finally, NYCEDC's work for NYC Parks & Recreation includes advancing design for Andrew Haswell Green Park and the East Midtown Greenway projects on Manhattan's East River waterfront, as well as ongoing construction at Newtown Barge Park in North Brooklyn.
- Monthly ridership on the NYC Ferry, which launched May 1, 2017, averaged 452,291 during the first four months of Fiscal 2018. The opening of the Astoria Route in August contributed to the NYC Ferry's highest single day of ridership on Labor Day with over 30,000 riders. By the end of October, the NYC Ferry had reached over 2.4 million total riders across its four routes since its May launch, exceeding projections. Two additional routes, Soundview in the Bronx and the Lower East Side in Manhattan, will be added in Summer 2018.
- The New York City Industrial Development Agency (NYCIDA) closed three transactions during the first four months of Fiscal 2018. Collectively, these projects are expected to generate over \$1.1 billion in City tax revenue, leverage close to \$4 billion in private investment and support 7,504 jobs within the first three years of their respective terms. The majority of this substantial growth stems from the closing of the 50 Hudson Yards project, a 2.8 million square foot commercial tower which will include both office and retail space. NYCIDA benefits also assisted Octopus Garden Inc., an importer, processor and distributor of seafood. NYCIDA provided assistance in connection with the acquisition, renovation, furnishing and equipping of a new facility in Staten Island that will allow the company to expand its operations locally and internationally.
- Build NYC Resource Corporation (Build NYC) closed four transactions during the first four months of Fiscal 2018. Collectively, these projects are expected to generate nearly \$22 million in City tax revenue, leverage more than \$61 million in private investment and create 40 jobs within the first three years of their respective terms. Build NYC continued to assist various not-for-profit organizations to realize significant savings through the refinancing of old debt originally used for the construction and renovation of their facilities. These savings can, in turn, be reinvested in program improvements and expansions. For example, Build NYC provided assistance in refinancing for the Friends of Seamen's Society, a New York not-for-profit corporation that provides aid to children and families in need through foster care, day care and other family support and youth programs. The bond proceeds from this transaction helped to finance the acquisition and renovation of the organization's program and administrative space.
- The value of City capital grants disbursed through capital funding agreements exceeded \$8.6 million. Notable highlights include the purchase of a permanent facility for the Chocolate Factory Theater in Long Island City and the completion of improvements to the Riverdale Neighborhood House community center in the Bronx.

## SERVICE 1 Develop and build physical assets and infrastructure in all five boroughs.

### Goal 1a

Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)	\$2,003.3	\$1,213.6	\$798.5	↑	↑	\$316.3	\$444.7
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	\$253.2	\$303.4	\$217.6	*	*	\$14.3	\$17.4
Graffiti sites cleaned	10,295	9,189	9,861	*	*	3,948	5,137
Square feet of graffiti removed (000)	5,913	5,650	5,720	*	*	2,410	2,997
NYC Ferry - Average monthly ridership	NA	NA	NA	*	*	NA	452,291
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Capital expenditures on asset management (\$000,000)	\$38.8	\$45.8	\$106.9	*	*	\$8.8	\$19.3
★ Occupancy rate of NYCEDC-managed property (%)	93.3%	93.7%	94.6%	95.0%	95.0%	93.2%	95.8%
Portfolio revenue generated (\$000,000)	\$192.4	\$199.8	\$191.4	*	*	NA	NA
Square footage of assets actively managed by NYCEDC (000)	67,266.8	66,321.4	63,545.9	*	*	NA	NA
Outstanding violations at beginning of the period	25	64	51	*	*	80	17
Outstanding violations closed during the period	22	31	30	*	*	52	5
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Businesses served by industry-focused programmatic initiatives	1,366	2,722	2,604	↑	↑	NA	NA
Private sector jobs in innovation industries (%) (calendar year)	14.7%	14.8%	14.7%	*	*	NA	NA
New York City unemployment rate (%)	6.6%	4.9%	4.9%	*	*	5.6%	4.9%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
New York City Industrial Development Agency projects - Contracts closed	14	14	7	*	*	1	3
★ – Projected three-year job growth associated with closed contracts	10,822	3,639	252	↑	↑	30	7,504
★ – Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$1,435.6	\$312.6	\$58.3	↑	↑	\$22.7	\$1,125.0
– Private investment leveraged on closed projects (\$000,000)	\$3,596.2	\$942.2	\$104.1	*	*	\$25.0	\$3,953.7
Build NYC Resource Corporation - Contracts closed	23	28	15	*	*	6	4
★ – Projected three-year job growth associated with closed contracts	211	321	419	↑	↑	32	40
★ – Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$515.6	\$411.2	\$168.8	↑	↑	\$65.1	\$21.5
– Private investment leveraged on closed projects (\$000,000)	\$777.8	\$1,404.3	\$564.1	*	*	\$238.8	\$61.3
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$168.7	\$128.7	\$70.9	*	*	\$8.8	\$8.7
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Project employees reported to be earning a living wage or more (%)	95%	95%	95%	95%	95%	NA	NA
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan		4-Month Actual	
	FY15	FY16	FY17			FY18	FY19 <sup>1</sup>	FY17	FY18
Personnel	455	468	531	510	515	515	515	490	518
Capital commitments (\$000,000)	\$163.1	\$185.5	\$341.7	\$1,176.9	\$974.2	\$1,423.8	\$1,423.8	\$100.7	\$101.0

<sup>1</sup>February 2018 Financial Plan      "NA" - Not Available

## 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 FY17 <sup>2</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>3</sup> (\$000,000)	Applicable MMR Goals <sup>4</sup>
006 - Economic Development Corporation (OTPS) <sup>5</sup>	\$77.4	\$101.9	All

<sup>1</sup>EDC is contained within the Department of Small Business Services and appropriations are made through that agency. These figures are limited to the City's contribution and planned contribution respectively, to EDC.      <sup>2</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.      <sup>3</sup>Includes all funds.      <sup>4</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYCEDC added the indicator 'NYC Ferry - Average monthly ridership.' With the integration of the East River route into the NYC Ferry service, NYCEDC will no longer report average monthly ridership for the East River Ferry as a separate metric.
- NYCEDC revised previously reported data for fiscal years 2016 and 2017 as follows:
  - To reflect audited financial statements, NYCEDC updated annual Fiscal 2017 data for the indicators: 'Capital expenditures (\$000,000) (excludes asset management and funding agreements),' from \$217.5 million to \$217.6 million, and 'Capital expenditures on asset management (\$000,000),' from \$86.3 million to \$106.9 million.
  - Fiscal 2016 data for 'Portfolio revenue generated (\$000,000)' was updated to \$199.8 million from \$191.2 million, and for Fiscal 2017 to \$191.4 million from \$191.1 million.
  - Fiscal 2017 data for 'Value of funding disbursed pursuant to City funding agreements (\$000,000)' was updated to \$70.9 million from \$47.6 million for the full fiscal year period and to \$8.8 million from \$15.2 million for the first four months of Fiscal 2017 to reflect audited financial statements.
- Fiscal 2017 data for the metric 'Project employees reported to be earning a living wage or more (%),' which was not available when the Fiscal 2017 Mayor's Management Report was published, has been added.

## ADDITIONAL RESOURCES

For additional information, go to:

- NYC Ferry:  
<https://www.nycedc.com/project/nycferry>  
<https://www.ferry.nyc/>

For more information on the agency, please visit: [www.nyc.gov/edc](http://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. By enforcing the Housing Maintenance Code, HPD works to ensure that all New Yorkers live in safe and habitable neighborhoods and homes. By 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

- HPD closed emergency and nonemergency complaints faster in the first four months of Fiscal 2018 compared to the same time period in Fiscal 2017. Average closing times decreased by .5 and .8 days, respectively, due in part to a nearly nine percent decrease in complaints.
- Despite the decrease in total complaints reported, the overall number of violations issued increased by 16 percent to 181,530. The number of violations certified as corrected by an owner increased by 25 percent to nearly 75,000 due to enhanced enforcement, including penalties, litigation and special enforcement programs.
- In November 2017 the City released Housing New York 2.0, an expanded affordable housing plan to create and preserve 300,000 affordable homes for New Yorkers by 2026, up from the previous goal of 200,000 homes announced in 2024. With Housing New York 2.0., the City plans to complete its initial 200,000 goal two years ahead of schedule and preserve or build another 100,000 homes in the four years that follow.
- Total housing starts for the first four months of Fiscal 2018 were higher than in the same Fiscal 2017 period, 3,009 units compared to 2,776 units. HPD is on track to meet or exceed its goal of creating or preserving 22,500 units of affordable housing in Fiscal 2018. The agency is also on track to produce a significant number of extremely low and very low income units in Fiscal 2018 despite 27 percent fewer starts in the current reporting period. There are marked differences in housing starts during the first four months of the fiscal year, depending on the timing of closings and the presence or absence of a few large projects that affect the affordability distribution. Overall housing completions are ahead of last year's pace and HPD is expected to meet the annual target of 17,123 units by year-end.
- HPD increased the buildings in its asset management portfolio by eight percent for rentals and five percent for co-ops. The increase in the number of buildings represents the natural growth of the portfolio over time as additional HPD housing projects are transferred to asset management. In the first four months of Fiscal 2018, 35 percent of rental buildings and 58 percent of co-op buildings were at medium or high risk of physical or financial distress, in line with previous ratings.
- HPD issued 480 fewer Section 8 vouchers due to federal budget constraints and uncertainty regarding future program funding. Despite this decrease, the agency's voucher utilization rate for the first four months of Fiscal 2018 increased to 96.9 percent, two percentage points higher than the first four months of Fiscal 2017, bringing HPD closer to its target voucher utilization rate of 98 percent.

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## SERVICE 1 Enforce the Housing Maintenance Code.

### Goal 1a

Resolve housing maintenance complaints efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total complaints reported	553,135	549,640	541,858	*	*	165,202	150,608
★ – Emergency complaints reported	348,447	337,791	334,242	*	*	91,899	80,098
Inspections completed	664,960	692,943	698,948	600,000	600,000	212,324	218,230
Inspection visits per team per day	12.2	12.6	12.3	*	*	11.6	11.8
Ratio of completed inspections to attempted inspections (%)	80%	78%	80%	*	*	76%	78%
Total complaints closed	547,823	558,417	541,216	*	*	159,460	148,055
– Emergency complaints closed	346,603	339,524	334,143	*	*	87,982	77,585
– Heat and hot water	122,753	110,007	115,262	*	*	14,170	8,997
– Lead	32,528	32,170	28,356	*	*	10,483	8,681
– Other emergency	191,322	197,347	190,525	*	*	63,329	59,907
★ Average time to close emergency complaints (days)	13.3	11.3	12.4	12.0	12.0	11.7	11.2
★ Average time to close nonemergency complaints (days)	27.9	23.3	21.0	20.0	20.0	13.6	12.8
★ Emergency complaints closed within 12 days of receipt (%)	70%	71%	71%	↑	↑	66%	67%
Nonemergency complaints closed within 20 days of receipt (%)	69%	75%	73%	*	*	84%	86%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 1b**

Improve compliance with the Housing Maintenance Code.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total violations issued	408,874	440,849	481,085	*	*	156,355	181,530
– Emergency violations issued	75,122	72,000	81,750	*	*	23,356	22,326
– Heat and hot water	10,478	8,858	10,340	*	*	1,778	1,272
– Lead	11,132	11,625	12,774	*	*	4,011	3,842
– Other emergency	53,512	51,517	58,636	*	*	17,567	17,212
– Nonemergency violations issued	333,752	368,849	399,335	*	*	132,999	159,204
★ Violations issued and removed in the same fiscal year (%)	38%	45%	42%	40%	40%	NA	NA
★ Emergency violations corrected by owner (%)	53%	57%	55%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	12%	11%	10%	*	*	NA	NA
Violations closed	458,863	489,900	485,251	*	*	158,256	176,859
Violations certified as corrected by owner	141,484	170,109	193,461	*	*	59,851	74,859
Housing Court cases initiated by HPD	6,299	5,659	6,371	*	*	1,146	1,290
Housing Court cases initiated by HPD that were disposed	6,365	5,633	6,222	*	*	1,390	1,473
– Cases settled	4,827	4,308	5,056	*	*	1,023	1,037
– Cases resulting in judgments	721	842	578	*	*	166	162
Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)	\$11,234,213	\$10,139,937	\$10,009,946	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	581	609	579	*	*	NA	NA
– Buildings discharged (cumulative)	1,056	1,278	1,558	*	*	NA	NA
– Buildings discharged from program (%) (cumulative)	65%	64%	73%	*	*	NA	NA
Total dollars spent on emergency repairs in the Alternative Enforcement Program (\$)	\$3,878,569	\$1,935,904	\$2,499,910	*	*	NA	NA
★ Critical Indicator      “NA” Not Available      ⇧↓ Directional Target      * None							

**SERVICE 2 Preserve and create quality affordable housing.****Goal 2a**

Increase affordable housing opportunities through construction and preservation.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Total housing starts under Housing New York (HNY) (units)	20,401	23,610	24,293	22,500	24,000	2,776	3,009
– New construction starts	8,562	6,297	7,705	8,600	9,600	603	365
– Preservation starts	11,839	17,313	16,588	13,900	14,400	2,173	2,644
HNY units started for homeless individuals and families	1,575	1,907	2,571	1,950	2,160	644	120
HNY units started for senior individuals and families	1,723	1,365	929	1,200	2,500	69	268
★ Total housing completions (New Housing Marketplace Plan and HNY) (units)	12,028	20,406	20,593	17,123	17,123	4,042	4,297
– New construction completions	3,507	4,397	5,680	6,911	6,911	1,673	1,641
– Preservation completions	8,521	16,009	14,913	10,212	10,212	2,369	2,656
★ Critical Indicator      “NA” Not Available      ⇧↓ Directional Target      * None							

## SERVICE 3 Effectively manage HPD affordable housing assets.

Goal 3a

Improve financial and physical stability of existing affordable housing.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Asset management - Rental buildings in portfolio	3,396	3,604	3,843	*	*	3,613	3,896
– Medium/high risk rental buildings in portfolio (%)	NA	NA	32.0%	*	*	34.0%	35.0%
Asset management - Co-op buildings in portfolio	1,207	1,217	1,231	*	*	1,177	1,238
– Medium/high risk co-op buildings in portfolio (%)	NA	NA	54.0%	*	*	59.0%	58.0%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Section 8 - Voucher utilization rate	93.3%	94.5%	96.6%	98.0%	98.0%	94.8%	96.9%
– Vouchers issued	2,960	2,999	2,334	*	*	1,025	545
– Households assisted	38,128	39,058	39,694	*	*	39,132	39,771
Section 8 subsidized units in abatement (%)	2%	2%	3%	*	*	2%	2%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

Goal 4b

Target HPD financed housing to the lowest income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Housing New York units started – Extremely low income (0-30% AMI)	2,869	3,844	4,014	*	*	878	326
Housing New York units started – Very low income (31%-50% AMI)	2,393	3,014	6,437	*	*	663	799
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
E-mails responded to in 14 days (%)	76%	55%	67%	58%	58%	72%	64%
Letters responded to in 14 days (%)	47%	53%	45%	52%	52%	40%	48%
Average customer in-person wait time (minutes)	36	27	19	29	29	NA	NA
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	85%	83%	89%	95%	95%	NA	NA
Completed customer requests for interpretation	1,526	1,202	969	*	*	NA	NA
CORE customer experience rating (0-100)	90	97	98	85	85	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

Performance Indicators			Actual		Target		4-Month Actual		
			FY15	FY16	FY17	FY18	FY19	FY17	FY18
Response to 311 Service Requests (SRs)			82%	82%	88%	78%	78%	86%	82%
Percent meeting time to close - Heating (5 days)			55%	59%	59%	59%	59%	67%	69%
Percent meeting time to close - Pests (30 days)			69%	74%	74%	71%	71%	80%	79%
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)			61%	66%	64%	69%	69%	72%	74%
Percent meeting time to close - Paint/Plaster - Walls (17 days)			60%	66%	64%	68%	68%	73%	73%
Percent meeting time to close - Plumbing - Water-Leaks (17 days)									
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18	FY18
Expenditures (\$000,000) <sup>2</sup>	\$718.4	\$850.0	\$1,026.6	\$1,145.1	\$1,330.6	\$870.5	\$522.9	\$661.2
Revenues (\$000,000)	\$64.7	\$61.3	\$79.1	\$27.2	\$62.6	\$27.0	\$31.9	\$35.2
Personnel	2,130	2,246	2,278	2,550	2,579	2,522	2,286	2,282
Overtime paid (\$000,000)	\$1.9	\$2.2	\$2.4	\$2.2	\$2.0	\$2.0	\$0.6	\$0.8
Capital commitments (\$000,000)	\$412.8	\$634.3	\$880.0	\$1,133.8	\$1,182.1	\$1,153.2	\$60.2	\$72.9

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$160.3	\$179.1	
001 - Office of Administration	\$37.6	\$43.4	All
002 - Office of Development	\$27.3	\$33.4	2a, 3a, 4a, 4b
004 - Office of Housing Preservation	\$58.2	\$62.9	1a, 1b
006 - Housing Maintenance and Sales	\$37.2	\$39.4	2a, 3a, 4a, 4b
Other Than Personal Services - Total	\$866.3	\$1,151.5	
008 - Office of Administration	\$9.8	\$11.2	All
009 - Office of Development	\$781.9	\$1,026.1	1b, 2a, 4a, 4b
010 - Housing Management and Sales	\$9.0	\$16.0	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	\$65.6	\$98.3	1a, 1b, 2a, 4b
Agency Total	\$1,026.6	\$1,330.6	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Includes all funds.

<sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HPD updated Fiscal 2018 targets for housing starts, increasing the number of preservation starts by 1,000, which raises the total starts target to 22,500. The agency also increased its target for units started for homeless individuals and families to 1,950 from 1,111 and for seniors to 1,200 from 1,000.
- As part of its routine updates and data clean-up efforts, HPD revised previously reported housing data for Fiscal 2016 and 2017 as follows:
  - Fiscal 2016 HNY housing units started for senior individuals and families decreased from 1,373 to 1,365.
  - Fiscal 2016 housing completions data for both NHMP and HNY decreased by a net of 179 units for a revised overall total of 20,406 units. New construction completions decreased and preservation completions increased.
  - Fiscal 2017 housing completions data for both NHMP and HNY increased by 2,857 units for a revised total of 20,593. Both new construction and preservation completions rose.
  - Fiscal 2016 HNY housing units started for households earning 0-30% of area median income (AMI) increased from 614 to 799, and for households earning 31% to 50% of AMI by one to 3,014.

## 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](http://www.nyc.gov/hpd).

# NEW YORK CITY HOUSING AUTHORITY

Shola Olatoye, Chair/Chief Executive Officer



## WHAT WE DO

The New York City Housing Authority (NYCHA) provides affordable housing to approximately 400,000 low- and moderate-income City residents in 325 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: 1) Achieve short-term financial stability and diversify funding for the long term; 2) Operate as an efficient and effective landlord; 3) (Re)build, expand and preserve public housing and affordable housing stock; and 4) Engage residents and connect them to best-in-class social services.

As part of its focus on equity, NYCHA is actively engaging NYCHA residents around the priorities of NextGeneration NYCHA and connecting them to critical programs and services in the areas of economic opportunity, youth, health, senior and social services. In Fiscal 2017, NYCHA launched 10 Youth Leadership Councils and engaged 35,715 residents in Authority initiatives via outreach events, canvassing and resident meetings. In an effort to connect residents to opportunities that will increase their income and assets, NYCHA made 6,868 economic opportunity connections on behalf of NYCHA residents. Through its own placements and those of its partners that hire NYCHA residents, NYCHA made 3,835 job placements and enrolled 716 residents in employment training opportunities. For the first four months of Fiscal 2018, NYCHA engaged 10,655 residents in Authority initiatives; connected residents to 2,396 economic opportunities; made 868 job placements and enrolled 147 residents in training programs. NYCHA will continue to attract new partners and expand services for residents, while providing support to resident associations and other resident-led groups.

## OUR SERVICES AND GOALS

### SERVICE 1 **Operate as an efficient and effective landlord.**

- Goal 1a Improve rent collection.
- Goal 1b Expedite maintenance and repairs.
- Goal 1c Optimize apartment usage and ensure rental equity.
- Goal 1d Improve safety and security.

### SERVICE 2 **(Re)build, expand and preserve public housing and affordable housing stock.**

- Goal 2a Preserve the public and affordable housing asset.
- Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.
- Goal 2c Increase access to affordable housing in privately owned units.
- Goal 2d Develop new mixed-use, mixed-income housing and resources.

### SERVICE 3 **Engage residents and connect them to best-in-class social services.**

- Goal 3a Connect all residents to critical services in their communities.
- Goal 3b Increase employment opportunities among NYCHA residents.

## HOW WE PERFORMED

- The cumulative rent collection through October 2017 declined from 94.1 percent last year to 92.6 percent this year. The rent delinquency increased from 30 percent to 32.4 percent. 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 the Human Resources Administration (HRA).
- The average time to resolve emergency service requests improved by 22 percent from 11.6 hours to 9 hours and remained within the target of 24 hours. NYCHA is handling emergency requests faster as a result of monitoring of the requests through the use of daily reports and follow-up to ensure prioritization and the timely completion of the work.
- The average time to resolve non-emergency service requests increased by nine percent from 17.3 days to 18.8 days. While NYCHA has made significant strides in reducing the maintenance work orders backlog, those work orders with complex skilled trades work have taken longer to address. The age of 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 calculates service request resolution times based on the time to complete individual work orders. Complex repair issues may require multiple work orders to resolve. NYCHA continues to monitor this indicator.
- The average time to resolve heat complaints increased four percent from 17.9 hours to 18.7 hours. During the first four months of Fiscal 2018, NYCHA addressed 75 percent of the heat complaints within 12 hours, and 96 percent of the complaints within 24 hours. NYCHA will continue to monitor this indicator.
- The average time to resolve elevator outages improved by 10 percent from 10.8 hours to 9.7 hours and was below the target of 10 hours. The elevator uptime was 98.5 percent. The Elevator Department developed new reports to monitor elevators with excessive outages to determine the root cause of the outage and reduce the instances of reoccurring outages and the time to restore service. NYCHA also managed the preventive maintenance program more effectively, improving the completion rate from 85 percent last year to 95 percent this year. Elevator outages due to vandalism rose from 35.3 percent to 42.1 percent. The Elevator Department continues to follow up with property management at high non-equipment failure locations to correct conditions and to work to minimize these issues going forward.
- The average time to prepare vacant apartments increased by nine percent from 40.8 days to 44.5 days. The average turnaround time to re-occupy apartments increased by three percent from 49.9 days to 51.6 days. 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. NYCHA is working on re-assessing the apartment prep and rental process to identify areas that can be streamlined and lead to a faster turnaround time.
- The crime rate year-to-date declined by four percent from 4.5 to 4.3 per 1,000 residents. NYCHA continues to work with the New York Police Department and other law enforcement agencies and is also developing ways to boost resident engagement. NYCHA is working with resident associations to secure additional funding for security measures such as CCTV and has increased 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, the majority of the funding for the installation or renovation of security cameras in 332 buildings at 34 designated developments was provided by the City.
- The percentage of all active capital projects on schedule improved from 74.6 percent to 77.8 percent. The Capital Projects Department continually works to keep projects on schedule and within budget by conducting periodic portfolio management meetings that require project managers to be proactive and develop strategies to keep or bring their projects on schedule. The percentage of active capital projects in construction on schedule declined from 93.3 percent to 91.2 percent. During the first four months of Fiscal 2018, project timelines were impacted by changes in project scope, delays in processing change orders, inaccessibility to work areas, unresponsiveness of vendors, and regulatory signoffs. Project managers have submitted their plans of action to get the projects back on schedule. Action plans include more collaboration with other NYCHA departments, such as with property management for assisting with access to residents' apartments and with Law for expediting legal resolutions.

- The total number of applicants placed in public housing increased 14 percent from 1,215 to 1,389. The number of homeless households placed in public housing remained stable, at 615 during the first four months of Fiscal 2018 compared to 655 during the same time period in Fiscal 2017. However, the total number of homeless households placed in Section 8 declined 47 percent during the first four months of Fiscal 2018 to 198 from 376 last year due to a tight rental market and less funding available for vouchers. NYCHA placed nearly 2,600 homeless families in Section 8 over the last three fiscal years, and placed more than 3,300 homeless families in NYCHA housing over the last two fiscal years. While the homeless placements decreased slightly, other placements were higher due to more admissions with a need-based or working family priority.
- The number of applicants placed through Section 8 vouchers decreased from 546 to 458. Fewer voucher holders successfully located new units during the reporting period. NYCHA's Section 8 Department is continuing its efforts with assisting voucher holders by providing housing resource options.
- There are approximately 13,000 units in NYCHA's development pipeline, initiated in 2003. Of these, 4,766 units are complete, 816 new units are under construction, 1,438 units are being rehabilitated and approximately 6,000 units are in pre-development. In May 2017 NYCHA released a Request for Proposals (RFP) for financing, capital rehabilitation, property management and social service delivery to facilitate the conversion of approximately 1,700 units in scattered site developments in the Bronx and Brooklyn from the public housing program to a voucher program under Section 8. Additionally, NYCHA released an RFP for the disposition of 30 vacant single-family homes formerly under the jurisdiction of the Federal Housing Administration. Developer designation for both RFPs will occur by the end of 2017.
- NYCHA's Emergency Transfer Program (ETP) is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or children who are victims of sexual abuse. 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 ETP increased 53 percent, from 334 to 512. NYCHA implemented changes from HUD's "Violence Against Women Act" (VAWA) regulations in May 2017 which significantly reduced requirements for eligibility and resulted in increased submissions and approval rates. Residents can now submit HUD's self-certification form in lieu of police reports and other third party documentation.
- NYCHA placed fewer residents into jobs during the first four months of Fiscal 2018 due to a decrease in NYCHA staff hiring compared to the same period in Fiscal 2017. There were also fewer residents hired for roofing work as the peak hiring period for the roofing contracts was in 2016. Lastly, a development agreement resulted in a large number of permanent resident hires at other employer locations but staffing needs from this employer declined in the current reporting period.

## SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Rent collection (%)	94.9%	94.9%	93.7%	97.5%	97.5%	94.1%	92.6%
Rent delinquency rate (%)	NA	27.7%	30.0%	*	*	30.0%	32.4%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 1b**

Expedite maintenance and repairs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average time to resolve emergency service requests (hours)	14.7	13.1	12.1	24.0	24.0	11.6	9.0
★ Average time to resolve non-emergency service requests (days)	14.0	14.7	17.5	15.0	15.0	17.3	18.8
★ Average time to resolve heat service requests (hours)	19.0	17.3	14.9	24.0	24.0	17.9	18.7
★ Average time to resolve elevator outages (hours)	6.5	8.7	9.6	10.0	10.0	10.8	9.7
★ Average outage per elevator per month	0.99	1.13	1.06	1.01	1.01	1.17	1.13
★ Elevator service uptime	99.0%	98.6%	98.6%	97.0%	97.0%	98.3%	98.5%
★ Alleged elevator injuries reported to DOB	17	20	11	↓	↓	6	3
★ Elevator related fatalities	1	2	0	↓	↓	0	0
Management cost per dwelling unit (\$)	\$893	\$875	\$950	\$875	\$875	\$863	\$903
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

**Goal 1c**

Optimize apartment usage and ensure rental equity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average time to prepare vacant apartments (days)	38.2	40.7	45.2	20.0	20.0	40.8	44.5
★ Average turnaround days for vacant apartments	58.1	50.0	55.1	30.0	30.0	49.9	51.6
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

**Goal 1d**

Improve safety and security.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Crime Rate Year To Date	12.0	13.2	12.7	*	*	4.5	4.3
★ Major felony crimes in public housing developments	4,858	5,205	5,084	↓	↓	1,864	1,739
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Active capital projects on schedule (%)	24.4%	64.4%	69.4%	29.1%	29.1%	74.6%	77.8%
★ Active capital projects in construction phase on schedule (%)	54.9%	94.2%	86.9%	91.1%	91.1%	93.3%	91.2%
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

**Goal 2b**

Optimize access to affordable housing in public housing developments to income-eligible families.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Apartments vacated	3.9%	4.1%	3.9%	*	*	NA	NA
★ Occupancy rate (%)	99.5%	99.5%	99.4%	99.2%	99.2%	99.4%	99.4%
Applicants placed in public housing	4,939	4,211	3,834	*	*	1,215	1,389
Homeless applicants placed in housing - Total	NA	2,868	2,841	*	*	1,031	813
- NYCHA housing	NA	1,420	1,928	*	*	655	615
- Section 8	NA	1,448	913	*	*	376	198
Working families residing in public housing (cumulative) (%)	47.5%	46.7%	46.7%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

**Goal 2c**

Increase access to affordable housing in privately owned units.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Families on Section 8 waiting list (000)	121	119	148	*	*	150	149
Maximum allowable Section 8 vouchers	99,288	99,621	99,838	*	*	99,861	99,861
Funded Section 8 vouchers	87,332	86,221	85,209	*	*	86,393	85,271
★ Utilization rate for funded Section 8 vouchers (%)	NA	98.8%	100.0%	97.0%	97.0%	98.0%	99.0%
Funding utilization for Section 8 vouchers (%)	NA	98.0%	101.0%	*	*	100.0%	102.0%
★ Section 8 occupied units (vouchers)	86,167	85,224	85,175	87,000	87,000	84,638	84,761
Annual Section 8 inspections	88.9%	78.0%	80.0%	*	*	83.0%	84.0%
Annual Section 8 recertifications	96.7%	98.0%	98.0%	*	*	98.0%	98.0%
Applicants placed through Section 8 vouchers	892	1,706	2,758	*	*	546	458
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

**Goal 2d**

Develop new mixed-use, mixed-income housing and resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Apartments (000)	178	178	176	*	*	178	176
Number of developments	328	328	326	*	*	328	325
Number of buildings	2,553	2,528	2,442	*	*	2,500	2,440
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Residents approved for the Emergency Transfer Program	815	931	1,070	*	*	334	512
★ Emergency Transfer Program disposition time (days)	48.17	39.60	33.24	45.00	45.00	33.32	30.38
★ Initial social service tenant contacts conducted within five days of referral (%)	80%	86%	72%	76%	76%	72%	77%
Referrals to supportive social services rendered to senior residents	70,824	53,763	18,317	*	*	4,384	9,101
NYCHA-operated senior centers	32	15	14	*	*	14	14
Utilization of senior centers (%) ages 60+	145%	116%	160%	85%	85%	131%	137%
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

### Goal 3b

Increase employment opportunities among NYCHA residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Resident job placements - Total	1,084	1,410	3,835	↑	↑	1,476	868
- Direct placements	1,084	1,410	2,099	1,593	1,593	781	527
- Program and partner placements	NA	NA	1,736	*	*	695	341
Job training programs - ratio of job placements to program graduates (current period)	69%	63%	91%	*	*	NA	NA
Youth placed in jobs through youth employment programs	918	888	1,005	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	187,871	196,996	189,243	*	*	55,457	45,628
Letters responded to in 14 days (%)	79.0%	84.7%	83.8%	*	*	82.0%	89.5%
E-mails responded to in 14 days (%)	88.3%	82.9%	77.6%	*	*	73.8%	88.8%
Average wait time to speak with a customer service agent (minutes)	15	13	18	*	*	16	21
CORE facility rating	93	92	95	*	*	NA	NA
Calls answered in 30 seconds (%)	72.0%	64.0%	46.0%	*	*	49.0%	64.0%
Number of agency customers surveyed for overall customer satisfaction	33,843	25,764	34,886	*	*	NA	NA
Customers rating service good or better (%) (As applicable)	68.2%	78.8%	81.1%	71.0%	71.0%	NA	NA
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$3,154.3	\$2,911.1	\$3,342.4	\$3,242.1	\$3,242.1	\$3,219.2	\$1,036.5	\$1,068.7
Revenues (\$000,000)	\$3,260.8	\$3,210.8	\$3,224.7	\$3,263.2	\$3,263.2	\$3,280.2	\$1,058.1	\$1,064.8
Personnel	11,399	10,940	10,771	11,181	11,122	11,082	11,080	11,005
Overtime paid (\$000,000)	\$64.9	\$82.7	\$92.9	\$77.4	\$77.4	\$77.3	\$28.2	\$27.4
Capital commitments (\$000,000)	\$37.4	\$234.1	\$82.4	\$216.4	\$619.5	\$136.0	\$29.8	\$0.0

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYCHA is currently cooperating with an investigation by the U.S. Attorney's Office for the Southern District (SDNY) and the United States Department of Housing and Urban Development (HUD) regarding conditions in NYCHA housing. NYCHA is in continuing discussions with the SDNY and HUD regarding these conditions and the fact that NYCHA has not complied with certain legal requirements, including certain lead-based paint requirements. NYCHA will continue to engage with both the SDNY and HUD regarding its remedial efforts.
- For the first time, three indicators related to the placement of homeless families appear in goal 2b "Optimize access to affordable housing in public housing to income-eligible families": 'Homeless applicants placed in housing – Total,' '- NYCHA housing' and '- Section 8.'
- Indicators related to the Section 8 program in goal 2c "Increase access to affordable housing in privately owned units" were added to increase coverage of the program: 'Maximum allowable Section 8 vouchers,' 'Funded Section 8 vouchers,' 'Utilization rate for funded Section 8 vouchers (%)' and 'Funding utilization for Section 8 vouchers (%).'
- New job placement indicators were added to goal 3b "Increase employment opportunities among NYCHA residents." to provide more detail about job placement activities: 'Resident job placements – Total' and ' - Program and partner placements.' The previously reported indicator 'Resident job placements' was renamed '- Direct placements' to more accurately reflect what is being measured.

## ADDITIONAL RESOURCES

For additional information go to:

- NextGeneration NYCHA plan: <http://www1.nyc.gov/site/nycha/about/nextgen-nycha.page>

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



# LANDMARKS PRESERVATION COMMISSION

Meenakshi Srinivasan, Commissioner/Chair



## WHAT WE DO

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,405 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 New York City and continues to identify such resources in communities that have been less well represented by designations.

The agency continues to develop tools to increase access to LPC information. In Fiscal 2018, the agency completed a comprehensive database of all designated properties and launched an updated webmap, Discover NYC Landmarks, which allows users to easily search designated landmarks and calendared sites, and provides access to detailed information on the nearly 34,000 buildings in historic districts. The agency continues to update its website to allow for clear navigation, concise menus and new features, such as Technical Resources, that facilitate 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 collection of artifacts. Over the last three years, the Commission has launched online tools that provide access, including a tool that allows the public to search 1,600 LPC designation reports, a search tool to find Commission decisions on projects at landmark sites, a search tool to find permit applications, which displays the status of all permit applications and is searchable by address, historic district, borough, block or lot, and the interactive map, Discover NYC Landmarks. The agency also redesigned its application forms to make them more efficient and user-friendly, and posts applicant presentation materials on the LPC website prior to public hearings and meetings for proposed work on landmark sites.

## OUR SERVICES AND GOALS

### **SERVICE 1 Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.**

- Goal 1a Identify and designate as landmarks, eligible individual buildings, interiors, scenic landmarks and historic districts.
- Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.
- Goal 1c Increase compliance with landmark regulations.
- Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

## HOW WE PERFORMED

- In the first four months of Fiscal 2018, LPC completed five individual landmark and historic district designations, four more than in the same period of Fiscal 2017, and is on pace to meet the annual MMR target. The agency also advanced several items toward designation, including calendaring an historic district in Boerum Hill, Brooklyn, and completing research for several proposed individual landmarks and a proposed historic district in Central Harlem, that were all calendared for December 2017.
- The quantity of work permit applications the Commission received for construction on designated sites was 4,686 in the first four months of Fiscal 2018, similar to the 4,657 received during the comparable period of the previous fiscal year. However, the actions taken by LPC on work permit applications received decreased by 11 percent to 4,108 in the first four months of Fiscal 2018, from 4,593 in the same period of Fiscal 2017.
- There was a significant decrease in the number of enforcement actions taken by LPC in the first four months of Fiscal 2018 compared with the same period of Fiscal 2017. The four-month number of enforcement actions taken by LPC decreased 85 percent, from 403 in the first four months of Fiscal 2017 to 61 in the first four months of Fiscal 2018. LPC enforcement action is complaint driven, and complaints received decreased by just eight percent in the first four months of Fiscal 2018. However, there is not necessarily a correlation between number of complaints received and number of enforcement actions taken, as some work identified in complaints does not warrant enforcement action after investigation and some complaints result in multiple violations.
- LPC improved the percentage of archaeology applications it reviewed within ten business days in the first four months of Fiscal 2018 to 98 percent, from 93 percent in the same period the previous year. It was in excess of its 85 percent target, although some large and complex projects resulted in slightly slower-than-average review times within the Archaeological Department in September and October of the Fiscal 2018 period. Additionally, the number of archaeology applications received by LPC increased 37 percent to 118 in the first four months of Fiscal 2018, from 86 in the comparable period of 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Individual landmarks and historic districts designated	15	20	30	20	20	1	5
★ – Total number of buildings designated	2,013	1,411	324	*	*	1	7
Archaeology applications reviewed within 10 business days (%)	97%	95%	96%	85%	85%	93%	98%

★ Critical Indicator    "NA" Not Available    Directional Target    \* None

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Work permit applications received	13,273	13,963	13,874	*	*	4,657	4,686
★ Actions taken on work permit applications received	15,446	14,081	13,533	*	*	4,593	4,108
Certificates of No Effect issued within 10 business days (%)	91%	96%	93%	85%	85%	93%	85%
Expedited Certificates of No Effect issued within two business days (%)	90%	99%	94%	100%	100%	85%	91%
Permits for minor work issued within 10 business days (%)	92%	95%	92%	*	*	92%	83%

★ Critical Indicator    "NA" Not Available    Directional Target    \* None

**Goal 1c**

Increase compliance with landmark regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Number of complaints received	772	792	677	*	*	238	220
Investigations completed	755	997	661	*	*	301	280
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	1,014	1,221	937	*	*	403	61
Violations admitted to or upheld at the OATH Environmental Control Board (%)	98%	98%	98%	*	*	98%	98%
★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None							

**Goal 1d**

Evaluate potential impacts to archaeological resources in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Archaeology applications received	308	297	318	*	*	86	118
★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Letters responded to in 14 days (%)	85%	80%	85%	*	*	65%	97%
E-mails responded to in 14 days (%)	100%	98%	99%	*	*	98%	98%
★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$4.8	\$5.3	\$5.5	\$6.3	\$6.2	\$6.7	\$1.9	\$1.9
Revenues (\$000,000)	\$6.9	\$7.1	\$9.2	\$5.1	\$5.3	\$5.6	\$2.2	\$2.6
Personnel	71	71	65	78	78	82	69	73
Overtime paid (\$000)	\$1	\$5	\$16	\$7	\$7	\$7	\$0	\$0

<sup>1</sup>February 2018 Financial Plan<sup>2</sup>Expenditures include all funds

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$5.0	\$5.4	All
002 - Other Than Personal Services	\$0.5	\$0.8	All
Agency Total	\$5.5	\$6.2	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.   <sup>2</sup>Includes all funds.   <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

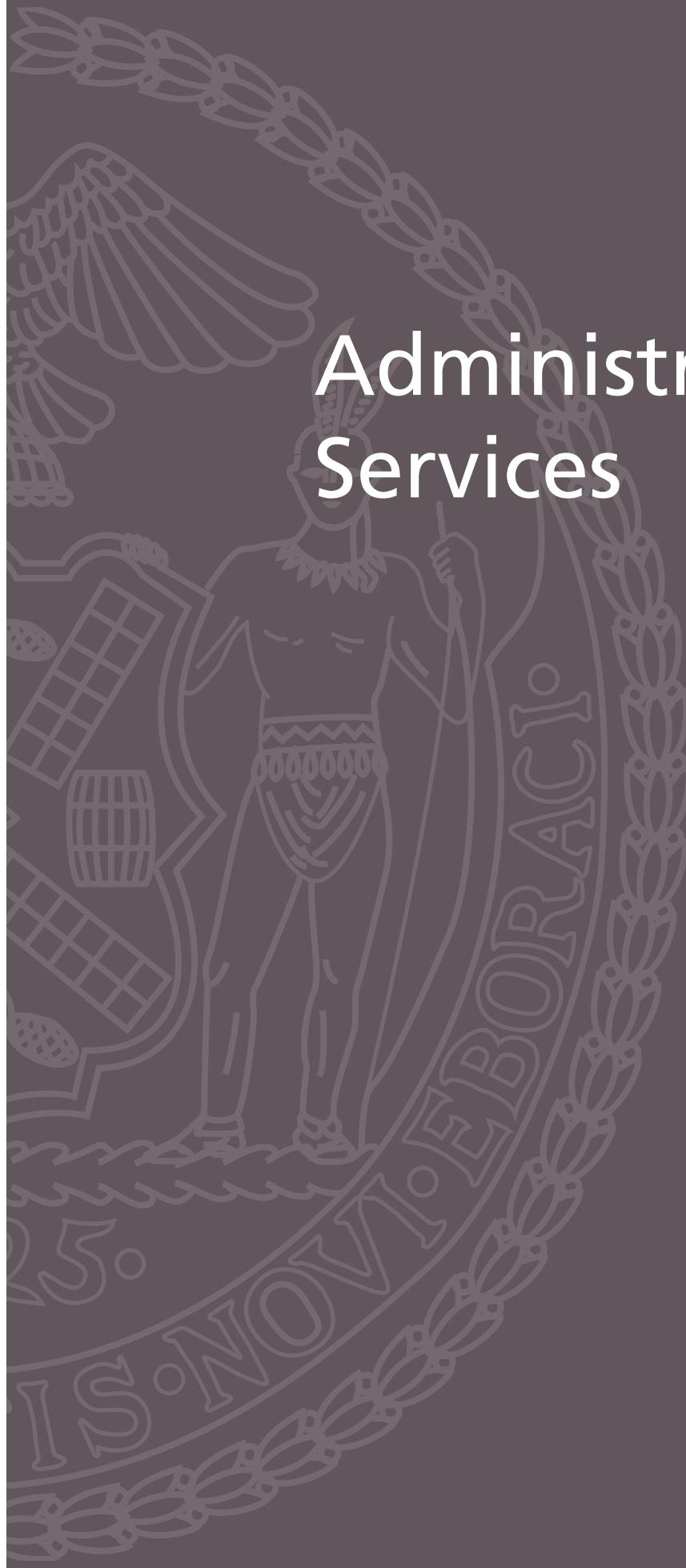
## ADDITIONAL RESOURCES

For additional information, go to:

- Press Releases (information on landmark approvals):  
<http://www.nyc.gov/html/lpc/html/about/newsroom.shtml>
- Discover NYC Landmarks interactive map:  
<https://www1.nyc.gov/site/lpc/designations/maps.page>

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

# Administrative Services



# Administrative Services

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# DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Lisette Camilo, Commissioner



## WHAT WE DO

The Department of Citywide Administrative Services (DCAS) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public. DCAS supports City agencies' workforce needs in recruiting, hiring and training City employees; establishes and enforces uniform procedures to ensure equal employment opportunity (EEO) for employees and job candidates; provides overall facilities management, including security, maintenance and construction services for tenants in 55 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. DCAS provides extensive outreach and communication at public events, including to under-served and under-represented communities. DCAS also trains City employees 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

- During the first four months of Fiscal 2018 the number of applications received for open competitive civil service exams increased approximately one percent compared to the same period of Fiscal 2017.
- All 48 civil service exams scheduled during the first four months of Fiscal 2018 were administered on-schedule. These include civil service exams for titles in high-demand that are offered on a regular basis at the DCAS computer-based testing and application centers, as well as other exams that are scheduled for specific days throughout the year.
- During the first four months of Fiscal 2018 the median time from exam administration to exam results completion was 91 calendar days compared to 417 calendar days during the same time period in Fiscal 2017, a decrease of 78 percent. The decrease resulted primarily from the administration of more single part exams including 34 Qualified Incumbent Examinations, a new temporary exam type created as part of DCAS's provisional reduction plan.
- During the reporting period the number of City employees/participants attending training sessions more than doubled due to continued and increased use of the eLearning platform.
- The average time to complete in-house trade shop work orders for minor repairs was 5.4 days during the first four months of Fiscal 2018 compared to 3.5 days during the same period of Fiscal 2017. The increase is due to several larger projects that required more time to repair than those completed in the previous period.
- Lease revenue was 20 percent lower compared to last period due to a tenant's optional early payment of rent in Fiscal 2017. The tenant did not elect to make early payments during the first four months of Fiscal 2018.
- Revenue generated from the sale of surplus goods increased 37 percent primarily due to the sale of surplus vehicles.
- DCAS increased the number of electric vehicles in the citywide and DCAS-managed fleets by 51 percent and 191 percent, respectively, surpassing the Fiscal 2018 target for the DCAS-managed fleet. The increases compared to last year are attributed to the NYC Clean Fleet Initiative.

### SERVICE 1 Help City agencies fulfill their workforce needs.

#### Goal 1a

Increase the public's access to information about employment opportunities in City government.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Applications received for open competitive civil service exams	184,849	79,878	170,031	*	*	33,866	34,144
Employment applications received via NYC Jobs	925,054	952,641	1,142,330	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

#### Goal 1b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ New hires - White (%)	23.9%	23.0%	22.0%	*	*	23.0%	22.8%
★ New hires - Black (%)	40.8%	36.8%	41.6%	*	*	43.8%	42.4%
★ New hires - Hispanic (%)	19.8%	19.5%	21.5%	*	*	21.4%	21.9%
★ New hires - Asian/Pacific Islander (%)	7.2%	7.5%	8.8%	*	*	8.7%	7.7%
★ New hires - Native American (%)	0.4%	0.4%	0.5%	*	*	0.4%	0.3%
New hires - Unspecified (%)	7.9%	12.9%	5.7%	*	*	2.7%	5.0%
★ New hires - Male (%)	53.7%	59.3%	53.0%	*	*	51.3%	51.4%
★ New hires - Female (%)	46.3%	40.7%	47.0%	*	*	48.7%	48.6%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 1c**

Ensure timely administration of civil service exams.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Exams administered on schedule (%)	100%	100%	100%	100%	100%	100%	100%
★ Median time from exam administration to exam results completion (days)	195	314	246	290	290	417	91
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 1d**

Provide a wide range of training opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average rating for professional development training sessions (%)	88%	90%	90%	88%	88%	89%	93%
★ City employees/participants attending training sessions	25,989	40,586	44,080	30,000	30,000	8,493	19,364
City employees participating in diversity, inclusion and equal employment opportunity training	10,226	33,322	24,363	20,000	20,000	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	69%	70%	70%	72%	72%	NA	NA
CORE customer experience rating of facilities (0-100)	94	100	97	95	95	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 2b**

Meet timeliness standards for maintenance service requests and repair work.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average time to complete in-house trade shop work orders for minor repairs (days)	4.2	3.6	3.5	4.0	4.0	3.5	5.4
★ In-house trade shop work orders completed within 30 days (%)	70%	70%	64%	75%	75%	67%	64%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 2c**

Consolidate and reduce City office space.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Lease-in agreements executed	53	66	39	*	*	NA	NA
Square footage associated with executed lease-in agreements (000)	1,712	3,011	1,724	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Lease revenue generated (\$000)	\$55,484	\$52,419	\$49,679	\$43,078	\$43,078	\$21,205	\$17,065
★ Revenue generated from the sale of surplus goods (\$000)	\$10,406	\$11,026	\$9,216	\$8,893	\$8,893	\$2,932	\$4,009
★ – Revenue generated from auto auctions (\$000)	\$6,254	\$9,770	\$7,732	\$6,692	\$6,692	\$2,441	\$3,324
Real estate auction bids received (\$000)	NA	\$12,990	\$0	*	*	NA	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average number of bidders per bid	3.3	3.0	3.2	3.4	3.4	3.4	3.0
Mayoral agency spending on goods against DCAS master contracts (%)	84%	87%	87%	*	*	89%	80%
Mayoral agency spending on services against DCAS master contracts (%)	9%	15%	15%	*	*	20%	15%
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

**Goal 4b**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Value of goods and services purchased (\$000,000)	\$1,169	\$1,353	\$1,504	*	*	\$635	\$564
– Value of Central Storehouse requisitions (\$000)	\$23,370	\$22,600	\$22,410	*	*	\$8,440	\$8,750
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Electricity purchased (kilowatt hours) (billions)	4.3	4.2	4.3	*	*	NA	NA
Total energy purchased (British Thermal Units) (trillions)	29.5	28.4	28.8	*	*	NA	NA
– Electricity (%)	49.3%	51.0%	50.4%	*	*	NA	NA
– Natural gas (%)	42.4%	42.0%	42.5%	*	*	NA	NA
– Steam (%)	8.3%	7.0%	7.1%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

### Goal 5b

Reduce the energy-related carbon footprint of City buildings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	40,984	14,459	43,833	50,229	50,229	NA	NA
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	60,723	75,182	119,015	170,823	170,823	NA	NA
★ Annual estimated avoided energy cost from all energy projects (\$000,000)	\$12.46	\$6.56	\$14.23	\$15.16	\$15.16	NA	NA
★ Cumulative estimated avoided energy cost from all energy projects (\$000,000)	\$19.52	\$26.08	\$40.31	\$56.81	\$56.81	NA	NA
Annual energy retrofit/conservation projects completed	109	158	478	*	*	NA	NA
Cumulative energy retrofit/conservation projects completed	223	381	859	*	*	NA	NA
Annual Energy Efficiency Reports (EER) completed	145	141	64	*	*	NA	NA
Cumulative Energy Efficiency Reports (EER) completed	403	544	608	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

### Goal 5c

Increase the City's renewable energy capacity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Cumulative installed solar capacity (kilowatts)	2,759.1	7,996.0	7,996.0	↑	↑	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	57%	59%	60%	63%	63%	59%	60%
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	66%	74%	76%	76%	78%	75%	76%
Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	98%	98%	100%	95%	98%	NA	NA
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	96%	100%	100%	95%	98%	NA	NA
Electric vehicles in the citywide fleet	802	945	1,295	1,750	2,000	1,015	1,530
– Electric vehicles in the DCAS-managed fleet	64	72	140	160	250	81	236
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## Goal 6b

Optimize fleet resources to meet agency needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Fleet in-service rate citywide (%)	90%	91%	92%	91%	92%	92%	92%
- Fleet in-service rate for DCAS-managed fleet (%)	98%	98%	99%	98%	98%	99%	98%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
City employees trained in defensive driving citywide	15,266	7,929	7,876	8,000	8,500	2,305	4,526
- Employees of DCAS-managed fleet agencies trained in defensive driving	1,879	1,690	1,881	2,000	2,000	527	1,783
Collisions involving City vehicles citywide	5,726	6,344	6,363	*	*	2,077	2,008
- Collisions involving City vehicles in the DCAS-managed fleet	449	400	421	*	*	140	139
Preventable collisions involving City vehicles citywide	2,873	2,815	3,095	*	*	1,077	999
- Preventable collisions involving City vehicles in the DCAS-managed fleet	211	145	161	*	*	60	39
Injuries resulting from collisions involving City vehicles citywide	669	510	727	*	*	285	291
- Injuries resulting from collisions involving City vehicles in the DCAS-managed fleet	60	66	70	*	*	24	38
Fatalities resulting from collisions involving non-emergency City vehicles citywide	5	1	1	*	*	1	1
- Fatalities resulting from collisions involving non-emergency City vehicles in the DCAS-managed fleet	0	0	0	*	*	0	0
Workplace injuries reported	66	52	68	*	*	34	9
Accidents involving the public in DCAS-managed properties	18	21	25	*	*	6	14
Average cost of training per employee (\$)	\$163	\$112	\$113	*	*	NA	NA
Average cost of cleaning per square foot (\$)	\$2.9	\$3.0	\$3.2	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Letters responded to in 14 days (%)	50%	66%	56%	*	*	43%	50%
E-mails responded to in 14 days (%)	74%	81%	85%	*	*	85%	85%
Average wait time to speak with a customer service agent (minutes)	1:00	1:39	1:28	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$1,157.8	\$1,117.8	\$1,165.9	\$1,189.2	\$1,245.1	\$1,151.1	\$852.4	\$718.0
Revenues (\$000,000)	\$166.6	\$109.6	\$77.0	\$65.8	\$71.1	\$65.3	\$27.8	\$25.2
Personnel	2,105	2,179	2,344	2,714	2,781	2,732	2,177	2,320
Overtime paid (\$000,000)	\$18.6	\$22.2	\$25.9	\$18.3	\$23.9	\$23.0	\$7.9	\$7.5
Capital commitments (\$000,000)	\$98.8	\$123.8	\$76.0	\$555.6	\$638.0	\$601.5	\$7.4	\$10.9

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$183.3	\$195.4	
001 - Human Capital	\$23.2	\$28.4	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	\$2.1	\$2.3	NA
100 - Executive and Support Services	\$24.3	\$25.6	All
200 - Division of Administration and Security	\$11.5	\$13.4	All
300 - Asset Management – Public Facilities	\$103.7	\$105.6	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	\$10.5	\$10.6	3a, 4a, 4b
600 - External Publications and Retailing	\$1.4	\$2.2	NA
700 - Energy Management	\$3.7	\$4.4	5a, 5b, 5c
800 - Citywide Fleet Services	\$2.8	\$2.9	3a, 6a, 6b
Other Than Personal Services - Total	\$982.6	\$1,049.7	
002 - Human Capital	\$5.2	\$12.4	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	\$0.4	\$1.2	NA
190 - Executive and Support Services	\$3.4	\$7.7	All
290 - Division of Administration and Security	\$30.9	\$34.9	All
390 - Asset Management – Public Facilities	\$150.2	\$163.6	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	\$29.2	\$28.8	3a, 4a, 4b
690 - External Publications and Retailing	\$1.0	\$1.0	NA
790 - Energy Management	\$717.0	\$756.7	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	\$45.2	\$43.3	3a, 6a, 6b
Agency Total	\$1,165.9	\$1,245.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.

<sup>2</sup>Includes all funds.

<sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DCAS revised the 'Median time from exam administration to exam results completion (days)' to exclude New York City Transit Authority (NYCTA) exams, as NYCTA has jurisdiction over the development, administration and scoring of their civil service exams and DCAS is only responsible for processing NYCTA's eligible lists.
- DCAS split 'Mayoral agency spending on goods and services against DCAS master contracts (%)' into two separate indicators: 'Mayoral agency spending on goods against DCAS master contracts (%)' and 'Mayoral agency spending on services against DCAS master contracts (%).'

## 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/about/eeo4\\_reports.shtml](http://www.nyc.gov/html/dcas/html/about/eeo4_reports.shtml)
- Annual and Monthly Civil Service Exam Schedule:  
[http://www.nyc.gov/html/dcas/html/work/exam\\_monthly.shtml](http://www.nyc.gov/html/dcas/html/work/exam_monthly.shtml)
- Online Application System (OASys):  
<https://a856-eeexams.nyc.gov/OLEE/oasys/index.aspx>

- NYC Jobs:  
<http://www1.nyc.gov/jobs/index.page>
- Provisional Reduction Plan and Reports:  
[http://www.nyc.gov/html/dcasa/html/work/provisional\\_reduction\\_plan.shtml](http://www.nyc.gov/html/dcasa/html/work/provisional_reduction_plan.shtml)
- One City: Built to Last:  
[www.nyc.gov/builto last](http://www.nyc.gov/builto last)
- Use-based fuel economy report (Local Law 75 of 2015):  
[http://www.nyc.gov/html/dcasa/downloads/pdf/fleet/FY2016\\_Local\\_Law\\_75\\_Report\\_on\\_Use\\_Based\\_Fuel\\_Economy.pdf](http://www.nyc.gov/html/dcasa/downloads/pdf/fleet/FY2016_Local_Law_75_Report_on_Use_Based_Fuel_Economy.pdf)
- Clean Fleet Initiative:  
[http://www.nyc.gov/html/dcasa/downloads/pdf/fleet/NYC\\_clean\\_fleet\\_plan.pdf](http://www.nyc.gov/html/dcasa/downloads/pdf/fleet/NYC_clean_fleet_plan.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/dcasa](http://www.nyc.gov/dcasa)

# 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

- The 1,794 items digitized during the first four months of Fiscal 2018 is significantly below the 11,733 items digitized in the first four months of Fiscal 2017. The agency will begin digitizing historical marriage license records during the second half of the fiscal year and the resulting productivity from this project will restore activity to the target level.
- Historical records accessioned into the Municipal Archives increased to 619 cubic feet during the first four months of Fiscal 2018, compared to zero cubic feet during the same period of Fiscal 2017. During Fiscal 2017, the Department had focused resources in identifying agencies that had material to be transferred to Municipal Archives; the physical transfer of the identified archival material began during Fiscal 2018.
- The Department continued to ensure agencies complied with the legislative mandate to submit their publications electronically to the Department for online access. Although the volume of submissions during the first four months of Fiscal 2018 decreased by 46 percent to 605 reports, compared to 1,112 during the same period of Fiscal 2017, the higher volume in the prior year was due to a special outreach initiative, now largely completed, that captured missing required reports.
- During the first four months of Fiscal 2018, the average time to respond to requests for copies of vital records dropped to 15.3 days, significantly better than 30.3 days during the first four months of Fiscal 2017. The related measurement of the percentage of such requests responded to within 12 days also greatly improved during this period, reaching 61 percent, compared to three percent in the first four months of Fiscal 2017. The improved performance is primarily due to use of digitized vital records to service copy requests, replacing the obsolete microfilm-based process, as well as hiring staff to replace vacancies due to retirements.
- The time necessary to process requests for copies of historical photographs during the first four months of Fiscal 2018 rose 45 percent, to 31.6 days, from 21.8 days during the same period of Fiscal 2017. The diminished performance was affected by staff temporarily diverted to other duties, and by the labor-intensive process to produce prints from the popular "tax" photograph collection using traditional darkroom techniques. The Department has contracted with a vendor to digitize "tax" photographs and the completion of this project in July 2018 will result in a significant improvement in performance of this indicator in Fiscal 2019.
- The Department continued to retrieve records from its off-site storage facilities upon owner-agency request well within the two-day target. The performance was 0.7 days during the first four months of Fiscal 2018, a 56 percent improvement from the 1.6 days achieved during the comparable period of Fiscal 2017.
- The Department doubled the disposal of obsolete City agency records from its storage sites during the first four months of Fiscal 2018, to 8,421 cubic feet compared to 4,058 cubic feet disposed during the same period in Fiscal 2017. The increase derives from agencies implementing elements of Mayoral Directive 2015-3 dealing with uniform record management, including disposal of obsolete records.
- The total volume of records disposed by all City agencies decreased 48 percent from 63,280 cubic feet in the first four months of Fiscal 2017, to 32,705 cubic feet in Fiscal 2018. The Department is working with the Law Department and Agency senior staff to identify and dispose of records that have passed their required retention periods.

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## SERVICE 1 Provide the public and City agencies with access to public records and publications.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Records preserved and digitized	10,651,475	7,422,426	26,778	260,000	260,000	11,733	1,794
Number of library items available	363,997	371,208	375,919	*	*	372,483	377,265
Publications and reports acquired	7,113	10,016	5,596	*	*	2,160	1,290
Records accessioned by Municipal Archives (cubic ft.)	2,738	1,049	797	*	*	0	619
Walk-in and program attendees at the Visitor Center	1,318	1,363	1,408	*	*	1,338	446
Percent of required agency reports submitted to the Municipal Library publications portal	NA	60%	60%	100%	100%	60%	60%

★ Critical Indicator

"NA" Not Available

↑↓ Directional Target

\* None

**Goal 1b** Promptly respond to requests for information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Vital record requests responded to within 12 business days (%)	17%	62%	9%	60%	60%	3%	61%
★ Average response time to vital record requests (days)	21.4	11.5	28.0	12.0	12.0	30.3	15.3
★ Average response time to historical photo requests (days)	17.2	22.9	22.7	15.0	15.0	21.8	31.6
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average response time to agency requests for inactive records (days)	0.9	1.2	1.2	2.0	2.0	1.6	0.7
Requests for stored records processed within 48 hours (%)	100.0%	94.0%	91.0%	*	*	84.0%	98.0%
★ Critical Indicator      "NA" Not Available  Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Warehouse capacity available for new accessions (%)	5%	12%	12%	*	*	11%	12%
Records transferred into Municipal Records Center (cubic ft.)	27,837	6,668	4,703	*	*	398	830
★ Critical Indicator      "NA" Not Available  Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.5	0.6	0.2	2.0	2.0	NA	0.4
★ Average time for Law Department to approve records disposal application (months)	0.8	2.8	2.7	3.0	3.0	3.5	NA
Total records disposed by City government entities (cubic ft.)	NA	59,232	117,247	*	*	63,280	32,705
★ Critical Indicator      "NA" Not Available  Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience				*	*	100%	100%
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
CORE customer experience rating (0-100)	91	97	100	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$6.3	\$7.7	\$7.7	\$8.0	\$8.2	\$9.1	\$3.2	\$3.1
Revenues (\$000,000)	\$1.2	\$1.0	\$0.8	\$0.9	\$0.9	\$1.0	\$0.3	\$0.3
Personnel	53	69	65	71	77	69	62	59
Overtime paid (\$000)	\$23	\$0	\$4	\$0	\$0	\$0	\$1	\$0

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
100 - Personal Services	\$3.7	\$4.2	All
200 - Other Than Personal Services	\$4.0	\$4.1	All
Agency Total	\$7.7	\$8.2	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.  
<sup>2</sup>Includes all funds.  
<sup>3</sup>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/records](http://www.nyc.gov/records).

# DEPARTMENT OF FINANCE

Jacques Jiha, Commissioner



## WHAT WE DO

The Department of Finance (DOF) has a broad range of responsibilities, including 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 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 shift toward an 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, which will be followed by a new Property Tax System. To make interactions with DOF convenient, new technology is being leveraged to offer a variety of self-service options, from secure online forms to mobile apps to new payment channels.

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 resolved.
- Goal 2b Assure that all respondents are offered convenient options for paying and 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.

### SERVICE 6 Serve and execute legal processes and mandates.

- Goal 6a Increase the proportion of judgments, orders and warrants that are successfully served/executed.

## HOW WE PERFORMED

- The average amount collected from a closed audit rose to \$558,000 from \$111,000 during the same period last year due to a large settlement in September 2017 which, in turn, contributed to a 32 increase in tax liability as a result of audits.
- The average time to issue a business tax refund more than doubled, from 15 to 33 days. The Department has changed its refund processing practices in order to better serve taxpayers. Upon detection of an overpayment, DOF initiates the refund process; previously, overpayments were processed at the request of the taxpayer. This current proactive approach requires significant internal research and review and, coupled with a more than 20 percent increase in the number of refunds processed, contributed to the increase in the refund issuance time.
- The average time to issue a property tax refund increased from 23 to 29 days despite a nearly seven percent decrease in refunds and adjustments processed.
- In line with an increase in the number of summonses adjudicated, the number of parking ticket hearings grew by 22 percent to more than 375,000. The average turnaround time to issue parking ticket decisions by web, which remained the most popular hearing option, increased from 3.4 days to 4.4 days primarily due to a 25 percent increase in this hearing type. At 11 minutes, the turnaround time for in-person parking ticket hearings was two minutes faster while the turnaround time for hearings by mail was relatively unchanged at 6.8 days.
- Average processing times for initial and renewal applications for SCRIE benefits increased by 1.2 and 2.8 days, respectively, attributed to the nine percent increase in the volume of initial and renewal applications received. Much like the results in the SCRIE program, average processing times for initial and renewal applications for DRIE benefits rose by 2.1 and 2 days, respectively, with an overall volume increase of approximately eight percent contributing to the longer processing times. While the performance is positive against the indicators' 10-day targets, DOF is currently assessing its review and approval processes for property exemptions in order to identify opportunities for improvement.
- Resulting from a number of inquiries that took an extensive period of time ("outliers") to address, the Office of the Taxpayer Advocate addressed inquiries in an average of 14 days from 8.7 days a year ago. Sixteen of the inquiries received took over 85 days to resolve, with the average time to resolve those 16 outliers reaching 115.9 days, driving the overall average up.
- The percentage of property transactions recorded online with the City Register increased by 9.1 percentage points to 69.1 percent, contributing to the decrease in the average time to record property documents, which improved from 1.9 days to 0.5 days. The Department's ongoing social media outreach program to its stakeholders has succeeded in encouraging online document submission.

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### SERVICE 1 Bill and collect property and other taxes.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Property taxes billed that are paid (%)	98.5%	98.6%	98.7%	97.0%	97.0%	NA	NA
- Paid on time (%)	95.3%	96.1%	97.1%	*	*	95.9%	95.9%
Average turnaround time for field audits (days)	NA	504	435	*	*	447	421
Average turnaround time for non-field audits (days)	NA	220	165	*	*	171	167
Increase in tax liability as a result of audits (%)	18.3%	25.8%	25.9%	*	*	19.9%	32.1%
Originally noticed properties sold in lien sale (%)	16%	14%	17%	*	*	NA	NA
Properties in final lien sale	4,228	3,461	3,939	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**Goal 1b**

Promptly review requests for refunds.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average time to issue a property tax refund (days)	24	24	24	28	28	23	29
★ Average time to issue a business tax refund (days)	31	9	26	25	25	15	33
★ 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 resolved.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Parking tickets resolved within 90 days (000)	8,374	8,813	8,472	*	*	2,690	2,287
★ Parking tickets issued that are paid within 90 days (%)	65.8%	66.8%	66.1%	65.0%	65.0%	65.4%	57.1%
Parking tickets issued that are dismissed within 90 days (%)	13.2%	12.9%	12.9%	*	*	13.0%	22.6%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

**Goal 2b**

Assure that all respondents are offered convenient options for paying and challenging tickets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Summonses adjudicated (000)	2,082	2,037	1,988	*	*	627	789
★ Parking ticket hearings - Total	1,041,841	978,447	978,574	*	*	307,316	375,353
– In-person hearings	236,097	220,221	216,695	*	*	67,678	79,327
– Hearings-by-mail	401,422	343,601	318,373	*	*	99,827	121,466
– Online hearings	404,322	414,625	443,506	*	*	139,811	174,560
Parking ticket "pay or dispute" app transactions	NA	NA	NA	*	*	NA	101,979
★ Average turnaround time for in-person parking ticket hearings (minutes)	19	14	12	25	25	13	11
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	6.5	4.4	3.7	8.5	8.5	3.4	4.4
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	8.3	7.0	6.9	14.0	14.0	6.9	6.8
Parking ticket appeals reviewed	55,036	58,939	30,375	*	*	10,099	10,858
Parking ticket appeals granted a reversal (%)	14.0%	10.0%	21.0%	*	*	22.0%	22.8%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

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## SERVICE 3 Administer rent and property owner exemption programs.

Goal 3a

Promptly review applications for exemption programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	15,713	8,951	8,289	*	*	2,803	3,000
★ Average time to process initial SCRIE applications (days)	7.7	4.7	3.0	10.0	10.0	3.4	4.6
SCRIE renewal applications received	23,321	27,760	25,091	*	*	8,418	9,257
★ Average time to process renewal SCRIE applications (days)	8.9	6.9	5.2	10.0	10.0	6.1	8.9
Disability Rent Increase Exemption (DRIE) - Initial applications received	NA	2,594	2,143	*	*	756	604
★ Average time to process initial DRIE applications (days)	NA	7.5	3.4	10.0	10.0	3.8	5.9
DRIE renewal applications received	NA	5,816	6,141	*	*	1,947	2,314
★ Average time to process renewal DRIE applications (days)	NA	7.6	4.2	10.0	10.0	4.2	6.2
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

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## SERVICE 4 Help NYC taxpayers resolve tax issues.

Goal 4a

Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Inquiries received	NA	381	770	*	*	168	369
★ Average time to address inquiries (days)	NA	9.0	7.8	↓	↓	8.7	14.0
Cases opened	NA	194	308	*	*	111	97
Cases closed	NA	156	311	*	*	103	104
★ Average time to close a case (days)	NA	53.7	61.6	↓	↓	63.1	52.6
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Online property recording transactions (%)	NA	58.8%	63.1%	*	*	60.0%	69.1%
Average time to record and index property documents (days) - Citywide	3.8	3.4	1.1	*	*	1.9	0.5
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None				

## SERVICE 6 Serve and execute legal processes and mandates.

Goal 6a

Increase the proportion of judgments, orders and warrants that are successfully served/executed.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Arrest warrants successfully executed (%)	NA	81%	72%	*	*	74%	69%
Orders of Protection successfully served (%)	NA	58%	63%	*	*	63%	62%
Property seizure orders successfully executed (%)	NA	88%	83%	*	*	84%	80%
Child support orders successfully served (%)	NA	59%	62%	*	*	61%	65%

★ Critical Indicator

"NA" Not Available

↔ Directional Target

\* None

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Total revenue collected (\$000,000)	\$34,452	\$36,044	\$36,914	*	*	NA	NA
– Property taxes collected (\$000,000)	\$21,317	\$22,946	\$24,447	*	*	NA	NA
– Business taxes collected (\$000,000)	\$7,724	\$7,550	\$7,289	*	*	NA	NA
– Property transfer taxes collected (\$000,000)	\$2,920	\$3,008	\$2,501	*	*	NA	NA
– Parking summons revenue (\$000,000)	\$643	\$642	\$627	*	*	NA	NA
– Audit and enforcement revenue collected (\$000,000)	\$1,132	\$1,161	\$1,252	*	*	NA	NA
– Other revenue (\$000,000)	\$717	\$738	\$798	*	*	NA	NA

★ Critical Indicator

"NA" Not Available

↔ Directional Target

\* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
E-mails responded to in 14 days (%)	83%	71%	73%	85%	85%	68%	67%
Letters responded to in 14 days (%)	90%	87%	91%	85%	85%	90%	91%
Completed customer requests for interpretation	4,466	5,453	7,699	*	*	2,321	2,891
Average customer in-person wait time (minutes)	9	4	5	12	12	4	4
Calls answered by customer service representative (%)	NA	46%	80%	*	*	82%	87%
CORE customer experience rating (0-100)	93	81	96	90	90	NA	NA

★ Critical Indicator

"NA" Not Available

↔ Directional Target

\* None

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan		4-Month Actual	
	FY15	FY16	FY17			FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$251.8	\$258.8	\$266.6	\$302.5	\$300.8	\$306.4	\$125.9	\$123.9	
Revenues (\$000,000)	\$803.9	\$816.2	\$818.2	\$779.7	\$795.3	\$780.4	\$260.3	\$260.4	
Personnel	1,916	1,954	2,016	2,261	2,298	2,310	1,925	1,943	
Overtime paid (\$000)	\$1,709	\$2,699	\$3,519	\$1,332	\$1,259	\$1,332	\$947	\$935	

<sup>1</sup>February 2018 Financial Plan

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

"NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$154.0	\$160.1	
001 - Administration and Planning	\$42.3	\$43.2	All
002 - Operations	\$22.3	\$22.0	1b, 3a
003 - Property	\$26.7	\$29.0	1a, 1b, 5a
004 - Audit	\$27.4	\$28.6	1a, 1b
005 - Legal	\$6.5	\$6.7	1a, 1b, 2a
007 - Parking Violations Bureau	\$10.5	\$10.5	2a, 2b
009 - City Sheriff	\$18.1	\$20.0	1a, 2a, 6a
Other Than Personal Services - Total	\$112.7	\$140.8	
011 - Administration	\$60.5	\$71.8	All
022 - Operations	\$30.2	\$35.4	1b, 3a
033 - Property	\$1.9	\$3.8	1a, 1b, 5a
044 - Audit	\$0.6	\$0.9	1a, 1b
055 - Legal	\$0.1	\$0.1	1a, 1b, 2a
077 - Parking Violations Bureau	\$0.8	\$1.4	2a, 2b
099 - City Sheriff	\$18.5	\$20.2	1a, 2a, 6a
200 - Election Reform	NA <sup>4</sup>	\$7.0	NA
Agency Total	\$266.6	\$300.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.     <sup>2</sup>Includes all funds.     <sup>3</sup>Refer to agency goals listed at front of chapter.     <sup>4</sup>This UA originated in Fiscal 2018.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department's Fiscal 2018 Preliminary Mayor's Management Report includes several changes, including the addition of a new service on the work of the Sheriff's Office, 'Serve and execute legal processes and mandates,' with a corresponding goal and four metrics—'Arrest warrants successfully executed (%)', 'Orders of Protection successfully served (%)', 'Property seizure orders successfully executed (%)' and 'Child support orders successfully served (%).'
- DOF added the indicator 'Properties in final lien sale' to complement the existing lien sale metrics, and replaced the indicator 'Average turnaround time for audits (days)' with indicators that report on the average turnaround time by audit type, field audit and non-field audit.
- The Department will no longer report data for the indicator 'Tickets paid before penalty assessed' and added an indicator on the usage of its new "Pay or dispute" mobile app that enables motorists to pay parking ticket fines or initiate the dispute process via the app.
- DOF updated Fiscal 2017 data for the three metrics that report on parking ticket resolution within 90 days as well as four-month data for the percent upheld.
- DOF also added a customer service indicator on the number of calls made to its call center that were answered by an agency representative as a percent of incoming calls.

## ADDITIONAL RESOURCES

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

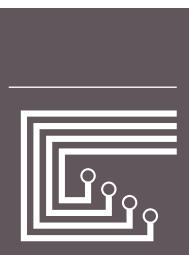
- NYC Rent Freeze Program:  
[www.nyc.gov/rentfreeze](http://www.nyc.gov/rentfreeze)

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



# DEPARTMENT OF INFORMATION TECHNOLOGY & TELECOMMUNICATIONS

Samir Saini, Commissioner



## WHAT WE DO

The Department of Information Technology and Telecommunications (DoITT) is the technology core of New York City government, working with over 100 City offices and agencies to deliver the tech they need to serve and empower New Yorkers. DoITT's technology solutions support the agencies that help keep the five boroughs safe, strong, and vibrant. The agency establishes the strategic direction for citywide IT operations; 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 works with the Mayor's Office of the Chief Technology Officer (MOCTO) to bring affordable, reliable broadband to every New Yorker by 2025. A key part of this effort is DoITT's LinkNYC network, which 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 October 31, 2017, 1,170 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 and MOCTO are also working to bring free broadband to over 16,000 New Yorkers living in public housing. DoITT and MOCTO 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 increase 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

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### SERVICE 1 Deliver City IT services including hardware, software and technical support.

- Goal 1a Provide quality service delivery and performance monitoring for DoITT-managed systems.
  - Goal 1b Resolve all citywide service desk requests and incident tickets within targeted levels.
  - Goal 1c Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.
  - Goal 1d Ensure effective management of the City's telecommunications service.
- 

### SERVICE 2 Support sharing and management of citywide data and information.

- Goal 2a Increase the public's use of City government information through NYC.gov.
  - Goal 2b Increase the number of publicly available data sets.
- 

### SERVICE 3 Regulate franchised cable services.

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

### SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

- Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

## HOW WE PERFORMED

- During the first four months of Fiscal 2018, DoITT maintained an average uptime of its key systems of 99.92 percent, which is a slight increase over the same period in the prior year. DoITT continues to make upgrades to systems and network infrastructure, such as upgrading the CityNet network from legacy vendor-proprietary protocol with limited scalability to the highly scalable and reliable industry standard to increase the safety and reliability of the City's infrastructure, as well as working with agencies to ensure their applications are resilient and redundant for business continuity.
- DoITT saw a slight increase in average time to resolve all incidents which coincided with an 11 percent increase in the number of incidents compared to the same period in Fiscal 2017. DoITT did see an improvement in average time to resolve Critical Incidents. This is due in part to the refinement of incident management processes, 24/7 infrastructure coverage in key areas and the continual fine-tuning and leveraging of monitoring appliances. Enhanced metrics, tools and continued capacity-building across service teams will support further improvements in incident resolution.
- The percentage of DoITT-led citywide projects completed on time increased compared to the same period in Fiscal 2017. In the reporting period, 16 DoITT-led projects in the Agency Programs unit were completed, which is comparable to the 17 it completed during the previous reporting period. DoITT continues to innovate with collaborative methodologies, such as agile and human-centered design, which facilitate more frequent contact with customers and continuous feedback to deliver the best value to agency partners as quickly as possible.
- DoITT was able to improve the average time to resolve telecommunications incidents by 44 percent compared to last year, which is due to new training programs and administrative support for technical staff. Additionally, the telecom team is now directly responsible for both monitoring and resolving voice circuit issues resulting in quicker resolution.
- DoITT published 1,775 datasets on the [Open Data](#) portal as of October 31, 2017, an increase of 10 percent compared to the 1,612 published as of the same date last year. DoITT continues to work closely with agencies to ensure that data is automatically refreshed to increase the frequency of available data in a consistent and user-friendly format on the Open Data website.
- As of October 31, 2017, there were 1,170 active LinkNYC kiosks across the City, with an average of 67 kiosks added per month from July to October 2017, as the City remains committed to comprehensive coverage across all boroughs. The City's revenue share is not dependent on the number of kiosks installed, as the agreement with the partner vendors guarantees the City will receive either 50 percent of gross revenues, or the minimum annual guarantee of revenues, which is set at approximately \$540 million over the initial term of the agreement through 2026. In the reporting period LinkNYC kiosks have generated \$9.8 million in revenue for the City, and almost \$60 million since implementation began in 2015.

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## SERVICE 1 Deliver City IT services including hardware, software and technical support.

### Goal 1a

Provide quality service delivery and performance monitoring for DoITT-managed systems.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average uptime of key systems (mainframe, UNIX, Wintel) (%)	99.36%	99.59%	99.66%	99.99%	99.99%	99.89%	99.92%
Uptime of NYC.gov (%)	99.99%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
Uptime of NYCWIN (%)	100.00%	99.99%	99.97%	99.99%	99.99%	99.98%	99.99%
Uptime of 800 MHz network (%)	100.00%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
Uptime of Citywide Radio Network (%)	100.00%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

**Goal 1b**

Resolve all citywide service desk requests and incident tickets within targeted levels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Service incidents	197,166	230,978	260,045	*	*	79,222	88,155
★ Average time to resolve all service incidents (days)	1.3	1.6	1.5	3.0	3.0	1.7	1.8
Average time to resolve service incidents - Critical (days)	0.7	0.4	0.4	0.1	0.1	0.6	0.1
Average time to resolve service incidents - High (days)	0.4	0.8	0.7	0.2	0.2	0.9	1.0
Average time to resolve service incidents - Medium (days)	1.0	1.2	1.2	3.0	3.0	1.3	1.8
Average time to resolve service incidents - Low (days)	1.8	2.2	2.0	6.0	6.0	2.2	2.3
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Projects on schedule (%)	87%	88%	88%	80%	80%	90%	91%
★ Projects completed on time (%)	75%	71%	70%	75%	75%	67%	92%
Active projects	34	45	49	*	*	49	60
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

**Goal 1d**

Ensure effective management of the City's telecommunications service.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Service incidents - Telecommunications repair	2,628	2,531	3,026	*	*	775	992
Average time to resolve telecommunications incidents (days)	4.6	8.0	6.4	*	*	9.9	5.5
★ Uptime of telecommunications network (Voice over Internet Protocol) (%)	100.00%	100.00%	99.93%	99.99%	99.99%	100.00%	99.99%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
NYC.gov web page views (000)	NA	271,252.2	271,980.0	*	*	89,064.6	88,661.0
★ NYC.gov unique visitors (average monthly) (000)	3,772	4,001	4,599	⇧	⇧	4,553	4,195
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None				

**Goal 2b**

Increase the number of publicly available data sets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Data sets available for download on NYC.gov/OpenData	1,369	1,552	1,700	1,902	1,902	1,612	1,775
★ Critical Indicator      "NA" Not Available            * None							

**SERVICE 3 Regulate franchised cable services.****Goal 3a**

Ensure customer complaints are resolved in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Video cable complaints resolved in 30 days or less (%)	99.8%	100.0%	99.2%	98.0%	98.0%	100.0%	99.7%
Average time to resolve all video cable complaints (days)	13	13	14	*	*	14	12
★ Critical Indicator      "NA" Not Available            * 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Active LinkNYC kiosks on City streets	NA	198	901	2,830	2,830	414	1,170
LinkNYC kiosks in violation (%)	NA	0%	0%	5%	5%	0%	0%
Telecommunications advertisement-generated revenue (\$000)	\$5,190.5	\$18,625.9	\$25,938.9	\$25,600.0	\$25,600.0	\$8,525.0	\$9,747.3
★ Critical Indicator      "NA" Not Available            * None							

**AGENCY-WIDE MANAGEMENT**

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Citywide IT professional services contracts in use by agencies (%)	37%	39%	49%	*	*	NA	NA
★ Critical Indicator      "NA" Not Available            * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators			Actual		Target		4-Month Actual		
			FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience									
Letters responded to in 14 days (%)			91%	100%	99%	*	*	100%	100%
E-mails responded to in 14 days (%)			95%	100%	100%	*	*	100%	100%
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

Performance Indicators			Actual		Target		4-Month Actual		
			FY15	FY16	FY17	FY18	FY19	FY17	FY18
Response to 311 Service Requests (SRs)									
Percent meeting time to close – cable complaint - video service (15 days)			96	96	86	*	*	90	92
Percent meeting time to close – cable complaint - billing (30 days)			100	100	98	*	*	100	99
Percent meeting time to close – cable complaint - miscellaneous (30 days)			100	100	99	*	*	100	100
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18 <sup>1</sup>	FY19 <sup>1</sup>
Expenditures (\$000,000) <sup>2</sup>	\$491.7	\$587.0	\$637.6	\$628.3	\$765.7	\$602.6	\$349.4	\$267.5
Revenues (\$000,000)	\$174.1	\$173.9	\$184.2	\$176.2	\$180.0	\$174.4	\$49.4	\$49.8
Personnel	1,257	1,379	1,491	1,772	1,793	1,752	1,420	1,533
Overtime paid (\$000)	\$867	\$1,135	\$1,845	\$500	\$493	\$493	\$549	\$524

<sup>1</sup>February 2018 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available

## 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 FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$126.2	\$138.5	All
002 - Other Than Personal Services	\$511.4	\$627.2	All
Agency Total	\$637.6	\$765.7	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.    <sup>2</sup>Includes all funds.    <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Samir Saini was appointed Commissioner of DOITT in January 2018, succeeding Anne Roest who was Commissioner during the July through October reporting period.
- The indicator 'Telecommunications advertisement-generated revenue (\$000)' had previously reflected a cumulative total since the beginning of the LinkNYC program in 2015, but now reflects the revenue for a given fiscal year. Revisions to the definition resulted in changes to the data reported for Fiscal 2015 through Fiscal 2017. Furthermore, annual targets for advertising revenue have been added, which reflect a minimum revenue anticipated for a given fiscal year.

## ADDITIONAL RESOURCES

For additional information go to:

- NYC.gov:  
<http://www.nyc.gov/>
- NYC Open Data:  
<http://nyc.gov/opendata>

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

# BOARD OF ELECTIONS

Michael J. Ryan, Executive Director



## WHAT WE DO

The Board of Elections of the City of New York (the Board) is an administrative body of ten commissioners, two from each borough upon recommendation by both political parties and then appointed by the City Council for a term of four years. The commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State election law for the following:

Voter registration, outreach and processing; maintenance and updating of voter records; processing and verification of candidate petitions/documents; campaign finance disclosures of candidates and campaign committees; recruiting, training and assigning the various election day officers to conduct elections; operation of poll site locations; maintenance, repair, setup and deployment of the Election Day operation equipment; ensuring each voter 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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Voter turnout - general election (000)	1,042	236	2,760	*	*	NA	NA
Voter Registration forms processed	145,809	166,961	503,609	*	*	NA	NA
Total registered voters (000)	4,568	4,552	4,927	*	*	NA	NA
Total active voters (000)	4,160	4,108	4,477	*	*	NA	NA
Eligible voters registered (%)	NA	NA	NA	*	*	NA	NA
Poll worker attendance on Election Day (%)	84.8%	89.1%	93.2%	*	*	NA	NA
Voter complaints regarding poll workers	446	304	721	*	*	NA	NA
Voter complaints regarding poll workers - service	213	243	394	*	*	NA	NA
Voter complaints regarding poll workers - procedure	233	61	327	*	*	NA	NA
Voting equipment replacement rate - ballot scanners (%)	0.4%	0.3%	0.9%	*	*	NA	NA
Voting equipment replacement rate - ballot marking devices (%)	2.3%	0.5%	1.4%	*	*	NA	NA
Election results reporting timeliness (hours)	NA	NA	NA	*	*	NA	NA
Precision of unofficial election results (%)	2.1%	1.8%	1.1%	*	*	NA	NA
Interpreters deployed on election day	2,051	1,874	2,329	*	*	NA	NA
Interpreters deployed on election day - Bronx	148	155	176	*	*	NA	NA
Interpreters deployed on election day - Brooklyn	539	500	670	*	*	NA	NA
Interpreters deployed on election day - Queens	924	830	910	*	*	NA	NA
Interpreters deployed on election day - Manhattan	394	351	529	*	*	NA	NA
Interpreters deployed on election day - Staten Island	46	38	44	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17				FY18	FY18
Expenditures (\$000,000) <sup>2</sup>	\$106.8	\$116.7	\$121.6	\$141.0	\$143.0	\$95.1	\$51.9	\$47.7
Revenues (\$000)	\$41	\$47	\$51	\$116	\$116	\$116	\$20	\$27
Personnel	638	752	706	1,067	1,067	1,067	776	751
Overtime paid (\$000,000)	\$4.9	\$7.2	\$8.3	\$10.9	\$10.9	\$2.3	\$4.2	\$3.8

<sup>1</sup>February 2018 Financial Plan    <sup>2</sup>Expenditures include all funds    "NA" - Not Available

## SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)
001 - Personal Services	\$63.1	\$71.4
002 - Other Than Personal Services	\$58.5	\$71.6
Agency Total	\$121.6	\$143.0

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.    <sup>2</sup>Includes all funds.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Fiscal 2017 figure for the indicator 'Poll worker attendance on Election Day (%)' was revised to reflect current data.

## ADDITIONAL RESOURCES

For additional information go to:

- Annual reports:  
<http://vote.nyc.ny.us/html/forms/reports.shtml>

For more information on the agency, please visit: [www.vote.nyc.ny.us](http://www.vote.nyc.ny.us).





# Appendix



# **Mayor's Management Report**

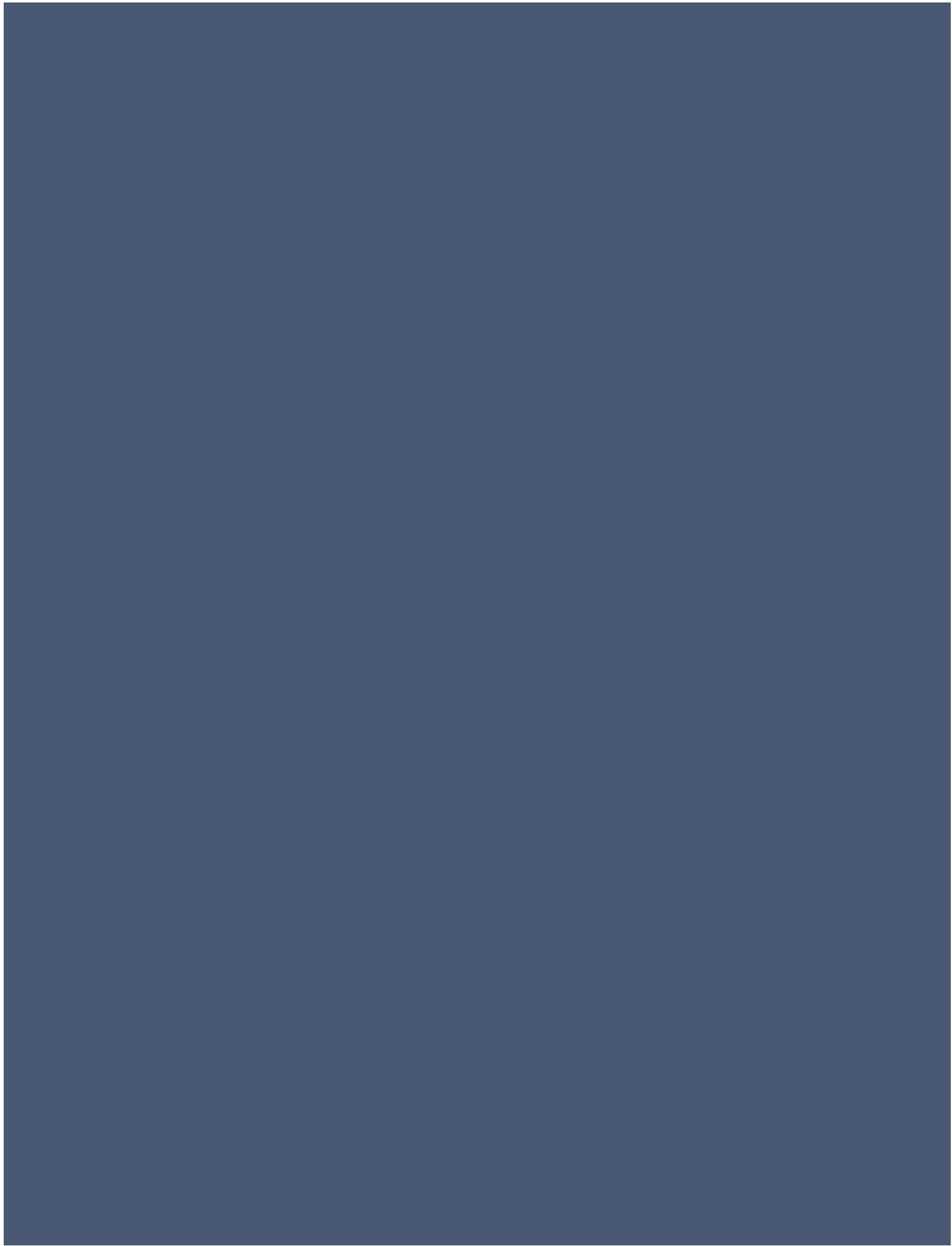
Preliminary Fiscal 2018  
Additional Tables

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

Dean Fuleihan, First Deputy Mayor

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

February 2018



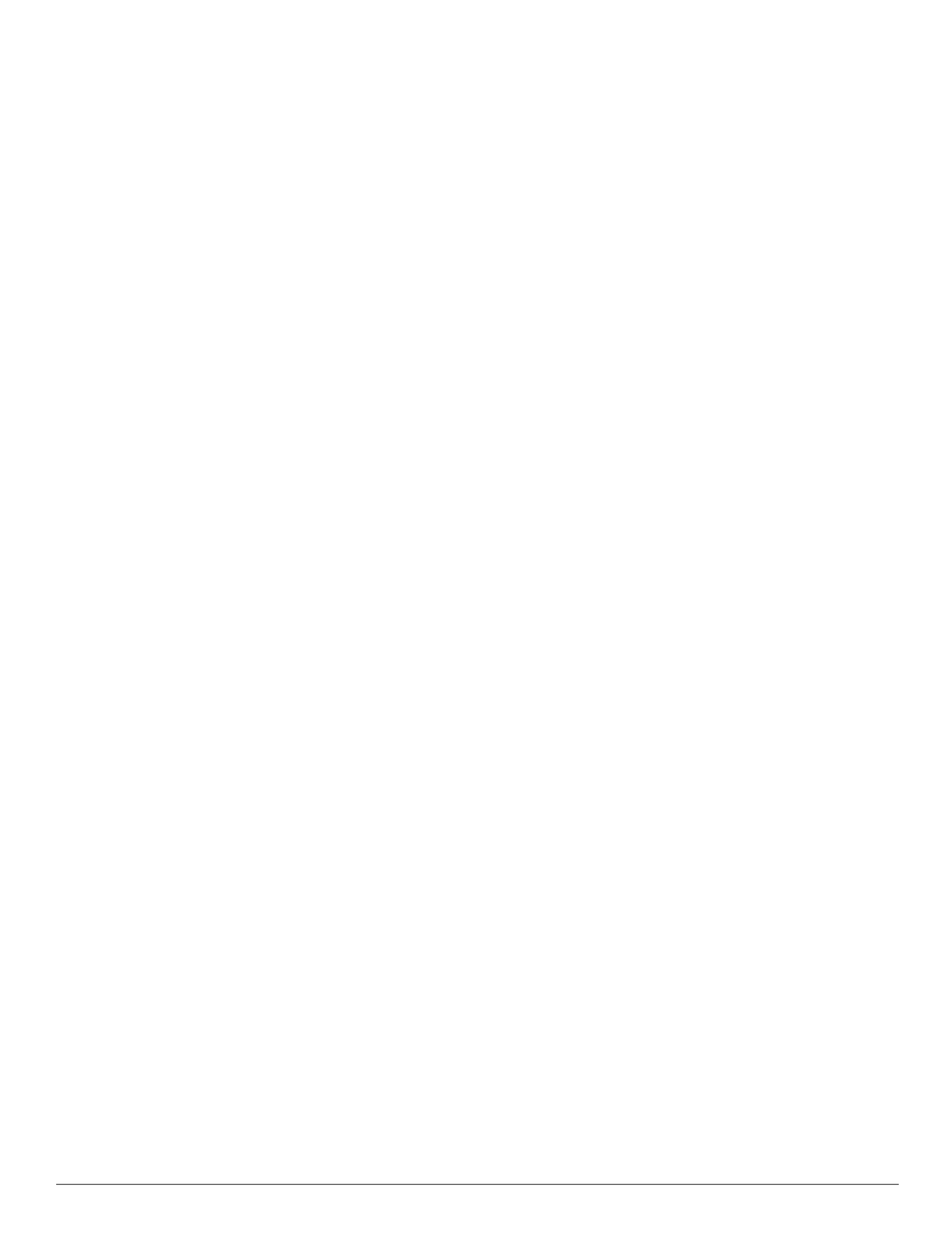


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## CUSTOMER SERVICE

### Timeliness Indicators

Percent of e-mails responded to in 14 days							
Performance Statistics	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
311	100%	100%	96%	*	*	100%	100%
ACS	90%	98%	97%	*	*	99%	93%
BIC	100%	100%	100%	*	*	100%	100%
CCHR	100%	100%	100%	*	*	100%	99%
CCRB	98%	100%	100%	*	*	100%	75%
DCAS	74%	81%	85%	*	*	85%	85%
DCLA	92%	95%	89%	88%	88%	86%	80%
DCP	90%	85%	83%	85%	85%	98%	24%
DDC	95%	86%	90%	90%	90%	85%	99%
DEP	86%	93%	100%	95%	95%	100%	100%
DFTA	76%	81%	86%	*	*	87%	68%
DHS	69%	61%	NA	*	*	50%	23%
DOB	51%	60%	63%	57%	57%	68%	49%
DOC	100%	100%	100%	*	*	100%	100%
DOE	64%	60%	60%	61%	61%	NA	NA
DOF	83%	71%	73%	85%	85%	68%	67%
DOHMH	58%	72%	73%	75%	75%	52%	81%
DOI	100%	100%	100%	*	*	100%	100%
DOITT	95%	100%	100%	*	*	100%	100%
DOP	100%	100%	100%	*	*	100%	100%
DORIS	100%	100%	100%	*	*	100%	100%
DOT	95%	98%	97%	95%	95%	99%	99%
DPR	52%	60%	77%	60%	60%	71%	67%
DSNY	64%	75%	73%	*	*	72%	68%
DYCD	100%	100%	100%	*	*	100%	100%
FDNY	37%	54%	48%	*	*	69%	60%
HPD	76%	55%	67%	58%	58%	72%	64%
HRA	94%	93%	93%	90%	90%	91%	97%
LAW	100%	100%	100%	*	*	100%	100%
LPC	100%	98%	99%	*	*	98%	98%
NYCEM	97%	99%	100%	*	*	100%	100%
NYCHA	88%	83%	78%	*	*	74%	89%
OATH	100%	100%	100%	*	*	100%	95%
OCME	100%	100%	100%	*	*	100%	100%
SBs	100%	100%	100%	*	*	100%	100%
TLC	99%	98%	99%	85%	85%	99%	100%

"NA" - means Not Available in this report

\* No Target

## CUSTOMER SERVICE

### Timeliness Indicators (cont.)

Percent of letters responded to in 14 days							
Performance Statistics	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Agency							
ACS	85%	97%	88%	*	*	86%	88%
BIC	100%	100%	100%	*	*	100%	100%
CCHR	100%	98%	100%	*	*	40%	100%
CCRB	84%	88%	80%	*	*	78%	83%
DCAS	50%	66%	56%	*	*	43%	50%
DCLA	100%	100%	100%	90%	90%	NA	100%
DCP	64%	72%	71%	50%	50%	90%	38%
DDC	94%	88%	86%	90%	90%	79%	98%
DEP	99%	99%	99%	95%	95%	99%	99%
DFTA	77%	86%	80%	*	*	80%	85%
DHS	70%	65%	NA	*	*	15%	NA
DOB	69%	30%	60%	57%	57%	55%	40%
DOC	99%	99%	100%	*	*	100%	100%
DOE	75%	73%	71%	72%	72%	NA	NA
DOF	90%	87%	91%	85%	85%	90%	91%
DOHMH	36%	60%	44%	50%	50%	22%	58%
DOI	100%	100%	100%	*	*	100%	100%
DOITT	91%	100%	99%	*	*	100%	100%
DOP	100%	100%	100%	*	*	100%	100%
DORIS	100%	100%	100%	*	*	100%	100%
DOT	95%	98%	97%	95%	95%	97%	94%
DPR	43%	47%	74%	60%	60%	70%	64%
DSNY	58%	73%	66%	*	*	61%	44%
DYCD	100%	100%	100%	*	*	100%	100%
FDNY	92%	97%	97%	*	*	98%	91%
HPD	47%	53%	45%	52%	52%	40%	48%
HRA	81%	87%	94%	90%	90%	93%	83%
LAW	100%	100%	100%	*	*	100%	100%
LPC	85%	80%	85%	*	*	65%	97%
NYCEM	100%	100%	100%	*	*	100%	100%
NYCHA	79%	85%	84%	*	*	82%	90%
OATH	100%	100%	100%	*	*	100%	100%
OCME	100%	100%	100%	*	*	100%	100%
SBS	100%	100%	100%	*	*	100%	100%
TLC	99%	NA	88%	90%	90%	86%	94%

"NA" - means Not Available in this report

\* No Target

## CUSTOMER SERVICE

### Timeliness Indicators (cont.)

Average customer in-person wait time (minutes)							
Performance Statistics	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
BIC	3	3	3	*	*	NA	NA
CCHR	10	11	9	*	*	5	5
DCA	13	9	9	17	17	NA	NA
DCAS	1	1	1	*	*	NA	NA
DEP	6	5	4	5	5	NA	NA
DHS	15	10	6	*	*	NA	NA
DOB	NA	NA	27	*	*	33	23
DOF	9	4	5	12	12	4	4
DOHMH	8	1	1	10	10	NA	NA
DOI	3	3	3	*	*	NA	NA
DOT	3	4	3	*	*	3	3
FDNY	11	14	17	*	*	NA	NA
HPD	36	27	19	29	29	NA	NA
HRA	42	35	34	60	60	34	35
NYCHA	15	13	18	*	*	16	21

Percent of calls answered in 30 seconds							
Performance Statistics	Target			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
3-1-1	84%	89%	85%	80%	80%	85%	88%
DEP	68%	73%	79%	76%	76%	75%	78%
DOB	NA	NA	NA	*	*	NA	73%
DOHMH	82%	78%	73%	80%	80%	75%	74%
DOT	61%	21%	12%	*	*	11%	69%
DYCD	47%	48%	43%	*	*	78%	69%
HRA	66%	80%	84%	80%	80%	93%	58%
NYCHA	72%	64%	46%	*	*	49%	64%
NYPD	99%	99%	99%	*	*	99%	99%

"NA" - means Not Available in this report

\* No Target



## CUSTOMER SERVICE

### 311 Customer Service Center Inquiries by Agency

	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17	Total Jul-Oct FY18	% of Inquiries Jul-Oct FY18	Rank in # of Calls in Jul-Oct FY18
<b>Top Inquiries</b>						
<b>ACS</b>						
Child Care Financial Assistance - Voucher Information	2,221	12%	2	2,369	13.95%	1
Child Care Financial Assistance - Eligibility Information and Application By Mail	2,223	12%	1	1,783	10.50%	2
Child Care Financial Assistance - Status of a Submitted Application	1,178	6%	7	1,683	9.91%	3
Child Care Financial Assistance - Children's Services Clients	1,683	9%	3	1,427	8.41%	4
Child Care Financial Assistance - Eligibility and Application In Person or By Phone	1,488	8%	4	1,365	8.04%	5
<b>BIC</b>						
Commercial Waste and Private Carters Information	531	65%	1	614	69%	1
Sanitation Complaint - Private Carter	275	34%	2	252	29%	2
Trade Waste License Registration	13	2%	3	18	2%	3
<b>BOE</b>						
Election and Voting Information	7,093	43%	1	1,241	47%	1
Find a Poll Site	2,356	14%	4	587	22%	2
Check Voter Registration Status	3,368	20%	2	224	8%	3
Absentee Voting	2,562	16%	3	202	8%	4
Become a Poll Worker	614	4%	5	200	8%	5
<b>BPL</b>						
Find a Library - Brooklyn	542	80%	1	382	81%	1
General Information - Brooklyn Public Library	46	7%	3	37	8%	2
Library Complaint - Brooklyn	27	4%	4	28	6%	3
Elementary School Student After School Program - Drop-In	46	7%	2	18	4%	4
Find a Library - Bronx, Manhattan, Staten Island	4	1%	5	2	0%	5
<b>CCHR</b>						
Report Discrimination	3,540	87%	1	3,081	86%	1
Disability Access Inadequate	417	10%	2	383	11%	2
Human Rights Commission Publications	67	2%	3	77	2%	3
Human Rights Education and Community Outreach	62	2%	4	60	2%	4
<b>CCRB</b>						
Police Officer Misconduct	2,558	99%	1	2,093	99%	1
Civilian Complaint Mediation	15	1%	2	19	1%	2
<b>CUNY</b>						
Excelsior Free Tuition Program for CUNY and SUNY Students	NA	NA	NA	510	29%	1
Find a CUNY College	574	39%	1	487	28%	2
CUNY Admissions Services	158	11%	3	178	10%	3
CUNY Citizenship Now	172	12%	2	146	8%	4
Free GED Bridge Classes - LaGuardia Community College	113	8%	4	96	5%	5

## CUSTOMER SERVICE

### 311 Customer Service Center Inquiries by Agency

	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17	Total Jul-Oct FY18	% of Inquiries Jul-Oct FY18	Rank in # of Calls in Jul-Oct FY18
<b>Top Inquiries</b>						
<b>DCA</b>						
Financial Empowerment Center	1,750	6%	1	1,869	6%	1
Retail Store Complaint	1,478	5%	3	1,706	5%	2
NYC Online Licensing Service - Technical Assistance	1,494	5%	2	1,685	5%	3
Food Service Establishment Permit - Renew or Status	NA	NA	NA	1,415	4%	4
Investigate a Business Licensed by DCA	1,455	5%	4	1,392	4%	5
<b>DCAS</b>						
Civil Service Exam Information	4,270	62%	1	4,411	68%	1
NYC Jobs	753	11%	2	464	7%	2
City Employment Verification	338	5%	3	362	6%	3
Sale of City-Owned Real Estate and Sales Auctions	245	4%	5	200	3%	4
The Green Book	312	5%	4	144	2%	5
<b>DCLA</b>						
Find a Zoo or Aquarium	453	45%	1	325	43%	1
Find a Museum	346	34%	2	240	32%	2
Find a Botanical Garden	107	11%	3	103	14%	3
Grants for Cultural Programs	41	4%	4	28	4%	4
Find a Performing Arts Venue	18	2%	5	13	2%	5
<b>DCP</b>						
Locate an Elected Official	5,895	88%	1	5,128	86%	1
Zoning Information Desk	765	11%	2	718	12%	2
Waterfront - Flood Zone Information	27	0%	3	33	1%	3
City Planning - Hearings and Publications	10	0%	5	17	0%	4
CountNYC	NA	NA	NA	15	0%	5
<b>DDC</b>						
DDC Project Inquiries and Complaints	353	90%	1	296	90%	1
General Inquiries for the Department of Design and Construction	37	9%	2	27	8%	2
Bidding on DDC Projects	3	1%	3	5	2%	3
Construction Vendor Prequalification List	1	0%	4	2	1%	4
<b>DEP</b>						
Noise from Construction After Hours	6,902	9%	2	6,870	10%	1
Fire Hydrant Running Full	10,680	14%	1	5,106	8%	2
Water and Sewer Bill Information	4,462	6%	4	4,034	6%	3
Sewer Backup Complaint - Priority	4,206	6%	5	3,686	6%	4
Fire Hydrant Running	5,495	7%	3	3,560	5%	5
<b>DFTA</b>						
Housing Options - Senior - Low-Income	2,890	17%	1	2,850	19%	1
Lawyer Referral for Seniors	1,883	11%	2	1,787	12%	2
Housing Options - Senior - Frail, Disabled, or with Alzheimers or Dementia	937	6%	4	1,040	7%	3
Find a Senior Center	1,110	7%	3	849	6%	4
Case Assistance for Seniors	890	5%	5	790	5%	5

## CUSTOMER SERVICE

### 311 Customer Service Center Inquiries by Agency

	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17	Total Jul-Oct FY18	% of Inquiries Jul-Oct FY18	Rank in # of Calls in Jul-Oct FY18
<b>Top Inquiries</b>						
DHS						
Homeless Shelter Complaint - Shelter Client	7,362	25%	1	8,225	33%	1
Homeless Shelter Intake for Single Adults	4,942	17%	3	4,316	18%	2
Homeless Person Outreach Assistance	4,116	14%	4	4,253	17%	3
Homeless Shelter Intake for Families with Children	3,126	11%	5	2,945	12%	4
Assistance for Homeless People in Shelters	1,360	5%	6	1,600	7%	5
DOB						
Schedule a Plan Examiner Appointment	37,889	40%	1	34,911	39%	1
Illegal Conversion of Residential Space	6,425	7%	2	6,250	7%	2
Building Construction Without Permit	5,828	6%	3	5,802	7%	3
Elevator or Escalator Defective or Without Permit	5,747	6%	4	4,869	5%	4
Building Construction Unauthorized After Hours	1,237	1%	8	1,625	2%	5
DOC						
Jail System Complaint	11,399	38%	1	10,816	37%	1
Inmate Location and Information	8,681	29%	2	10,261	35%	2
Property Pickup for Former Rikers Island Inmates	5,774	19%	3	4,292	15%	3
Inmate Visit Schedule	1,138	4%	4	888	3%	4
Department of Correction Facilities	562	2%	6	734	3%	5
DOE						
Public School Calendar	10,868	23%	1	7,584	19%	1
Find a School	4,096	9%	2	3,758	9%	2
Find a School Zone	1,996	4%	4	2,052	5%	3
Pre-Kindergarten - General Information	2,017	4%	3	1,764	4%	4
3-K for All	NA	NA	NA	1,571	4%	5
DOF						
Parking Ticket Lookup - Ticket or Plate Number Known	63,582	20%	1	67,632	21%	1
Find a Towed Vehicle - Plate Number Known	32,153	10%	2	36,039	11%	2
Property Tax Account Assistance and Bill Information	24,960	8%	3	30,951	10%	3
Find a Towed Vehicle - Plate Number Unknown - NYPD	11,964	4%	6	14,529	5%	4
Parking Ticket Payment Problem or Penalty Adjustment	12,076	4%	5	8,680	3%	5
DOHMH						
Birth Certificate from 1910 to Present	13,854	11%	1	14,810	12%	1
Rodent Complaint - Other Location	8,460	7%	2	8,779	7%	2
Status of a Birth Certificate Order	4,561	4%	3	5,201	4%	3
Animal - Injured or Sick - Stray Dog or Cat	3,993	3%	4	3,492	3%	4
Birth Certificate Correction or Change	2,764	2%	7	3,081	3%	5
DOI						
City Worker or City Contractor Corruption or Criminal Misconduct	523	47%	1	409	43%	1
Contact or Locate a City Marshal	456	41%	2	376	40%	2
Report Section 8 Landlord or Tenant Fraud	NA	NA	NA	58	6%	3
Fingerprinting - Center-Based Day Care or Pre-School	50	4%	4	56	6%	4
City Marshal Complaint	86	8%	3	47	5%	5

## CUSTOMER SERVICE

### 311 Customer Service Center Inquiries by Agency

	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17	Total Jul-Oct FY18	% of Inquiries Jul-Oct FY18	Rank in # of Calls in Jul-Oct FY18
<b>Top Inquiries</b>						
<b>DOITT</b>						
Cable Complaint - Service	365	20%	1	625	26%	1
Cable Complaint - Billing	324	18%	3	477	20%	2
Cable Phone and Internet Service Complaint	327	18%	2	462	19%	3
Verizon City-Wide Cable TV Franchise	201	11%	4	184	8%	4
Cable Complaint - Installation	118	7%	6	143	6%	5
<b>DOP</b>						
Adult Probation Supervision - Brooklyn	79	25%	1	59	26%	1
Adult Probation Supervision - Manhattan	51	16%	3	52	23%	2
Adult Probation Supervision - Bronx	60	19%	2	47	20%	3
Adult Probation Supervision - Queens	48	15%	4	42	18%	4
Probation Warrant Enforcement	14	4%	6	7	3%	5
<b>DORIS</b>						
Marriage Record Before 1950	NA	NA	NA	580	37%	1
Death Certificate Before 1949	260	22%	2	351	23%	2
Birth Certificate Before 1910	196	17%	3	231	15%	3
Status of Request for Death Certificate from Before 1949	166	14%	4	90	6%	4
Genealogy Research	62	5%	6	78	5%	5
<b>DOT</b>						
Alternate Side Parking or Street Cleaning Information	2,550	3%	10	11,565	11%	1
Streetlight Condition	10,943	12%	1	9,139	9%	2
Traffic or Pedestrian Signal Condition	4,906	5%	3	5,324	5%	3
Parking Meter Defective or Damaged	7,051	8%	2	4,546	5%	4
Pothole on Street	4,065	4%	5	4,099	4%	5
<b>DPR</b>						
Removal of Large Branch or Entire Tree - City Tree or Property	8,200	14%	1	8,431	15%	1
Wood Disposal, Chipping, and Pickup - Brooklyn and Queens	5,105	9%	2	4,590	8%	2
Standing Dead Tree Removal - City Tree	3,975	7%	4	4,418	8%	3
Trees and Sidewalk Repair for 1, 2 and 3 Family Residential Property	3,553	6%	6	4,089	7%	4
Park Maintenance Complaint	4,135	7%	3	4,034	7%	5
<b>DSNY</b>						
Bulk Item Disposal Information	28,744	14%	1	28,066	12%	1
CFC and Freon Removal - Appointment	27,901	14%	2	27,329	11%	2
Recycling and Trash Collection Schedules	13,752	7%	4	18,446	8%	3
Bulk Item Pick Up - Appointment	NA	NA	NA	16,399	7%	4
Missed Garbage Collection	16,295	8%	3	13,568	6%	5
<b>DVS</b>						
Benefits for Veterans	NA	NA	NA	433	73%	1
Healthcare Information for Veterans	NA	NA	NA	83	14%	2
Legal Assistance for Veterans	NA	NA	NA	50	8%	3
Crisis Intervention Support and Trauma Counseling for Veterans	NA	NA	NA	27	5%	4

## CUSTOMER SERVICE

### 311 Customer Service Center Inquiries by Agency

Top Inquiries	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17	Total Jul-Oct FY18	% of Inquiries Jul-Oct FY18	Rank in # of Calls in Jul-Oct FY18
<b>DYCD</b>						
Literacy and GED or TASC Instruction for Non-English Speakers	669	15%	1	467	13%	1
Summer Jobs for Youth - General	567	12%	2	415	11%	2
Immigration Assistance from Community-Based Organizations	539	12%	3	335	9%	3
Literacy and GED or TASC Instruction for Adults	453	10%	4	316	9%	4
Elementary School Student After School Program - Enrolled	384	8%	5	289	8%	5
<b>FDNY</b>						
Fire Hazard Complaint	2,132	16%	1	1,769	16%	1
Ambulance Patient Locator	1,453	11%	2	1,426	13%	2
Locate a Firehouse - Brooklyn	954	7%	4	791	7%	3
Get a Job with FDNY	436	3%	13	741	7%	4
Ambulance Billing for FDNY	574	4%	7	551	5%	5
<b>HPD</b>						
Apartment Maintenance Complaint	39,661	32%	1	43,736	39%	1
Residential Public Area Maintenance Complaint	8,638	7%	4	8,484	7%	2
Heat or Hot Water Complaint in Entire Residential Building	13,116	10%	2	6,557	6%	3
Heat or Hot Water Complaint in Apartment	9,723	8%	3	6,189	5%	4
Residential Building-Wide Maintenance Complaint	5,436	4%	5	5,953	5%	5
<b>HRA</b>						
IDNYC - Make an Appointment	20,948	20%	1	9,657	11%	1
Public Assistance or Welfare	6,411	6%	5	6,465	8%	2
IDNYC - Documents Required to Apply	10,446	10%	2	5,125	6%	3
Homelessness Prevention through HomeBase	5,748	NA	NA	4,475	5%	4
SNAP (Food Stamps) - Status	NA	NA	NA	4,197	5%	5
<b>LAW</b>						
Laws of the City of New York	338	100%	1	343	100%	1
<b>LPC</b>						
Landmark and Historic District Information	90	49%	1	74	46%	1
Landmark Building Alteration Permit	69	38%	2	53	33%	2
Landmark Status Application	9	5%	4	24	15%	3
Landmark Building Painting Complaint	10	5%	3	6	4%	4
Landmark Restoration Grant Application	5	3%	5	4	2%	5
<b>NYCEM</b>						
Donate Critically-Needed Items for Hurricane Relief in Puerto Rico	NA	NA	NA	1,249	36%	1
NYC Hurricane Service Center	NA	NA	NA	982	29%	2
Cooling Center Locations	2,364	76%	1	374	11%	3
Know Your Zone - Hurricane Evacuation Lookup	240	8%	2	198	6%	4
Ready New York Guide	47	2%	5	171	5%	5

## CUSTOMER SERVICE

### 311 Customer Service Center Inquiries by Agency

Top Inquiries	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17	Total Jul-Oct FY18	% of Inquiries Jul-Oct FY18	Rank in # of Calls in Jul-Oct FY18
<b>NYCHA</b>						
Public Housing Maintenance	6,250	32%	1	4,692	31%	1
NYCHA Borough Management Office - Brooklyn	1,752	9%	2	1,523	10%	2
NYCHA Borough Management Office - Manhattan	1,639	8%	4	1,404	9%	3
Public Housing Application Information and Assistance	1,688	9%	3	1,225	8%	4
NYCHA Borough Management Office - Bronx	1,350	7%	6	1,082	7%	5
<b>NYCHH</b>						
Find a Public Hospital	6,688	53%	1	4,445	47%	1
Inmate Health and Mental Health Complaints and Concerns	2,715	22%	2	2,277	24%	2
MetroPlus Health Plan	269	2%	5	376	4%	3
Health Department Low to No-Cost Confidential Clinics	461	4%	3	336	4%	4
Adult Immunization Clinic	447	4%	4	312	3%	5
<b>NYPD</b>						
Noise from Neighbor	40,349	13%	1	42,910	13%	1
Vehicle Blocking Driveway Complaint	34,873	11%	2	38,576	12%	2
Find a Police Precinct or PSA by Location	27,415	9%	3	29,107	9%	3
Illegal Parking Complaint	25,649	8%	4	27,977	8%	4
Find a Police Precinct or PSA by Name	16,624	5%	6	16,966	5%	5
<b>NYPL</b>						
Find a Library - Bronx, Manhattan, Staten Island	961	89%	1	549	84%	1
Library Complaint - Bronx - Manhattan - Staten Island	54	5%	2	52	8%	2
General Information - New York Public Library	48	4%	3	34	5%	3
Library Hotspot	12	1%	4	14	2%	4
Library Video Visitation	NA	NA	NA	6	1%	5
<b>OATH</b>						
City-Issued Summons - Information	5,234	62%	1	5,456	71%	1
City-Issued Summons - Request Status or Copy	1,329	16%	2	1,476	19%	2
City-Issued Summons - Request a Hearing by Phone	302	4%	4	377	5%	3
Hearings Division Borough Office Locations	345	4%	3	218	3%	4
City-Issued Summons - Request an Online Hearing	246	3%	6	174	2%	5
<b>OCME</b>						
Death Inquiries	419	59%	1	336	54%	1
Proof of Death	114	16%	2	132	21%	2
Autopsy Report	109	15%	3	103	17%	3
Cremation Inquiries	31	4%	4	28	5%	4
Reflection Room at the World Trade Center Memorial	31	4%	5	16	3%	5
<b>QPL</b>						
Find a Library - Queens	255	63%	1	243	73%	1
Library Complaint - Queens	39	10%	3	35	11%	2
Elementary School Student After School Program - Drop-In	45	11%	2	30	9%	3
General Information - Queens Public Library	30	7%	4	9	3%	4
Free Mobile Hotspot Lending	19	5%	5	7	2%	5

## CUSTOMER SERVICE

### 311 Customer Service Center Inquiries by Agency

	Total Jul-Oct FY17	% of Inquiries Jul-Oct FY17	Rank in # of Calls in Jul-Oct FY17	Total Jul-Oct FY18	% of Inquiries Jul-Oct FY18	Rank in # of Calls in Jul-Oct FY18
<b>Top Inquiries</b>						
<b>SBS</b>						
Find a Workforce1 Career Center	739	24%	2	912	23%	1
Help Starting a Small Business	861	27%	1	841	22%	2
Job Training - Jobseeker Assistance	NA	NA	NA	447	11%	3
NYC Small Business Support Center Information	123	4%	6	263	7%	4
Business Legal Assistance	103	3%	7	160	4%	5
<b>SCA</b>						
School Construction Complaint	219	88%	1	192	90%	1
School Construction Information	29	12%	2	21	10%	2
<b>TLC</b>						
Lost Property in a Taxi - Medallion Number Known	6,179	22%	1	5,357	23%	1
Lost Property in a Taxi - Medallion Number Unknown	5,137	18%	2	4,290	18%	2
Lost Property in a Taxi - Medallion Number Not Found by 311	2,255	8%	3	1,803	8%	3
Accessible Taxi Dispatch for Passenger in a Wheelchair	1,291	5%	6	1,052	5%	4
Taxi Inquiry or Complaint from Taxi Driver or Taxi Licensee	1,339	5%	5	999	4%	5

"NA" - means Not Available in this report



# CUSTOMER SERVICE

## Requests for Interpretation

Performance Statistics	Actual			Target		4-month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
311	531,194	556,576	545,132	*	*	185,281	168,769
ACS	79,347	87,775	94,864	*	*	26,233	35,200
BIC	26	93	24	*	*	NA	NA
CCHR	1,126	1,671	1,425	*	*	388	577
CCRB	591	695	744	*	*	NA	NA
DCA	3,377	3,861	3,695	*	*	NA	NA
DCP	2	6	12	*	*	NA	NA
DEP	12,976	13,685	13,783	*	*	NA	NA
DFTA	428	892	873	*	*	246	330
DHS	6,445	8,164	13,357	*	*	NA	NA
DOB	66	68	63	*	*	NA	NA
DOE	49,922	54,626	67,131	*	*	NA	NA
DOF	4,466	5,453	7,699	*	*	2,321	2,891
DOHMH	12,475	14,986	18,486	*	*	NA	NA
DOI	24	26	23	*	*	NA	NA
DOP	15,859	9,425	11,870	*	*	NA	NA
DOT	1,261	1,415	2,209	*	*	NA	NA
DPR	81	122	110	*	*	NA	NA
DSNY	17	16	15	*	*	NA	NA
DYCD	1,986	2,380	1,705	*	*	712	484
FDNY	4,501	5,484	5,098	*	*	NA	NA
HPD	1,526	1,202	969	*	*	NA	NA
HRA	909,712	989,229	1,264,815	*	*	393,370	451,117
LAW	762	1,002	875	*	*	NA	NA
NYCHA	187,871	196,996	189,243	*	*	55,457	45,628
NYPD	273,575	238,382	288,561	*	*	104,095	101,492
OATH	9,419	10,185	11,842	*	*	3,761	5,910
OCME	304	664	1,091	*	*	297	335
SBS	2,351	7,327	6,652	*	*	NA	2,080
TLC	5,336	6,880	7,247	*	*	NA	NA



**P A I D A B S E N C E R A T E S**

FIRST FOUR MONTHS OF FISCAL YEAR					
WORKFORCE OR AGENCY	TOTAL SICK LEAVE	LODI/ WC	TOTAL ABSENCE	TOTAL ABSENCE	EQUIV. ABSENCE DAYS/YEAR
	FY18	FY18	FY18	FY17	FY18
<b>UNIFORMED WORKFORCES</b>					
DOC (U)	4.39%	0.98%	5.36%	6.71%	13.3
FDNY (U)	2.35%	5.02%	7.37%	7.47%	18.3
NYPD (U)	2.08%	0.71%	2.79%	2.68%	6.9
DSNY (U)	4.55%	1.77%	6.32%	5.83%	15.6
<i>Uniformed Subtotal</i>	2.78%	1.61%	4.39%	4.48%	10.9
<b>LARGER CIVILIAN WORKFORCES</b>					
NYPD (C)	2.37%	0.09%	2.46%	2.76%	6.1
FDNY (C)	3.75%	1.36%	5.11%	4.80%	12.6
ACS	3.45%	0.57%	4.02%	3.89%	9.9
HRA	3.92%	0.27%	4.19%	4.08%	10.3
DHS	3.50%	0.79%	4.29%	3.63%	10.6
HPD	3.42%	0.23%	3.65%	3.49%	9.0
DOHMH	2.96%	0.08%	3.05%	2.95%	7.6
DEP	3.26%	0.19%	3.45%	3.24%	8.5
DSNY (C)	3.52%	0.50%	4.02%	3.95%	10.0
DOF	3.29%	0.19%	3.48%	3.44%	8.6
DOT	3.30%	0.73%	4.02%	3.76%	10.0
DPR	2.24%	0.22%	2.46%	2.34%	6.1
LAW	2.98%	0.03%	3.01%	2.76%	7.5
DCAS	2.86%	0.05%	2.92%	3.04%	7.2
DDC	3.51%	0.08%	3.59%	3.05%	8.9
DOC (C)	3.64%	0.49%	4.12%	3.56%	10.1
PROBATION	3.71%	0.12%	3.83%	3.92%	9.5
DOB	3.18%	0.02%	3.20%	3.10%	7.9
DOITT	2.85%	0.04%	2.89%	2.86%	7.2
<i>Subtotal</i>	3.06%	0.32%	3.38%	3.30%	8.3
<b>SMALLER CIVILIAN WORKFORCES</b>					
NYCEM	2.01%	0.01%	2.02%	2.22%	5.0
DCP	2.89%	0.16%	3.05%	3.12%	7.5
DOI	2.61%	0.37%	2.98%	2.42%	7.4
DFTA	3.65%	0.00%	3.65%	2.98%	9.1
CULTURAL	2.93%	0.00%	2.93%	2.33%	7.3
LANDMARKS	2.70%	0.01%	2.71%	2.99%	11.0
TLC	4.42%	0.00%	4.42%	2.27%	6.7
CCHR	4.60%	0.00%	4.60%	3.93%	11.3
DYCD	2.60%	0.00%	2.60%	2.73%	6.5
DSBS	3.25%	0.38%	3.63%	3.86%	9.0
DOR	2.43%	0.00%	2.43%	2.47%	5.9
CONSUMER	3.21%	0.01%	3.23%	3.21%	8.0
BIC	2.73%	0.01%	2.75%	3.03%	6.8
OATH	2.80%	0.00%	2.80%	6.12%	6.9
ELECTIONS	3.19%	0.00%	3.19%	3.04%	7.9
CCRB	3.40%	0.03%	3.43%	2.82%	8.5
<i>Subtotal</i>	3.26%	0.09%	3.35%	3.22%	8.3
<i>Uniformed</i>	2.78%	1.61%	4.39%	4.48%	10.9
<i>Civilian</i>	3.07%	0.31%	3.37%	3.29%	8.3
<b>TOTAL</b>	2.95%	0.86%	3.80%	3.78%	9.4
<b>CITYWIDE</b>	2.95%	0.18%	3.12%	3.09%	7.7

Note: The **Total Absence Rate** is calculated by dividing the sum of paid sick leave for all employees, Line-of-Duty Injury (LODI) absence for uniformed employees, and paid Workers' Compensation (WC) 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](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\\_1-30-2018.pdf](http://www.nyc.gov/html/dcas/downloads/pdf/fleet/Local_law_41_report_on_NYC_Car_and_Fleet_Share_1-30-2018.pdf)

## VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY16 Annual Actual	FY17 Annual Actual	FY18 Annual Target	FY19 Annual Target	FY17 4-Month Actual	FY18 4-Month Actual
CITYWIDE FLEET SIZE	29,374	30,037	29,300	30,850	29,628	30,457
- Light Duty	12,605	12,778	12,500	13,000	12,740	12,927
- Medium Duty	4,825	4,797	4,825	5,000	4,847	4,831
- Heavy Duty	7,184	7,317	7,200	7,550	7,229	7,478
- Other Vehicles	4,760	5,145	4,775	5,300	4,812	5,221
Vehicle in-service rate (%)	91%	92%	91%	92%	92%	92%
Daily fleet in-service targets achieved (%)	89%	100%	90%	98%	100%	100%
Purchased vehicles compliant with Local Law 38 (%)	98%	100%	95%	98%	100%	100%
Alternative fuel vehicles	16,681	17,491	17,000	18,000	16,903	17,743
Alternative fuel vehicles in City fleet (%)	59%	60%	63%	63%	59%	60%
Electric vehicles	945	1,295	1,750	2,000	1,015	1,530
- On-road electric vehicles	468	793	1,200	1,400	531	1,036
- Off-road electric vehicles	477	502	550	600	484	494
Vehicle fuel used (gallons)	28,865,173	29,602,763	28,500,000	28,500,000	9,725,530	9,843,858
- Biodiesel fuel used (gallons)	15,281,204	15,994,051	15,500,000	16,250,000	5,009,883	4,987,531
Fleet miles per gallon (FMPG)	5.4	5.9	6.0	5.8	6.3	6.6
Electric chargers installed	55	109	100	100	75	34
Vehicles purchased	4,352	4,064	3,000	3,000	2,700	1,490
Average age of fleet (months)	72	70	72	70	71	70
Collisions in City vehicles <sup>1</sup>	6,344	6,363	*	*	2,077	2,008
Collisions per 100,000 miles involving City vehicles citywide	7.3	6.2	*	*	5.6	5.4
Preventable collisions per 100,000 miles involving City vehicles citywide	3.5	3.0	*	*	2.5	2.7
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.7	0.7	*	*	0.7	0.7
Injuries involving preventable collisions per 100,000 miles	0.3	0.3	*	*	0.3	0.3
Preventable collisions in City vehicles <sup>2</sup>	2,815	3,095	*	*	1,077	999
Injuries involving collisions in City vehicles	510	727	*	*	285	291
Fatalities involving collisions in non-emergency City vehicles	1	1	*	*	1	1
Revenue from recoverable affirmative claims	\$2,680,961	\$2,864,761	*	*	\$774,391	\$1,112,635
Employees trained in defensive driving	7,929	7,876	8,000	8,500	2,035	4,526
Authorized City drivers trained in defensive driving (%)	77%	77%	85%	85%	68%	83%
Fleet repair expenditures (\$000,000)	\$235.3	\$248.7	*	*	\$72.2	\$82.1
Fleet fuel expenditures (\$000,000)	\$46.0	\$54.8	*	*	\$16.8	\$19.1
Fleet acquisition expenditures (capital) (\$000,000)	\$215.3	\$273.5	\$240.0	\$240.0	\$178.0	\$100.0
Fleet acquisition expenditures (expense) (\$000,000)	\$109.4	\$96.8	\$60.0	\$80.0	\$57.3	\$44.4
Automotive repair personnel	1,356	1,427	1,350	1,375	1,366	1,434
Fleet support personnel	384	389	380	380	382	372

<sup>1</sup>Collisions in City vehicles do not include NYPD collisions.

"NA" Not Available

\*None

<sup>2</sup>Preventable collisions - A collision in which the driver did not take all reasonable avoidance actions.

## VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY16 Annual Actual	FY17 Annual Actual	FY18 Annual Target	FY19 Annual Target	FY17 4-Month Actual	FY18 4-Month Actual
The following is a detailed fleet breakdown for agencies with the largest City-managed fleets:						
<b>DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES</b>						
Total Vehicles	2,458	2,333	*	*	2,394	2,307
- Light Duty	1,934	1,802	*	*	1,853	1,781
- Medium Duty	301	294	*	*	308	287
- Heavy Duty	80	82	*	*	80	83
- Other Vehicles	143	155	*	*	153	156
Vehicle in-service rate (%)	98%	99%	*	*	99%	98%
Fleet miles per gallon (FMPG)	16.1	17.9	*	*	NA	NA
Collisions involving City vehicles <sup>1</sup>	400	421	*	*	140	139
Preventable collisions involving City vehicles <sup>2</sup>	145	161	*	*	60	39
Collisions per 100,000 miles involving City vehicles	3.0	2.6	*	*	2.5	3.4
Preventable collisions per 100,000 miles involving City vehicles	1.1	1.0	*	*	1.1	1.0
Injuries involving collisions in City vehicles per 100,000 miles	0.5	0.4	*	*	0.3	0.9
Injuries involving preventable collisions per 100,000 miles	0.1	0.2	*	*	0.2	0.2
Authorized City drivers trained in defensive driving (%)	70%	55%	*	*	66%	52%
Revenue from recoverable affirmative claims	\$293,618	\$376,788	*	*	\$89,637	\$99,125
<b>DEPARTMENT OF ENVIRONMENTAL PROTECTION</b>						
Total Vehicles	2,176	2,164	*	*	2,155	2,203
- Light Duty	834	811	*	*	809	847
- Medium Duty	471	461	*	*	474	460
- Heavy Duty	435	439	*	*	431	437
- Other Vehicles	436	453	*	*	441	459
Vehicle in-service rate (%)	92%	93%	*	*	93%	94%
Fleet miles per gallon (FMPG)	10.2	12.6	*	*	NA	NA
Collisions involving City vehicles <sup>1</sup>	380	413	*	*	136	131
Preventable collisions involving City vehicles <sup>2</sup>	207	226	*	*	74	80
Collisions per 100,000 miles involving City vehicles	3.7	3.1	*	*	3.1	3.4
Preventable collisions per 100,000 miles involving City vehicles	2.1	1.7	*	*	1.7	2.1
Injuries involving collisions in City vehicles per 100,000 miles	0.3	1.3	*	*	0.3	0.2
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*	0.1	0.1
Authorized City drivers trained in defensive driving (%)	49%	72%	*	*	52%	60%
Revenue from recoverable affirmative claims	\$12,561	\$32,391	*	*	\$8,570	\$7,370

## VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY16 Annual Actual	FY17 Annual Actual	FY18 Annual Target	FY19 Annual Target	FY17 4-Month Actual	FY18 4-Month Actual
<b>DEPARTMENT OF HEALTH AND MENTAL HYGIENE</b>						
Total Vehicles	298	320	*	*	322	370
- Light Duty	205	226	*	*	221	268
- Medium Duty	85	86	*	*	93	91
- Heavy Duty	6	6	*	*	6	9
- Other Vehicles	2	2	*	*	2	2
Vehicle in-service rate (%)	98%	99%	*	*	98%	99%
Fleet miles per gallon (FMPG)	23.5	23.3	*	*	NA	NA
Collisions involving City vehicles <sup>1</sup>	28	28	*	*	11	12
Preventable collisions involving City vehicles <sup>2</sup>	23	6	*	*	0	4
Collisions per 100,000 miles involving City vehicles	1.7	1.5	*	*	1.1	3.6
Preventable collisions per 100,000 miles involving City vehicles	1.0	0.3	*	*	0.0	1.2
Injuries involving collisions in City vehicles per 100,000 miles	0.2	0.1	*	*	0.0	1.8
Injuries involving preventable collisions per 100,000 miles	0.2	0.1	*	*	0.0	0.9
Authorized City drivers trained in defensive driving (%)	93%	87%	*	*	94%	92%
Revenue from recoverable affirmative claims	\$10,815	\$25,943	*	*	\$758	\$17,683
<b>DEPARTMENT OF TRANSPORTATION</b>						
Total Vehicles	3,065	3,231	*	*	3,096	3,250
- Light Duty	864	945	*	*	888	945
- Medium Duty	476	507	*	*	490	509
- Heavy Duty	844	864	*	*	830	861
- Other Vehicles	881	915	*	*	888	935
Vehicle in-service rate (%)	91%	93%	*	*	93%	93%
Fleet miles per gallon (FMPG)	4.2	4.8	*	*	NA	NA
Collisions involving City vehicles <sup>1</sup>	370	465	*	*	159	186
Preventable collisions involving City vehicles <sup>2</sup>	282	296	*	*	107	89
Collisions per 100,000 miles involving City vehicles	4.6	4.4	*	*	4.4	4.7
Preventable collisions per 100,000 miles involving City vehicles	3.4	2.9	*	*	2.9	2.3
Injuries involving collisions in City vehicles per 100,000 miles	0.6	0.7	*	*	0.7	0.9
Injuries involving preventable collisions per 100,000 miles	0.5	0.4	*	*	0.5	0.5
Authorized City drivers trained in defensive driving (%)	80%	83%	*	*	82%	84%
Revenue from recoverable affirmative claims	\$550,000	\$17,770	*	*	\$4,038	\$14,721

## VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY16 Annual Actual	FY17 Annual Actual	FY18 Annual Target	FY19 Annual Target	FY17 4-Month Actual	FY18 4-Month Actual
<b>DEPARTMENT OF SANITATION</b>						
Total Vehicles	6,060	6,107	*	*	6,127	6,233
- Light Duty	906	978	*	*	980	974
- Medium Duty	317	312	*	*	322	314
- Heavy Duty	3,826	3,808	*	*	3,874	3,908
- Other Vehicles	921	1,009	*	*	951	1,037
Vehicle in-service rate (%)	84%	84%	*	*	83%	83%
Fleet miles per gallon (FMPG)	2.2	2.5	*	*	NA	NA
Collisions involving City vehicles <sup>1</sup>	2,625	2,463	*	*	712	616
Preventable collisions involving City vehicles <sup>2</sup>	1,201	1,267	*	*	402	365
Collisions per 100,000 miles involving City vehicles	10.9	9.0	*	*	8.1	5.0
Preventable collisions per 100,000 miles involving City vehicles	5.2	4.6	*	*	4.6	2.9
Injuries involving collisions in City vehicles per 100,000 miles	0.7	1.0	*	*	1.0	0.6
Injuries involving preventable collisions per 100,000 miles	0.3	0.4	*	*	0.4	0.4
Authorized City drivers trained in defensive driving (%)	86%	87%	*	*	87%	89%
Revenue from recoverable affirmative claims	\$69,303	\$275,958	*	*	\$24,564	\$114,422
<b>DEPARTMENT OF PARKS AND RECREATION</b>						
Total Vehicles	2,916	2,909	*	*	2,966	2,913
- Light Duty	614	614	*	*	649	593
- Medium Duty	858	828	*	*	850	834
- Heavy Duty	347	354	*	*	362	354
- Other Vehicles	1,097	1,113	*	*	1,105	1,132
Vehicle in-service rate (%)	95%	95%	*	*	95%	95%
Fleet miles per gallon (FMPG)	5.9	5.8	*	*	NA	NA
Collisions involving City vehicles <sup>1</sup>	550	556	*	*	180	225
Preventable collisions involving City vehicles <sup>2</sup>	230	308	*	*	34	120
Collisions per 100,000 miles involving City vehicles	6.6	6.6	*	*	6.4	7.9
Preventable collisions per 100,000 miles involving City vehicles	3.4	3.6	*	*	3.7	4.2
Injuries involving collisions in City vehicles per 100,000 miles	0.6	0.5	*	*	0.2	0.9
Injuries involving preventable collisions per 100,000 miles	0.1	0.2	*	*	0.2	0.2
Authorized City drivers trained in defensive driving (%)	77%	94%	*	*	85%	100%
Revenue from recoverable affirmative claims	\$81,974	\$66,491	*	*	\$27,781	\$7,435

## VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY16 Annual Actual	FY17 Annual Actual	FY18 Annual Target	FY19 Annual Target	FY17 4-Month Actual	FY18 4-Month Actual
<b>POLICE DEPARTMENT</b>						
Total Vehicles	9,240	9,666	*	*	9,436	9,798
- Light Duty	6,378	6,582	*	*	6,564	6,671
- Medium Duty	1,338	1,325	*	*	1,340	1,358
- Heavy Duty	418	440	*	*	434	448
- Other Vehicles	1,106	1,319	*	*	1,098	1,321
Vehicle in-service rate (%)	94%	95%	*	*	94%	94%
Fleet miles per gallon (FMPG)	9.0	8.9	*	*	NA	NA
Collisions involving City vehicles <sup>1</sup>	3.9	4.6	*	*	3.7	4.5
Revenue from recoverable affirmative claims	\$1,591,850	\$1,866,856	*	*	\$577,562	\$793,940
<sup>1</sup> NYPD Collisions figure represents Collisions per 100,000 miles.						
<b>FIRE DEPARTMENT</b>						
Total Vehicles	2,289	2,367	*	*	2,270	2,444
- Light Duty	372	382	*	*	364	411
- Medium Duty	734	713	*	*	721	708
- Heavy Duty	1,020	1,106	*	*	1,023	1,159
- Other Vehicles	163	166	*	*	162	166
Vehicle in-service rate (%)	83%	85%	*	*	85%	85%
Fleet miles per gallon (FMPG)	3.9	4.6	*	*	NA	NA
Collisions involving City vehicles <sup>1</sup>	1,877	1,853	*	*	643	640
Preventable collisions involving City vehicles <sup>2</sup>	681	746	*	*	276	261
Collisions per 100,000 miles involving City vehicles	12.2	9.6	*	*	9.7	7.2
Preventable collisions per 100,000 miles involving City vehicles	5.1	3.9	*	*	4.2	2.8
Injuries involving collisions in City vehicles per 100,000 miles	1.6	1.0	*	*	0.9	0.8
Injuries involving preventable collisions per 100,000 miles	0.5	0.4	*	*	0.4	0.3
Revenue from recoverable affirmative claims	\$35,928	\$103,774	*	*	\$15,569	\$36,304

## VEHICLE FLEETS AND MAINTENANCE

INDICATORS	FY16 Annual Actual	FY17 Annual Actual	FY18 Annual Target	FY19 Annual Target	FY17 4-Month Actual	FY18 4-Month Actual
<b>DEPARTMENT OF CORRECTION</b>						
Total Vehicles	549	621	*	*	540	622
- Light Duty	218	250	*	*	224	250
- Medium Duty	136	164	*	*	140	164
- Heavy Duty	184	194	*	*	164	195
- Other Vehicles	11	13	*	*	12	13
Vehicle in-service rate (%)	91%	94%	*	*	93%	94%
Fleet miles per gallon (FMPG)	6.9	6.0	*	*	NA	NA
Collisions involving City vehicles <sup>1</sup>	107	116	*	*	31	45
Preventable collisions involving City vehicles <sup>2</sup>	82	64	*	*	12	33
Collisions per 100,000 miles involving City vehicles	2.3	2.9	*	*	2.5	2.4
Preventable collisions per 100,000 miles involving City vehicles	1.2	1.7	*	*	1.1	1.8
Injuries involving collisions in City vehicles per 100,000 miles	1.1	1.7	*	*	2.1	1.2
Injuries involving preventable collisions per 100,000 miles	0.8	0.5	*	*	0.0	0.5
Authorized City drivers trained in defensive driving (%)	NA	NA	*	*	NA	20%
Revenue from recoverable affirmative claims	\$8,604	\$14,183	*	*	NA	\$6,523
<b>DEPARTMENT OF EDUCATION</b>						
Total Vehicles	323	319	*	*	322	317
- Light Duty	190	188	*	*	188	187
- Medium Duty	109	107	*	*	109	106
- Heavy Duty	24	24	*	*	25	24
- Other Vehicles	0	0	*	*	0	0
Vehicle in-service rate (%)	98%	99%	*	*	99%	99%
Collisions involving City vehicles <sup>1</sup>	52	52	*	*	14	14
Preventable collisions involving City vehicles <sup>2</sup>	16	21	*	*	5	8
Revenue from recoverable affirmative claims	\$26,308	\$84,607	*	*	\$25,912	\$15,112

<sup>1</sup>Collisions in City vehicles do not include NYPD collisions.

"NA" Not Available

\*None

<sup>2</sup>Preventable collisions - A collision in which the driver did not take all reasonable avoidance actions.

## VEHICLE FLEETS AND MAINTENANCE

### DEFINITIONS

Alternative fuel vehicles in City fleet (%):

The percentage of City vehicles that are using alternative fuel.

Alternative fuel vehicles:

The total number of City vehicles that are using alternative fuel.

Automotive repair personnel:

The number of City personnel assigned to repair and maintain City fleet for the year.

Average age of fleet (months):

The average number of months from the date a vehicle is put in service to the end of the reporting period (i.e., the MMR/PMMR reporting period).

Authorized City drivers trained in defensive driving (%):

The percentage of active authorized City drivers that have been trained in defensive driving centrally.

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:

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.

Electric vehicles:

The number of electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

Employees trained in defensive driving:

The number of City drivers trained in defensive driving centrally during the year.

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 year.

Fleet fuel expenditures (\$000,000):

The amount spent on fuel for City fleet during the year.

Fleet miles per gallon (FMPG):

This indicator shows a total miles per gallon average for all vehicles combined. Agency fuel use may involve off-road and specialized equipment usage that impacts this calculation. It is not a vehicle-specific MPG indicator, but offers a general view of fuel efficiency for the City fleet.

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.

## VEHICLE FLEETS AND MAINTENANCE

### 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 per 100,000 miles:

The number of injuries associated with collisions per 100,000 miles that included at least one City vehicle.

### Injuries involving preventable collisions per 100,000 miles:

The number of injuries in preventable collisions reported per 100,000 miles in the citywide fleet.

### Off-road electric vehicles:

The number of off-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period. This includes off-road solar electric units.

### On-road electric vehicles:

The number of on-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

### 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\*  
Department of Environmental Protection  
Department of Correction  
Department of Parks and Recreation  
Department of Health and Mental Hygiene

New York City Fire Department  
New York City Police Department  
Department of Transportation  
Department of Sanitation  
Department of Education

\*Department of Citywide Administrative Services" vehicles include those used by the following client agencies:

Administration of Children's Services  
Board of Elections  
Bronx Borough President  
Brooklyn Borough President  
Business Integrity Commission  
Campaign Finance Board  
City Commission on Human Rights  
City Council  
Civilian Complaint Review Board  
Department for the Aging  
Department of Buildings  
Department of City Planning  
Department of Citywide Administrative Services  
Department of Consumer Affairs  
Department of Cultural Affairs  
Department of Design and Construction  
Department of Finance  
Department of Homeless Services  
Department of Housing Preservation and Development  
Department of Information Technology and Telecommunications  
Department of Investigation  
Department of Probation  
Department of Records and Information Services  
Department of Small Business Services

Department of Youth and Community Development  
Financial Information Services Agency  
GrowNY (formerly known as "Council on the Environment")  
Human Resources Administration  
Landmarks Preservation Commission  
Law Department  
Manhattan Borough President  
Mayor's Office  
New York City Emergency Management  
NYC Economic Development Corporation  
Office of Administrative Trials and Hearings  
Office of Chief Medical Examiner  
Office of Labor Relations  
Office of Management and Budget  
Office of Payroll Administration  
Office of the City Clerk  
Office of the Comptroller  
Office of the Public Advocate  
Queens Borough President  
Sheriff's Office  
Sports Commission  
Staten Island Borough President  
Tax Commission  
Taxi and Limousine Commission

## SPENDING AND BUDGET INFORMATION FISCAL 2018 PMMR

Spending and budget information is displayed as a table within each agency's chapter, between "Agency Resources" and the "Noteworthy Changes, Additions or Deletions" sections. The tables indicate, where possible, the relationship between an agency's PMMR goals and its units of appropriations.

The NYC Office of Management and Budget provided the Mayor's Office of Operations with expenditures for City agencies, as reported in the City's Fiscal 2017 Comprehensive Annual Financial Report, and the planned amounts for Fiscal 2018 as presented in the February 2018 Financial Plan. 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 York City residents.

**Our Services and Goals** – The agency's major areas of responsibility for delivering services to New Yorkers and the steps it takes to provide those services.

**How We Performed** – Highlights describing how the agency has performed in delivering its services for the first four months of the fiscal year.

**Performance Indicators** – Measures of agency performance, organized by goal, including three full years of data and the first four months of the prior and current fiscal years.

**Critical Indicator Icon** – A star (\*) designates indicators that are considered critical to agency performance. These are the indicators that appear on the Citywide Performance Reporting website.

**Target** – Desired levels of performance for the current fiscal year and the next fiscal year. Targets can be numeric or directional. Numeric targets can set an expected level of performance, a maximum level not to be exceeded, or a minimum level to be met. Directional targets are represented by up or down arrows. An asterisk means no numeric or directional target was set.

**Agency-wide Management** – Indicators that apply to broad aspects of management within an agency rather than a single goal.

**Agency Customer Service** – Statistics on how well an agency provides services to its customers via phone, e-mail, letters, and walk-in centers. For 12 agencies that handle 311 Customer Service Center service requests, a table shows performance for five key service request types.

**Agency Resources** – Overview of the financial and workforce resources used by an agency over the past three fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

**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.

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\*Non-Mayoral Agencies

This report was produced by  
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